Southern Cross Care[†](WA) Inc.

Southern Plus+

Annual Report **22/23**

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

Welcome to the 2022/23 Annual Report for Southern Cross Care (WA) (SCC (WA)). This Annual Report is a demonstration of our impact and a celebration of our accomplishments. It outlines the challenges and transformative changes we've undertaken over the last financial year to guide our organisation forward.

We've been working on a new and exciting direction for SCC (WA), launching our Strategic Plan for 2023-27. It comes at a critical time in the sector, with the Royal Commission into Aged Care Quality and Safety resulting in significant reform. Our Strategic Plan focuses on placing consumers at the centre, providing adaptive and cutting-edge services and recognising our people, who are vitally important. This plan will help guide our decisions and future directions so we can deliver on our purpose of helping people live extraordinary lives connected to communities.

While all aged care providers prioritise clinical care and safety, it's equally important to consider the factors influencing an individual's wellbeing. Loneliness, boredom and isolation are pervasive in aged and community care, so we have worked hard to implement new initiatives and programs that facilitate purposeful connection, independence and participation. Our Pastoral Care Team has been instrumental in implementing our community engagement program Connect the 40%, which allows the public to anonymously donate personalised gifts and experiences to residents in aged care. To better support those in greatest need in our community, SCC (WA) has also opened vacancies at our residential aged care home, Villa Pelletier, to accommodate homeless people aged 65 and over who have health needs.



Bradley Prentice Chair Clare Grieveson Chief Executive Officer Planning has begun to identify a model of care and functional brief that will inform the design of our future services. We've engaged with our communities, who provided invaluable insights about our proposed approach. Their involvement has reinforced our commitment to delivering a person-centred, co-designed care model that recognises individuality and choice.

Our consumer engagement has been further strengthened by the launch of our new Consumer Advisory Committee (CAC). The CAC is an important part of our consumer participation framework, providing ideas and opinions on our strategies to enhance and promote resident, client, carer and community participation in our service design.

Employee experience has been another core focus this year, with the introduction of a new Employee Value Proposition (EVP) called Everyday Extraordinary. Our EVP aligns our teams with our purpose and values and reinforces why SCC (WA) is a great place to work. As part of our EVP, we have launched a new online recognition platform called Celebrating Extraordinary to provide more opportunities to thank, award and honour employees for their extraordinary efforts.

Our success at SCC (WA) is a testament to the hard work of our extraordinary people, who live our values every day. As we journey into the future, we recognise the challenges that lie ahead, but are confident we can continue to move forward together with a clearer direction and a renewed sense of purpose.



Our Board

We are privileged to be guided by our Board, whose members come with a wealth of experience in corporate business, healthcare and public service. Led by chair, Bradley Prentice, the Board works alongside our Executive team to ensure good governance and strategic leadership. Their guidance helps us stay committed to our purpose of helping people to live extraordinary lives, every day, connected to communities.

Four of our Board members are Knights of the Southern Cross, symbolising our deep connection to our origins and the Catholic ethos that guides our organisation. Our Board, in collaboration with the Executive, have played an instrumental part in shaping our Strategic Directions for 2023-27, to ensure we build upon our solid foundations and explore opportunities for growth to guarantee the sustainability of our organisation.

We extend our heartfelt gratitude to the Board for their invaluable contributions this year.

Back: Paul Rossen, Thomas Seeber, John Chegwidden and Tony Vis (Deputy Chair) **Front**: Peter Evans, Bradley Prentice (Chair), Elaine Pavlos and Leanne Milligan

A message from the Knights of the Southern Cross



For thousands of years, Christ has worked through ordinary people, enabling them to accomplish extraordinary things. We witness this through the examples of saints, our clergy, our religious brothers and sisters, our many great missionaries and in many ways, often unnoticed, through our laity.

Some of the early founders and volunteers of SCC (WA) serve as examples of Knights who, with determination, hard work and prayer, helped establish an organisation that does so much good for everyone under its care.

We take pride in the contributions of the numerous extraordinary employees and volunteers at SCC (WA). We see the presence of Christ in their daily work through their sacrifices, sincere concern for the wellbeing of others and one another, and, ultimately, in building an organisation with a greater purpose.

On behalf of all members of the Order, I would like to express our gratitude to everyone at SCC (WA) for yet another remarkable year.

You will always be in our thoughts and prayers.

God bless,

Kevin Clark State Chairman Knights of the Southern Cross (WA)

