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*Annual Report*

**FY23/24**

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*Volunteers, Christine and Evette, with Margaret Hubrey house resident, Margaret.*

# A message from the Board Chair and Chief Executive Officer

## Southern Cross Care (WA)

Reflecting on the past year, our commitment to our purpose of helping people live extraordinary lives connected to communities remains our highest priority. We are proud to present this report as a testament to our continued efforts in making a positive impact in the lives of those we care about.

Last year, we launched our Strategic Plan for 2023-27, which aims to place our consumers at the centre, provide adaptive and cutting-edge services, recognise our vitally important people, ensure SCC (WA)'s growth and sustainability and make things easier. We identified several key projects to advance this vision, with nine successfully delivered this year. We have launched a new finance and client management system to streamline operations, established our Consumer Advisory Committee to ensure our care and services are person-centred, and introduced our People Strategy to articulate how we are making SCC (WA) a great place to work where employees are seen, heard and valued. We remain committed to making things easier by improving our systems and processes and look forward to taking you all along on the journey. We are proud to share our strategic progress, recognising there is still more work to do.

Throughout the year, we have continued to tackle issues like loneliness, boredom, and isolation, which are sadly common in aged and community care settings. Our teams have consulted with residents, clients and their families to develop new initiatives and programs aimed at forging meaningful connections, promoting choice and independence, and encouraging participation. From celebrating significant days to cultural celebrations, intergenerational visits and gardening groups, we offered a wide range of activities catering to the diverse interests and capabilities of our residents and clients.

Our Pastoral Care Team has played a vital role in initiating our No One Dies Alone program in the hope that no one faces their final moments without a comforting presence by their side. Twenty four volunteers have been trained to provide company and emotional support to our residents in the 24 hours before their passing, and we thank these volunteers for their willingness to take part in such an important program. At Germanus Kent House in Broome,

we have appointed an SCC (WA) employee as an End-of-Life Directions for Aged Care (ELDAC) Aboriginal Consultant to guide residents and families through the palliative process in a way that is culturally appropriate to them.

In preparing for the future, we have undertaken extensive work to identify a model of care that will guide our future developments and services. The long-awaited Aged Care Bill 2024 was introduced to Parliament in September. The Bill is for a new Aged Care Act, expected to commence from 1 July 2025. It's our hope the new reforms will support the industry to be sustainable and enable aged care providers to provide ongoing high-quality care. Some of the key changes include a \$4.3 billion package for the new Support at Home program, with more tailored support options and essential changes to improve the funding, viability, and quality of residential aged care. We look forward to working together to ensure these reforms deliver the intended benefits to our residents and clients.

As we continue to navigate the changing landscape of aged care, we are committed to continuing to improve our services to meet the changing needs and expectations of our community. None of our accomplishments would have been possible without the support of our Board, dedicated teams, passionate volunteers and the Knights of the Southern Cross. Thank you for being an integral part of our journey.



**Clare Grieveson**  
Chief Executive Officer



**Bradley Prentice**  
SCC (WA) Board Chair



## Our Board

Southern Cross Care (WA) Inc. is proudly governed by Board Members who bring together varied and complementary experience in the aged care, health care and disability sectors, as well as commercial and business expertise.

The Board is responsible for the management, strategic development and performance of SCC (WA) to secure the long-term success of the organisation. The Board provides stewardship to SCC (WA) by upholding a culture of ethical and inclusive conduct and ensuring responsible decision-making, in accordance with the organisation's goals

and objectives, and governs the way in which SCC (WA) operates. The Board plays a key role in monitoring SCC (WA)'s compliance with applicable laws, regulations, and statutory requirements. The Board are committed to upholding best practice corporate governance principles having regard to the interests of SCC (WA)'s stakeholders

**Top L-R:** Paul Rossen, Thomas Seeber, John Chegwidan, and Tony Vis (Deputy Chair).

**Bottom L-R:** Peter Evans, Bradley Prentice (Chair), Elaine Pavlos, and Denise Glennon.

## A message from the *Knights of the Southern Cross (WA)*



The Good Samaritan story reminds us of God's command to love our neighbour, highlighting the importance of kindness to everyone, regardless of their background. This message is central to Christianity and is beautifully lived out through the work of Southern Cross Care (WA).

As Knights, we witness daily the incredible contributions and kindness of the staff and volunteers at Southern Cross Care (WA). Their dedication to caring for the elderly, especially those from disadvantaged backgrounds, truly reflects the Gospel in action.

This year, I wish to extend my heartfelt thanks to Brad Prentice, who has faithfully served as Chairman of Southern Cross Care (WA) for many years, skilfully navigating the organisation through numerous regulatory and administrative challenges. Brad is a true example of what it means to be a Knight and embodies the spirit of the Good Samaritan that Jesus spoke of. The remarkable success reflected in this year's annual report is a testament to his steadfast leadership and dedication.

We offer our prayers of gratitude for Brad and the exceptional team at Southern Cross Care (WA) for yet another blessed-filled year.

God bless,

**Kevin Clark**

*State Chairman*

*Knights of the Southern Cross (WA)*

and together with our Executive team, the Board led by Chair Bradley Prentice, ensures SCC (WA) remains true to our purpose of helping people live extraordinary lives, every day, connected to communities. We extend our heartfelt thanks to our Board for their contributions throughout the year.

# Executive Leadership Team

Southern Cross Care (WA) is led by an experienced group of Executives who bring together a wealth of clinical, financial, property, legal, and people experience in the government, corporate and not for profit sectors.

The Executive Leadership Team is responsible for driving the strategic and material decisions across Southern Cross Care (WA). Working closely with the Board, the Executive leads operational and financial performance, ensure our people have a great place to work and are delivering on SCC (WA)'s purpose to help consumers live extraordinary lives, connected to communities.



## Clare Grieveson

### Chief Executive Officer

Commencing as Chief Executive Officer in 2021, Clare Grieveson leads the Group's executive team to deliver the organisation's performance, strategy, vision, mission and values. Clare works closely with other key providers and peak bodies, playing a critical role in advocating for the sector and Southern Cross Care (WA). Clare has over 25 years of experience as an executive in the health and aged care sectors in the UK and Australia. Clare has a clinical background in speech pathology, holding a Bachelor of Science in Speech Sciences, a Master's Degree in Health Services Management and a Graduate Certificate in Leadership and Catholic Culture.

## Bret Campbell

### Chief Financial Officer

Bret commenced as Chief Financial Officer (CFO) in November 2021 and is responsible for leading SCC (WA)'s Corporate Services Division. He oversees the organisation's financial reporting, systems and performance, emergency management, crisis response, business continuity, information and communications technology, risk and procurement functions. Bret has over 18 years experience as a CFO in the aged care and community sector and executive roles leading teams in finance, IT, strategic planning and business analytics. Bret holds a Bachelor of Business, and is a Certified Practising Accountant (CPA).

## Angela North

### Chief People, Learning and Culture Officer

Angela North commenced as Chief People, Learning & Culture Officer in May 2022 and is responsible for attracting, recruiting, and developing top talent, employee benefits and experiences, work health and safety, learning and development and culture strategy. Angela has held senior roles across corporate, aged care and oil and gas industries where she has led strategic workforce planning and large-scale change management programs. Angela holds a Bachelor of Arts and accreditations in change, project management and leadership development.

## Ian Nichol

### Chief Property Officer

Ian commenced as Chief Property Officer in July 2022 and is responsible for managing SCC (WA)'s Retirement Villages, Southern Cross Housing and the property portfolio and developments that support the provision of services at SCC (WA). Ian has over 25 years international experience in executive and senior roles across property development, infrastructure and resource works. Ian holds an MBA, is a Chartered Building Professional and Certified Practising Project Director.



*Top L-R: Sandra Waters, Ian Nichol, Andries Pretorius, Caroline Webb.  
Bottom L-R: Kate Roberts, Angela North, Clare Grieveson, Bret Campbell.*

## **Caroline Webb**

### **Chief Strategy, Marketing and Experience Officer**

Commencing in May 2022, Caroline is the Chief Strategy, Marketing and Experience Officer at SCC (WA), where she is responsible for leading the strategy, marketing, communications, client experience and media functions. Caroline has over 25 years' experience in executive and senior management roles across corporate, government and not-for profit sectors, specialising in brand, organisational strategy, communications and marketing. Caroline holds a Bachelor of Science, Postgraduate Degree in Psychology and Diploma of Management.

## **Andries Pretorius**

### **Chief Operations Officer Home Care, Disability and Mental Health**

Andries commenced working at SCC (WA) in 2021 and was appointed as Chief Operating Officer – Home Care, Disability and Mental Health in June 2022. He is responsible for the operational leadership of services across Home Care, Disability and Mental Health at SCC (WA). Andries has extensive experience in the disability and community care sectors. He holds a Bachelor Degree in Business Management with honours in Industrial Psychology.

