

Southern
Cross Care⁺ (WA) Inc.

Annual Report 21/22

Southern Plus⁺

*Connection
Compassion
Choice*

Contents

A message from Southern Cross Care (WA) Inc.	01
Our Board	02
Organisational Structure	04
About Us	06
2021/22 Highlights	07
Financial Results	08
Our Services	10
Compassion through conversation	12
A message from The Knights of the Southern Cross	13
Continuing our Covid-19 response	14
Keeping our residents connected	16
SCC (WA) Clinical Governance Framework	18
Our Mental Health, NDIS & Community Options clients are telling us we're doing a great job	20
Choosing help in the comfort of home	22
Connecting through "Chatter"	24
Small choices making big impact	26
Respite Care offering choice to families	28
Choosing where to have therapy	30
Health and Safety	32
Compassionate care putting our clients first	34
Connected to our purpose	35
Thank you	36

Our Purpose

To enhance quality of life through the provision of excellent services.

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 whole community.

Excellence: We will do the best we can, we will not be complacent and we will try to do even better.



Margaret Hubery Village residents, Rossmoyne

A message from the Chair and Chief Executive Officer, *Southern Cross Care (WA) Inc.*

Welcome to the 2021/22 Annual Report for the Southern Cross Care (WA) Inc.

As we reflect on another year's achievements and challenges, it is impossible to not think first and foremost of our hardworking employees and volunteers. Our people come to work every day with the sole purpose of delivering exceptional care, support and accommodation for our residents, clients, and families. Aged, Disability and Mental Health care is such an important job and it's because of the passion and dedication of our employees, that our residents and clients feel comfortable, supported, and cared for.

This year has presented many challenges for our staff as Covid-19 continues to spread throughout our community and our facilities. The introduction of the 'Partners In Care program' has ensured families who have completed training have been able to visit locked down facilities safely and maintain the connection with their loved ones. Our team has faced these challenges head on, and despite staff shortages and fatigue, they have continued to strive to provide the best possible care and services to our most vulnerable. Your tireless hard work and commitment has not gone unnoticed, and we can't thank you enough.

Although the pandemic has been at the forefront of our minds to keep ourselves, families, and clients safe, we know that we must look beyond the present and start planning for our future. A new strategic roadmap will be defined, ensuring continuous improvement and growth into the future.

In response to recommendations from the Royal Commission and government reform in aged care, we will be called upon to be innovative, brave and do things differently. Our residents and clients have always been at the heart of everything we do, but there is opportunity for greater consumer engagement and participation to implement real change that will make a lasting impact.

Our year ahead will focus on getting us fit for our future success. Much of that is ensuring we have robust strategies and operational plans in place to underpin our organisational planning, capital service planning and model of care. We will also be focused on building the profile of our brand as a trusted service provider of choice and a rewarding and safe place to work for our employees.

The Knights of the Southern Cross continue to play a pivotal role and for that we are grateful. As we look to the future, we hold onto their legacy of providing quality aged, disability and mental health care to those in need, treating one another with kindness and demonstrating our vales of excellence, integrity, respect, and compassion as we assist our clients to lead their most enriched and happy lives.

We hope you enjoy reading our Annual Report and we look forward to a successful and rewarding year ahead.



Bradley Prentice
Chair
Clare Grieveson
Chief Executive Officer



Our Board

Back: Paul Rossen, Thomas Seeber,
John Chegwiddden and Tony Vis

Front: Peter Evans, Bradley Prentice,
Elaine Pavlos and Leanne Milligan

Southern Cross Care (WA) Inc. is honoured to have the leadership of our Board who have extensive experience in the corporate, health and public service industries. Four of our Board are Knights of the Southern Cross, keeping us connected to our roots and the ethos from which we were founded.

Led by long-standing Chair Bradley Prentice, the Board provides governance and strategic leadership to ensure we remain true to our vision of providing compassionate, just, and equitable services to the whole community, reflecting the moral and ethical principles of the Catholic church.

Our Board has worked alongside the Executive to strengthen our governance processes through the introduction of a new committee structure to key focus areas of finance, risk, capital, culture and clinical governance. We would like to thank the Board for their contribution this year, guiding the organisation through what has been a significant transition period.

Organisational Structure

Board Members

Chairman

Bradley Prentice

Deputy chairman

Tony Vis

Elaine Pavlos

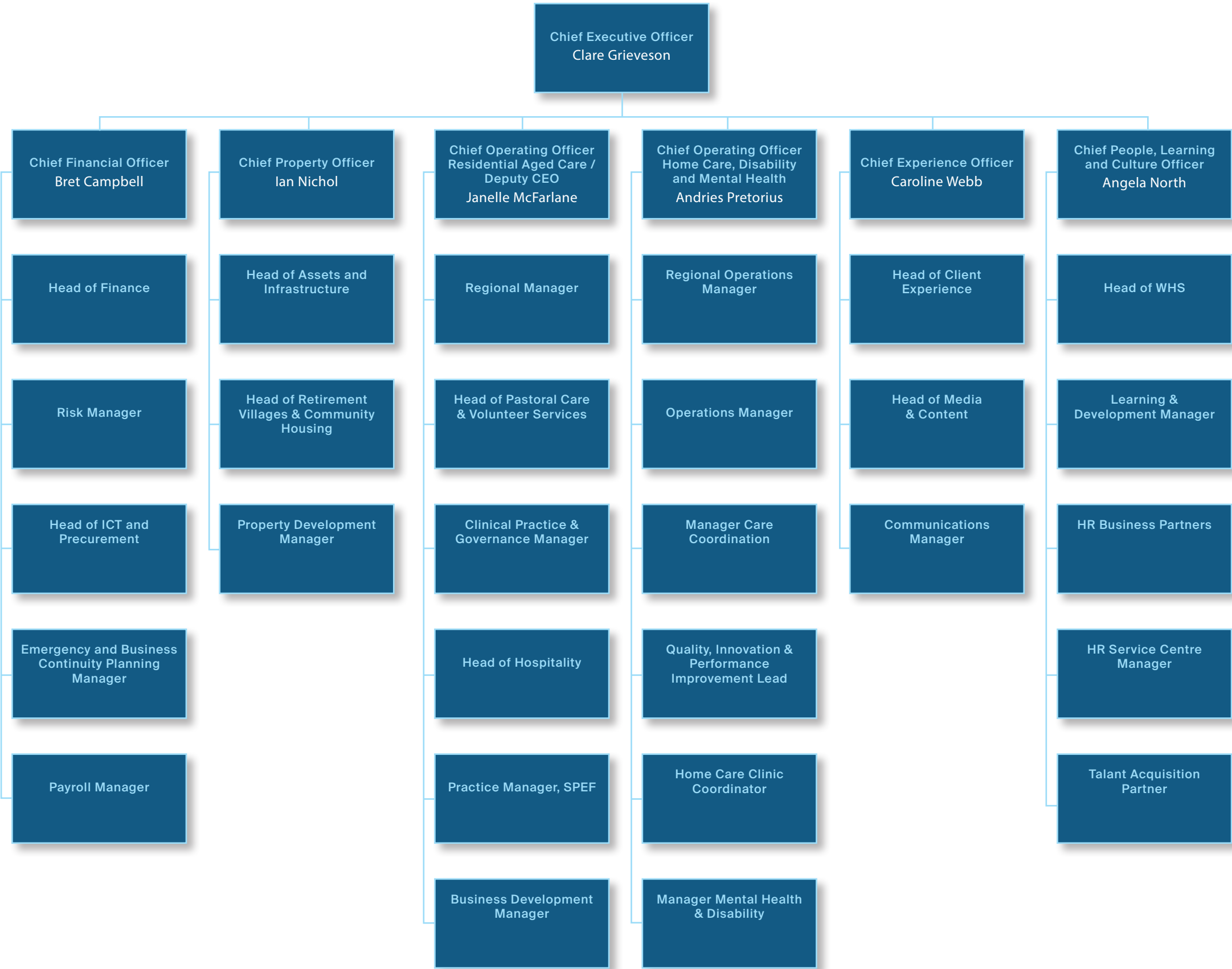
John Chegwiddden

Leanne Milligan

Paul Rossen

Peter Evans

Thomas Seeber





Senior Village Manager Beverley Kukura
and Foley Village resident Kath Tindall

















About Us

In 1966, Southern Cross Care (WA) Inc. (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.