Organisational Structure

Board Members

Chairman **Bradley Prentice**

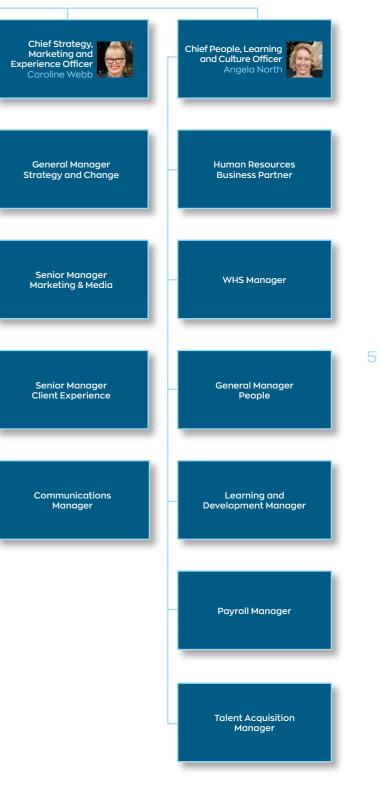
Deputy chairman Tony Vis

Elaine Pavlos John Chegwidden Leanne Milligan Paul Rossen Peter Evans

Thomas Seeber

Chief Operating Officer Residential Aged Care / Deputy CEO Chief Operating Officer Home Care, Mental Ð. Chief Financial Officer 96 Chief Property Officer Health and Disability Bret Campl E Janelle McFarlane 🚪 Andries Pretori Mental Health General Manager Assets and Infrastructure General Manager Residential Operations Senior Manager Finance **Community Options** Manager Senior Manager ICT & Procurement General Manager Wellbeing Services General Manager Development Manager Client Care General Manager Home Care Operations Senior Manager Risk & Assurance General Manager of Quality Senior Village Manager Senior Manager Quality Manager Pastoral Care Manager Sales Manager/Licensee Transformation Home Care Executive Officer Home Care Property Management Team Leader Business Analytics Manager Business Support Manager

Chief Executive Officer Clare Grieveso



Southern Cross Care (WA) Annual Report 2022/23

About Us

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

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

From nurses and care staff working on the frontline to those behind the scenes in leadership and support roles, our teams deliver care and services to over 3000 West Australians across our residential, retirement village, mental health, community housing and home care portfolio.

> Making a meaningful difference in people's lives is made possible by our dedicated workforce of over 900 employees and 130 volunteers.

Donovan Respite support worker and client

Whether living independently in their own home, in one of our retirement villages or needing a higher level of physical or mental health care, our aim is to help our residents and clients feel happy, supported and cared for while maintaining dignity and choice in their life journey.

Our vision

of the people we care about.

Our purpose

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

Our values

Our values guide how we live and work dayto-day. They define how we behave towards our clients, residents, the people who love them, and each other. Our values take the normal to memorable and set a shared standard for how we care for others, now and in the years to come.

Our people operate from a core belief that "I enable the extraordinary because:



I listen



I don't give up

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

Transforming our sector and the experiences



We work as one

Our Services

Residential aged care **Q**

With eight residential aged care homes across metropolitan Perth and regional WA, SCC (WA) provides 24/7 clinical and personal care to our residents.

Dementia care 📀 Memory support/ High Dependency Units (HDUs)

SCC (WA) provides specialist support in our HDUs based at Margaret Hubery House and Frank Prendergast House. Our HDUs are supported under the guidance of the Mental Health Commission to ensure safe, dignified care.

Southern Plus Health and Wellness Centre **Q**

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

Mental health services and support Q

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

Retirement Living

With seven retirement villages across the Perth metropolitan area, we offer a variety of homes that differ in size, style and services, to suit a variety of budgets and needs.

Disability support

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

Respite care 💡

Southern Plus offers a range of flexible day or short respite options either in-home, at one of our respite centres or short-term in one of our two residential care homes.

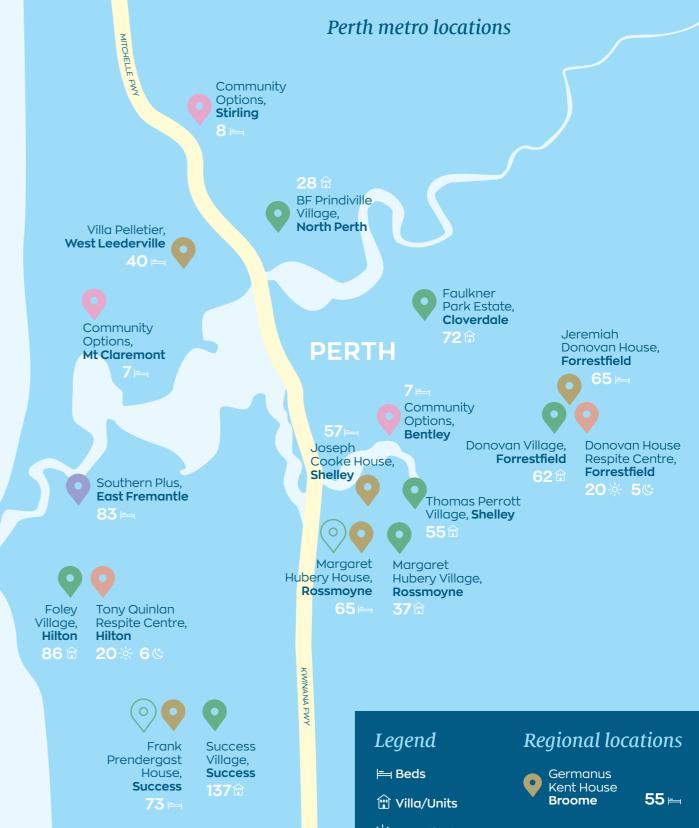
Home Care

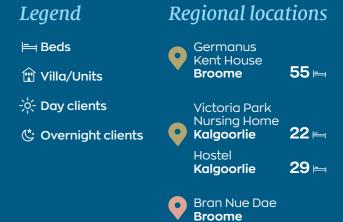
Our Home Care Services include Governmentfunded care via Home Care Packages (HCP), the Commonwealth Home Support Programme (CHSP) and Short-Term Restorative Care (STRC) Program or self-funded privately.

We provide home care services to more than 1400 clients in the Perth metro area. Broome townsite, and within a 30km radius of Bunbury and Busselton.