## **Sandra Waters**

### **Chief Operating Officer, Residential Aged Care**

Sandra commenced as Chief Operating Officer - Residential in April 2024, after joining SCC (WA) as Residential Operations Director in March 2023, and is responsible for the operational oversight of Residential Aged Care. Sandra is a Registered Nurse, with experience in the UK and Australia as a Health Service Manager and aged care Facility Manager. Sandra holds a Diploma of Management, Post Graduate Certificate in Clinical Nursing and an Advanced Diploma in Adult Nursing.

## **Kate Roberts**

### **General Counsel and Company Secretary**

Kate commenced in her role as General Counsel and Company Secretary in August 2023. As Company Secretary, Kate is the key advisor to the Board and responsible for implementing and maintaining best governance practices. As General Counsel, Kate is also responsible for delivering legal services across the organisation. With extensive legal and governance experience across the not-for-profit and public sectors, she has provided strategic and commercially focused risk and compliance advice and in-house legal services. Kate holds a Bachelor of Arts and Bachelor of Laws and was admitted as an Australian lawyer in 2005. Kate is a Fellow of both the Governance Institute of Australia and the Chartered Governance Institute.



## About us

**In 1966, Southern Cross Care (WA), formerly known as Southern Cross Homes, was created by the Order of the Knights of the Southern Cross who were committed to improving the lives of their fellow West Australians.**

Now, more than 50 years later, the legacy of the Knights lives on as SCC (WA) continues to support the complex health, care and accommodation needs of our aging population and those living with mental illness.

Whether living independently in their own home, in one of our retirement villages or needing a higher level of physical or mental health care, our aim is to help our residents and clients live extraordinary lives, every day, connected to communities.

Making a meaningful difference in people's lives is made possible by our dedicated workforce of over 900 employees and more than 100 volunteers. From nurses and carers working on the frontline to those behind the scenes in leadership and support roles, our ever-growing teams deliver care and services to over 3000 West Australians across our residential aged care, retirement living, home care, mental health, disability and community housing portfolios.

*Jeremiah Donovan House resident, Robert, with Senior Physiotherapist, Joanne.*



## *Our purpose*

People live extraordinary lives, every day, connected to communities.

## *Our vision*

Transforming our sector and the experiences of the people we care about.

## *Our values*

Our values guide how we live and work day to day. They define how we behave to each other and the attributes we recognise and celebrate. Our values take the normal to memorable and set a shared standard for how we care for others, now and in the years to come.

All of our people operate from a core belief that I enable the extraordinary because



I listen



I don't give up



I act



We work as one

This is our promise to our clients, residents, and each other.

# Our services

## Residential Aged Care

SCC (WA) has eight residential aged care homes throughout metropolitan Perth and regional WA, providing 24/7 clinical and personal care while prioritising the dignity and personal choices of our residents. Our homes in Rossmoyne and Success also accommodate eight-bed transition units for residents requiring mental health care in High Dependency Units (HDU). In addition to residential aged care, Villa Pelletier in West Leederville supports people over 65 who have health needs and are experiencing homelessness or insecure tenancy, through our Housing the Homeless program.

## Retirement Living (Independent Living Units)

Our seven retirement villages in the Perth metropolitan area offer a sense of safety, security, and community where residents can enjoy their independence and make the most of their retirement.

## Mental Health Services and Support

SCC (WA) offers a broad range of mental health services for our clients as well as their carers or family members. We support adults aged between 18 and 65, who have a diagnosed mental illness or are experiencing mental health concerns. We offer various support services in three residential settings and in the community, through our Community Mental Health and Family and Carer Support programs.

## Pastoral Care

Our pastoral carers are trained to listen and help our residents and their families make sense of the changes that are occurring and provide support during difficult and challenging times. The pastoral care team delivers pastoral care to residential aged care homes, villages and home care. They also deliver our Connect the 40% program and assist with our No One Dies Alone program.

## Home Care

Our Home Care Services include Home Care Packages (HCP), the Commonwealth Home Support Programme (CHSP), Short-Term Restorative Care (STRC) Program and the Community Transition Care Program (CTCP). We provide home care services to 150 postcodes across the Perth metropolitan area, Broome townsite and within a 30km radius of Bunbury and Busselton.

## Disability Support

SCC (WA) is a registered provider under the National Disability Insurance Scheme (NDIS). Our disability services provide opportunities for people living with a disability to increase participation in all aspects of community life. In FY23/24, we supported 33 clients under the NDIS.

## Respite Care

Our respite services include a range of flexible, day or overnight respite options, either in-home, at one of our dedicated respite centres in Forrestfield or Hilton, or short-term in one of our residential aged care homes.

## Southern Plus Health and Wellness Centre

Our Health and Wellness Centre in East Fremantle offers specialised exercise and rehabilitation services for people aged over 55. The centre, which is co-located with our residential aged care home Southern Plus East Fremantle, provides a range of services including, rehabilitation physiotherapy, exercise physiology, gym sessions, hydrotherapy and group classes, and is available to the public with a GP referral.

## Southern Cross Housing

Southern Cross Housing Ltd. (SCH) offers affordable community housing to people over 55, or younger people living with mental illness or disability. SCH provides 358 properties across 39 suburbs in Perth, ranging from the City of Joondalup in the north to the City of Rockingham in the south and out to the City of Swan in the east.



### Legend

- Beds
- HDU Beds
- Villa/Units
- Day clients
- Overnight clients

### Regional locations

- Germanus Kent House**  
20 Dickson Drive,  
Broome WA **55** Beds
- Victoria Park Nursing Home & Hostel**  
1 Croesus Street,  
Kalgoorlie WA  
- Nursing Home **22** Beds  
- Hostel **29** Beds
- Bran Nue Dae**  
20 Dickson Drive  
Broome WA  
Provides a breakfast club on weekday mornings, where local Broome elderly residents can be transported to the day centre to enjoy a cooked breakfast, shower and laundry facilities, and social engagement.

## Consolidated

# Financial results FY23/24

In 2024, Southern Cross Care (WA) Inc. is reporting a financially sustainable result, while the Group continues to deliver quality services across a challenging and diverse service portfolio.

SCC (WA) Inc. delivered an underlying operating surplus of \$4.9m (excluding revenues related to prior years and investment property year-end calculations).

SCC (WA) Inc. generated strong cash flows from operating activities of \$13.7m, while investing \$9.0m in assets and continuing major development projects at Currambine and Ridgewood. SCC (WA) Inc. continues to also perform strongly in the re-leasing of 41 independent living units within the year, which generated \$3.9m in cash receipts.

SCC (WA) Inc. remains in a solid financial position with:

Cash

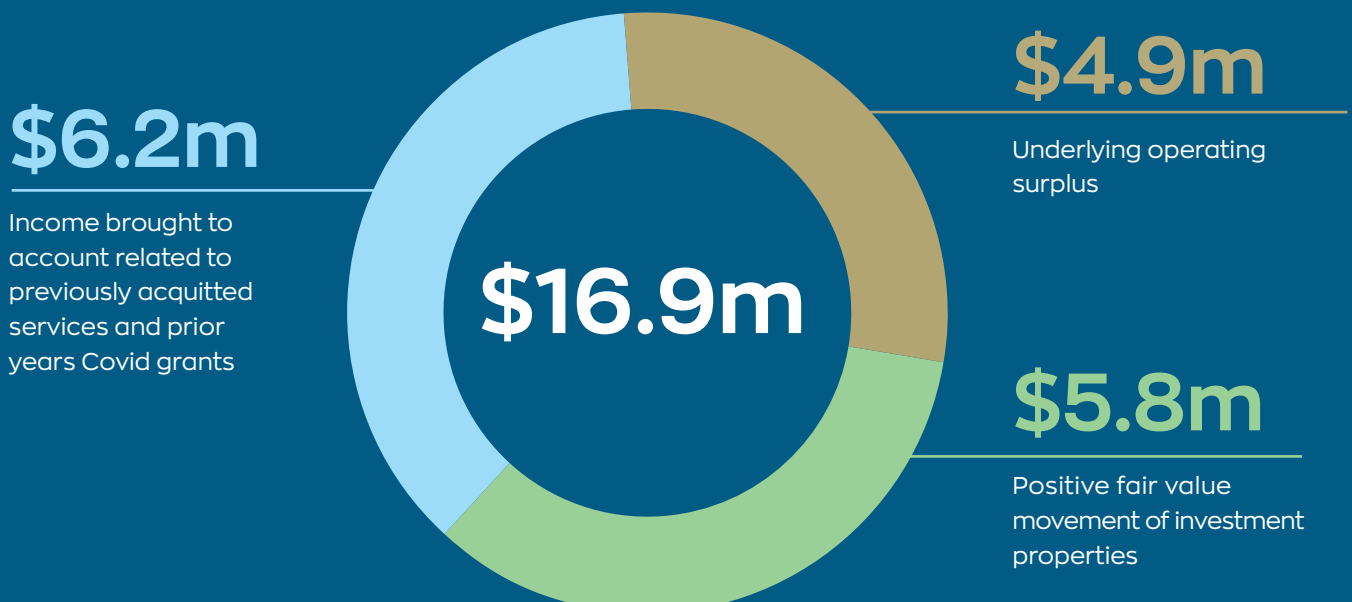
**\$49.6m**

Net Assets

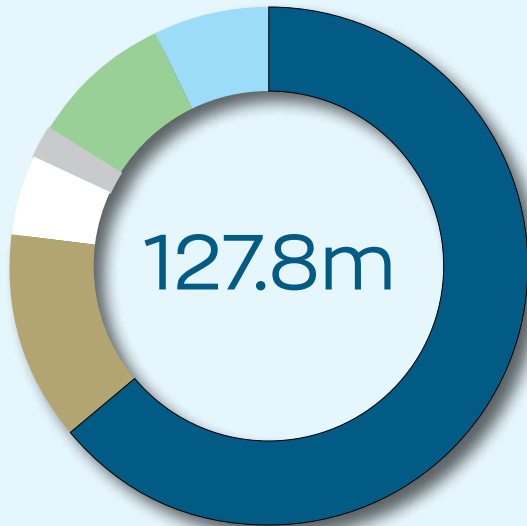
**\$188.4m**

*SCC (WA) Inc.'s overall financial position provides a solid basis for continued operations in pursuit of our mission and objectives.*

The total consolidated surplus for the year was **\$16.9m**. This comprised of;

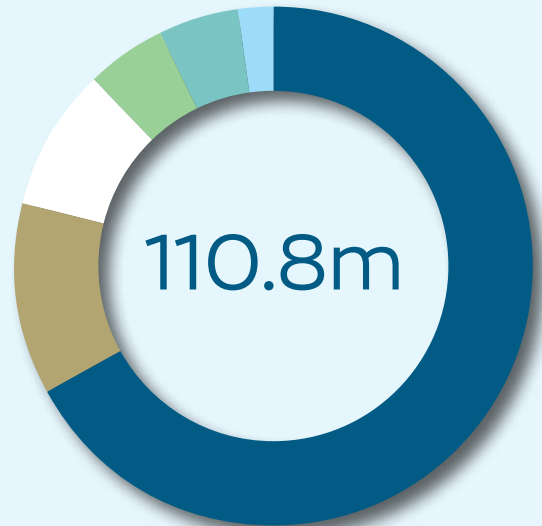


### Income



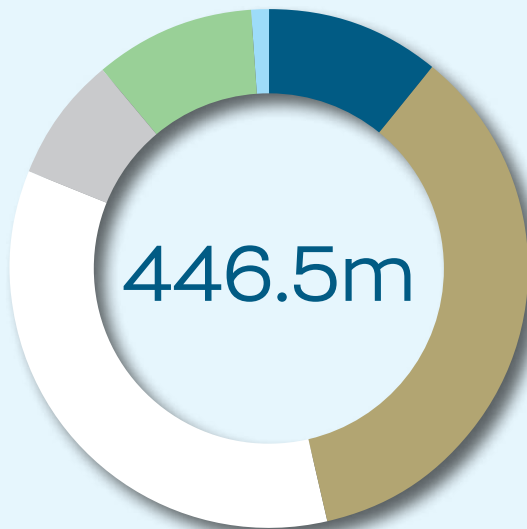
	\$'000	%
Government subsidies & grants	82,019	64%
Fee income	16,246	13%
Interest & Investment income	6,032	5%
Sale of lots	2,772	2%
Rental & lease income	12,006	9%
Other income	8,704	7%
<b>Total income</b>	<b>127,779</b>	<b>100%</b>

### Expenses



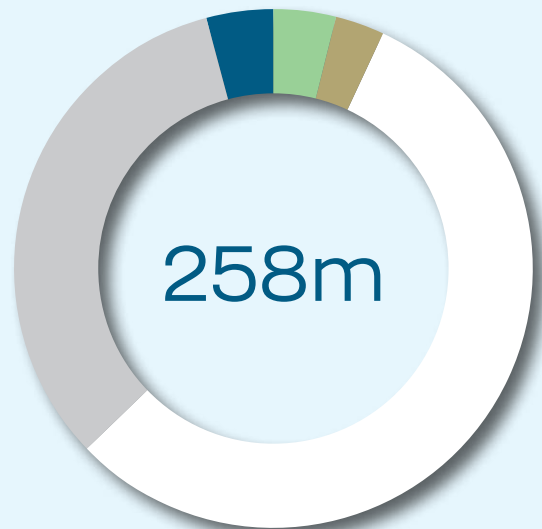
	\$'000	%
Employee expenses	74,075	67%
Property & depreciation expenses	13,738	12%
Direct care expenses	9,681	9%
Administration expenses	5,075	5%
Inventory cost of sales	5,434	5%
Other expenses	2,835	2%
<b>Total expenses</b>	<b>110,839</b>	<b>100%</b>

### Assets



	\$'000	%
Cash	49,586	11%
Property, plant & equipment	161,047	36%
Investment properties	156,580	35%
Inventory properties	29,953	7%
Financial assets	45,328	10%
Receivables and other assets	3,961	1%
<b>Total assets</b>	<b>446,455</b>	<b>100%</b>

### Liabilities



	\$'000	%
Payables	10,485	4%
Employee obligations	7,634	3%
ILU resident loan	145,553	56%
Resident's accommodation deposit	84,511	33%
Other liabilities	9,881	4%
<b>Total liabilities</b>	<b>258,065</b>	<b>100%</b>

# Working towards our strategic goals

Last year, we launched our **Strategic Directions 2023-27**. The organisational strategy acts as a road map to our vision and goals, providing the foundation for why we do things and how we'll go about it. It is the framework that will guide our future decisions and help us deliver on our purpose of helping people live extraordinary lives, every day, connected to communities.

Our strategy has five pillars: consumers at the centre, adaptive cutting-edge services, people who are vitally important, growth and sustainability, and things are easy here.

We identified initiatives as part of this strategy, with nine already delivered in the FY23/24. Some of these include:

## Streamlining our systems to improve efficiency

Our new finance and client management system was launched in July 2024 to simplify processes and improve efficiency and day-to-day operations across the organisation. It is the first of several transformation initiatives delivered within our strategic pillar, 'Things are easy here'. The new system means we can manage client information, purchasing and finance across all our services from one place, ensuring we have reliable data to inform decision-making and improve productivity.

## Establishing a Consumer Advisory Committee

A Consumer Advisory Committee (CAC) was established, representative of clients, residents, carers and family members who have lived experience with SCC (WA) services. Consumer advisory bodies provide valuable feedback about the quality of care and services we deliver. As part of our strategic pillar, "Consumers at the Centre", the CAC plays a crucial role in helping understand what our clients and residents truly want and how we can make

it attractive and easy for them. Over the past year, the CAC has met four times, sharing their insights about our meaningful and purposeful activities programs, loneliness and isolation, the role of technology, and improving feedback and complaint processes.

## Building our change management capabilities

As we undergo periods of transformation brought about by our strategic planning, we need to ensure our people are supported through the change. To assist our leaders and managers, we have developed a change framework, along with tools and training to ensure our people feel prepared and can easily adapt to these changes. We've taken a simple approach, with a focus on consultation, communication, and continual improvement. The framework has been applied to several projects across the organisation and we have seen increased levels of communication and engagement across teams, improvements in planning practices and greater awareness about the importance of good change management.

