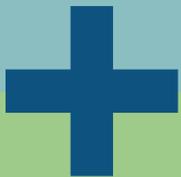


Southern Cross Care⁺ (WA) Inc.

Southern Plus⁺

 Southern
Cross Housing^{Ltd.}

Group Annual Report 2021



Providing excellent health and wellness services



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About Us

Southern Cross Care (WA) Inc. was created by the Knights of the Southern Cross in 1966 to improve the lives of people in Western Australia.

Today, Southern Cross Care (SCC), along with Southern Cross Housing Ltd. and our health and wellness brand Southern Plus, provide an integrated and holistic approach to meeting the health, care and accommodation needs of our ageing population and those living with a disability or long term persistent mental illness.

As a not-for-profit registered aged care provider, we are committed to prudent expenditure of government funding and re-investing surplus funds to expand our range of services to meet the ever-changing complex health needs of our ageing population.

- Our Vision** Enriched and happy lives
- Our Purpose** To enhance quality of life through the provision of excellent services
- Our Mission** We are committed to providing compassionate, just and equitable services to the community, reflecting the moral and ethical principles of the Catholic Church

- Our Values**
 - Respect** We believe that every person is unique; we will listen to them and respond to their needs and aspirations.
 - Integrity** We will be honest, accountable and prudent in everything we do.
 - Compassion** We will demonstrate and foster empathy and sensitivity towards those we serve, their families and the community.
 - Excellence** We will do the best we can, we will not be complacent, and we will try to do even better.

Service Charter

Our commitments

1. Our purpose is to provide you with excellent lifestyle, health and care options.
2. We treat you with respect and dignity.
3. We ask if there is anything else we can do for you.
4. Our services and accommodation options are easy to understand, with no hidden fees.
5. Our staff are highly qualified and trained.
6. We maintain your health information so that we can support your current or changing needs.
7. Your privacy and health information are protected and kept confidential.
8. We will support you to be safe, while maintaining your independence and wellbeing.
9. Technology is a business priority, to make our services more convenient and accessible for you.
10. We acknowledge and respond to feedback and complaints fairly and quickly.



Every contact with you matters to us. We pride ourselves on providing excellent health and wellness services which support you to live a full and healthy life.



From our Chairman

Welcome to the Annual Report of the Southern Cross Care Group for 2020/21.

The COVID-19 pandemic continues to test the resilience of our organisation as we strive to deliver exceptional care, support and accommodation to our residents, clients and their families. The challenges imposed by our closed borders and lockdowns have imposed new challenges on all our staff.

We continue to face extreme funding pressure and increased regulation in both residential and home care services. These challenges have required us to be creative and innovative in the way we continue to provide our services. To every staff member and volunteer, I thank you.

In many ways, the past year has proven to be a time of transition for Southern Cross Care.

I acknowledge the significant contribution of Mr Errol Turner who left the organisation in December 2020. On behalf of the Board, I also thank Ms Jane O'Halloran who has most capably served as our Acting Chief Executive Officer since that time.

I welcome the new members of our senior leadership team who have joined us over the past year and who have already made a significant contribution to Southern Cross Care.

I thank all my fellow Board Members for their contribution this year and for the significant time they invest in the organisation to ensure it is well governed and guided. This year we welcome two new Board members, Ms Leanne Milligan and Mr Thomas Seeber. Together they bring significant experience and insight to our Board.

Our organisation is grateful for the continued support of the Knights of the Southern Cross as we continue to deliver on their legacy of providing quality aged care to all those in need.

I hope you will enjoy reading our Annual Report as we reflect on what we have achieved as an organisation during the past year.



Brad Prentice
Chairman

From our Acting Chief Executive Officer



Jane O'Halloran
Acting Chief Executive Officer

It would be defensible to say that the 2020/21 financial year, for which I have been Acting Chief Executive Officer, was one of the most challenging and issues-rich ever faced by Southern Cross Care (WA) Inc.

It was a pivotal and critical time for the aged care sector throughout Australia, with external factors of great impact, such as COVID-19, regional and interstate border lockdowns, and the Royal Commission into Aged Care Quality and Safety outcomes, precipitating a range of operational and staff-related challenges and pressures.

Those of us caring for the aged needed to deal with the complexities and harsh realities of COVID-19 and its impacts swiftly. These included three WA lockdowns, restricted access by families to their loved ones, vaccination regimes, changes to ongoing compliance and workforce shortage challenges through border closures, along with shortages of trades and material cost increases for buildings. As Acting Chief Executive Officer, along with our senior team, I have done so with the clear and strong goal of ensuring the best for Southern Cross Care and the care and safety of each of our clients.

I am pleased to say that whilst many issues have impacted us, such as the increased levels of compliance and higher costs attached to the use of agency staff due to shortages, (not to mention the impacts on the organisation's financial bottom line for the year), we have taken a deliberate response and put in place a three-year investment program which will nurture the organisation into the future to be a provider of excellence. During the year we identified and corrected an error in our historical approach to valuing resident entry contributions which resulted in a restatement of our prior years financial statements. We have also refined the way we value our investment properties and deferred management fees receivable. While this refinement reflects the adoption of best practice methodologies, it was a significant contributor to the loss recorded for the year.

It was with a clear vision for the future that in the face of challenges, investments were made to support innovations for 'ageing in place' to create places where people will want to live when 'rightsizing' for their current and future needs. The investment decisions made in 2020/21 will form the basis for Southern Cross Care's growth and service for years to come.

This investment included significant projects such as planning and approvals for a 130-lot subdivision which will provide a mix of independent living and residential care options, together with an allied health mixed-use development site in Currabmine in Perth's north. To facilitate this project and promote a true 'ageing in place' experience, we have worked with Coles Supermarkets Australia to establish a shopping centre at the site which will provide amenity and vibrancy while serving as a nexus for aged care and broader community crossover.