Southern Cross Housing

Southern Cross Housing Ltd. (SCH) is a not-for-profit community housing provider working in partnership with the Department of Communities to provide affordable rental housing options to people over 55 or younger people living with mental health or disability. SCH manages 358 properties across 39 suburbs in Perth ranging from the City of Joondalup in the north to the City of Rockingham in the south and out to the City of Swan in the east.





2022/2023 Highlights



657 Residential Aged Care residents



1408 Home Care clients



17,943 Respite hours delivered in respite centres



(♡`

3717 Allied Health care hours delivered (CHSP)

9673 Hours of support for clients with a mental illness or disability



Clients who accessed the Community Options Program



396 Southern Cross Housing tenants



1091 Employee training hours delivered (in person)



384 Total eDM communications sent to consumers/next of kin



16 New aged care residents as part of Homeless Program

126,831

Í Home Care hours of service



14,784 Respite hours delivered in residential aged care homes

91,438 6-16 KMs travelled for Home Care



2789

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



Hours of support provided at Community Options sites

175,464



Total employees







Employee traineeships conducted



803 Residents/clients surveyed



620 Total feedback items



14 Active volunteers



9553 Pastoral Care visits



1335 Pastoral contacts with family members



519

532

Clergy visits to residential sites for religious specific ministry



Clergy and minister visits to residential sites for religious specific ministry



193.232 Total website visits

Southern Cross Care (WA) Annual Report 2022/23

Consolidated **Financial Results 22/23**

Southern Cross Care (WA) Inc. delivered services in a challenging environment with numerous competitive, regulatory and labour market pressures. SCC (WA) Inc. delivered an underlying operating surplus of \$239,248 based on the underlying management results including operating revenues, before impairments and investment property year-end calculations.

It is important to note that SCC (WA) Inc. generated strong cash flows from operating activities of \$11m, which enabled the retirement of \$10.5m of debt as well as ongoing investment of \$5.4m in capital works. SCC (WA) Inc. continues to perform strongly in the re-leasing of 55 independent living units within the year, which generated \$5.5m in cash receipts.

The total consolidated loss for the year was **\$17.9m**, which was driven by:

Market valuation and subsequent impairment to the value of property developments (inventory and property) **\$10.3m**

Market valuation and subsequent impairment of properties held for sale **\$2.2m**

The negative impact of the fair value movement of investment properties **\$5.4m**

SCC (WA) Inc. remains in a solid financial position with cash increasing by \$1.9m to \$51.1m. The reduction in assets values was driven by the market valuation and subsequent impairment of several major long-term property developments, which are now held at their respective market value. These appropriate impairments have no impact on cash flows, and the respective projects and assets are proceeding.

Cash increasing

\$51.1m \$1.9m

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

Income

101.2M

	\$	%
Government subsidies & grants	62,374,734	62%
Fee income	15,400,511	15%
Interest & Investment income	6,999,510	7%
Sale of lots	3,677,282	4%
Rental & Lease income	10,334,977	10%
Other income	2,457,585	2%
Total income	101,244,59	100%

Assets

423N	1	
	\$	%
Cash	51,058,945	12%
Property, plant & equipment	160,291,293	38%
Investment properties	152,557,024	36%
Inventory properties	32,231,801	8%
Financial assets	23,313,848	6%
Receivables and other assets	3,500,522	1%
Total assets	422,953,433	100%

Expenses

119.1M

	\$	%
Employee expenses	63,623,582	53%
Property & Depreciation expenses	15,417,220	13%
Impairment Expenses	12,513,469	11%
Direct care expenses	9,655,740	8%
Administration expenses	10,386,292	9%
Fair Value Movement in		
Investment Properties	5,352,930	4%
Other expenses	2,178,996	2%
Total expenses	119,128,229	100%

Liabilities

252M	1	
	\$	%
External borrowings	79,433	0%
Provisions	6,783,274	3%
ILU resident loan	146,572,680	58%
Resident's accommodation deposit	78,123,639	31%
Trade & other payables	19,945,269	8%
Total liabilities	251,504,295	100%

A new and exciting direction for SCC (WA)

Over the last 18 months, SCC (WA) has embarked on a significant period of change, adopted new ways of working and strengthened our governance for future success. With a strong focus on leadership, we have steered our organisation forward, welcomed a new Executive Team and established a new senior leadership team to encourage more collaboration and transparency across our organisation.

We understand the environment in which we operate is constantly changing and so are the needs of our aging population. It's important we are ahead of those changes so we can continue to deliver the very best of care. Looking forward, we have launched our new Strategic Plan 2023-27 to ensure our foundations remain strong while exploring local growth opportunities to guarantee sustainability.

Our Strategic Plan focuses on placing consumers at the centre, providing adaptive and cutting-edge services, and recognising our people, who are vitally important. As we work towards growth and sustainability, we'll also be focusing on an experience of ease for our employees and consumers.

This strategy is the framework that will guide our future decisions and help us deliver on our purpose of helping people live extraordinary lives, every day, connected to communities.

Our five strategic pillars will support us to achieve our purpose.

- 1. Consumers at the centre
- 2. Adaptive cutting-edge services
- 3. People who are vitally important
- 4. Growth and sustainability
- 5. Things are easy here

Our future is focused on offering a living experience of ease and comfort by:

- Partnering with the people we care for to give them dignity and choice
- Creating places we'd want to live
- Growing to a sustainable level to continue to meet the needs of the elderly and vulnerable
- Creating a great culture where people want to work

It is our passion for our purpose and promise we make to our clients, residents and each other that will help us deliver on this plan and be successful now and into the future.