## Supporting our people to succeed

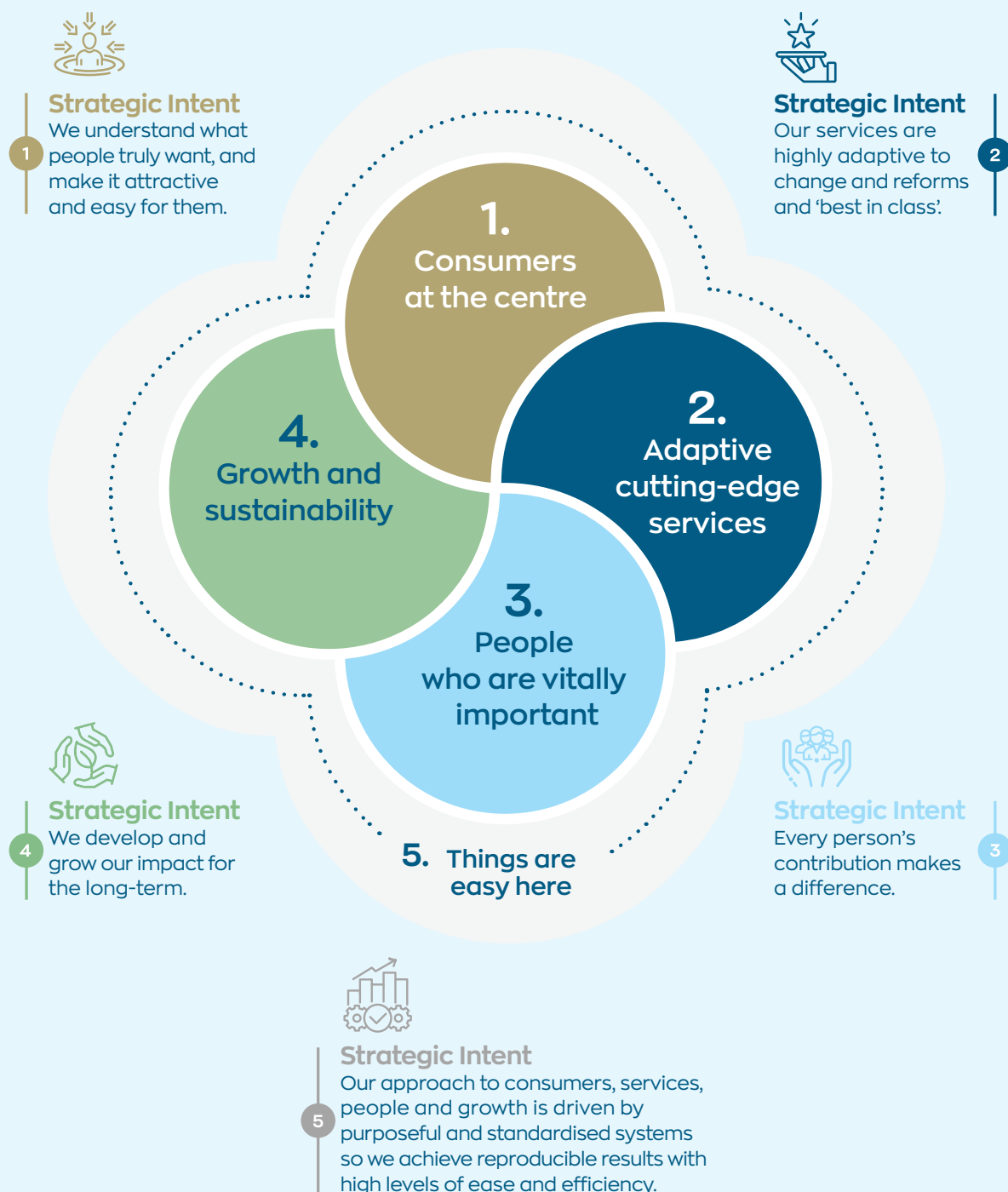
Providing excellent care and services starts with our people, who are the heart of our organisation and vital to our success. Our People Strategy 2023-25 aligns with our strategic pillar "People who are vitally important". The strategy balances what employees receive from a career at SCC (WA), what we need from them to provide extraordinary care and services to our residents and clients, and how our People Learning and Culture (PLC) team can support these goals.

It focuses on the employee experience and the key elements that attract and retain the right people to achieve our organisational strategy. As part of the People Strategy, we launched a new Performance Framework that emphasises setting clear expectations, providing feedback, coaching, and recognising contributions. We also launched a six-month Extraordinary Leadership Program (ELP), to support our employees in developing their leadership skills and advancing their careers.

Another significant milestone achieved through our People Strategy was the creation of a Diversity and Inclusion Advisory Group. Our ongoing efforts to achieve a more inclusive, equitable workplace are shaped by everyone's voices and experiences, so we sent out a Diversity and Inclusion Employee Survey to better understand the unique perspectives of our teams. About 227 employees, or one-quarter

of our workforce, participated in the survey, identifying four key focus areas: gender, disability, age, and neurodiversity. The survey results reflected our organisation's rich diversity, revealing that our workforce speaks at least 56 languages, comes from 89 countries, has 83 cultural backgrounds and 48 religions. Insights from the survey will be crucial in strengthening our Diversity and Inclusion Policy.

## Our strategy



# Our people



People who are vitally important is one of our strategic pillars, recognising how important our people are to our success. We have developed a People Strategy that details what our people gain from a career at Southern Cross Care (WA), what we need from them and how we support both elements in our People Learning & Culture team.

## Strategy pillars

### What do we need from our People, Learning and Culture team?

- Reliable, accurate and easy to use processes
- Represents the voice of the employee in key decisions
- Thought leadership and subject matter experts



### What do our people get?

- The tools and support to do your job well
- Flexibility, compassion and transparency
- Knowing you matter

### What do we need from our people?

- Right skills and values to do the job well
- Commitment to our purpose
- Collaboration and teamwork

## What do our people get?

This year we have focused on broadening the reach of our recognition platform to capture and celebrate the great work our people have done to support our consumers. We have also launched our first Diversity & Inclusion survey to understand how employee experience varies across a diverse workforce and how we can make Southern Cross Care (WA) an organisation where uniqueness is celebrated, and inherent value and dignity is recognised. Those who responded to the survey told us that they understand how they contribute to our mission and that diversity is valued. The survey also told us that employee experience can vary dependent on background, so we are focused on increasing employee voice and using our Diversity & Inclusion Advisory Group, made up of a representation of our employees, to develop further.

Our staff turnover continues to decline as we focus on making Southern Cross Care (WA) a great place to work where contribution is seen, heard, and valued.

## What do we need from our people?

We have improved how we set expectations and measure performance through our performance framework which is focused on the growth and contribution of our people.

We have also continued to focus on improving safety against our five key safety risks with the introduction of Manual Handling Champions, a Positive Behaviour Support Management Committee (to reduce the incidences of Occupational Violence and Aggression) and increased training and proactive engagement of safety through Safe Work Month in October.

Our annual engagement survey is completed in November each year and continues to improve year on year as we focus on responding to the feedback and areas of importance for our people. Our employee engagement survey in November 2023 saw an uplift in employee engagement over the last 3 years from 41% in 2021, to 53% in 2022 and 66% in 2023.

Our Leadership Program has now switched its focus to frontline leaders and building skills in performance, leading teams through change and understanding self and leadership style.

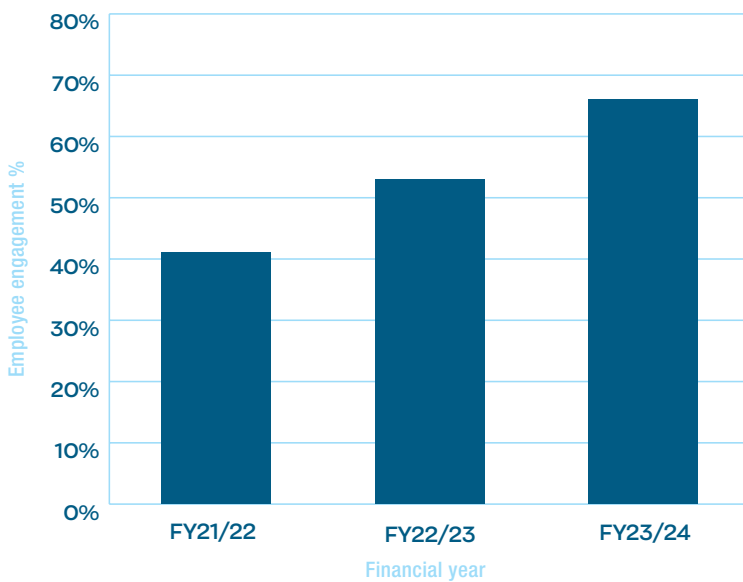


## What do we need from our People Learning & Culture Team?

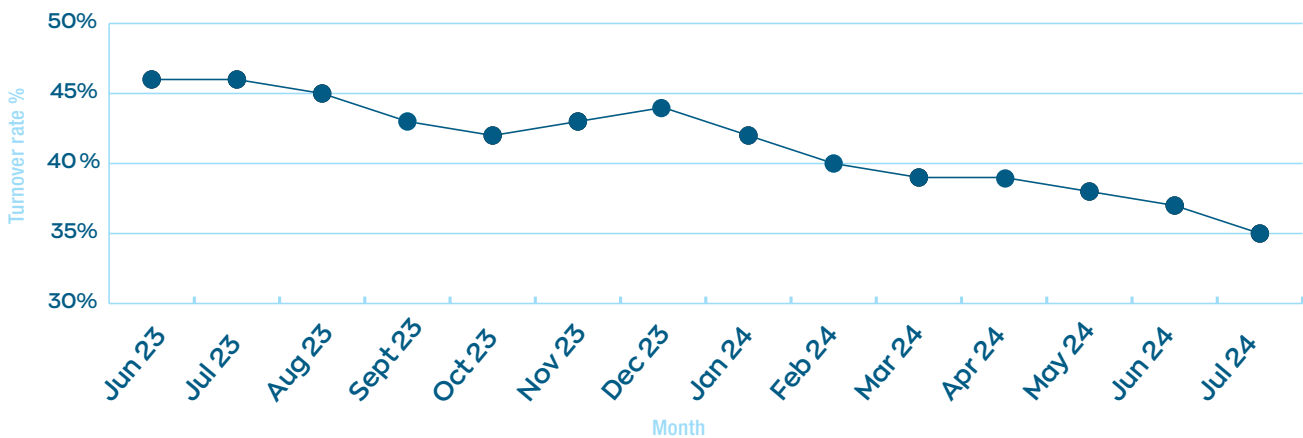
We have commenced renegotiation of our four expired Enterprise Agreements and are committed to reducing their complexity to make it easier for employees to understand their terms and conditions and to create consistency across groups of employees.