Today, more than 50 years later, SCC (WA) is a purpose driven, not-for-profit organisation contributing to social, health and economic development in WA. We do this by enabling the delivery of integrated services in our community for the increasingly complex health, care and accommodation needs of our aging population and those living with disability and mental illness.

Our dedicated and passionate team of over 880 employees and 131 volunteers, deliver care and services to over 3000 West Australians across our residential, retirement village, mental health, community housing and home care portfolio.

2021 / 2022 Highlights

	1490 Allied Health care hours delivered		115,210 KMs travelled for home care
	410 Affordable housing tenants		6,983 Hours of support for clients with a mental illness or disability
	1062 Home care clients		97,287 Home care hours of service
	466 Residential care residents		515 Independent Living Unit residents
	13,408 Employee training hours delivered		14 Employee traineeships conducted
	388 Feedback Surveys		25,214 Respite hours delivered
	82 Families completed Partners in Care training		889 Clergy visits (Catholic, Anglican & non-denominational) to residential sites for religious-specific ministry
	11,391 Pastoral Care visits		948 Pastoral contact with family members
	131 Active volunteers		

Consolidated Financial Results 21/22

Southern Cross Care (WA) Inc. has continued to operate and deliver services during a challenging year.

Revenue remained strong with **\$83.9m** being accounted for during the year. There were significant impacts on SCC (WA)'s operations as we responded the impacts of Covid-19 in the Western Australian community.

Staffing costs were contained at a consistent level to the prior year at **\$58.4m**.

The reported result of a **\$8.7m** loss, was primarily driven by:

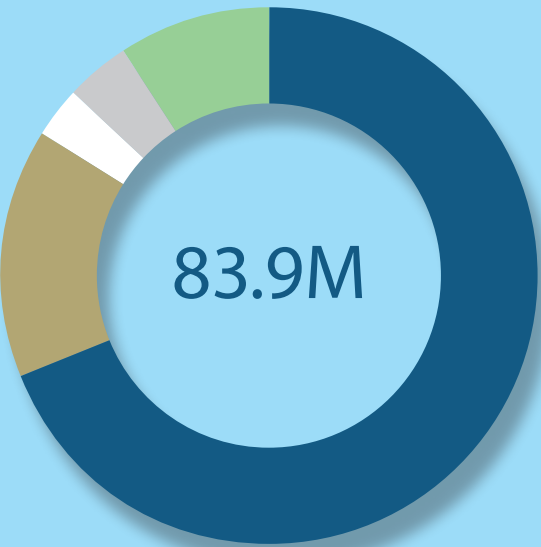
Underlying operating loss of	\$ 1.7m
Increased expenditure for repairs, maintenance, and ILU refurbishment	\$ 1.1 m
Increased costs responding to the impacts of Covid-19	\$2.4m
The negative impact of fair value movement of independent living units	\$2.8m
Sale of land at Currambine which generated a cash inflow of but a loss of	\$5.1 m \$0.6m

The Southern Cross Care (WA) Inc. remains in a strong financial position with cash increasing to \$49.1m at year end, including the receipt of \$3.4m Deferred Management fees on the re-lease of 48 ILU's.

Our financial position has enabled \$9.4m of investment in major projects and provides a sound basis for continued operations in pursuit of the mission and objectives of SCC(WA).

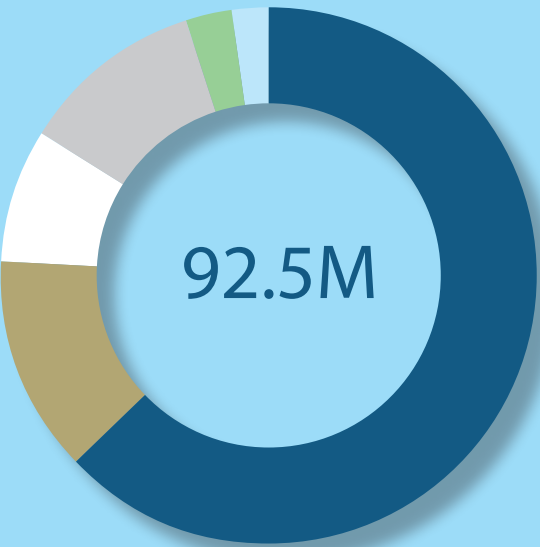
08

Income



	\$	%
Government subsidies & grants	58,256,665	69%
Fee income	12,445,792	15%
Investment income	2,495,710	3%
Rental income	3,066,510	4%
Interest & Other income	7,606,953	9%
Total income	83,871,630	

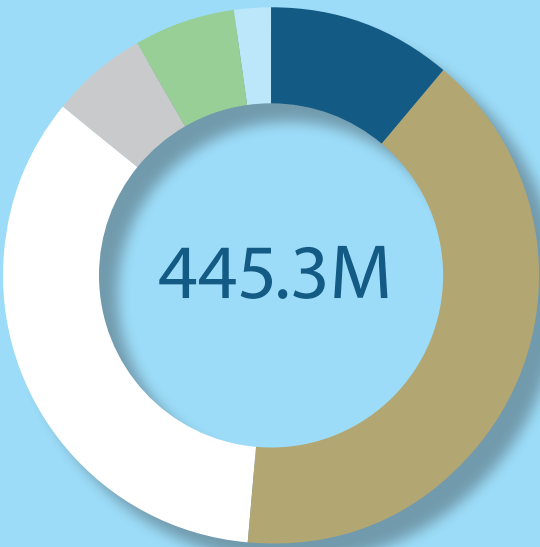
Expenses



	\$	%
Employee expenses	58,414,357	63%
Property & Depreciation expenses	11,926,457	13%
Direct care expenses	7,203,619	8%
Administration expenses	10,526,007	11%
Investment properties valuation	2,825,172	3%
Other expenses	1,645,975	2%
Total expenses	92,541,587	

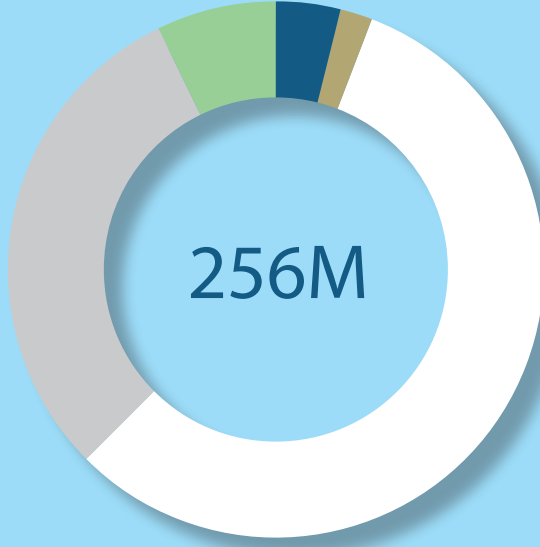
09

Assets



	\$	%
Cash	49,146,277	11%
Property, plant & equipment	179,399,993	40%
Investment properties	152,782,158	34%
Inventory properties	27,839,835	6%
Financial assets	26,695,545	6%
Receivables and other assets	9,444,257	2%
Total assets	445,308,065	