We have also worked closely with WA's Department of Communities on a plan towards extending our Development Agreement with the department for a multi-generational community in Ridgewood, which will include social and community housing as well as affordable house and land packages. Other key projects which are progressing included development of part of our Foley Village in Perth's south and a new extension at our Joseph Cook House facility in Shelley, adding 14 newly completed rooms which are all Wi-Fi enabled to deliver state of the art clinical software and amenities to the facility.

We are watching with interest the major reforms being recommended in retirement living which represent a major change for our industry as well as our business.

In addition to the continued improvements in our facilities, we have made a deliberate investment in leading technologies and our people to ensure our business can meet current and future needs. The funding of new IT solutions and infrastructure will elevate our services and care beyond current industry best practices, ensuring excellence of service into the future. These technologies will have an impact on every aspect of our business, improving our performance reporting and driving operational efficiencies as well as improving delivery of quality care and engagement with our people.

We have invested in our management ranks, including our new senior leadership team, customer experience, property development and clinical and client services appointments to ensure we have the capability to lead our business to meet our strategic goals. Also, on the workforce front, we continue to invest in programs to attract, train and develop our people.



We are providing more opportunities for development and staff recognition. Our staff survey provided an insight into what our staff need to remain working with us with satisfaction. This is particularly important considering the mounting workforce challenges affecting Western Australia.

Southern Cross Care must remain conscious and diligent in understanding the significant pressures being placed on the organisation and its staff which flow from greater compliance standards and the respective increased workload, the complexities of straddling both aged care and the National Disability Insurance Scheme (NDIS) requirements, the advent of mandatory vaccinations for aged care staff, reputational impacts of negativity in the media for the sector and workforce shortages resulting from border closures.

With the current pandemic and regulatory regimes remaining in place with no foreseeable end, these challenges will likely persist into the future. Of concern is the impact of workforce shortages across WA, particularly regional WA, where it conflates with NDIS and aged care obligations as well as broader community and health issues and stakeholders.

During the financial year in question and beyond, we have faced unique and complex challenges in the regions, particularly Broome, where recruiting and retaining clinical staff has been extremely difficult. Southern Cross Care must address these complex challenges into the future, ideally with the support of both the WA and Federal Governments and their agencies.

Being appointed as Acting Chief Executive Office for Southern Cross Care (WA) Inc. in the midst of the tumult was a challenge, but I am pleased to say that it is one that I believe the organisation has emerged from with a strong future ahead. By virtue of a diligent Board, a passionate and indefatigable leadership team and exceptional staff, we have been able to stay focussed on delivering the best in health, wellness, care and accommodation at the heart of all that the Southern Cross Care group does.

I thank the Board this year for their stewardship. As an organisation we have worked tirelessly to continue projects that will further develop our services and accommodation offerings. Managing these projects through the COVID-19 lockdowns has been a defining feature of 2020/2021.

We have been able to navigate the challenges of the COVID-19 pandemic successfully to date with strong clinical governance and operational support, and I thank the leadership team for stepping up and providing impressive and agile, coordinated support across our organisation.

Thank you to all our dedicated and hardworking staff, contractors, and volunteers who have been implementing the processes and protocols with thoroughness and energy. It is not only the effort that has gone into keeping us safe but also keeping families connected. You have all made a significant difference this year.

Our Mission remains at the centre of all we do. Stay safe and take care.

It is my pleasure to present the Annual Report for 2020/2021.

Thank you.

Jane O'Halloran

Acting Chief
Executive Officer

Board Members



Bradley Prentice

Chairman
BCom, LLB, LLM, MAICD

Bradley has over 35 years' legal experience in both private and government legal practice. He is Chairman of Southern Cross Care (Australia), a director of Catholic Health Australia and Knicross Enterprises Pty Ltd. Bradley is a former State Chairman of the Knights of the Southern Cross (WA).



Tony Vis

Deputy Chairman
BJuris, LLB, FAICD

Tony has over 35 years' experience in Board Chair, Non-Executive Director, CEO and senior executive roles including multi-national private and public companies, peak bodies, professional services firms and community-based organisations. His experience spans various industries including disability services, health, aged care, insurance, property and corporate governance. Tony is also currently Deputy Chair of Therapy Focus Ltd and a Member of Carers Advisory Council (WA).



Paul Rossen

Board Member
B Arch (Hons) UWA LFRAIA ALEA MAICD

Paul is an architect with over 30 years' experience providing architectural and advisory services to a broad range of public, private, institutional and not-for-profit clients. He also has extensive experience as a board member in the areas of planning, architecture and education.



Mark Foley

Board Member
BCom, CA, MAICD

Mark is a chartered accountant with over 30 years' experience in corporate accounting, finance, business management and board level roles.



Thomas Seeber

Board Member
B. Eng. Civil & Construction (Hons), Dip. Eng Structural, Dip. Management, MAICD

Thomas has over 15 years' experience as an engineer in the resources sector including management positions, as well as leading design and construction teams. Directorships include charities and not-for-profit community organisations.



Peter Evans

Board Member
BCom, MBA, FCA, FFin, MAICD

Peter is a Chartered Accountant, Chartered Secretary and investment banker, and is an experienced company director, consultant and adviser. He has extensive experience spanning across a wide range of businesses both domestically and internationally.



Elaine Pavlos

Board Member
MNurs, RN, RM, MN, MBA, GAICD, CertIV Counselling, Grad Dip Ontological Coaching

Elaine is a Registered Nurse and Midwife. She has experience in executive-level roles and academic positions within the healthcare sector. She recently retired as the Dean of the School of Nursing & Midwifery at The University of Notre Dame Australia in Fremantle. She is a qualified coach and works with nurse managers. She is a sitting member of the State Administrative Tribunal, a member of the College of Nursing Australia and Chair of Child Australia.