We have also invested in lifting capability in job design so we can ensure we are creating roles that are contributing to employee wellbeing and purposeful work.

### Employee engagement



### Annualised average turnover rate



## Our impact



920

Employees



5923

Employee training hours delivered (face-to-face)



1427

Employee training hours delivered (online)



2 completed

5 in progress

Employee traineeships conducted



110

Active volunteers



11,700

Volunteer hours



# Capital projects update

SCC (WA) is investing in several service and capital planning activities and projects to ensure we can continue to provide high-quality services and support for years to come.

## Service planning

SCC (WA) provides services in accommodation, aged care and community settings that require activities to be planned to meet the needs of the community and provide the best possible outcomes for residents and clients. To assist SCC (WA) to determine where, when, what and how services should be developed, Johnstaff Advisory were engaged to develop a suite of three discrete, yet interrelated planning documents. These include the SCC (WA) Service Plan, Model of Care (Residential Aged Care) and Functional Brief (Residential Aged Care).

The SCC (WA) Service Plan finalised in 2023, provides a roadmap for how SCC (WA) will align its services with emerging client, resident and community needs. The Service Plan considers the current supply of aged care services in Western Australia assessed against an estimated projected demand in geographic areas for Residential Aged Care facilities, Independent Living Units (ILU's), and Home Care Services to the year 2041. Identified were service and geographical areas that SCC (WA) may wish to explore as opportunities for growth to meet future demand

The Model of Care, which was completed in 2024, has defined how SCC (WA)'s care is managed and organised. It broadly defines the management, procedures and operational systems that provide access, coordination and the structure needed to provide services and care. The Model of Care focuses on a sustainable domestic scale cluster model with normalised environments for residents to live in and where possible engage in domestic or regular tasks, activities, or hobbies. Through this approach the resident's independence and quality of life is maintained or even enhanced and ensures our services remain highly adaptive to the needs of our current and future residents

The Functional Brief which will be developed next year, will utilise the information contained within the Service Plan and Model of Care, in describing the functional and performance requirements of the built form environment. It will be used to inform any future capital development's infrastructure assessment, concept planning and facility infrastructure.

## Currambine

The Currambine development is located 30km north of Perth and consists of residential lots, a commercial lot and lot reserved for a future residential aged care home as identified in our service planning. Stage one and two of the Currambine development are now complete. All house and land packages have been sold for the 83 residential lots, and a portion of land for commercial purposes was subdivided and developed by Coles, which is now operational.

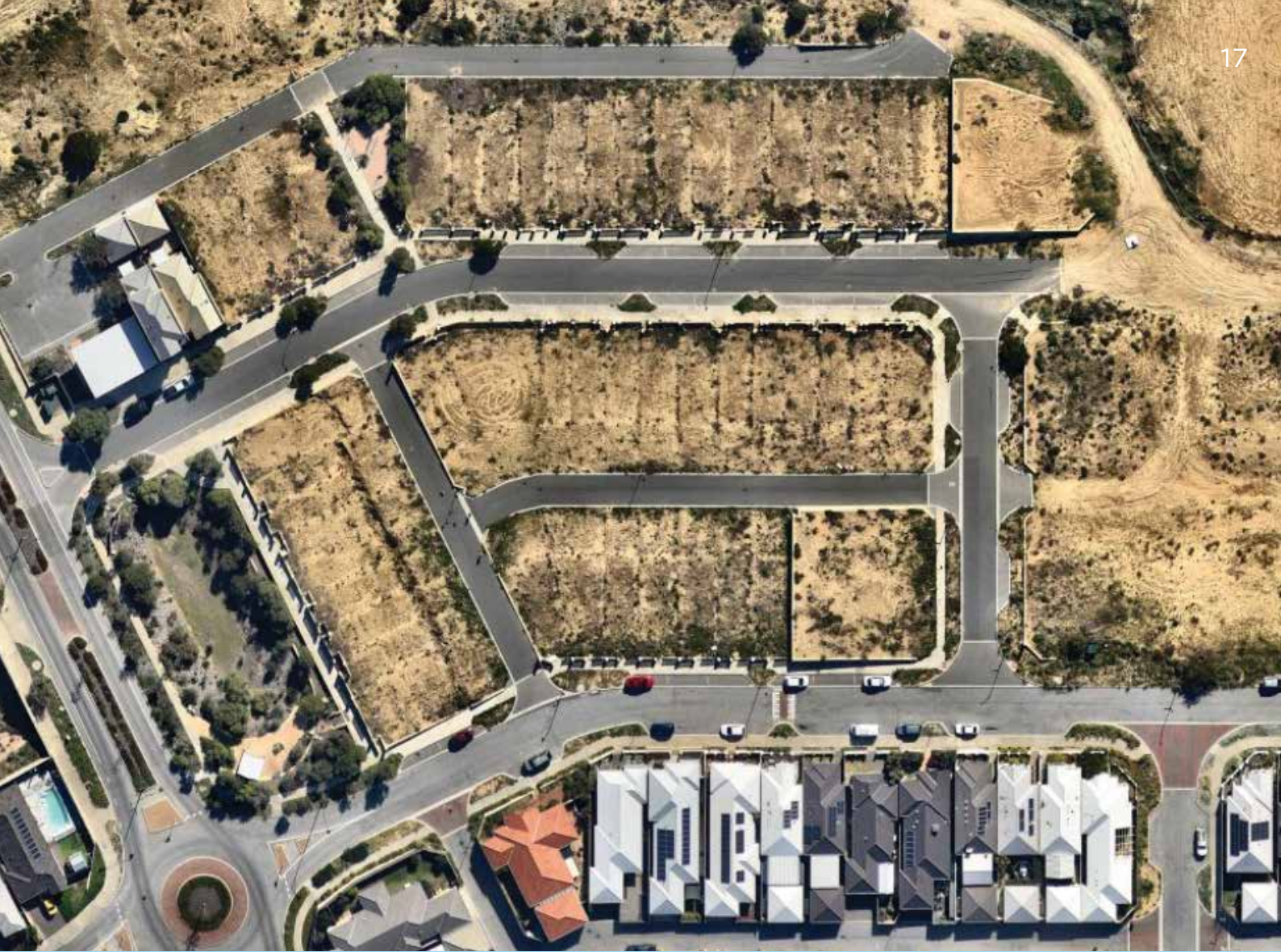
## Champion Lakes

The Champion Lakes development is just over 30km southeast of Perth next to a rowing regatta lake and the main entry road to the development site has now been completed. According to our service planning data, there is considerable demand for a residential aged care home in this area.

## Ridgewood

The Ridgewood development is 38km north of Perth and is adjacent to the Mitchell Freeway in the City of Wanneroo. The development has been progressed to help address the social housing need in the area. Stage one of the development includes 55 residential lots, which are now available for public sale. Stage one of the development also includes two established homes for social housing. Construction on a further 17 social homes will commence in 2024, with expected completion in two years. At the completion of stage one, the Department of Communities will have 19 social houses for use.





## Currambine development

### Stage 1 & 2 completed:

83 residential lots sold.

Portion of land reserved for a future SCC (WA) residential aged care home.



## Champion Lakes development

### Planning phase:

Concept design and statutory planning approval has progressed.



## Ridgewood development

### Stage 1 in progress:

55 residential lots, available for sale by the end of 2024.

2 established homes for social housing with 17 under construction.

# Clinical governance

Our Board, Executive, managers and employees share responsibility for creating and supporting the delivery of high-quality care and services, with our clinical governance systems fundamental to how each member of our team understands and enacts their role.

Residents, clients, their families and representatives play an equally important role in helping us deliver care, through working with us to identify their needs, goals and preferences that guide the care and services provided to them, as well as by giving feedback that helps us to create and improve their experience.

## Audits

We achieved recertification after The Aged Care Services and Quality Commission (ACSQC) completed three full assessments at our residential aged care sites in Broome, Leederville and Rossmoyne.

There was one unannounced visit to our residential aged care facility in Success and a previous unmet standard was overturned. The ACSQC also conducted a number of monitoring visits across our sites to review infection control practices and food and nutrition.

Our Community Options, Community Mental Health and the Family and Carer Support programs underwent assessment against the National Standards for Mental Health Services (NSMHS) and achieved recertification. The assessment highlighted the team’s commitment to delivering high-quality services, with clients expressing unanimous positivity about the care they received.