Liabilities



	\$	%
External borrowings	10,665,335	4%
Provisions	6,054,883	2%
ILU resident loan	144,218,180	56%
Resident's accomodation deposit	77,682,043	30%
Trade & other payables	17,354,856	7%
Total liabilities	255,975,297	

Our Services

Residential Care

Southern Cross Care (WA) Inc. has eight aged care facilities in metropolitan and regional Western Australia that provide the best quality care, accommodation, and support. Our dedicated, compassionate, and supportive staff are committed to caring for each of our residents with respect and dignity, helping them to live their most enriched and happy lives. Each site is staffed with specialised clinical expertise to respond to each of our resident's specific health needs. 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 provide a choice of all meals, which are developed in conjunction with dietitians and prepared by qualified chefs or cooks, providing the highest quality and variety for our residents.

In 2021/22 we unified our pharmacy services to a single supplier, introduced a clinical manager role and were successful in coaching and mentoring two clinical nurse managers in transitioning to facility manager roles. We introduced an electronic medication system called Med Mobile, which allows us to ensure medication safety and compliance, robust reporting and tracking. We've also started our sustainably journey, trialing environmentally friendly bamboo toothbrushes at Joseph Cooke House.

Dementia Care

Living with dementia presents the challenge of continuously adjusting, whether it be to behavioural changes, emotional frustrations, or skill loss. It is important that the person living with dementia continues to stay active, participates in activities they enjoy as well as prioritising social interactions. Southern Cross Care (WA) Inc. provides a range of dementia services, from respite care, in-home dementia support and residential aged care facilities. Our Dementia Services Team provides support and education to people living with all forms of dementia (including Alzheimer's Disease), their families and carers, and to Southern Cross Care (WA) Inc. staff. In developing a comprehensive support plan, the team assists with assessment and care planning to maximise the individual's potential. The team also provide support to clients, families and staff who live in our high dependency units at Margaret Hubery House or Frank Prendergast House.

Respite Services

Respite care provides a temporary break for carers and the person they care for. This gives carers the chance to attend to everyday activities, work or go on a planned break. Southern Plus offers a range of flexible, day or short respite options either in-home, at one of our respite centres or short-term respite in one of our residential care homes. We have two beautiful properties dedicated to respite, Tony Quinlan Respite Centre and Donovan Respite Centre, both built to ensure individuals feel comfortable and at home during their stay. Our cottage respite centres in Perth and Broome provide an important community based essential service to carers of older people and those living with dementia by giving carers a safe and secure option when they need a break. 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. Our Bran Nue Dae Respite Centre supports local residents of Broome and the wider Kimberley, to access much needed care services, whilst respecting individual cultural and spiritual needs.

Retirement Living

We believe retirement is a new beginning to be enjoyed. We don't just build retirement villages, we create independent living communities, bringing likeminded people together in a wonderful atmosphere full of choice and freedom. Each of our seven 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 can socialise with neighbours and participate in activities and hobbies if they choose. Many villages have a social committee who organise regular events, visiting entertainer and outings on the village bus. If the need for care or support arises, residents can request home care services to assist with domestic services.

Mental Health Services

Southern Cross Care (WA) Inc. supports the mental health of adults aged from 18 to 65 years old. At the heart of our mental health services is the commitment to supporting individuals to live an enriched life, through identifying individual strengths, person-centred goal setting and a strong focus on enablement and recovery. Our support services are underpinned by the philosophy and principles of the recovery framework, ensuring real choice and control for individuals. We offer various services such as carer and family respite, independent living skills training, psycho-social support, and accommodation support, all offered through our Community Mental Health and Community Options programs. The Community Options program has transformed and evolved significantly in 2021/22. We've seen amazing recovery work resulting in seven clients (including two foundation clients) graduate from the Community Options program and have introduced and implemented a range of new recovery-oriented practices.

Disability Services

Southern Cross Care (WA) Inc. disability services provide opportunities for people living with a disability to increase participation across all aspects of community life. We offer innovative, personalised assistance to develop the necessary supports to complement and supplement individuals social and community network. Southern Cross Care (WA) Inc. is a registered NDIS provider under the National Disability Insurance Scheme (NDIS). We have staff who specialise in supporting people who live with a psychosocial disability and are able to assist individuals to meet the supports identified in their NDIS package.

Home Care

Understanding not only what our clients need, but more importantly, what they want, is at the centre of our home care offering. We support our clients to continue living independently in their own home for as long as possible by providing assistance with everyday tasks and activities through our health and wellness brand Southern Plus.

Southern Plus is an accredited services provider, offering a range of services through government-funded care, via Home Care Packages and Commonwealth Home Support Programme (CHSP) or self-funded private services. Our broad range of services includes allied health (physiotherapy and podiatry), clinical care and traditional care services including personal care, domestic assistance, transport, medication support and respite.

In 2021/22 we launched the Short-Term Restorative Programme (STRC) for clients who have had a decline in their function/ mobility. The intensive eight-week program aims to help reverse and/or slow clients' functional decline by working with physiotherapists, occupational therapists, speech therapists, dieticians, and support workers.

Southern Plus East Fremantle Health and Wellness Centre

The Southern Plus Health and Wellness Centre is a unique and innovative facility specifically designed for seniors. Co-located with Southern Plus East Fremantle premium 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. Clients can also 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 and Kaleeya Health. Our highly trained and experienced team help our clients build a health and lifestyle plan that is tailored to best suit their health conditions and circumstances.



Compassion *through conversation*

Pastoral Carer Suzanne Maxwell and Success Village residents Margaret and Phil Blackley

12

The grief of watching a loved one's health and independence deteriorate can cause stress and anxiety for families. Similarly, people receiving care often experience a great sense of loss with declining health, issues of loneliness and loss of independence.

Rather than trying to battle through this alone, or becoming frightened by the unknown, our residents and families can turn to our pastoral carers. Our dedicated and compassionate pastoral care team devote themselves to listening and to conversation. They are here to help our residents and their families make sense of the changes that are occurring and to provide support during difficult and challenging times.

The pastoral care team of 9 delivers pastoral care to all but one of our residential sites, and to our villages and home care referrals. They can also assist residents to access additional support services if requested. The team has delivered 11,391 pastoral care visits this past financial year with 948 contacts with family members.

Head of Pastoral Care Ian Simms said there were often misconceptions about pastoral care and what it involves.

"There is a religious connection for those who have faith in God, but pastoral care can benefit many people in many different ways," he said.

"It's about sitting with our residents and asking how they're feeling, trying to strike up a conversation that taps into memories that might settle them or bring them comfort. All kinds of people benefit from these conversations, whether they consider themselves to be religious or not."

Community Pastoral Carer Suzanne Maxwell, who regularly visits residents in our retirement villages and residential care facilities, said the team of pastoral carers provide "non-judgmental" visits and companionship to those who need it.

"I often visit people who are lonely, anxious or grieving, or they might just want to chat about their life story and reflect on their journey of life. It is very lonely for some of them, and it's not good for their mental health, which will affect their physical health as well," she said.