Our Strategy





Strategic Intent Our services are highly adaptive to change and reforms and 'best in class'.

2. Adaptive cutting-edge services

Strategic Intent Every person's contribution makes a difference.

OUR YEAR IN REVIEW

Supporting independence through tailored Home Care and Respite services

The past year has seen SCC (WA) continue to evolve and innovate in our approach to Home Care services. With a dedicated team committed to providing the highest standard of support, we are focused on revitalising our home care teams and implementing new strategies to help our clients age where they choose.

One of our Home Care clients, Mary, celebrated her 105th birthday in May 2023. With the help of our Home Care Support Workers, Mary continues to live independently at home with support from our teams. Mary said she was grateful to have so much support around her, especially from her family and Southern Plus support staff who help her to continue living in her own home. "They visit me three times a day for breakfast, lunch and dinner and take me shopping and to the doctor," she said.

In the South West, some of our clients have formed a Social Support Group which meets fortnightly in various social settings in Busselton. The group do activities, visit cafes or enjoy a picnic on the beach, often interacting with other members of the community during their outings. Support Worker Fran McGuinness said having the opportunity to get together socially with others and do activities was rare, especially for people who live alone. "It's been wonderful to see the group grow in confidence, support each other through life's ups and downs, and share life with heaps of laughter along the way," she said. Home care client Laureen said the group has been an "extremely positive experience" adding support and laughter to her life and helping to keep her mind active.

This year, SCC (WA) has partnered with Edith Cowan University's (ECU) Social Ageing Futures Lab, aiming to enhance the services provided by our Home Care Team.

Client research conducted by ECU painted a positive picture of the care and compassion provided by our Home Care Team. Survey responses applauded the reliability and extraordinary efforts of our teams.

We've introduced Home Care Wellness Partners to retirement villages. Having direct access to our Home Care Team creates a sense of security and peace of mind for residents, knowing that someone is available to discuss their future needs should they require it. The pilot at Success Village resulted in 15 new home care clients joining us under Commonwealth Home Support Programme funding and Home Care Package funding since March 2023. Following the pilot's success, the initiative is planned to be rolled out in our other villages in 2023/24.

In supporting our clients to live independently for as long as possible, we recognise the need to support the families and primary caregivers of our clients. Our respite centres in Hilton and Forrestfield offer a comforting, homely atmosphere where caregivers can take a well-deserved break, safe in the knowledge that their loved ones are being cared for by our dedicated team. This year, one of our two metropolitan respite centres was audited. Tony Quinlan Respite Centre met all eight Aged Care Quality Standards during the two-day audit, further demonstrating our commitment to providing the highest level of care.



Moving forward, our Home Care Team is focused on recruitment and rebuilding after the impact of COVID-19. "Like many health care services, the pandemic caused significant staffing issues that impeded our ability to meet client needs as effectively as we aspired to," General Manager of Client Care Sandra Gibson said.

Reassuringly, our client numbers are steadily climbing back to their pre-COVID-19 levels, and we're experiencing fewer cancellations. Our Broome-based respite centre Bran Nue Dae, which was previously closed due to the pandemic's impact, has now reopened on

lean with Support Worker Sue

Tuesdays, restoring a much-needed service to the local community.

Now, we are focused on expanding our client base and enhancing the quality of care we offer.

"Fulfilling this commitment involves recruiting exceptional team members and providing them with the necessary training and opportunities to further their skills," Sandra said.

"We're also working on optimising our team's efficiency by reducing our travel time, particularly in our regional areas."

OUR YEAR IN REVIEW

Partnering with our clients in recovery

Transitioning clients back into the community is the main goal of our mental health recovery program, Community Options.

By applying person-centred goal setting and focusing on enablement and recovery, our team of Recovery Partners support clients to manage their medications independently, keep their living spaces clean and tidy, cook healthy and nutritious meals, undertake independent grocery shopping and engage in meaningful activities in the community.

"One of our proudest moments was helping a graduate who initially doubted his ability to live independently," Mental Health and Disability Manager Shivani Lala said. "Our Recovery Partners worked alongside his clinical team to build his confidence, develop necessary living skills and implement healthy coping strategies to manage his anxiety. Over time, this client became more independent and has achieved his goal of living in the community."

The support of our Recovery Partners often extends beyond the program, with some clients receiving ongoing support as part of our Community Mental Health service. This is the case for one of our Bentley clients, who graduated earlier this year and continues to receive psychosocial support from our community team of Recovery Partners, ensuring continuity of care.

SCC (WA) and Southern Cross Housing recently worked together to support a client who was facing imminent homelessness. Through Southern Cross Housing, this client was able to obtain accommodation, which was one of his recovery goals, and is now living on his own.

Community Mental Health delivered a record number of support hours, demonstrating the eagerness and willingness of clients to work towards achieving their individual recovery goals. Experiencing severe anxiety around travelling in vehicles, another Community Mental Health client *David faced great barriers in leaving his home. His anxiety meant he was unable to attend medical appointments and address some of his physical health concerns. After developing a recovery plan based on his goals and personal needs, David has made great progress working alongside our team of Recovery Partners to travel to a medical appointment which was a 25-minute drive from his home. David said the process was hard, but he was proud of his achievements.

In October, we celebrated Mental Health Week and the milestones of our mental health clients in their recovery journeys. We welcomed the community into our Community Options home in Mount Claremont for a special Open Day and hosted a client expo at Centenary Park Community Centre.