Leanne Milligan

Board Member
BBus, FCPA, LLB, GAICD, Grad Cert LCC (ACU), FCHSM CHE

Leanne has over 30 years' experience in the health and community care sector as an executive, non-executive director and independent consultant. This includes leadership roles in operational, specialist, and strategic positions in major tertiary level hospital and corporate settings, including the management of complex high value capital projects.



John Chegwiddden

Board Member
Bbus, CA MAICD

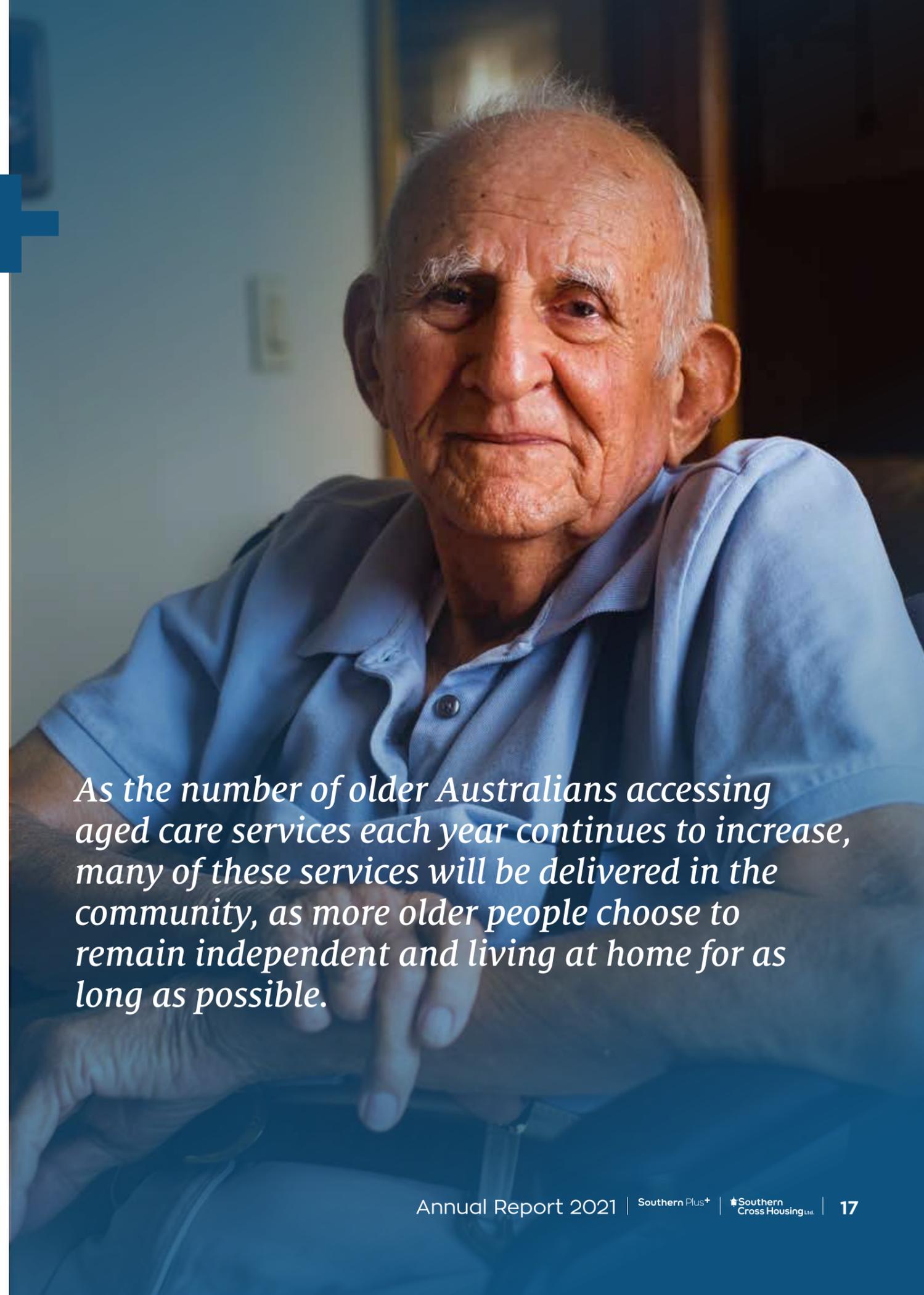
John is a Chartered Accountant with over 30 years' experience including management of his chartered accounting practice, board and company secretary roles to ASX listed public companies, provision of advice in corporate, compliance, company secretarial, management, accounting and taxation, and consulting to manufacturing, mining, primary production and mining contract operations.

Welcome to the next generation of aged care

Key Highlights 2020-2021



Information as at June 2021.



As the number of older Australians accessing aged care services each year continues to increase, many of these services will be delivered in the community, as more older people choose to remain independent and living at home for as long as possible.

Our Story

We aim to provide Western Australians with an integrated and holistic approach to meeting the health, care and accommodation needs of our ageing population.



It is our goal to help our clients to continue to live in their own home independently and enjoy a full life. To make sure that we can enrich as many lives as possible and offer the choices our clients seek, we have a family of brands that each have their own purpose and positioning.

Southern Plus⁺

Southern Plus is our client facing brand that provides next generation health and wellness, care and value-added services including premium accommodation. This brand is all about discovering a “Life in Full” – offering innovative, integrated services to ensure the ageing unwell can live a life not beholden to their limitations. Guided by the principles of integrity, service, individuality and progress, we are here to offer our clients a better way to age.

Southern Cross Housing Ltd.

Southern Cross Housing Ltd. is our brand that provides affordable and secure lease accommodation and property management services for the vulnerable. This brand closely aligns with the essence of our Southern Cross Care (WA) Inc. brand, and therefore is also about “Honouring Life”, helping those most in need by making compassionate, dignified and just services to as many as possible.