## Clinical care

Moving On Audits was introduced across residential aged care in FY23 and in FY24 was introduced across our community services. This program enables us to benchmark our clinical care against 900 other providers across Australia, providing us with opportunities for improvement in our care.

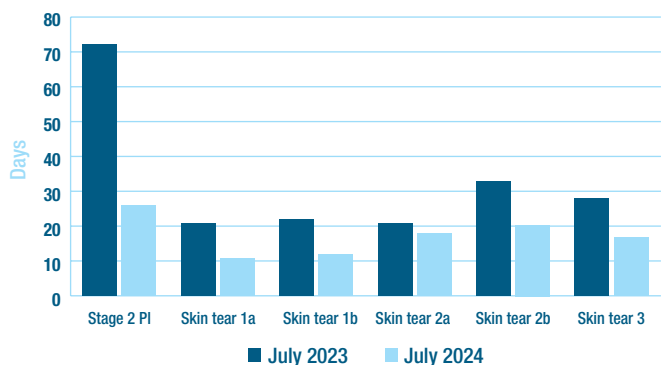
In July 2023 we introduced the ‘SIMPLY’ range for wound care. This has supported clinicians in making the right choice around appropriate treatment and products aligned to our clinical wound assessments and evidence-based practice. This allows for fewer dressing changes for residents and more time for nurses to be providing other care to residents. A review of wound care data has identified a significant improvement in the healing time for a range of wounds in this period, and increased employee confidence and autonomy around wound care.

The incidence of significant, and consecutive weight loss among residents has shown a marked decline, due to ensuring uninterrupted mealtimes, expanding food choices, and optimising nutritional outcomes and resident satisfaction. The introduction of the SmithKit Residential Aged Care Menu Planning Platform in February 2024, combined with regular reviews and collaborative efforts involving our Dietitians, Hospitality Manager, Chefs, and Managers, has played a critical role in both reducing weight loss and enhancing satisfaction with dining options, as reflected in our recent favourable food survey results.

**Residential aged care weight loss 2023-2024**  
Previous results of unexpected weight loss



**Residential aged care wound care 2023-2024**  
Average healing time





## Consumer experience and feedback

To ensure that Southern Cross Care (WA) consumers have the best possible experience, systematic and ongoing improvements are made to care, and services based on consumer feedback. Reporting qualitative and quantitative consumer feedback data assists the organisation in identifying improvement priorities and understanding whether the improvement outcomes are being achieved.

Over 1000 feedback items were recorded across our services with the main themes emerging of communication with staff, choice and control, meaningful activities and food and nutrition.

## Residential Aged Care National Quality Indicators

The Resident Experience Survey (RES) is an annual survey of older people living in residential aged care throughout Australia. It captures their experiences and provides vital insights into the quality of the services they receive. 85% of our surveyed residents were likely to recommend their aged care home to someone, showing a high level of satisfaction among aged care residents.

Quality of Life (QOL) and Quality of Experience (QOE) National Quality Indicators results contribute to each home's Quality Indicator performance, a component of its overall Star Rating. Ratings for FY23/24 show an 86% excellent or good quality of experience rating and a 79% excellent or good quality of life rating.

## OPERATIONAL REPORT

# Residential aged care

SCC (WA) provides residential aged care for 476 residents across eight homes in the Metropolitan area, Kalgoorlie and Broome. Our homes in Rossmoyne and Success also accommodate eight-bed transition units for residents requiring mental health care in High Dependency Units (HDU's). Our team provides 24/7 clinical care ensuring residents receive the highest standard of care, while embracing a person-centred approach that respects their dignity, choice and unique needs.

## Our impact



8

Homes



90%

Food satisfaction



\$281

AN-ACC revenue



97%

Occupancy



15

Housing the Homeless  
Program residents

476

Residential aged  
care residents

3912

Allied health care hours  
delivered at the Health and  
Wellness Centre or in the  
community899 visits by  
141 clientsVisits to the Health and  
Wellness Centre

## Our year in review

It was our first full year of the Housing the Homeless program, designed to offer residential aged care to over 65's who have health conditions and are homeless. Residents who meet the requirements when assessed by the Aged Care Assessment Team and have demonstrated insecure tenancy will be offered fully funded permanent residency in private single rooms. The initiative has been welcomed by social workers and homeless groups across the State. Fifteen new residents were welcomed into Villa Pelletier in FY23/24. Taking the total number of program residents to 25.

Good food and enjoyable dining experiences are fundamental to the quality of life for people living in aged care homes. Over the last year, we have made improvements in response to resident feedback to better cater to preferences and support choice. A new menu is introduced every six months to reflect the changing seasons, guided by feedback and suggestions from residents. Jeremiah Donovan House now serves more frequent hot cooked breakfasts, revamped dining areas, and offers more self-service food options.

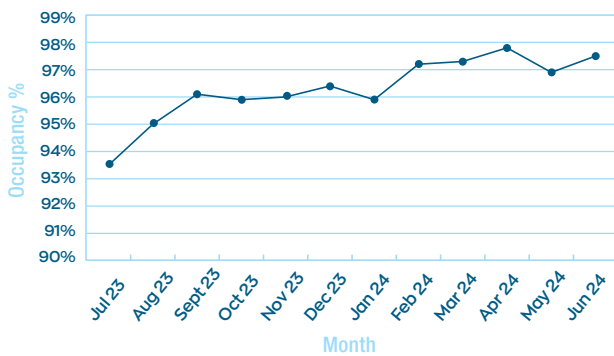
Our Hospitality Team introduced SmithKit, a web-based menu planning program with over 4,000 recipes with different textures, cultural backgrounds, diet types, and nutrition levels. A dietician reviewed our menus, and we employed a short-term Executive Chef to make some improvements to the way that we texture-modify food. These changes have resulted in food satisfaction scores trending upwards, from 84% in November 2023 to 90% in June 2024, and led to reduced weight loss among residents.

Each of our residential homes were successful in securing government grant money to implement e scripts. By introducing this into our residential homes it has improved service quality for residents, supports accurate prescribing, and reduces the administrative burden for nurses.

The WA Primary Health Network has also provided metro residential homes with mobile Telehealth carts that enable virtual Emergency Department (ED) consults. Having this technology means our employees can seek additional information about a resident's condition and treatment options before transferring them to the hospital. This has enabled our residents to get the right care in the right place and prevent unnecessary ED presentations.

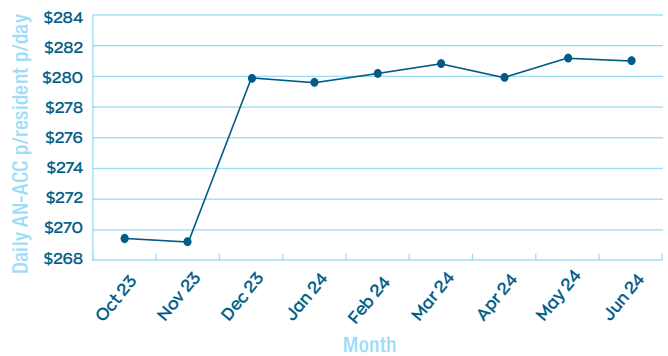
### Residential care occupancy FY23/24

The % of residential places filled was maintained at a high 97% and above, well above the National sector average of 92.6%



### Daily AN-ACC revenue FY23/24

Revenue per occupied bed day, which mainly comprises Australian National Aged Care Classification (AN-ACC) funding, has steadily improved this year from \$251.49 in the last quarter of FY22/23 to \$281 in the last quarter of FY23/24.



# Home care and respite

## Our impact

**1893**

Home care clients

**186,623** hrsHome care hours  
of service**669,940** kmKMs travelled for  
home care**81**

Respite centre clients

**37,045** hrsRespite hours delivered  
in respite centres



**We provide home care services to 150 postcodes across the Perth metropolitan area, Broome townsite and within a 30km radius of Bunbury and Busselton.**

**As part of our commitment to support our clients in living an independent life at home, our Wellness Partners work with clients to tailor their home care plans to meet their clinical needs and strengthen their social wellbeing.**

Our home care services include Home Care Packages (HCP), the Commonwealth Home Support Programme (CHSP), Short-Term Restorative Care (STRC) Programme and Community Transition Care Program (CTCP).

We also offer a range of respite services allowing carers to manage responsibilities or enjoy a well-deserved break. This essential service also greatly benefits the individual receiving respite by enhancing their social interaction and engagement.

Our respite services include a range of flexible, day or overnight respite options, either in-home, at one of our dedicated respite centres in Forrestfield or Hilton, or short-term in one of our residential aged care homes.

## Our year in review

This financial year the demand for home care services remained strong as we prepare for the transition to the new Support at Home funding model in 2025. Our home care teams provided 186,623 hours of support to 1893 clients in the community. Our respite centres in Hilton and Forrestfield also provided 37,045 hours of respite to 81 clients.