We have also worked hard to extend our support beyond our clients, significantly developing our Family and Carer Program. Family members or friends of people living with mental illness might not see themselves as a carer, but having support in place and recognising the enormity of the carer role can make a positive difference and provide hope in challenging times. As part of the Family and Carer Program, we have introduced a new Family and Carer Recovery Partner to provide carers with one-on-one support. This includes educating and signposting carers to other relevant resources to help their wellbeing and reduce the impact of carer burnout.

*Name changed to protect client's identity.

"These achievements ultimately assisted them to overcome roadblocks which were preventing them from living independently in the community' Shivani Lala Mental Health and Disability Manager Recovery Partner Lauren with Community Mental Health Client Bruce

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OUR YEAR IN REVIEW Elevating wellbeing in aged care

Providing individualised care in a safe, caring, and uplifting environment plays a vital role in enhancing residents' quality of life in our aged care homes. Over the past financial year, we have encouraged connection and creativity by broadening our event and activity programs, established meaningful community partnerships, improved our food and dining experiences and changed our approach to allied health services.

Southern Plus East Fremantle residents

A highlight of our year has been the successful extension of our community engagement program, Connect the 40%. With support from our Pastoral Care team, 17 residents from Joseph Cooke House and Villa Pelletier have already received personalised gifts and experiences courtesy of generous anonymous donors. We also opened vacancies at Villa Pelletier for homeless individuals over the age of 65 with complex health needs. It is a testament to our collective efforts that more than half of the home now provides a bed for people in need.

We know residents who enjoy their dining experience are likely to eat and drink well, enhancing their guality of life and reducing the risk to their overall health. Our revamped menus include a selection of seasonal, dietitian-approved meals that offer more variety and nutritional balance. In addition, new menu cards were developed using simplified language and large fonts to promote choice and independence. In the memory support wing at Southern Plus East Fremantle (SPEF), we introduced non-slip, colour-contrasting tableware and finaer food menus to enhance the dining experience for residents with independent eating difficulties.

Driven by the appointment of a General Manager of Wellbeing Services, there are now in-house allied health teams consisting of Physiotherapists and Occupational Therapists (OTs) in our residential aged care homes to ensure more individualised support for our residents.

We broadened our events and activities program by teaming up with the West Australian Symphony Orchestra to bring live classical music to our residents. We also provided opportunities for residents to connect with their local communities by participating in intergenerational activities with schools and child care centres and celebrating the cultures and achievements of our First Nations peoples during NAIDOC Week events. During the festive season, our aged care homes across the State partake in our annual Christmas decoration competition. The competition provides an opportunity for employees, residents, their families and the wider community to connect and serves as a therapeutic activity for residents to improve their fine motor skills and keep their minds engaged and stimulated.

In response to the Royal Commission into Aged Care Quality and Safety, significant changes occurred to ensure quality and consumer-centered care for our residents. We've focused on providing more opportunities for consumer feedback and adopted an educational role, helping residents and their families to understand industry changes, including new quality indicators, Star Ratings, and 24/7 nurse requirements. We've produced tour videos for prospective families, ensuring access even during lockdowns and have created new welcome packs to help a smooth transition into our aged care homes.

In working towards continuous quality improvement, a new clinical benchmarking software system was introduced providing real-time, comprehensive reports offering valuable insights into our resident care, operational efficiencies, and areas for improvement.

In addition, a pilot wound care program has been launched at Joseph Cooke House (JCH) to improve wound healing processes. The program, which provides a step-bystep guide for healing wounds with the help of an app, aims to standardise wound treatment, promote healing, and reduce pain for residents. The program was trialled at JCH in July 2023, with plans for wider implementation across all residential aged care homes if the outcomes are positive.

Retirement villages

OUR YEAR IN REVIEW

Creating thriving communities in our retirement villages

The 2022/23 financial year was a success for SCC (WA) Independent Living Unit (ILU) lease sales. 55 leases were sold, welcoming 97 new residents into our flourishing retirement villages.

The sale of 55 leases was a remarkable achievement for our teams. In July 2022 there were 19 villas that had been on the market for over 12 months. As of June 2023, all 19 of these villas were sold. This success has allowed our communities to thrive, with new faces bringing fresh ideas into our villages and a growing waitlist of potential residents interested in joining our communities.

Through the dedicated work of our ILU teams and the implementation of new marketing campaigns, we were able to reach broader audiences. We increased our presence at industry-specific events and expos and our newly improved website features new content and tour videos of our villages.

Importantly, we have kept our existing residents informed and engaged through village-specific communications and newsletters, sharing new initiatives, upcoming events and activities, and educating our residents about industry-related changes in relation to aged care reforms.

At SCC (WA), we strive to ensure that our residents enjoy life in a friendly and supportive environment, with the opportunity to take part in social activities and events organised by their respective Residents' Committees. These committees play a pivotal role in planning and organising a range of gatherings, entertainment, sporting events, community dinners, outings and other leisure activities to bring residents together.

Our retirement villages are home to more than 500 residents, each with their unique backgrounds and accomplishments. We have featured media stories about many of these incredible residents, including BF Prindiville Village resident Brian, whose vibrant career ranges from children's television to Broadway and Faulkner Park Village resident Janni, who was one of the first founders of Laughing Yoga in WA and has trained many Laughing Yoga practitioners to do outreach classes at our aged care homes.