Southern Cross Care⁺ (WA) Inc.

The Southern Cross Care (WA) Inc. brand has a dual role: it is our employer brand that embodies the purpose and values with which we all approach our day-to-day and is also our client facing brand for traditional retirement living and residential care accommodation and services.

This brand is all about “Honouring Life”, helping those most in need by making compassionate, dignified and just services available to as many as possible. Acting with integrity, respect, compassion and excellence – we are guided by our Catholic ethos and are here to enrich the lives of the ageing and unwell.

Helping our clients to live a life in full

Our Next Generation Health and Wellness Brand – Southern Plus.

In-Home Services

In supporting our clients to age in their own home, it's our promise to get to know our clients' health and wellness goals. This new era of consumers demand home care that's more in tune with their needs.

Recognising that our clients are not the retiring type, and are very proud of their independence, in 2016, we launched the next generation of in-home services under our brand Southern Plus. We have changed the concept of home care, to ensure our clients can continue to live independently in the community that they love. We deliver brand promises unique to Southern Plus.

We offer dedicated health and wellness partners, together with our unique same face promise, so our clients receive the best services from a care team of people that they know and trust. Our wellness and re-ablement approach means that a dedicated wellness partner will spend time to learn each client's interests, and

under our client care model "The Southern Plus Way" will ensure our teams advocate for the best in next generation care services. We know that a mix of traditional care services along with allied health and wellness will ensure our clients stay living at home and connected to their family and community.

Respite Centres

Our cottage respite centres in Perth and Broome provide an important community based essential service to carers of people living with dementia and frail aged by giving carers a safe and secure option when they need a break. We have created home-like environments in each of our centres. Our day and overnight respite services are offered on either a one-off or regular basis.

Clients access an enjoyable and relaxing atmosphere with a variety of programs including dementia-specific activities designed by our staff who take the time to understand the needs and interests of the clients they care for.



Bran Nue Dae - Broome

Our Bran Nue Dae Day Respite Centre and unique Breakfast Club services support local residents of Broome and the wider Kimberley, to access much needed care services, whilst respecting individual cultural and spiritual needs.

We recognise that the Kimberley region has challenges specific to remote living. Bran Nue Dae's Breakfast Club was established to cater for the care needs of our ageing First Nation's seniors. This option allows individuals to still enjoy remote living; however, due to health or family issues, seek a support service that respects their cultural needs.

As well as breakfast, the Club offers personal care, domestic services, meals on wheels, nursing care and medication support.

However, it also fulfils another important role; it gives people without homes or families a chance to connect. We offer social mornings where people can talk and get involved with each other. It provides participants a lot of hope, by creating a sense of belonging. We offer casual and regular services at Bran Nue Dae to suit each client.

Southern Plus Realty

Our sales agents have a wealth of knowledge which means they understand that choosing retirement living or an aged care home can be a life changing experience for many individuals and their families. We believe the choice to downsize as a senior should be a positive experience; particularly when that process involves selling the much-loved family home.

Our services are specifically tailored to help families understand and manage the process of selling the family home, so that an individual or couple may continue to enjoy living their life in full in a new and more suitable home in one of our many retirement villages or residential care homes.

With an in-depth knowledge of the financial implications of entering retirement living or aged residential care, our sales team understand the importance of obtaining a realistic appraisal to help you meet your lifestyle and accommodation goals.

Southern Plus Realty is a member of the Real Estate Institute of WA (REIWA) and our sales consultants are always up-to-date with the latest industry training and trends.

Our Next Generation Residential Aged Care Services from Southern Plus

Luxury Aged Care Services at Southern Plus East Fremantle

At the heart of Southern Plus East Fremantle, is our commitment to ensuring our residents have access to the best in 24/7 clinical care from onsite nurses. Residents can indulge in daily chef prepared meals with freshly delivered produce, enjoy a variety of daily activities, entertainment and regular events to help maintain social connections.

Importantly, whether it is joining in a garden therapy session, listening to a concert or watching a movie in our in-house movie theatre, it's entirely up to residents how they spend their time and how many activities they choose to join in.

We have created spaces that provide a welcoming environment for residents and their visitors to enjoy, incorporating outdoor areas such as balconies, courtyards and gardens designed specifically for those with dementia. All residents enjoy luxuriously appointed private rooms with ensuites including large screen TVs. Many rooms have views to the ocean and access to courtyards and balconies.

A luxury lifestyle is what many of our residents expect, and our dining options and menu with range of choices are provided by onsite chefs.

The casual café Hamptons style dining area is popular and attended by all residents. Regular fine dining events that inspire a more formal dress code are also popular.

Residents can access well-appointed common areas where they can relax, socialise with each other or take part in activities. Amenities include a spacious lounge, library and movie theatre. There is a hair salon and bus outings, made possible through provision of our Luxury Plus Services - additional value add paid services - creating an atmosphere second to none.

Southern Plus Health and Wellness Centres

Southern Plus is all about personal choices. For residents that value their health, they can choose to add on to their services to improve their quality of life with a range of health and wellness services specifically tailored for seniors from our onsite health and wellness centre.

We can help our clients build a health and lifestyle plan that is tailored to best suit their health conditions and circumstances. Choose from medical services such as GPs and Nurse Practitioner, or supervised exercises including physiotherapy, exercise physiology, hydrotherapy, yoga and exercise classes.

Southern Plus East Fremantle Health and Wellness Centre

The Centre is a unique and innovative facility specifically designed for seniors and the first of its kind in Western Australia. Co-located with the Southern Plus East Fremantle luxury residential care home, the centre provides a range of health and wellness services and state of the art facilities to support rehabilitation, restoration and quality of life. As a dedicated health service, offering a real alternative to traditional allied health services or seniors' gyms, our clients take advantage of the onsite hydrotherapy pool, exercise physiology and exercise classes for building bones, and minimising falls delivered through our strategic partnership with the Vario Health Clinic, developed with the School of Medical and Health Sciences, Edith Cowan University.