Success Village residents Phil and Margaret Blackley said they were glad to have pastoral carers available whenever they needed someone to talk to.

"It gives a touch of security and closeness," Margaret said. "If I'm stressed, I can ring her up and tell her my concerns and she's very supportive. Sometimes when you're older and forgetful you get a bit tangled up in what's what, so it's very nice to have someone who can understand what's happening and how to guide you through it."

The pastoral care team has also played an important role during Covid-19, helping residents to ease their agitation and isolation anxieties, and to connect them with family electronically.

"In addition to the regular work we do, the team has helped our clients to manage their fears around Covid-19 and we have assisted in restoring a certain normality of human contact, especially when residents have worried that they might have to battle alone with unseen viruses and restrictions," Ian said.

"The simplicity of human contact and attentive presence is a remarkable gift we can give. Several residents are anxious about the PPE and the enforced isolation, so the calm, sustained contact is a reassurance to them."

"At this stage of life, elderly people sometimes find their thoughts turning to issues of death and dying. Some even consider Voluntary Assisted Dying which is now legal in WA. Our staff will neither provide nor facilitate VAD. However, our staff have always had open discussions with residents, clients and families about care and the end of life. That will not change. Each of our services has a system in place that will respond respectfully and compassionately to any questions about VAD. It is often the pastoral care team who engage with residents in the important considerations of how to end well, and the related concerns of hope and spiritual purpose. We want to respect life and value it, even when a person may have begun to lose touch with what is valuable anymore."

Ian Simms

Head of Pastoral Care
& Volunteer Services

A message from *The Knights of the Southern Cross*

Nearly 60 years ago, the Knights of the Southern Cross WA began a project that would not only serve to support those in necessitous circumstances through 'age, ill health, accident or infirmity' but also to connect them to the wider Catholic community. That project was the foundation of Southern Cross Homes for the development of independent living units in North Perth, what is now known as BF Prindiville Village. What has now become Southern Cross Care continues that tradition of connecting with those in need of compassionate care and the Knights of the Southern Cross remain dedicated to connecting in compassion to the work of caring for others.

The events of the last few years have demonstrated that compassion is essential if we are all to thrive but especially for those in the aged care sector. The ongoing pandemic has led to other multiple and complex challenges that were unforeseeable in the lives of all those involved in caring for others. One of which is the ongoing isolation of those in care from their families and loved ones.

Pope Francis recently reflected on this in saying "The dialogue between young people and grandparents, children and grandparents, is fundamental for society, it is fundamental for the Church, it is fundamental for the health of life." (Pope Francis General Audience 15th June 2022) In committing to help assist in the provision of Pastoral Care at Southern Cross Care, the Order is responding to this call from Pope Francis to help provide for the emotional and spiritual wellbeing for all the clients and residents through enabling opportunities to dialogue with the Pastoral Carers when their loved ones may not be able to be present.

Once again on behalf of all members of the Order, I would like to thank to all those dedicated to caring at Southern Cross Care, the volunteers, the carers and all those who keep the whole organisation functioning. Thank you for your passion and commitment to connection to those in need of your compassionate care.

God Bless.



Nigel Hayward

State Chairman
Knights of the Southern Cross (WA) Inc.

13

Continuing our Covid-19 response

With the safety and care of our residents and staff our highest priority, Southern Cross Care (WA) Inc. has worked tirelessly to refine our Covid-19 response, mitigate the risk of infection among residents and staff, and continue to deliver exceptional care and support.

Matthew Helstrip, who took on the role of SCC (WA)'s Emergency and Business Continuity Planning Manager in January 2022, said the organisation's new incident management/crisis management structure had been instrumental in achieving this.

"This structure has a three-tiered approach- the onsite response, operational corporate response and then the executive 'bigger picture' team, which look at how reputation, business continuity and liabilities might be impacted," he said.

"We also have a pool of people who can fill the role of On Scene Coordinator. These are people that have leadership capabilities, have gone through crisis leadership training, as well as infection control training and they're given additional duties to help support facilities through an outbreak. Our efforts in managing the spread of Covid-19 and mitigating risks, particularly in our residential care facilities, has resulted in low infection rates among residents."

All our residential facilities undergo monthly donning and doffing training and since January we've conducted three rounds of hypothetical scenario exercises in which facilities either set up an isolation area for a covid positive person or lockdown the facility. It's allowed us to review our response plan and refine it.

In December we increased our frequency of communication. Residents, their families and staff are happy with how we've responded and the controls we've put in place to support their loved ones.



339
Staff Covid-19 cases



193
Client Covid-19 cases

"How we've managed Covid-19 is transferable to any other type of crisis we may face. Our tried and tested processes have now vastly improved the organisation's capacity to respond to any emergency going forward."

Matthew Helstrip
Emergency and Business Continuity
Planning Manager



Covid-19 PPE

Keeping our residents connected

Maintaining social interaction and connection between residents and their families is crucial to the health and well-being of aged care residents. Often these relationships are restricted during outbreaks of Covid-19 or other infectious illnesses, with visitations temporarily paused to help protect those in care.

Over the course of 21/22 WA experienced multiple Covid-19 outbreaks with many of our facilities enduring lockdowns.

Recognising the importance of social engagement and connection for residents and their families, SCC (WA) launched the 'Partners in Care' program to provide family members with the knowledge and training needed to safely visit their loved ones during an outbreak.

The training came as a blessing to Meledy, who has visited her husband Sardar at Jeremiah Donovan House almost every day since he moved into residential care about two years ago.

When Covid-19 reached its peak and restrictions were put in place, Meledy was devastated to learn she would not be allowed to enter the building. Instead, she would take her fold-up chair and her blankets and sit by the window.

"Because of where his room is I couldn't get to it so they actually had to bring him to the dining room so we could see each other from there," she said.

"It was hard, but you get around things and you do what you must do. It was over 3-4 months that we weren't allowed in the facilities, so for as long as we weren't allowed in that is what I was doing."

Following an outbreak at Jeremiah Donovan House in June, Meledy again faced the similar restrictions, but this time she had the opportunity to safely visit Sardar after participating in the Partners in Care Training to increase her skills in infection prevention.



"I am very appreciative of the training," she said. "I learnt how to put on (PPE) in the correct order and how to sanitise my hands because I wasn't doing it right previously I learnt a lot from that and donning and doffing as well. That very afternoon they were still in lockdown, but I was able to go in, do my RAT, put my gear on and see him."

The commitment of our staff to live our values, particularly that of compassion, is evident in the way our frontline workers have continued to deliver the very best in care during another challenging year.

Since the Partners in Care initiative first launched in May 2022 SCC (WA) has held 14 training sessions with 82 family members or loved ones now able to safely visit residents during lockdowns.

Learning and Development Officer Shereen Estefanos said she had received positive feedback from family members during both booking and delivery of the training.

"They appreciate the initiative gives them opportunity to be close to residents during lockdown and the offering of a flexible schedule to accommodate their needs with weekday, weekend, morning/afternoon and location options at all residential sites and central office."

"It had been a week since I'd seen him and oh my gosh you should have seen his face...he's always happy to see me."

Meledy
Partners in Care

Meledy Correia and her husband Sardar, who is a resident at Jeremiah Donovan House.



SCC (WA)
Clinical Governance Framework

In line with our values of respect, integrity, compassion and excellence, SCC (WA) strives to do the best we can, to not be complacent and to always try to improve. By implementing strong clinical services, we can ensure accountability and deliver excellent care to our residents and clients.