"We have changed our approach to refurbishments, now procuring materials ourselves and managing a group of tradespeople to deliver them," Chief Property Officer Ian Nichol said.

"Our village gardening team is now in-house and we have undertaken advocacy work in the sector by providing feedback to the team drafting the new retirement village legislation."

All our SCC (WA) villages comply with the Retirement Living Code of Conduct (the Code) and we were again successful in achieving renewal this year.

"Signing up to the Code confirms SCC (WA)'s commitment to providing reliable, trustworthy, and high-quality retirement living and care options," said Senior Village Manager Bev Kukura.



"I love it here at Thomas Perrott Village... the people are lovely; the Village Manager is absolutely amazing and it's really homely with all the gardens."

Jenny Thomas Perrott Village resident

"To further our commitment to residents, we have also been working towards applying for accreditation under the Australian Retirement Village Accreditation Scheme (ARVAS) which consists of seven standards and 37 criteria to be achieved." she said.

All the Retirement Living Team are undertaking additional professional development, working towards a Diploma in Village Management delivered through DCM Institute. This assists us in providing our residents and the broader retirement village community with the best possible experience when living in and visiting our village communities.

Aged Care Reforms Prioritising dignity and choice in aged care

The aged care sector is undergoing change in response to the Royal Commission into Aged Care Quality and Safety, which identified the need to place older Australians receiving support and services at the centre of their care.

Part of the reforms included the introduction of Star Ratings to improve consumer understanding of the quality and safety of care provided at individual residential care homes.

Each home receives a Star Rating between one and five stars, calculated on four assessment categories which rate providers on their consumer experience, service compliance with accreditation, care minutes and quality indicators.

A rating of three stars or above means that services are providing everything they are funded by the Government to provide for older Australians, at a good level of quality.

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Survey results from the second quarter of the 2022-23 financial year, revealed 63% of our homes achieved a four-star rating and 37% achieved a three-star rating. This result was largely driven by a five-star compliance record in 75% of our homes.

Other changes that came into effect this year included the requirement to have at least one registered nurse on site 24/7 at all residential aged care facilities from 1 July 2023 and new Quality Standards to ensure providers focus on achieving quality care outcomes for residents.

While the new requirement to have a Registered Nurse (RN) onsite and on duty 24/7 presents a considerable challenge for aged care homes, it's a positive step towards ensuring quality and consumer-centred care for our residents.

"Despite our rosters already being largely RN-centric, our key focus areas have been establishing a protocol for unforeseen circumstances where an RN might not be available," Operations Director Sandra Waters said.

"To overcome these obstacles, particularly in our regional homes in Kalgoorlie and Broome, we are exploring innovative solutions such as adopting a fly-in fly-out model for our nursing staff.

We have also acquired a property in Kalgoorlie, which will facilitate accommodation and assist recruitment efforts."

With many older Australians wishing to remain living independently in their own homes for as long as possible, the Australian Government also implemented a series of reforms to ensure Home Care services meet the changing needs and preferences of people as they age.

While Government is working with providers like SCC (WA) to implement the full suite of Home Care reforms by July 2025, one of the biggest changes this year was around the way providers charge for supports and services.

A new Home Care Packages Program Operational Manual came into effect on 1 January 2023, which introduced a cap on the amount providers can charge for care and package management. It also scrapped exit fees as well as the ability to charge separately for costs associated with third party service providers.

It is crucial our employees, residents and their loved ones understand the changes and what they mean for the people receiving our services. The launch of a dedicated reform page on our website serves as a one-stop resource for all information related to these changes, offering explanations of each of the five categories and a four-part explainer video series to guide consumers through the changes in a clear and simple way.

We have sent email communications to our residents and their families explaining the reforms and auided consumers to our website through advertising campaigns positioning SCC (WA) as leaders in the reform space.

Capital works update **Building for** our future

SCC (WA) has invested in several capital projects to ensure the organisation can continue to support the changing needs of the community.

Stage 1 of the Currambine development, about 30km north of Perth, is now complete.

About 60% of the house and land packages have been sold, and construction has started on eight of these 35 lots. A further 48 lots will be developed as part of Stage 2.

Approvals have been received and the second stage is now out for Tender. A portion of land has been subdivided and developed by Coles, which will increase services to people living in the area. There is also considerable demand for a residential aged care home in the area.

The concept design for the Champion Lakes development is currently in the statutory design and approval process. The site is just over 30km southeast of Perth next to a rowing regatta lake. Concept designs are being developed for a fully integrated residential aged care and retirement living facility. The main entry road to the development site has commenced civil construction and is due for completion by the end of 2023.

We are working with a consultancy group on service planning, models of care and functional brief strategy to ensure our future services meet the needs of our clients and residents now and into the future.

Currambine sit

Employee Value Proposition Our promise to our people

In June 2023 SCC (WA) launched our new Employee Value Proposition (EVP), Everyday Extraordinary, to build a stronger connection to our purpose, values and each other.

Everyday Extraordinary is a direct reflection of our purpose defining who we are as an organisation, the relationships we share and the commitments we make to each other, our clients and residents and the people who love them.

At SCC (WA) our people are vitally important to our success and everyone's contribution makes a difference. Employee experience is at the forefront of our new strategy, and our EVP will help us to recognise and develop our employees and volunteers, fostering a positive culture and attracting extraordinary people to do extraordinary work.

Through our EVP we aim to set a defined and clear standard for behaviour, show people they are part of something that matters, align and unite our people with our purpose and values and remind people why SCC (WA) is a great place to work.