In October 2023, we introduced our Community Transition Care Program (CTCP), designed to assist individuals to return home after hospitalisation. Our team of allied health professionals work collaboratively to develop personalised, goal-oriented plans that empower clients to reclaim their independence while reducing the need for long-term care. CTCP clients can also participate in physiotherapy and hydrotherapy classes at our Health & Wellness Centre in East Fremantle.

This year, SCC (WA) partnered with dementia support service Memory Nurture to trial a new Cognitive Stimulation Therapy (CST) program aimed at enhancing the memories and overall wellbeing of clients living with mild to moderate dementia. CST is a group-based therapy effective in improving short-term memory, problem-solving skills, communication abilities, and mood. The 16-week program was held at the Success Village Community Centre and included two courses. The first focused on sharing life stories and creating individual life storybooks, the other

on engaging activities such as word games, puzzles, quizzes, and music therapy. Participants were assessed before and after the program with results indicating significant retention of cognitive abilities and enhanced quality of life.

To assist older West Australians in navigating the aged care sector, we developed a user-friendly home care navigation tool on our website. Recognising that accessing home care can be overwhelming, our new home care navigation tool simplifies the process by allowing clients to search for local services based on their postcode and funding package. This resource is free to use and has already helped hundreds of visitors accessing the page to better navigate the system.

In our respite centres, we made improvements to our activities program to ensure all activities are designed to suit individual interests as well as foster a sense of connection with others. Our respite team collaborated closely with our Consumer Advisory Committee and clients to design a new activities framework, as well as design Personal Support Plans to ensure activities resonate with each client. We also introduced enriching music therapy sessions for those living with dementia, new board games, and engaged our clients in everyday activities like gardening and cooking to help them feel more at home.

## OPERATIONAL REPORT

# Mental health and disability services

**SCC (WA) offers a broad range of mental health services for our clients as well as their carers or family members. We support adults aged between 18 and 65, who have a diagnosed mental illness or are experiencing mental health concerns. We offer various support services in three residential settings and in the community, through our Community Mental Health and Family and Carer Support programs.**

SCC (WA) is also a registered provider under the National Disability Insurance Scheme (NDIS). Our disability services provide opportunities for people living with a disability to increase participation in all aspects of community life.

## Our year in review

Our teams continued to make a meaningful impact through personalised and tailored programs that emphasise individual strengths, set person-centred goals, and focus on enablement and recovery.

We supported 28 clients through our Community Options program, along with 116 community mental health disability clients and 23 carers participating in our Family and Carer Support program. We also supported 33 clients under the NDIS.

Our residential mental health program, Community Options, operates across three sites in Stirling, Claremont, and Bentley, providing psychosocial support to people who have experienced a long-term stay in the hospital due to mental illness. Our goal is to help our clients reclaim their independence and learn skills to help them transition back to living independently in the community. In the 2023/2024 financial year, we proudly celebrated the graduation of seven clients, marking significant milestones in their recovery journeys.

We also introduced several new initiatives, including a gardening project at our Bentley site,

where clients can grow vegetables and herbs, promoting healthy eating and encouraging a sense of responsibility. Additionally, we launched our “Wall of Fame” initiative during Mental Health Week as a tribute to our graduates. Installed across the three Community Options sites, the wall displays photographs of clients and their achievement certificates, honouring their graduation from the program and celebrating their progress in their recovery journey.

We expanded the reach of our Community Mental Health program which offers in-home support to people aged 18-65 who are living in their own homes across the Perth Metropolitan area. This financial year, the Community Mental Health team delivered a record number of support hours, demonstrating both the client’s commitment to their recovery journey and the growing demand for this service. Our team of Recovery Partners continue to make an impact in the community, working alongside individuals to help develop and achieve their personal recovery goals, through gaining, maintaining or relearning skills and building on community support networks that make a difference to their lives.

We also supported a growing number of family members and friends of individuals living with mental illness who often hesitate to identify as caregivers. Through our Family and Carer Support Program, caregivers were able to recognise the significance of their role and establishing a support system has provided hope during difficult times, reminding carers of the importance of self-care. We also hosted five support groups, providing support to a total of twenty carers.

In the 2023/2024 financial year, our Community Options, Community Mental Health and the Family and Carer Support programs underwent assessment against the National Standards for Mental Health Services (NSMHS). We were recommended for recertification accreditation, and the assessment highlighted the team’s commitment to delivering high-quality services, with clients expressing unanimous positivity about the care they received.





## Our impact



28

Community Options program clients



116

Community Mental Health Disability clients



7

Clients graduated from the Community Options program



5,511

Hours of community support for family and carers of clients with a mental illness or disability



13,019

Hours of community support for clients with a mental illness or disability



23

Carers participating in our Family and Carer Support program

# Retirement villages

Our seven retirement villages in the Perth metropolitan area offer a sense of safety, security, and community where residents can enjoy their independence and make the most of their retirement. Each village has a dedicated Village Manager as well as active resident and social committees to support the operations and activities of the village and represent the interests of residents.

From our oldest village resident, who has reached the remarkable age of 104, to our youngest, who is enjoying village life at 57, our retirement villages are proud to be home to over 500 residents.



## Our year in review

In FY23/24, we celebrated numerous milestones, refurbished and settled 50 villas (including Faulkner Park) and welcomed 58 new residents into our villages. Villa occupancy remained high, maintaining rates between 95%-100% across all villages.

We have prepared for the introduction of the Retirement Villages Amendment Bill, which is currently before the West Australian Parliament. The Bill aims to better balance the needs of residents and operators, and includes a 12-month time limit for exit entitlements to be paid out, duty-of-care regarding clearer information for prospective residents, and better-defined obligations and responsibilities regarding village maintenance and capital improvements.

In response to the incoming changes, we have sought to build a robust refurbishment and sales program to ensure all our villa leases are on sold within 12 months.

We have developed refurbishment, maintenance, and asset replacement plans for all villages with the aim of

presenting villas in a contemporary way, maximising the return for the outgoing family and providing incoming residents with a well-presented home. We currently have a waitlist on all villages which puts us in a strong position to support our outgoing and incoming residents through the sales process.

We remain focused on creating communities where our residents feel supported, socially connected, and consulted in the decisions that impact their daily lives. Engaging with our residents, we have expanded our activities program and increased community involvement in garden maintenance, traffic safety, and other aspects of village life.

This year, we improved our approach to gardening and engaged a new gardening contractor, Horizon West, to manage gardening tasks according to each village's size and needs. Working closely with newly formed resident gardening groups, we strengthened the opportunity for residents to take an active role in enhancing their village gardens. Together they tour the grounds to highlight areas needing attention such as hedging, lawn care and planting.

## Our impact



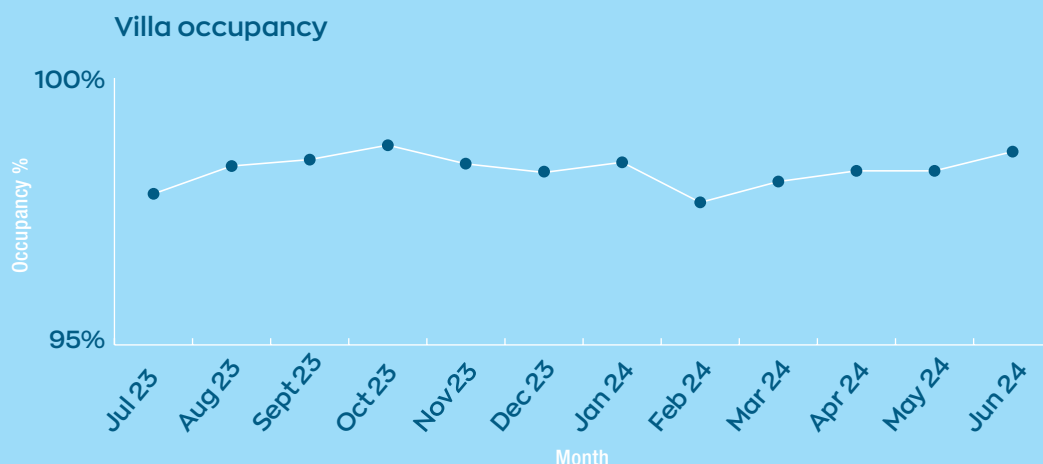
# 514

Retirement living residents



# 50

Villas refurbished and sold (including Faulkner Park)



# Strengthening palliative care in our residential aged care homes

## Our impact



24

Trained NODA  
volunteers



1,659 hrs

Pastoral contacts  
with family members



12,145

Pastoral Care visits



565

Clergy visits to  
residential sites for  
religious-specific  
ministry

**Palliative care involves much more than managing the complexities of the end-of-life journey. It is an opportunity to pause, reflect, and celebrate our residents' lives and honour the unique stories that have shaped them. Our Pastoral Care Team is available to engage with residents and their families during their final days, providing a reassuring and comforting presence when our residents need it most.**

In September 2023, our residential aged care homes in Broome, Forrestfield and Rossmoyne received funding from the End-of-Life Directions for Aged Care (ELDAC) to strengthen our palliative care services. This funding has enabled us to enhance our palliative care education and training for employees, create a palliative care hub equipped with resources for employees, residents, and their families, and establish memorial corners at our homes. A palliative care trolley was introduced to assist in family and resident care, Palliative Care Champions were implemented and teams engaged in reflection and debriefing sessions following a resident's passing.