The SCC (WA) Clinical and Care Governance Framework outlines key systems and processes to help facilitate a culture which embraces reporting and responding to foster ongoing improvements.

The Framework builds on previous versions to reflect the significant changes in the aged care sector, including the implementation of the new Aged Care Quality and Safety Standards on 1 July 2019.

The Framework has 5 guiding principles that provide a basis for delivering excellence in care and services. These principles are:

- 1. Leadership & Organisational Culture
- 2. Consumer & Carer Partnerships and Experience
- 3. Quality & Safety Systems
- 4. Clinical, Care & Service Effectiveness
- 5. Strong & Capable Workforce

Interim Regional Manager Jodee Hartley, who is on secondment from her role of Clinical Practice and Governance Manager, said the idea behind the Framework was to help identify areas of improvement, put actions in place, and then monitor and evaluate the outcomes.

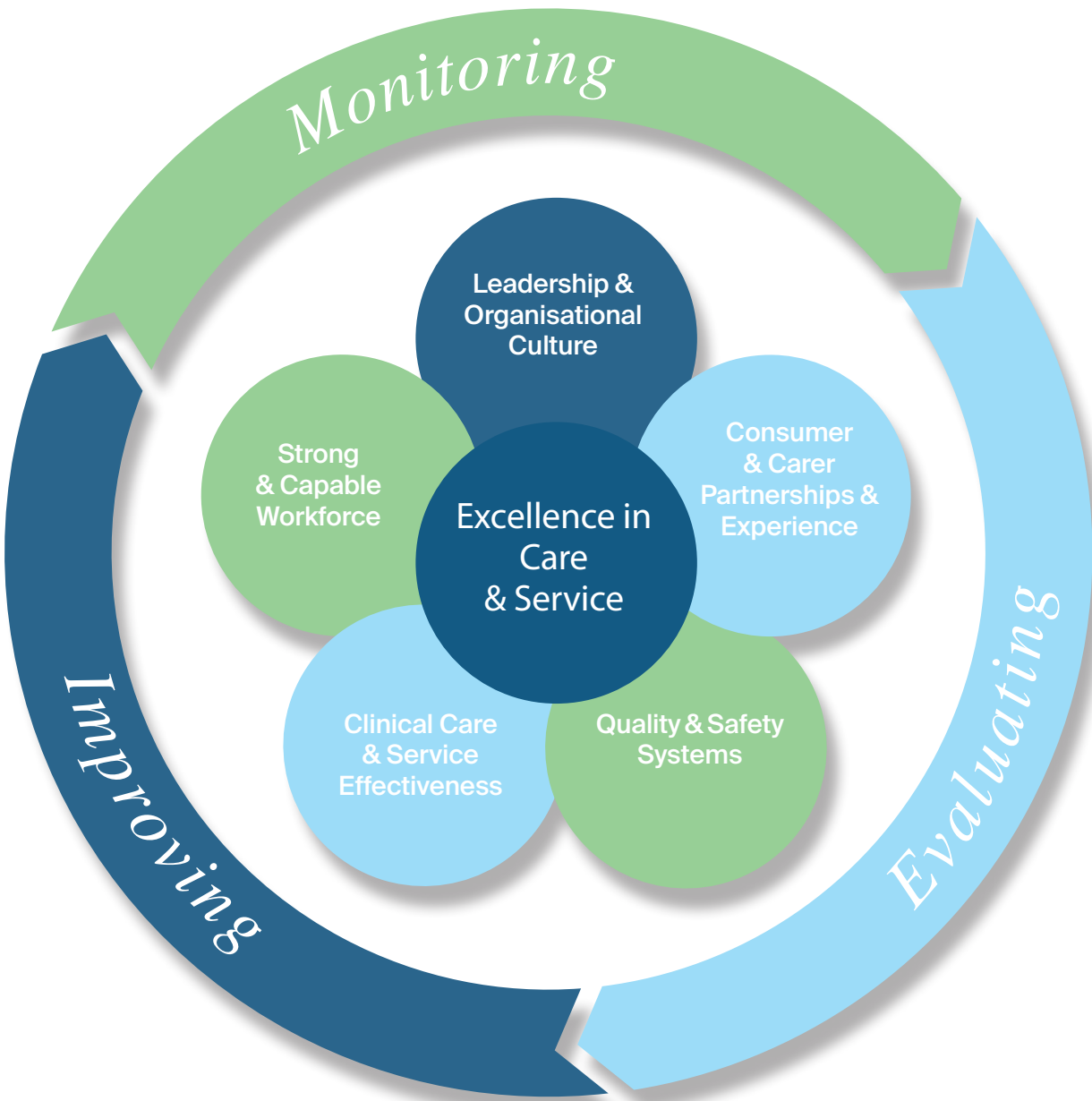
Jodee said the Framework also focused on consumer feedback, encouraging consumers and their representatives to work with SCC (WA) to identify clinical, care and service issues, and move proactively towards resolution and improvement.

“We have monthly Clinical and Services Governance Committee meetings incorporating Home Care, NDIS and Community Mental Health, and Residential Aged Care, where we consider information and data relating to quality and safety in our services.”

“Part of that has been getting our facility managers and clinical nurse managers to do investigation training or root cause analysis training, so they’re better equipped to actually look at a problem and work out potential actions.”

The Clinical and Services Governance Committee provides executive oversight and strategic leadership of clinical governance. It is responsible for guiding and monitoring, the clinical and care governance framework and associated plans.

Meanwhile the Quality Care Advisory Committee provides support and advice to the Board in relation to Safety and Quality programs across SCC (WA). The QCAC monitors trended data and actions taken on a range of consumer engagement, Safety and Quality, Clinical Incident and Workforce Metrics, and considers reviews and issues related to quality, clinical risk and safety.



Clinical Governance Framework Diagram

“Everything is about improving. So having this process (and Framework) we’re able to do that better and better.”

Jodee Hartley
Interim Regional Manager Residential

Our Mental Health, NDIS & Community Options clients are telling us *we're doing a great job*

At SCC (WA) we seek to enhance the quality of life for our clients through the provision of excellent services. In order to measure client satisfaction and understand ways to improve the services we deliver across all aspects of the organisation, it's important to ask our clients for feedback through surveys.

In June 2022, we invited our Mental Health, NDIS and Community Options clients to participate in a net promoter score survey, asking them to respond to a single survey question, How likely are you to recommend our services to others?

Responses were then broken down into promotive (ratings of 9 or 10), passive (ratings of 7 or 8), and detractive (ratings of 6 or lower).

Chief Operating Officer Home Care, Mental Health and Disability Services Andries Pretorius, said the surveys were important in providing "real data" and feedback about the services we're delivering and how we can continue to improve.

"There are vastly more clients that are promotive rather than detractive so that's an awesome result," he said.

"Our Community Mental Health team, they got a +72 score which is absolutely amazing. They had 72% of clients promotive and only 27% passive with no detractive and an average of 4.6/5 for how likely they are to recommend our services to others."

Mr Pretorius said the results were a testament to the hard work of staff.

"The staff are doing an amazing job. We're very appreciative of the work the teams are doing at Community Options and out in the community itself," he said. "I think this (result) is reflective of that awesome work they do day in and day out. And it's doubly wonderful to think this has been done at a time when we had Covid-19 in the community in WA and a more challenging environment than we normally have."