Southern Plus Health and Wellness Success Village, Success

At our retirement village in Success Village, there is an onsite Medical Centre offering residents onsite visiting GPs and allied health services right at their door. The Health and Wellness Clinic is attended by our Southern Plus wellness partners, who are trained to understand the health and wellness issues that are unique to seniors. Being based at the village, they are available for consultations and regular chats to help our clients to access services so they may age in place in the village with a sense of dignity and independence.

Next generation aged care in our health and wellness centres



Southern Cross Care Honouring Life

Acting with integrity, respect, compassion and excellence – we are guided to enrich the lives of the ageing and unwell.

Residential Aged Care Homes

Our eight SCC residential aged care homes provide a comfortable and caring home-like environment. Our dedicated, compassionate and supportive staff are committed to caring for each of our residents with respect and dignity, helping them to continue to lead happy and meaningful lives. Each site is staffed with specialised clinical expertise to respond to each of our resident's specific health needs.

Trained to support our residents with complex health issues such as dementia and other chronic conditions, you can be reassured the best in safe, quality care when admitting your loved one into our home.

All residents have tailored care plans to reflect their individual needs and circumstances, which includes clinical care, physical and social activities and nutrition and diet.

We understand the importance of pastoral care for our residents and their families who require palliative or end-of-life care. This can be a stressful and emotional time, so our pastoral care teams respectfully provide spiritual support and wellbeing counselling to both residents and their families.

Retirement Villages

We believe retirement is a new beginning to be enjoyed, therefore SCC doesn't just operate retirement villages – we create independent living communities, bringing like-minded people together in a wonderful atmosphere full of choice and freedom.

Each of our nine villages provides secure and well-maintained private residences, located centrally to local community activities and amenities. Residents enjoy a welcoming and social community atmosphere, where they mix with neighbours and participate in activities, hobbies and favourite pursuits.

Increasingly the need for care and support is growing as many residents in our villages, who moved in to enjoy an independent lifestyle, are now making the important and life changing decision to age in place.

As a result, our residents have access to our value added service from Southern Plus, the 24/7 VIP Concierge Services Helpline, as well as local wellness partner teams in each village, helping residents connect discretely and with dignity to home care services such as cleaning, transport to appointments or nursing and personal care within the comfort of their own home.

Our Village in Success features a co-located Southern Plus Health and Wellness Centre offering residents GP access and allied health services. Our local Southern Plus home care wellness partners are also based right at their door.

Mental Health Services

Our dedicated and qualified mental health services team provides our clients with the support and tools to achieve independence as they undertake their journey of recovery. Our person-centred approach means that our team works alongside our clients, encouraging and empowering them to make positive choices that will improve their health and wellbeing to fully enjoy life.

We are also a part of the Mental Health Commission's Individual Community Living Strategy which is an innovative program created to support people to live independently in their own homes.

Our Community Options program offers accommodation and intensive support, as an alternative to hospitalisation, for individuals with severe and persistent mental illness. The aim is to enable increased independence and to help residents to reconnect with families, friends and the community.

We have three share houses in the metropolitan area which are staffed by experienced and dedicated mental health teams, providing long term recovery-focused support in a comfortable home environment.



“Being connected to others is important for our mental and physical wellbeing and can be a protective factor against anxiety and depression.”

beyondblue.org.au

Southern Cross Housing Ltd.

Southern Cross Housing Ltd. is our brand that provides affordable and secure lease accommodation and property management services for the vulnerable and ageing.

As a long-term designated growth provider of the Department of Communities, we provide safe, stable and affordable rental accommodation to over 500 seniors, people with a disability and people with a persistent mental illness who are eligible for support.

Continuing Southern Cross Care (WA) Inc.'s long history of care by supporting people in our community to access stable housing and care services, we recognise the urgent need to increase the number of affordable rental properties.

Regrettably the urgent need for safe, affordable housing continues unabated. As global events result in more difficult economic conditions, we can expect the number of people who are unable to meet the requirements of a traditional rental home tenancy to grow.

Many of our tenants live with chronic mental and/or health conditions. With the assistance of our Southern Plus home care team, we assist many of our tenants to access home care packages or government funding through our brand Southern Plus, helping them to achieve an improved quality of life that will support their overall health and wellbeing.



*Providing support,
care and stable leased
accommodation for
a full life*

Staying safe and connected during the COVID-19 pandemic

Over the course of the year, Western Australia experienced multiple COVID-19 lockdown events which acts as an important reminder for Western Australians to continue to follow the basic COVID-19 safe practices – such as checking in using the SafeWA app, staying home and being tested if unwell.

For our organisation, we continue to receive ongoing compliments from our clients, families and residents, demonstrating the value of the work that our teams provide for the best in safe, quality care, whilst also minimising the risks of infection.

The commitment of our staff to live our values of respect, integrity, compassion and excellence is evident as our front-line workers continue to deliver services to the best of their abilities in difficult conditions. The efforts of our staff during these periods has been and continues to be exceptional. From the staff who provide our residents with fun and entertaining activities during restriction periods of lockdown, to our home care support workers who are on the road, supporting our vulnerable and elderly to enjoy their days at home.

It is the efforts of our people that sets us apart from other providers, and importantly, despite the often difficult media stories that have become commonplace in the aged care sector, our commitment to delivering the best in care retains the trust that does exist in our community for quality, safe aged care services.

During this year, the Board and senior leadership team welcomed the Federal Government's introduction of mandatory reporting of COVID-19 workforce vaccination levels throughout the aged care industry, as well as mandatory vaccinations for people working in residential aged care homes. These are important steps toward greater health security for our residents, clients and staff.