We will do this by investing in a Workforce Strategy in line with our new strategic plan, creating a culture that is human-centered, performance-focused and providing our employees with the skills and tools to empower them to navigate and implement ongoing changes.

We've already embedded our EVP in many ways, bringing the Everyday Extraordinary brand and messaging into our workspaces as a visual reminder of the way we work, speak, think and thank. We have revamped our reward and recognition program to make it more accessible and provide opportunities to thank, award and honour employees for their extraordinary efforts. Part of this included launching a new online employee recognition platform Celebrating Extraordinary. We're improving our onboarding experience and creating a senior leadership team to provide more opportunities for collaboration and communication across our teams.

"Prioritising our employees and making sure that they feel cared for supported and valued is really important. So, our three main priorities are recognition, creating strong leadership and creating a positive culture with better collaboration across our teams," Chief People Learning and Culture Officer, Angela North said.

"We're also really focused on making sure that people have opportunities, through grad programs, buddy systems, learning from each other as well as offering more formal training and education to make sure that our people are well skilled to do the task that they need to do."



"Just like a family, everyone has a part to play and that creates an environment that people want to be part of." Angela North Chief People Learning and Culture Officer



Consumer Advisory Committee Consumers at the centre

Our teams have always encouraged our clients and residents to share their opinions through regular feedback and engagement sessions to ensure they are involved in their care and services.

However to further strengthen our engagement with consumers, we have established a new Consumer Advisory Committee (CAC) to share ideas and opinions based on lived experiences.

The CAC operates as an important part of our consumer participation framework, which includes our service charter, feedback and complaint management processes, and voice of customer programs at an individual, local and group level. Information is shared with our Clinical and Services Governance Committee and Quality Care Advisory Committee.

8 Our CAC membership consists of volunteers who are residents, clients, or family members from all our services. CEO Clare Grieveson said the role of the CAC is to ensure the voices and opinions of our consumers' are heard.

"By actively including their feedback and ensuring their participation, we can improve consumer wellbeing and experiences," she said.

"We want to build our relationship with our diverse range of consumers by consulting and involving them in really important decisions or service changes. The goal is to ensure that our consumers can partner with us to co-design their services."

CAC Member Margaret Fisher, whose dad is a resident at one of our eight residential aged care homes, said she values the opportunity to be on the Committee.

"I saw it as a great opportunity to provide some consumer feedback, insight and point of view," she said. "I've also got quite an interest in the aged care system and current aged care reforms, so I was keen to participate and see what I could contribute towards the Committee."

Fellow CAC member Sobid Swamy said her motivation for joining was to be a "mouthpiece" for people who are unable to advocate for themselves.

"I have 29 years' experience as a support worker myself, and I have found a lot of elderly people are not able to communicate their needs; there needs to be a way that they can be heard."

At the first two CAC meetings held in April and July, members shared in-depth insights from their experiences navigating our aged care and accommodation services and provided suggestions for future topics and discussion at upcoming meetings.

"We would like our consumers voice to be heard in all the material decisions that we make"

Clare Grieveson

















Some discussion topics included loneliness, isolation and boredom in aged care, the use of technology, meaningful and purposeful activities and the importance of staff engagement with consumers.

CAC Member Raymond Hammond described the Committee as a positive, interactive and engaging experience.

Chief Strategy, Marketing and Experience Officer Caroline Webb said the CAC has already played a valuable part in ensuring SCC (WA) continues to develop our services to meet the emerging needs of our consumers.

"There is no substitute for lived experience, and we're incredibly grateful to our volunteer members for their insight and participation," she said.



Consumer Advisory Committee







Connect the 40% Bringing joy to lonely residents

SCC (WA) provides care and services to people in need in our communities. However, providing care expands beyond physical needs; it also encompasses emotional, mental and social wellbeing.

Sadly, up to 40% of people in residential care homes do not receive regular visitors. With more than 400 people living in our residential aged care homes, almost half don't have regular visitors and potentially suffer from isolation and loneliness.

For many, enjoying a delft jar full of gingernut biscuits or taking a dog for a walk along the riverside would be a simple pleasure. However, for Joseph Cooke House (JCH) residents June and Ronald, it was a wish come true.

They were among the many SCC (WA) residents to have their wishes granted as part of our partnership with the gifting platform Connect the 40%. The platform allows the public to purchase a personalised gift or experience for residents living in aged care homes to help lift their mood and overall mental health.

50 SCC (WA) is proud to be the first organisation in WA to join Connect the 40% program.

June, 80, is an avid Delftware collector, but unfortunately, she had to part ways with most of her collection before moving into residential aged care.

When she received a delft cookie jar from an anonymous Connect the 40% donor, she was lost for words, simply saying, "I'm overcome; it's beautiful."

Since moving into aged care, 100-year-old Ronald has missed the companionship of the various dogs he had over his life, especially playing outdoors with them. Ronald said he was "very grateful" to be gifted a visit with a dog in a nearby park, an experience that brought him great happiness.

The pilot program at JCH was supported by the pastoral care team, who interviewed residents under the guidance of the Facility Manager and Head of Pastoral Care and Volunteering to determine what gifts and experiences each resident could benefit from.

Head of Pastoral Care and Volunteer Services, Ian Simms, said the program reminded residents that there are people who have thought about them.

"The gift continues to remind them of human contact, all of which contributes to improving their sense of wellbeing," he said.

