We delivered strong growth in 2011/12 from across the business with solid reinvestment undertaken to secure future operations. Our turnover was $110 million on which we made a profit of $5.5 million for reinvestment. Employing more than 1900 people in South Australia and Northern Territory we care for more than 1300 people in residential care, operate more than 856 units of retirement accommodation and provide services to more than 450 people in their own home. All of our services maintained full accreditation this year and we enjoy an enviable reputation for the quality of our services.

Our capital development investment included the redevelopment of the Philip Kennedy Centre, Stage 2 of the Pearl Resort in Darwin with the construction of 14 stunning new homes and the Therapy Lifestyle Centre at Goolwa was completed offering a range of health and well being services to the southern Fleurieu communities.

We also started work on a new 80 bed care centre at Gawler providing opportunities for the people in the north of Adelaide and surrounding regions. Other projects that will take shape in 2012/13 include a new community centre and retirement living options at Pearl Resort, Stage 2 of Riverpoint at Noarlunga Downs and the Carmelite site at Myrtle Bank is also on the drawing board.

We are proud to announce that we will launch the Southern Cross Care Community Foundation in February 2013. Our intention is to connect the communities of Southern Cross Care including our residents, their families and friends, clients, volunteers, business partners, the Knights of the Southern Cross, and of course, our staff. We will raise money through this Foundation for research and projects which have direct and practical benefits for those for whom we provide care and those we represent. It will also be about creating communities of care with the aim of encouraging people to support and look out for each other.

In 2013 we will launch the Southern Cross Care Research & Innovation Centre. This Centre will undertake research in a range of areas relevant to the ageing process including dementia care, active ageing, assistive technology and workforce design. Importantly our Centre will translate research into staff training and practical care outcomes for people in our care.

We are privileged to have a dedicated and talented workforce and volunteers who are innovative and collaborative delivering high levels of service. This year we have set out to better resource our business to support the new strategic direction and we would like to welcome our new team members and congratulate and thank the rest of the team for their continued hard work and commitment.

Southern Cross Care looks forward to another busy and successful year ahead with many exciting projects to support and connect people with care.
Southern Cross Care launched its new strategic plan, *Living Well*.

The new plan builds on what Southern Cross Care has become known for since its beginnings in 1968 – high quality care, an outstanding property portfolio and a skilled and committed workforce. Its theme is connections:

- **Connected care**
  - from the first encounter to the last

- **Connected lives**
  - in which people are connected to communities that have meaning for them

- **Connected organisation**
  - recognising that our dedicated workforce are vital to our success

This means we are thinking about the personal needs of every individual – their health, their wellbeing, their comfort, their families, their friends and their communities. It means offering people the help they need to enjoy the best possible quality of life in a place that they call home.

**WHY WE ARE HERE**

In the plan, we describe our purpose of our organisation with these words:

> We work together to enable people to live well in a place they call home and where they are connected to relationships, activities and communities that have meaning for them.

We want to ensure we can provide quality choices for customers across all of our services in a person-centred environment. Our Values – Care, Communication, Creativity and Teamwork – are at the heart of Southern Cross Care. They will guide us as we work to ensure that all of the people for whom we provide care really are *living well*.

**OUR VALUES**

- **CARE**
  - We care.
  - We work to create a caring environment which values dignity, individuality and diversity.

- **COMMUNICATION**
  - We pay attention.
  - We take time to ask, to listen, to respond.

- **CREATIVITY**
  - We welcome new ideas.
  - We look for ways to do things better and have the courage to challenge our thinking.

- **TEAMWORK**
  - We work together.
  - We look for ways to achieve the best outcomes.
Our staff

The Care Support Team continued to provide a central pool of staff to ensure our residents and clients receive a consistent level of service and support so that they can live their daily lives in comfort with little disruption to routines.

Training and orientation programs were further developed to ensure our workforce is responsive to cultural and generational differences, providing positive practical outcomes for our residents. Our nursing and allied health professionals carried out professional development to maintain the highest level of clinical skills and practices.

Daily care

Training and orientation programs were developed to ensure our workforce is responsive to our residents’ needs.

New developments

The Philip Kennedy Centre at Largs Bay has been redeveloped to accommodate high and palliative care residents. The spacious design provides large outdoor balconies, garden areas and comfortable furnishings so that residents feel comfortable and at home.

After 20 years in Gawler we commenced work on a $12 million 80-bed care centre at Gawler. This increases capacity and provides more accommodation for residents in the north of Adelaide and regional areas.

Stage 2 of the Pearl development in Darwin opened with residents moving into 14 new homes. Work continues on the community centre that will open in the first half of 2013.

End of life care – Living Well Dying Well

Health Workforce Australia’s grant of $400,000 has provided SCC the opportunity to implement an evidence based workforce redesign and reform project. We will develop an innovative palliative care workforce model into our care services.