Contact tracing and tracking vaccination levels with the sector is a critical component of our infection control protocols; managing the potential level of risk in each of our aged care homes and community based services is fundamental in the event that Western Australia faces an outbreak of one or more cases of community infection.



The significant public health risk of the COVID-19 virus, and the recent Delta strain facing Australia right now remains a serious concern.

Medical advice by government agencies suggests that for Australians, the COVID-19 vaccine is the most effective way to protect our community from serious health issues. Most residents in Southern Cross Care and Southern Plus aged care homes have now been vaccinated as part of Phase 1 of the Government's vaccine roll-out.

SCC strongly encourages all Western Australians to be vigilant in managing the infection risk of both influenza and COVID-19 and be vaccinated. Whilst vaccination of residential aged care workforces is about to become mandatory, Southern Cross Care (WA) Inc. is proactively engaging our broader workforce, encouraging all our staff to roll up their sleeves and get vaccinated against COVID-19.

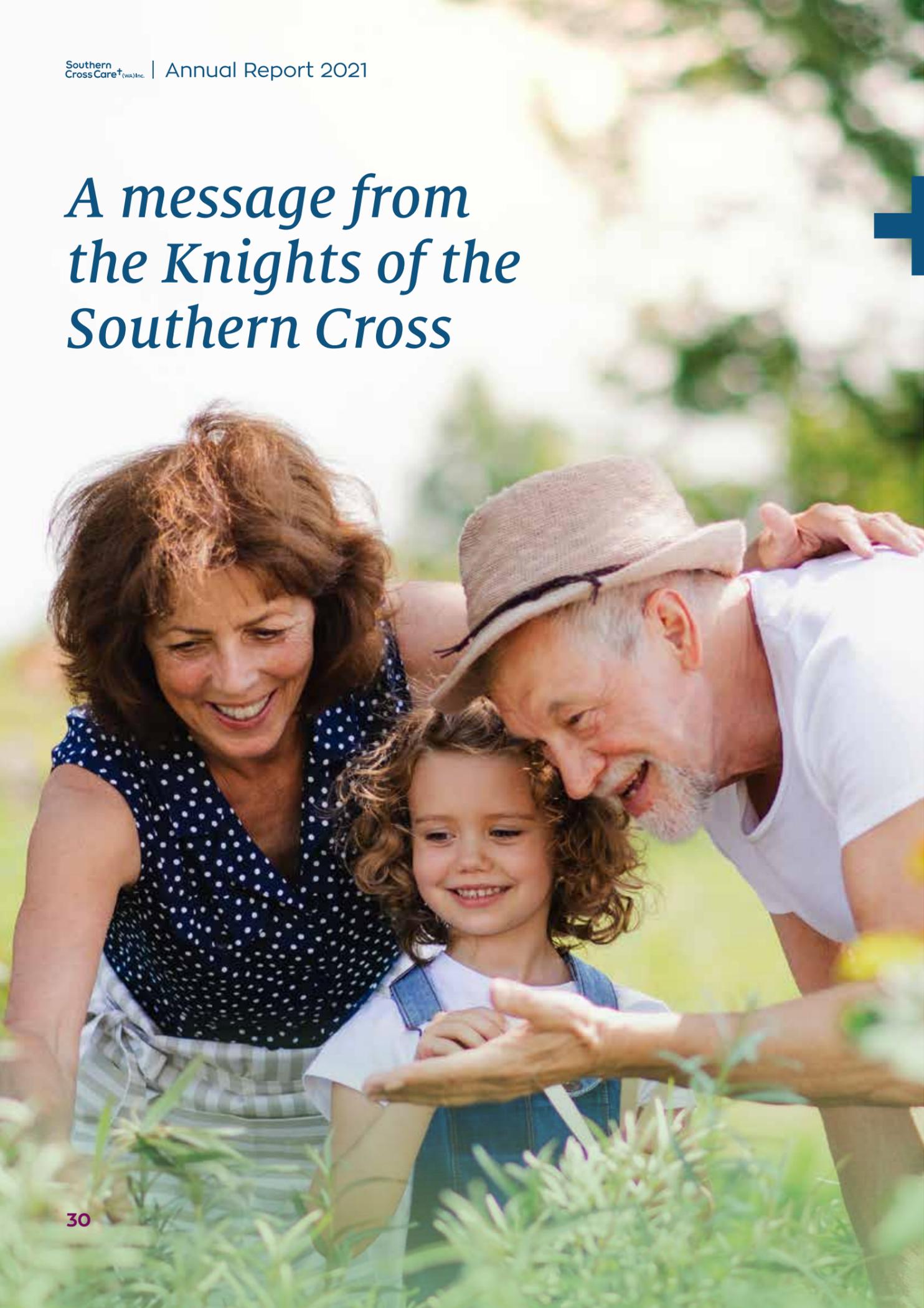
The response from our people has been outstanding, as most of our team promote vaccination as the way we will protect our clients, residents, colleagues, families, friends, and community.



Our health, wellness and aged care services are an essential and valued community service.



A message from the Knights of the Southern Cross



Looking back over the last two years, it is tempting to view 2021 as less challenging than the preceding year, but from the perspective of health and aged care, I am not sure that it is the case. For the residents, their families, the carers, the volunteers, and those keeping Southern Cross Care operating, the challenges are multiple and complex. Between the pandemic, the vaccine rollout, and the trials of labour shortages, combined with the Royal Commission into Aged Care Quality and Safety and the introduction of Voluntary Assisted Dying legislation, the challenges can seem somewhat insurmountable.

I am proud to say that I believe that Southern Cross Care (WA) Inc. has again risen to these challenges and, through the hard work and dedication of all those involved, has ensured the best outcomes for residents, clients, carers and the future of the organisation.

Through its provision of services like Pastoral Care for residents and clients, Southern Cross Care is actively demonstrating its mission of 'providing compassionate, just and equitable services to the whole community.'