SCC (WA)'s NDIS services have also been recommended for recertification following a review by external auditors. "We also had a mid-cycle review against the National Standards for Mental Health Services and received positive feedback from the external auditor that we met the standards," Mr Pretorius said.

"The main takeaway that I have from all of these are that the clients across our services, Mental Health, Community Mental Health, Community Options and the NDIS clients, all really appreciate the service we provide to them."

Andries Pretorius
Chief Operating Officer
Home Care, Disability and Mental Health



SCC (WA) client

June 2022 Survey

NDIS Agency-Managed Clients



25 responders
+44 net promoter score

An average of 4.2/5 response to the question
'How likely are you to recommend our service to others?'

- 56% promotive (ratings of 9 or 10)
- 32% passive (ratings of 7 or 8)
- 12% detractive (ratings of 6 or less)

Community Mental Health



43 responders
+72 net promoter score

An average of 4.6/5 response to the question
'How likely are you to recommend our service to others?'

- 72% promotive (ratings of 9 or 10)
- 27% passive (ratings of 7 or 8)
- 0% detractive (ratings of 6 or less)

Choosing help *in the comfort of home*

Understanding what our clients need, but more importantly, what they want, is at the centre of our home care offerings. By providing support services and care that is responsive to individual needs, we can support our client's choice to remain living independently in their own home for as long as possible.

Our clients can choose from a broad range of health and wellness services to build a plan that is tailored to best suit their needs. For some, home care might mean assistance with everyday tasks and activities including personal care, domestic care and transportation, while others might require a higher level of care.

Since losing her driver's licence a few months ago, Portia was fearful that she wouldn't be as independent as she once was. But thanks to help from the team at Southern Plus, Portia is still able to get out and about as often as she needs.

A support worker picks her up once a week to take her grocery shopping, while her wellness partner Wayne has arranged other transport options to ensure Portia is still able to attend medical appointments, physiotherapy and other social outings including trips to the cinema.

"I do miss driving very much but I'm lucky to have the transport organised by Southern Plus to do my shopping and go over to my exercise class," Portia said.

Portia, who is living with dementia, also participates in physiotherapy and exercise classes at Southern Plus East Fremantle (SPEF) Health and Wellness Centre. The exercise, rehabilitation and medical facility was designed and purpose-built for seniors, helping over 55s improve their health, fitness, and quality of life.

"I go to (my exercise class at SPEF) twice a week and get picked up by St John's Transport, which is organised through Southern Plus.

"They also do the domestic on Thursdays, so vacuuming, washing the floors, and doing the bathroom. If I do too much housework or bending over it really hurts quite a bit, so Southern Plus has been a blessing in so many ways."

Portia's daughter Vicki said it provided her with great comfort and peace of mind knowing her mother was able to continue living at home with services in place to support her.

"We do feel very grateful for the support and amazing care we have received."

"Seeing that I can't drive now, I'm relying on getting taken places. If I need to go anywhere, I just get in touch with Southern Plus and they organise the transport. I feel very thankful and very lucky for the help."

Portia



Connecting through “Chatter”

Working in villages with thousands of residents over time, we’ve seen the needs and expectations change and vary amongst residents. However, one thing has remained true. Residents are looking for retirement communities to help them to connect and remain connected to their lives and communities that they love.

At Southern Cross Care (WA) Inc. we recognise this. We don’t build retirement villages, we create communities. Bringing like-minded people together to continue to live an independent life full of choice and opportunities to connect. A wonderful example of this has been at one of our 7 Independent Living Villages, Thomas Perrott.

Nearly 30 years after it was first printed, the Thomas Perrott Village resident’s newsletter, also known as the ‘Chatter’, is still doing the rounds. First started in 1995 by long-term resident John Taylor (102), the monthly Chatter was originally distributed to residents to inform them about decisions made by the Residents Committee.

As time went on the Chatter began to focus more on the ins and outs of village life, keeping residents connected and engaged in each other’s lives. While John was the main instigator and writer of the Chatter, he had help from several other residents over the years including his neighbour and ‘roving reporter’ Rosemary who moved into the village 16 years ago.

“I first met John because I asked somebody if there was anyone who could help me set up my computer and they said ‘yes go see John Taylor,’” she said. “He was about 86 at the time and was crawling around on his hands and knees setting up cables, and that’s where it started. We’ve been friends ever since. A couple of years later I started helping with the Chatter and was John’s roving reporter.”

Rosemary, who travelled the world working as a nurse before her retirement, said she had only lived in the village for about a month before she knew everybody. She said her interest in writing the Chatter came from her desire to keep residents connected and communicating, especially those who didn’t have family around.

“I like to commend people when they’ve done something,” she said. “We’ve got a Scottish couple down the road and their garden is beautiful and so anybody who spends time in the garden I try and give a little boost. “And you notice if you put somebodies name in the Chatter they will be the ones who will ring up and say ‘we enjoyed your Chatter’ ... they like to see their names in there.

“It gives them more of an idea about what is going on, it’s not just information in it, it’s little personal things.”

Thomas Perrott Village residents
Rosemary and John

“Rosemary said her interest in writing the Chatter came from her desire to create a community and good relations in the village.”

Small choices *making a big impact*

As a National Disability Insurance Scheme provider, Southern Cross Care (WA) Inc. offers a broad range of mental health services including residential, community and carer support, for adults aged between 18 and 65. We focus on client's individual strengths and goals to help them overcome challenges and enable them to live a full and enriched life.

Using the recovery approach which ensures a person-centred approach and supports real choice and control for individuals, our staff work alongside residents as they relearn or gain new skills to live independently in the community.

26

Spending several years in hospital, Community Options client Neil missed out on acquiring the basic life skills we often take for granted. The simple act of using an ATM or making a purchase with a bank card was extremely foreign to Neil. He was getting \$5 cash every day to purchase his coffee as he did not have the ability to manage more than \$5 at a time. However, his team of recovery partners have provided him with education around managing his finances and he is now gaining more independence, choice and control over his own money.

Senior Recovery Partner Majorie said she had seen a big shift in Neil over the last few months.

"He's been using his bank card for two months now," she said.

Majorie said helping Neil gain more independence with his money and learning to pay for items electronically, was essential to his recovery.

"We teach life skills on how to live in the community so introducing him to managing his own money, even small amounts, is important. He's spent most of his life in hospital and has never experienced the changes we have in the world, and we don't want him to be left behind."

Recovery partner Lyn, who has been working with Neil for several years, said she was proud of his achievements.

"This is totally recovery based and our role is to help them along and be their partner while they're learning and going through their recovery. (When Neil came to us) he couldn't cook, he had no life skills. He didn't know how to make a bed or use the washing machine. He now does all those things independently.

"An ATM to him was totally foreign, going to the shop and using the electronic way of paying for things. So, it's opening up a whole new world for him".

"I feel really proud of him and also really proud that we've been able to do it with him."

"At first, he was hesitant, scared and confused... but we explained why we were doing it and why it was a good idea.

The first 3-4 days he went to pay for his coffee with the help of staff, then he started going on his own."

Majorie



Senior recovery Partner Majorie with client Neil

27

Respite Care *offering choice to families*

Being a full-time carer for a loved one can be challenging when you're also trying to manage work, social commitments, and your own health and wellbeing. SCC (WA)'s respite services provide a temporary break for carers and the person they care for by creating a 'home away from home' which is warm, comfortable, and welcoming.