A key focus of the project is the reconfiguration of our workforce to enable a more holistic, person-centred approach to care, delivered by a truly inter-disciplinary team. A component of this will be to redefine workforce roles and provide all staff with the appropriate skills and responsibilities to build capacity and create efficiencies in the current workplace.

Therapy Lifestyle Centre

The Therapy Lifestyle Centre (TLC) at Goolwa has been developed to provide a range of high quality health and wellness services to the Fleurieu community. Services include physiotherapy, dietetics, occupational therapy, psychology, speech therapy and massage therapy. Our aim is to provide services where the needs of the whole person in one convenient location.
We:
- achieved a 2-year renewal as a self-insured workplace
- continued to provide flexibility and choice to more people living within Southern Cross Care communities
- received a satisfaction rating of 93% from our residents living independently.
- provided valuable support through the Southern Cross Care volunteer program
- established a new Foundation
- streamlined in-home service delivery
- provided new training programs in dealing with grief.

Independent living
We have residents across 856 homes who choose to live independently. We support residents by identifying concerns including social isolation or health and wellbeing problems early. We connect people with services through Southern Cross Care and the wider community. Information forums were held in May and June across all regions with guest speakers providing useful health and lifestyle information to support residents to live well.

Volunteers
Southern Cross Care benefits from the work of more than 450 volunteers who support the lifestyle needs of residents. We match the skills of volunteers to our needs and we value their work. Our volunteers provide an invaluable contribution to our residents.

Southern Cross Care Community Foundation
Our Board approved the establishment of a foundation to raise money for research and projects that have direct and practical benefits to our clients and residents. Through this foundation we want to create communities of care that encourage and support people to look out for each other. All money raised goes directly into care projects, programs and research.

In home services
We had the privilege of being involved in a 2010-12 consumer directed care pilot program across the Fleurieu, and East and West metropolitan regions. This enabled us to review our approach to in-home service delivery and develop a person centred model of care enabling people to live in the home of their choice for as long as they are able.

Caring for carers
Our Willow Fern, Myrtle Cottage and Buddy programs continue to provide care for people with dementia and respite for their carers. Using person-centred models of care these services enable people with dementia to live meaningful lives and also provide support for their carers by ensuring much needed respite as well as practical assistance in caring for their loved one at home for as long as possible.

Pastoral care
Our pastoral care team provided support and counselling for residents, their families and friends and Southern Cross Care staff. Pastoral care also developed new training programs for our volunteers and staff on coping with loss and grief.
We:

- reinforced our person-centred approach where all employees and customers are engaged and valued
- continued to support our workforce with graduate and training programs
- launched Care Matters - our cultural development program to ensure our values are modelled in actions every day
- conducted our biennial staff survey
- delivered another strong financial performance
- furthered our commitment to research with the creation of the Southern Cross Care Research & Innovation Centre
- continued to support and develop a workforce of more than 1900 people
- established a Services Committee to monitor our services, review proposals and submissions and to support a culture of continuous improvement, ensuring a person-centred focus in all areas of care.

Organisational change

Having mapped a new strategic direction for the organisation, the Board and senior management began a significant restructure. The purpose is to provide a seamless range of care options to all of our residents and customers. Our aim is to be responsive to the needs of each individual and supportive of their requirements and lifestyle choices. We are building capability to meet our future growth so that we can continue to reinvest in our services and our people.

Residential and community care now form one Operations team, supported by regional managers in four geographic regions. This change ensures our workforce is empowered to provide a continuum of care which is underpinned by our values in action. Our retirement living area has also been realigned to regions ensuring our residents are connected to all available services.

New positions have been appointed in strategy, marketing, quality, finance and information technology to ensure appropriate corporate support for all of our services.

Workforce

Southern Cross Care has a robust recruitment and training strategy supported by our employer of choice branding, 'We Care'. We provide graduate training programs, ensuring professionalism and service excellence is evident to our residents and their families. More than 30 students graduated this year in Certificate III in Food Processing, Certificate III in Health Support Services, and Certificate III in Aged Care.

Care Matters: our values in action

Our cultural development program was created to support our workforce in their day-to-day application of our care culture. We will roll out this program over the next 12 months so that employees can work to these standards and translate our values in their daily work.

Our biennial staff survey was conducted for the third time, asking all employees for their thoughts, ideas and opinions on their employment and the organisation. Results confirmed that Southern Cross Care is seen by its employees as an ambitious and connected organisation with a high level of engagement.

Research

We have realigned our commitment to research and formed the Southern Cross Care Research and Innovation Centre. The work the Centre will include establishing partnering relationships with universities and other like-minded organisations to conduct research in the area of social gerontology. The Centre will focus on the translation of research outcomes into practical training and actual care. The Centre will launch in July 2013.

Finance

Southern Cross Care delivered a healthy cash and balance sheet with an increase in turnover of 6.8% to $110.6 million. With continued business growth and cash flow, we can confidently move forward in the provision of the best level of person-centred care, giving individuals, their families and friends confidence.
### Consolidated Balance Sheet

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<th>2011 $'000</th>
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