**Margaret Hubery House:** Assessment tools were introduced to better identify and respond to deterioration in health and anticipate changing needs. A Palliative Care Committee was established along with a Palliative Care Hub which provides resources and a quiet space for employees to have difficult conversations about end-of-life care.

**Jeremiah Donovan House:** Advance care planning was introduced as a core role for Registered Nurses, enabling us to better understand residents' wishes regarding end of life. Additional resources, including a Palliative Care Team and end-of-life care pathway, are now in place to support both families and staff as they navigate loss.

**Germanus Kent House:** We have focused on supporting employees after a resident's passing by creating a memorial hub for reflection and healing. To better understand residents' needs, we've implemented a Supportive and Palliative Care Indicator Tool (SPICT) to identify those with deteriorating health earlier and facilitate advance care plans and culturally relevant end-of-life discussions. We have also partnered with the Indigenous Program of Experience in the Palliative Approach (IPEPA) and our local country palliative care team for training and support, along with developing resource folders for our teams.

### **Culturally appropriate end-of-life care**

Recognising the needs of our Aboriginal residents, particularly at Germanus Kent House in Broome, we prioritise cultural sensitivity in palliative care. With ELDAC funding, an SCC (WA) employee was appointed as an ELDAC Aboriginal Consultant in Broome to guide residents and families through the palliative process in a way that is culturally appropriate to them. By recognising and respecting these diverse perspectives, it ensures that end-of-life care is aligned with personal beliefs and cultural backgrounds.

### **Volunteer program aims to ensure no one dies alone**

SCC (WA) launched the No One Dies Alone program to ensure all aged care residents undergoing palliative care receive companionship and emotional support 24-48 hours before passing. Training was provided to clinical staff and a team of dedicated volunteers and a new app was implemented to support volunteers through the process. So far, we have trained 24 volunteers to provide company and emotional support to our residents in their last moments.

## *Our Consumer Advisory Committee*

# *Welcoming change through consumer voices*

Aligned with our strategic pillar, “Consumers at the Centre,” the Consumer Advisory Committee (CAC) plays an essential role in giving our consumers a voice in their care and services. The CAC consists of up to 12 consumer advisors, including home care and respite clients, retirement living residents, residential care families and a mental health consumer representative. Additionally, a CAC member has been appointed to the Clinical and Services Governance Committee as well as the Quality Care Advisory Board to engage in conversations about clinical quality and safety.

All aged care providers are required to offer a consumer advisory body at least once a year to all clients and residents. Since April 2023, the CAC has met four times, offering crucial insights on various important topics to improve our services. Their contributions have led to several key improvements, including incorporating more personalised activities and programs tailored to the diverse range of residents and clients using SCC (WA) services, suggestions on how to tackle issues surrounding isolation and loneliness through our No One Dies Alone (NODA) program, the role of technology, and enhancing our feedback and complaints processes.



### **Meaningful activities**

Following workshops with the CAC, our senior leaders, along with their teams and residents, worked together to enhance activity programs to be more meaningful. In our respite centres, Outdoor activities, memory and music programs were introduced, and rear review calendars to better understand the interests of clients living with dementia. For our retirement living communities, we introduced social and physical options like Zumba, Tai Chi, and gardening participation to appeal to a wide range of age groups. In residential care, we developed gender-specific activities, friendship-building programs, as well as music, dance, and intergenerational partnerships with local schools and childcare centres.





*Top L-R: Graham Murray, Jo Cockram, Marg Fisher, Ray Hammond, Ross Scholtz, Damien Albrecht.  
Bottom L-R: Alma Cabassi, Cindy Armstrong, Fran West, Noel Ashcroft.*

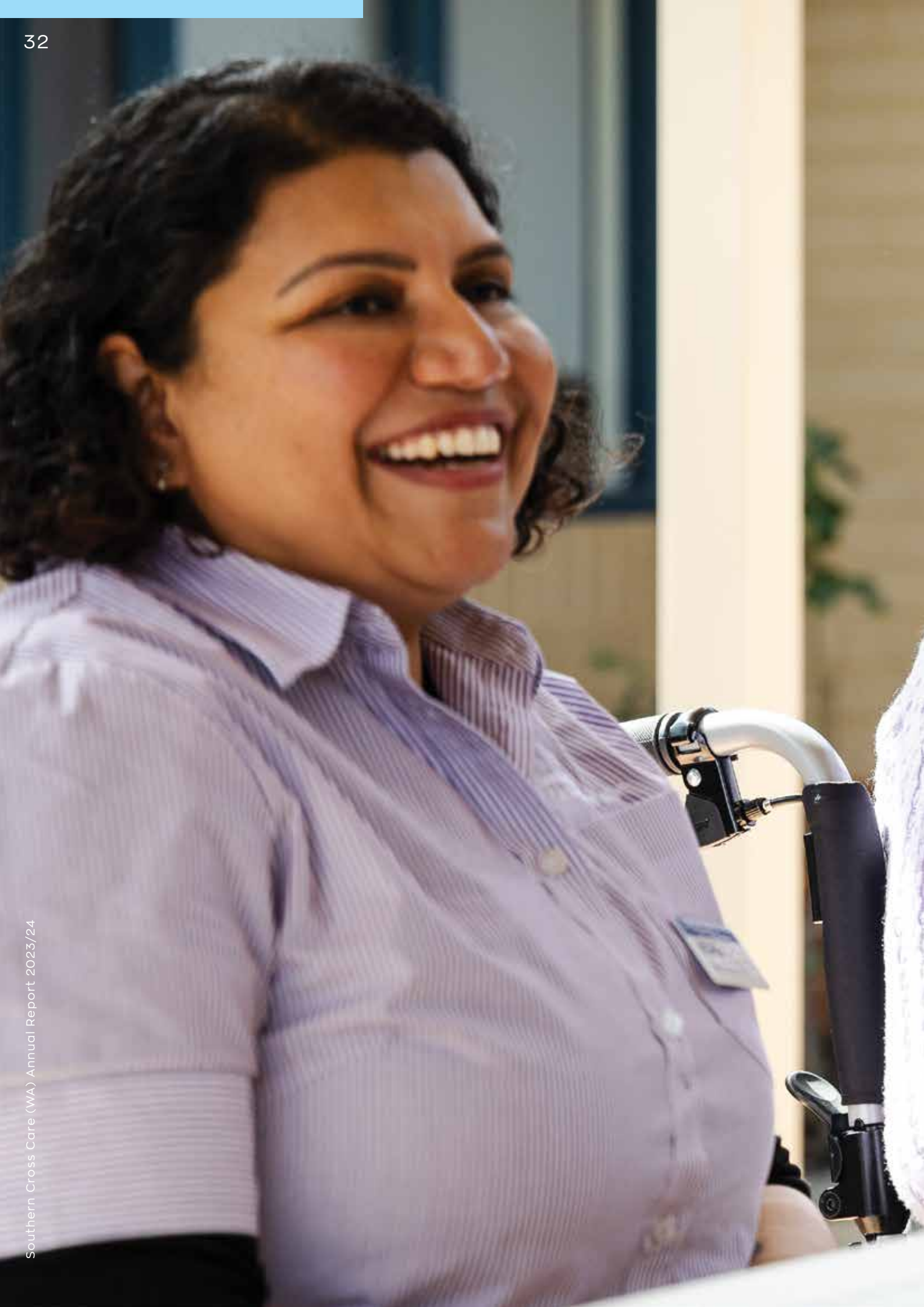
## Improving our feedback processes

We reviewed our current feedback materials and workshopped how we can improve communications based on their experiences. To guide our efforts, we have established a comprehensive Consumer Engagement Framework, which outlines when and how we should involve or consult with consumers in our decision-making processes.

## Consumer Advisory Groups (CAGs)

Consumer engagement continues to play a large role in our planning, informed by our Consumer Advisory Groups. Their involvement includes participating in focus groups about our NODA program, brand project, and home care telephone experiences.

We also collect consumer feedback through surveys, resident and family listening circles, onsite feedback boxes, an online form, and day-to-day interactions in our residential care homes. Resident and family listening circles are held regularly to discuss topics like food and dining, while resident committees in retirement villages address issues specific to their villages, such as traffic management and gardening improvements.





**Southern  
CrossCare<sup>+</sup>** (WA) Inc.

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*Front cover: In memory of Frank Prendergast House resident, Joyce.*