Our respite services offer a range of flexible options to suit individual needs, either in-home, at one of our respite centres or short term in one of our residential care homes. Overnight or weekend respite is also available with 'cottage style' respite at a day centre. For those who wish to remain at home, the Tony Quinlan Respite Centre in Hilton and Donovan Respite Centre in Forrestfield offer valuable support for carers of people in later life, including those living with dementia.

Lola lives with her daughter Cheryl, who is also her full-time carer. While Cheryl is not one to ask for help, those around her decided it was best that Lola attended respite care to give her daughter a break and some time to care for her own needs.

"I've got a chronic illness, so it was more because I needed a break, and (the doctors) said they didn't want to end up seeing me in hospital," Cheryl said.

"I didn't want to (put mum in respite), but I'm glad I am because I think we all need a break and it's hard work when you're looking after someone 24/7. You don't always get time (to look after yourself)."

Lola has attended Tony Quinlan Respite Centre for about two and a half years. Earlier this year she transitioned to weeknight stays rather than weekends, spending Monday to Thursday with staff at the centre. Cheryl said she has made lots of friends and enjoys the company.

"She's pretty happy to go there and comes home and tells me that she's met this person or that person...she enjoys going there. Having her in the centre gives me time to get done what I need to do for both me and for mum."

Cheryl



Respite resident Lola with support worker Tracy Spouge

Choosing where *to have therapy*

At Southern Plus our focus is on helping our clients remain independent, living at home, and enjoying an active and healthy life for as long as possible. Our clients can choose from a broad range of health and wellness services to best suit their needs and circumstances, including scheduled in-home visits.

After suffering a stroke about 11 years ago, Noel was left with partial use of his left leg and arm. His limited mobility created many challenges and often left him feeling frustrated and hesitant about his abilities. Over the past 12-24 months Noel's wife noticed he had been losing stamina and his mobility was becoming progressively worse. He was having difficulty doing a lot of things that he used to be able to do and it was slowly affecting his daily activities. But thanks to the allied health team at Southern Plus, Noel has been able to improve his mobility with assistance from exercise physiologist Damian Szczepanski.

Damian visits Noel once a week for a one-hour therapy session at his home in Mount Lawley. The sessions usually include a long walk and strengthening exercises to improve Noel's lower limb strength and balance, improving his ability to stay on his feet for longer.

"I think there's been quite a good improvement, certainly in stamina," Noel said.

"I'm able to stay on my feet and walk... It's not very pretty I've got to say, but that's the nature of the game. I'm not a spring chicken so on the one hand I'm getting older and the other hand I'm fighting the stroke effects, but I think I've come out of it with a far better ability to get around."

Noel said the impact of his stroke was as emotionally challenging as it was physically challenging, but seeing small improvements in his mobility is what keeps him motivated.

"I was certainly a bit resistant to even have a go at it at first," he said. "But when you see that you're improving you get the reward of being able to do something that last month you couldn't do."

After meeting Noel for the first time, Damian identified Noel's limited mobility as his biggest obstacle.

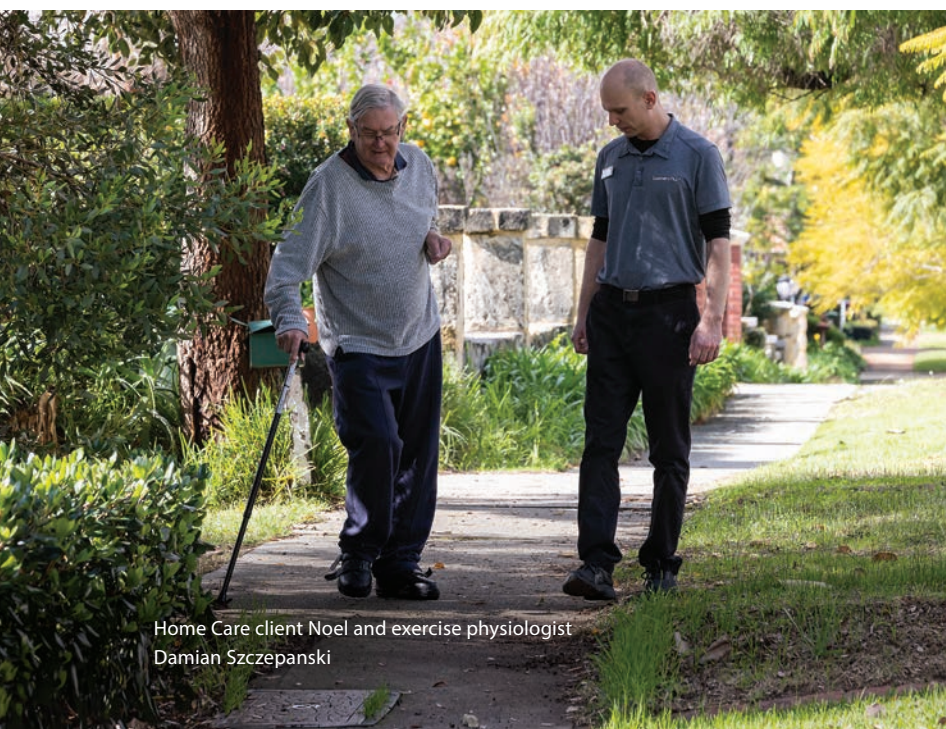
"Initially we had some goals like making it up the driveway and then from there it was can we walk three houses down and then can we walk three houses down without having to take a break," he said.

Noel has now become so confident that he walks on his own almost daily.

"The thing I most like about Damian is he explains the physiology of the muscle movements that he's looking for and why he's doing the exercise so that you understand what is trying to be achieved. I've found that interesting and useful."



Home Care client Noel and exercise physiologist
Damian Szczepanski



Home Care client Noel and exercise physiologist
Damian Szczepanski

"In the last two weeks he's started going the other direction, which is a walk twice as long, and he's started doing that at least once a week. He's feeling the benefit, he's already noticed he can go for longer durations walking unassisted and he's feeling the improvements."

Noel

Southern Plus⁺

Health and Safety

people are our priority

Southern Cross Care (WA) Inc. is committed to providing and maintaining a work environment that is healthy and safe for staff, residents, clients, contractors, volunteers, and visitors. Workplace health and safety management principles are integral to the everyday business of our workplace.

SCC (WA)'s Head of Work Health and Safety Clint Hall, said the new laws intended to "harmonise" WA with other Australian States and Territories and to improve the protection of workers by factoring in modern employment agreements, higher penalties for companies and individuals, and introducing new terms such as 'person conducting a business or undertaking' (PCBU).

What have we done to implement and advertise these changes within SCC (WA)?

Midway through 2021, SCC (WA) invited an external independent auditor to conduct and complete a comprehensive audit of our organisation's WHS approach in line with the new legislation.

"SCC (WA) wanted to ensure we had the correct policies and procedures in place, and that these were being delivered at ground level with clear evidence," Clint said. The thought process behind this approach was simple, "to identify areas of opportunity early so as a business we could help mitigate risks and avoid negative financial and workforce impacts", he added.

From this audit SCC (WA) developed a detailed targeted action plan to ensure the business was meeting the new standards and looking after our people. The action plan detailed and highlighted several opportunities for improvement. These included:

1. Understanding the changes

To assist all staff with understanding the changes to the WHS Act 2020, our WHS Department designed and built a mandatory online training module for all staff.

2. Changing our language

We have also ensured the word 'Consultation' is included in our most important overarching WHS documents in the WHS Policy. "As per the Act, there is a general duty to consult," Clint said. "Consultation is a collaborative process between PCBUs and their workers, involving the sharing of information about work health and safety."