After the success of the pilot program at JCH, SCC (WA) has since launched the program in our West Leederville home, Villa Pelletier, and plans to expand the program throughout our other residential aged care homes later this year.



So far, the program has delivered 16 personalised gifts to residents at Joseph Cooke House and Villa Pelletier, including:

- •Bettie (85) was gifted a session of laughing therapy with fellow residents as her favourite thing to do was laugh.
- •Brian (76), who was not able to walk but dreamt of going on a boat ride, was gifted a ferry ride to South Perth, where he enjoyed lunch.
- •Doris (98) wanted to connect more with her nephew, David, who lived interstate. She was gifted a tablet with Wi-Fi to connect via video call with her nephew as often as she liked.
- •Maria (99) was gifted a motorbike ride to connect with her free spirit.
- •Sandra (72) was gifted quizzes and puzzle books to help keep her mind active.
- •Keith (78) loved listening to rock music growing up. He received a Dementia Music Player Radio to listen to all his favourite bands once again.

"The program is a tangible way of reminding our residents that there are people who have thought about them enough to give them a gift."

Ian Simms Head of Pastoral Care and Volunteer Services

- •Kamel (79) grew up in Egypt and loved dancing, listening to music and attending concerts. He requested an Elvis Impersonator to bring a concert experience for the whole home.
- •Maureen (78) loves animals but lives with severe asthma. She was gifted an animatronic cat to snuggle with.
- Judith (76) was a former nurse. She received a Feel Better Box to brighten her day.
- •Asima (89) was looking for someone to snuggle with, so she was gifted an animatronic puppy.
- •George (80) has lived with pets his whole life and loved nothing more than spending time with animals. He was given a Petting Zoo visit to share his joy with his fellow residents.
- Lynette (73) felt she had all she needed. Although, the lure of some chocolates was too strong. She was thankful to receive a Feel Better box full of goodies.

Providing homeless elderly a place to call home

Of the 9,000 people sleeping rough in Western Australia each night, it is estimated about 16% are aged 55 years and older.

To better support those in greatest need in our community, SCC (WA) has opened vacancies at our residential aged care home Villa Pelletier to accommodate homeless people aged 65 and over who have complex health needs.

Referrals to Villa Pelletier are made by Homeless Healthcare, social workers and emergency departments. Residents who meet the requirements when assessed by the Aged Care Assessment Team and have demonstrated insecure tenancy will be offered fully funded permanent residency in private single rooms.

About 16 people have been referred to Villa Pelletier since the program launched in October 2022 which we hope to expand in the future.

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The initiative has been welcomed by social workers and homeless groups across the State, including staff at the Older Adult Mental Health Service who said the service was much needed. Partner organisations in this space have said most hostel-style accommodation does not take "older adults" and the initiative was a "wonderful and unique" way to fill a much-needed gap.

Chief Executive Officer Clare Grieveson said homelessness was a complex issue with a broad range of contributing factors, particularly for the aging population. She said the number of people experiencing homelessness aged over 55 is steadily increasing.

"Everyone deserves safe and secure housing, no matter their age, demographic or financial status," she said.

"Organisations like ours have a unique opportunity to help address the issue of homelessness amongst our aging population.

"It's about more than just providing people a place to live. We also need to ensure they have access to necessary support networks and health services to enjoy a good quality of life."



Robert

Robert (or as his friends affectionately call him, Mudcrab)

Before arriving at Villa Pelletier, Robert was working for a company in Broome, operating machinery and driving trucks, which he enjoyed until his health deteriorated. He lived with his dog Sandcrab in a small shack near the site but unfortunately, it had to be demolished due to a snake infestation.

Robert ended up in Broome Hospital after a fall. However, the hospital was at capacity, so he was flown to a hospital in Perth for treatment.

With nowhere to go after recovering in the hospital, Robert was offered a bedroom at Villa Pelletier.

"I am grateful to be at Villa where I can go to the shops when I want and have a warm bed." he said.

"I can make some of my meals here as well as fix things and enjoy talking to the other residents."

Meet some of our residents who have joined us thanks to our residential aged care homeless program:

Graham

Graham was previously one of our Southern Cross Housing (SCH) tenants. As Graham's health began to decline, he faced numerous hospital visits before being given the advice that living independently was no longer an option. With no family or support network to assist him. Graham was unable to return to his home and feared he may face homelessness. Our team at SCH were notified about Graham's situation and worked with the Villa Pelletier Facility Manager to find him a permanent place in the home.

Since moving into Villa in November 2022 Graham has found a new lease on life.

"I am very happy at Villa," Graham said.

"The best thing is that I can have my little dog visit any time I like. I also like that I can come and go when I please and have a nice place to come home to."





Donald

Donald found himself homeless when his rental in Kalgoorlie was demolished. After living in his car for some time, he was forced to sell it to afford a mobility scooter as his health declined.

He then spent the next 10 months living on the streets.

"It wasn't really a choice (to live on the street), because things financially weren't very good," he said.

"I used to go to housing inspections, sometimes there'd be up to 60 people there, so what chance have I got? It's very tough."

Donald was then admitted to Royal Perth Hospital due to health concerns. He hadn't been taking his diabetes medication, resulting in swelling of his legs.

He said both his physical and mental health have improved considerably since moving in.

"It's great...I feel very, very happy here," he said.

"I've got a room, a shower every day, three meals a day.

"On the street, I had to be careful but in here it's completely safe."



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