The Knights of the Southern Cross (WA) are proud to be able to contribute, in some small way, towards the provision of this service as well as supporting the organisation in other ways.

As Catholic men, we are responding with compassion and love to the call from Archbishop Timothy Costelloe SDB when he says "We also believe, precisely because life is precious and sacred, that it is to be respected at every moment: when the child is still in its mother's womb, when it grows to be an infant, then a young child, then an adolescent and an adult. We believe that whether a person is sick or well, weak or strong, poor or wealthy, in agreement with us or opposition to us, educated or illiterate, generous or selfish, faithful or faithless, living or dying, that person is to be treated with dignity and respect: everything that can be done to give meaning and hope to every person must be done." (Pastoral Letter - Voluntary Assisted Dying 23rd June 2021)

I feel that we can say with confidence that the carers and staff of Southern Cross Care (WA) Inc. Southern Plus and Southern Cross Housing Ltd. all remain committed to providing the best care possible and will rise to all of the challenges presented to them.

Once again, on behalf of all members of the Order, I would like to thank all those dedicated to caring at Southern Cross Care, the volunteers, the carers, those who keep the whole organisation operating - thank you.

Thank you for your passion and commitment to those in need of your care and compassion.

God Bless



Nigel Hayward
State Chairman

Knights of the Southern Cross (WA) Inc.

Our human spirit

Supporting our clients and their families with Pastoral Care Services to reconnect to their human spirit.

Often unnoticed, yet a valuable part of the Southern Cross Care offering, is the compassionate services of our dedicated pastoral care team for our clients, residents, and families. The effectiveness of pastoral care in the organisation has been strengthened by the financial partnership with the Knights of the Southern Cross which has enabled SCC to appoint more staff and boost accessibility of this key service.

Sometimes overlooked until an individual reaches a point of crisis, the grief experienced when watching a loved one's health and independence deteriorate can be one of life's greatest challenges. No matter the denomination or faith, our skilled pastoral carers continue to help our diverse base of clients and families deal with the often difficult and traumatic experiences of ageing and end-of-life.

For many families, juggling day-to-day commitments and the stress and anxiety over transitioning their loved ones into aged care can be heartbreaking.

Our clients also experience a great sense of loss, and there are many fears associated with declining health and the capacity to do things for yourself.

With the exception of our Broome site, we now have part-time pastoral carers in each residential care facility, assisted in some cases by Volunteer Pastoral Carers. As our pastoral care team visit the sites across the year we are delighted to experience the stories told of how our carers ably assist our clients with issues of loneliness and adjusting to their reducing social circle in their new home.

SCC proudly offers a community-based Pastoral Carer who assists the Southern Plus Home Care team and our Village Management teams with in-home visits. These services are proving helpful as we assist those that may be feeling they are in difficult and distressing times.

In the current COVID-19 environment, particularly for those who live alone or have had an estrangement from family, our carers have helped many to reconnect with their human spirit created by their compassion and service.

With the support of the Knights of the Southern Cross, the team is focussed, and there is a healthy collaboration and integration of the pastoral care team and our care service teams.



Snapshot of pastoral activities this year:



Almost

8,500

pastoral care visits have taken place across our sites



Approximately

900

pastoral contacts with family members



Over

500

religious services including Masses and blessings



Over

250

community visits in retirement villages and home care



Thanks for caring



A day of acknowledgment for:



More than

360,000

people who care for and support



Around

1.3 million

older Australians

Source: <https://agedcareday.com.au/>

Aged Care Employee Day

#thanksforcaring

Aged Care Employee Day is celebrated on 7th August each year, recognising each and every team member involved in the journey of caring for people who receive aged care services. The day acknowledges the more than 360,000 people who care for and support around 1.3 million older Australians.

It's been a particularly challenging 18 months for aged care workers, both in residential and community-based home care services, leaving many families and friends unable to visit loved ones in care for weeks on end. It has often fallen to the carers, the nurses and other staff to make up for that loss of physical family contact and become that crucial connection for our clients.

Through their work, our employees often develop meaningful relationships with our clients and residents and their loved ones. Despite ever-changing and challenging times, they come together as a team to support the health, safety and overall happiness of our clients.

From the nurses and carers, to the allied health professionals and leisure and lifestyle staff, to cooks, cleaners, laundry and hospitality teams, to the drivers and maintenance teams, to the volunteers and administration teams.

This year Southern Cross Care encouraged our community to honour those who care for our older Australians and say #ThanksForCaring on Aged Care Employee Day. Teams celebrated Aged Care Employee Day and enjoyed cupcakes, Executive Awards and Long Serving Certificates.

As well as receiving the thoughtful words of thanks from families, clients, colleagues and our leadership team and Board, we invited clients and families to leave their favourite aged care workers a message of thanks. We have received many post cards and compliments on our "Thanks for Caring" page on the Southern Cross Care website.

Consolidated Financial Results for 2020/2021

Financial Update

The challenging economic environment of 2019/20 continued throughout the 2020/21 financial year however the Southern Cross Care Group remains financially strong and therefore well positioned for future growth.

While the Group did receive COVID-19 related funding during the year the ongoing challenges presented by the pandemic also resulted in additional operational costs. There was also considerable investment of our peoples' time in adhering with government lockdown and vaccine roll out requirements in order to ensure the safety of staff and residents.

A tightening labour market during the second half of the year resulted in several strategies focussed on the attraction and retention of staff to

ensure delivery of high-quality care services to our customers. This was aimed at reducing agency costs as well as further investments in training and development programs aimed at improving skills, creating career pathways and increasing retention.

During the year, as a result of the strong financial position of the Group, we undertook a review of some of our key accounting processes which resulted in a restatement of the valuation of our resident entry contributions of our retirement living units.

As part of this review we also took the opportunity to adopt a best practice approach to the way we value our investment properties and deferred management fees receivable.