3. Reinvigorating the WHS Representative Program

To assist this collaborative and consultative approach, we have embarked on reinvigorating the WHS Representatives Program across all SCC (WA). We currently have 10 trained across the business representing, Homecare, Residential Care, Mental Health and Central Office

4. Introducing the WHS Steering committee

This organisation wide committee, with support from the highest level of the Executive, reviews trends, data and incidents relating to WHS.



WHS Representatives: Archana Bhargava, Matthew Helstrip, Constance Yeukai Gono, Linda Mulders, Adel Baldyga and Megan Corby

"These newly appointed representatives will soon form the basis of a new committee, the WHS Steering Committee, which will raise issues and concerns from the 'coalface' to the WHS Steering Committee and in-turn to the Executive and/or the Board for actioning and feedback."

Clint Hall
Head of Work Health and Safety

Compassionate care *putting our clients first*

Since SCC (WA) launched its Community Options program at Mount Claremont in 2009, our team of passionate staff have continued to offer a recovery focused home environment for residents who have experienced long-term mental illness. The residential mental health program supports clients aged between 18 and 64 as they relearn or gain new skills to live independently in the community.

For long-term resident Katie, the support and guidance of her Community Options team has extended well beyond her time in the program. Katie had been living at the Mount Claremont residence for 13 years and while she continued to make great progress staff noticed a decline in her physical health.

This led to Katie's transition to residential care at Villa Pelletier in West Leederville, a step both Katie and her family hadn't previously considered.

Providing compassion, advocacy, and support, the team at Community Options ensured Katie's family were well informed along the way, giving them peace of mind that she would continue to receive a high level of care and support, just in a different location.

34

"We planted the seed with her family initially saying that (moving into aged care) was what needs to happen for Katie," Community Options team leader Shivani Lala said.

"When the family decided it was time, we reassured them. We said we wanted to work with them to find the right place and we will do whatever we need to do to make sure that she is supported and happy wherever she goes.

"In our eyes it's a successful transition. She's going to a place where she's getting all her needs met and we were more than happy to work with Katie and the family and the team at Villa to make sure it was a smooth transition."

Together Katie's team of recovery partners, senior leaders and team leaders at Community Options worked collectively and transparently with the facility manager and staff at Villa Pelletier to transition Katie into her new home environment.

Shivani said the benefit of remaining with Southern Cross Care (WA) Inc., was that Katie would have the same mental health clinical team who would continue to oversee her psychiatric health as well as the same psychiatrist and case manager.

Since making the move to Villa Katie has already been back to visit the staff at Mount Claremont and they have also travelled to see her at Villa. Shivani said the experience has also helped her to better understand the aged care system and a process to follow in helping other clients transition from community options to residential care when the time comes.

"It's definitely given the team and I a lot to think about and reflect on," she said.

"I do have another client who's not quite 65 yet, but she has health needs and needs a lot of clinical support. Just from my involvement throughout this process of learning the different criteria and the level of different care packages and the needs, I've been able to really advocate for her using what I've learnt during Katie's transition.

Katie's family also expressed their thanks to all the staff who cared for her over the last 13 years, saying all staff had been "exceptional in their duty of care".

"From the thoughtful analysis of her current and future needs, mixed with the genuine love and attention shown to Katie, we as Katie's family have been confident that our sister has been in an outstanding situation to enhance the quality of her life. To us you are all superheroes."

"I think the biggest take away for me is that things can work better if everyone works together, and it's been such a pleasant experience. Everyone did their bit; everyone was communicating and the person that benefited from this was Katie."

Shivani



Community Options team leader Shivani and Villa Pelletier resident Katie

Connected *to our purpose*

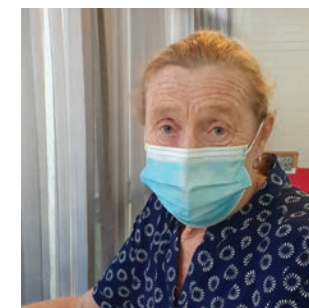


Clinical Nurse
Aroha Lucas

"I am one of the luckiest nurses in the world as I get to do something that I love every day.

I started work with Southern Cross Care (WA) Inc. in September of 2021. SCC (WA) has enabled me to enhance my leadership and critical thinking skills and my new role as Clinical Nurse Manager allows me to grow as a leader and role model in the aged care sector. Working with a great group of staff at Margaret Hubery House and liaising with others within SCC (WA) is a privilege. The comradery within SCC (WA) and daily positive interactions between staff, residents and families makes me proud to work for SCC (WA).

I have been given the opportunity to complete multiple online courses and seminars to improve my skills and was proud to be able to facilitate the roll out of the new online documentation system clinical manager. One of my greatest achievements since starting with SCC (WA) was being able to facilitate a visit for a family member to visit their dying loved one whilst we were in a Covid-19 lockdown situation."



Residential Care Worker
Nardean Care

"Together, we have built a family atmosphere and the residents are very happy to call Villa Pelletier home.

I have been employed by Southern Cross Care (WA) Inc. for over 15 years here at Villa Pelletier. I would like to extend my gratitude to SCC (WA) for the Pastoral Care Services provided to our residents. In particular Donna Moxey and Ian Simms. They are so caring and provide comfort to all."



Home Care support worker
Susen Magistro

"I love being able to hear the life stories of the people that I attend to. They show me a different world to the one we live in now.

I hope that I can make a person's day brighter with love and laughter. Southern Cross Care (WA) Inc. has been a good employer, ensuring that appropriate training is always provided with great support staff on hand."



Recovery Partner
Isaak Christiaan Hukom

"Being a part of the change in someone else's life is something that makes me proud.

My journey with SCC (WA) started back in 2010, a year after I arrived in Australia. I was a student with Westcoast Institute of Training studying Community Services and was looking for an organisation to complete my final field placement with. SCC (WA) was my first employer in Australia, and I have dedicated my career to enriching the lives of our clients ever since. During my orientation session, I was advised that staff need to incorporate SCC (WA)'s values of compassion and integrity in every aspect of our role and that we as SCC (WA) staff must be honest and accountable in everything that we do. These values along with showing empathy and sensitivity to those we serve is something I take very seriously.

I have been so dedicated to my job because the whole Community Options team shares the same vision and dedication that reflects our core mission, which is to help and support those in need and to work alongside our clients during their recovery journey.

I would like also to acknowledge my fellow Recovery Partner's, Team Leaders and Senior Recovery Partners for tirelessly showing their dedication and compassion in delivering a high quality of service to our clients. Thank you all so much for being part of my journey and teaching me to become not just good but GREAT in doing my job and delivering a great service as a Recovery Partner."

35



Thank You

to all our aged care workers
for your hard work, dedication
and compassion in caring for our
residents and clients.
Every day you go above and
beyond to continue caring
for the most vulnerable in our
community and supporting
them to live enriched, happy
lives. We know it's been a
challenging year, but your
efforts are truly appreciated.



*Connection
Compassion
Choice*

**Southern
CrossCare⁺** (WA) Inc.

Southern Plus⁺

www.scrosswa.org.au

Central Office

15 Rowe Avenue
Rivervale WA 6103
PO Box 76
Burswood WA 6100
T 1300 669 189
F 08 9282 9999
E info@scrosswa.org.au

**Southern Plus
in-home services**

T 1300 000 161
E info@southernplus.org.au
W southernplus.org.au

**Southern Plus
Aged Care Centre**

East Fremantle
15 Wolsely Road
East Fremantle WA 6158
E info@southernplus.org.au