These changes were a significant contributor to the loss recorded for the year..

We are pleased to report that Southern Cross Housing (SCH) continues to work closely with the Department of Communities. We aim to maintain a strong financial position and quality maintenance and tenant management programs.

As a not for profit aged care provider we recognise the need for long term prudent financial management. This will ensure we are sustainable over the long term and can continue to deliver the highest quality aged care, accommodation and services to older West Australians.

Income



	\$	%
Interest income	343,268	1%
Investment income	1,907,530	2%
Rental income	3,031,654	4%
Government subsidies & grants	59,431,034	70%
Fee income	12,948,505	15%
Other income	7,158,541	8%
Total income	84,820,532	

Expenses



	\$	%
Employee expenses	58,155,449	60%
Property expenses (inc depreciation)	10,580,067	11%
Direct care expenses	5,123,098	5%
Administration expenses	10,110,610	10%
Investment properties valuation	11,738,715	12%
Other expenses	1,297,729	2%
Total expenses	97,005,668	

Assets



	\$	%
Property, plant & equipment	193,531,190	44%
Cash	41,262,399	9%
Investment properties	153,027,159	35%
Inventory properties	13,788,480	3%
Trade & other debtors	36,888,641	8%
Other current asset	852,624	1%
Total assets	439,350,493	

Liabilities



	\$	%
External borrowings	10,665,335	4%
Provisions	6,277,330	3%
Resident entry contribution	141,264,180	59%
Resident's accommodation deposit	66,245,048	27%
Trade & other payables	16,895,875	7%
Total liabilities	241,347,768	

Celebrating Mental Health Week – October 2020

Recover Tree, SCC Clients, 2020



The CSS mental health team, working closely with the Mental Health Commission, continues its commitment to helping our mental health clients reach their potential through our community-based and resident services.

We specialise in supporting people who live with a psychosocial disability, offering a broad range of services including assisting with accommodation, household tasks, group activities, behaviour support and therapeutic support.

The SCC Community Options and Community Mental Health teams supported Mental Health Week with two events this year; engaging existing clients, their loved ones as well as industry representatives at our Community Options Mount Claremont site.

An important part of the recovery journey is ensuring clients can participate in a broad range of enjoyable activities. This year, many demonstrated their artistic talents with artwork shown at the Mental Health Week art show.

Attendees created art on canvas with their statements on staying mentally well – artworks were combined to create a 'Recover Tree' forest which measures 60cmx60cm.



OUR CLIENTS' AFFIRMATIONS:

“have someone you trust to talk to”

“love yourself and others around you”

“be ok with who you are - you are amazing”

“understand your limits and put yourself first”

“see the positive in all situations”

“do yoga” “eat healthy snacks, walk”

“listen to podcasts”

Kalgoorlie Nursing Home residents treated like family

Winner of the 2020 Kalgoorlie Boulder Chamber of Commerce and Industry's Goldfields Business Awards.



Southern Cross Care (WA) Inc. was a worthy recipient of the Community Organisation Not for Profit award at the 2020 Kalgoorlie Boulder Chamber of Commerce and Industry's Goldfields Business Awards.

The award went to the outstanding team at Victoria Park Nursing Home and Hostel in Kalgoorlie. The ethos of the team who provide care to the 51 residents of the home is to treat them like family. This was recognised by the judges of the awards. These are the judges' comments:

"Southern Cross Care provides personalised care to all residents and treats them like family. The team culture is overwhelmingly positive, and it's led from the top down. Nothing is too much for this team and the respect they have for one another and residents is enviable. Congratulations on receiving this award." KBCCI Judge.

Moving from home into residential care is a big and often emotional decision, made easier when you have a team committed to enabling residents to enjoy a family-like environment.

At the heart of the home is facility manager Cheryl Hahn, who has been a part of the local community for four years and leads the Kalgoorlie team of nurses, volunteers and permanent staff.

Cheryl said the team was humbled by winning the award, especially given the quality of the other nominees. "We all work very, very hard to give the residents the best life we possibly can in their last days," she said.

"We've come away from this with a sense of pride and achievement. The award is a testament to how much we care. The award is only possible because of our wonderful residents, and it is a privilege to care for Kalgoorlie's elderly."

The team has had to work especially hard of late, due to the COVID-19 lockdown in WA. They stepped up, embraced additional training, and continued to provide quality care while offering invaluable emotional support to residents and their families during what was an especially challenging time.

Victoria Park Nursing Home and Hostel is centrally located, affordable and offers an around-the-clock nursing care. Residents enjoy freshly prepared meals, bus outings, music therapy and a fully secure, dementia-friendly environment to enhance their health and wellbeing.



Our locations



Residential care homes

Frank Prendergast House - Success	+
Germanus Kent House - Broome	+
Jeremiah Donovan House - Forrestfield	+
Joseph Cooke House - Shelley	+
Margaret Hubery House - Rossmoyne	+
Southern Plus East Fremantle	+
Victoria Park Nursing Home & Hostel - Kalgoorlie	+
Villa Pelletier - West Leederville	+

Managed residential care homes

Bert England Lodge - Cooloongup	+
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Retirement villages

BF Prindiville Village - North Perth	+
Donovan Village - Forrestfield	+
Foley Village - Hilton	+
Margaret Hubery Village - Rossmoyne	+
Success Village - Success	+
Thomas Perrott Village - Shelley	+

Managed retirement villages

Ascot Close Village - Redcliffe	+
Faulkner Park Retirement Estate - Cloverdale	+
Wahroonga Village - Rivervale	+

Southern Plus day and respite centres

Bran Nue Dae - Broome	+
Donovan Respite Centre - Forrestfield	+
Tony Quinlan Respite Centre - Hilton	+

Southern Plus in-home services

Metro - Rivervale office	+
South West - Bunbury/Busselton	+
Kimberley - Broome	+

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