

Annual Report

2021-2022



Southern Cross Care
(Tas.) Inc.





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Our Mission

To demonstrate the love of Christ by providing a range of aged care services which meet the needs of people in our Tasmanian community.

Our Vision

To be recognised as a leading provider of aged care services and an employer of choice in Tasmania.

Our Values

In the Spirit of Christ and in the tradition of the Catholic Faith, we value:



Integrity. We look for the good in all people and recognise the contribution of individuals as we work together. We demonstrate honesty and trustworthiness in all that we do. We are conscientious and ethical in our decision making and take responsibility for our own actions.



Respect. We believe in the sanctity of life and that each life is unique and has special individual worth and dignity. We recognise and respect individuality and diversity. We treat all people with courtesy and respect regardless of gender, ethnic background, religious belief or economic circumstances. We manage our resources wisely to minimise the impact on the environment.



Compassion. We respond willingly and positively to help meet the needs of those around us. We promote a sense of belonging and community. We demonstrate and foster empathy and sensitivity towards residents, clients, their families, our colleagues and the whole community.



Our Services

Feel right at home

Southern Cross Care is Tasmania’s largest not-for-profit aged care provider dedicated to delivering flexible health and lifestyle services to suit you and the people you love.

We tailor your care to suit your individual needs and budget. Talk to us today to find out more about one or a combination of services designed to suit you. www.scctas.org.au | 03 6146 1800.



Supporting independent living across Tasmania with lifestyle village communities, perfectly designed for those who want to get the maximum out of life, with the minimum of worries.



Helping people to stay independent at home by providing personal and clinical services, and helping you to remain connected to your community with transport and social outing assistance.



Providing Residential Care in a safe and nurturing environment with a professional care team including 24/7 on-site nurses, professional chefs, allied health staff and activity coordinators.

Our Board



Stephen Shirley
Chairman



Maryanne Ingram
Treasurer



John Shelverton
Director



Alayne Baker
Director



Alex MacAskill
Deputy Chair



Christopher Jones
Director

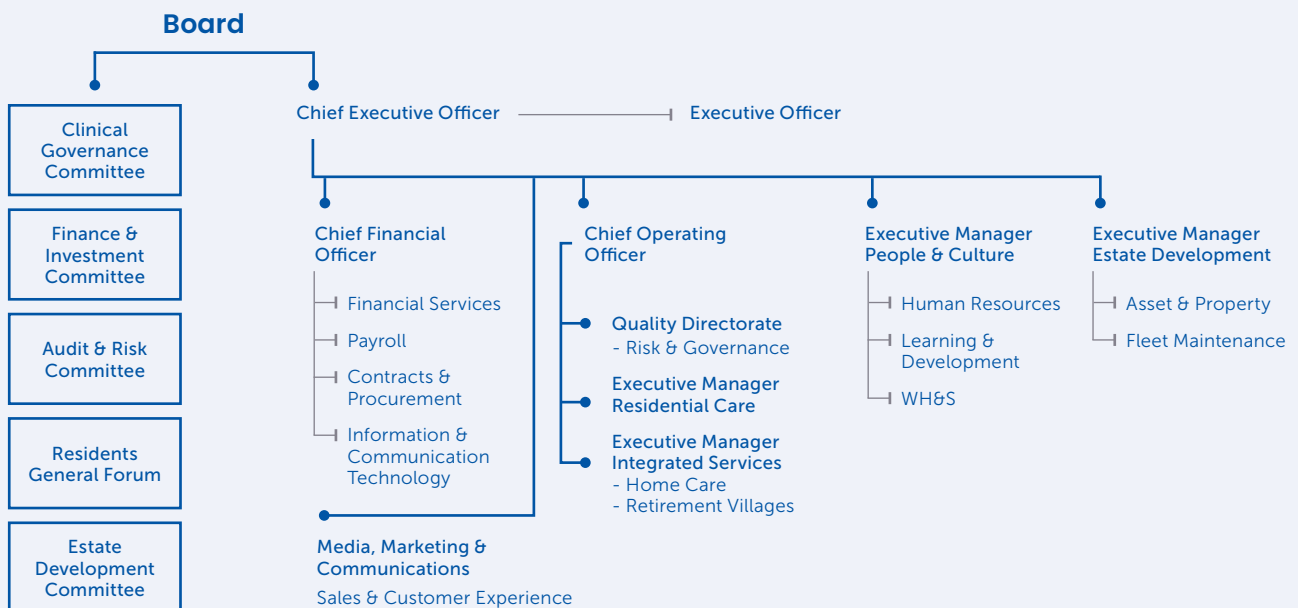


Judith Fishlock
Director



Tony Wyatt
Director

Organisational Structure



Chairman's Report

STEPHEN SHIRLEY | CHAIRMAN

This year marks the 50th Anniversary of Southern Cross Care Tasmania. Our history, rich in catholic tradition has stood the test of time, through what has been a very turbulent time for the Aged Care Sector.



On 22nd October 2022 Southern Cross Care (Tasmania) Inc celebrated 50 years of service to the Tasmanian Community with a specific focus on the elderly.

Following significant planning by the Knights of the Southern Cross in Tasmania who formed Southern Cross Care, a set of eight self-contained units was built in Launceston. These units were designated for aged people being couples or single people of pensionable age. These units were blessed on 22 October 1972 by the Archbishop of Hobart the Most Rev Guilford Young DD and opened by the Federal Minister for Social Services, the Hon W. C. Wentworth MP.

Over the next fifty years Southern Cross Care has grown to add residential aged care services and home care services to the independent living commenced in 1972.

Southern Cross Care is represented in each of the three main Tasmanian regions with this full suite of care services.

Over the weekend of 21 and 22 October 2022, Southern Cross Care Tasmania hosted a large cross section of the Tasmanian community from all tiers of government, client representatives and representatives of our sister organisations from the rest of Australia. The celebrations culminated in a gala dinner hosted at our lifestyle village, Springhaven, in Lindisfarne.

Southern Cross Care (Tasmania) Inc was able to reflect on and celebrate the work of the past 50 years in the presence of some of the original Knights who formed SCC and confidently look forward to a bright future assisting the elderly of Tasmania from a uniquely catholic perspective.

Covid has also remained a constant risk to our residents, staff and the community more broadly, our teams have done an amazing job in prevention and management of COVID outbreaks, however this has indeed taken its toll on our facility operations, our workforce and cost pressures experienced across the sector in 2022.

During the year, the Knights of the Southern Cross took the challenging decision to amend Southern Cross Care Tasmania's constitution to make board appointments based solely on the skill requirements of the organisation.

A number of directors took the decision, for various reasons, to retire from the Board. John Shelverton has been an active Board Director for 26 years most recently overseeing the built assets of the organisation. Chris Jones OAM has served 26 years on the Board including a significant period as Treasurer.

Both Damian Griffin and Maryanne Ingram have also decided that now is the time to retire. I thank each of these directors for their dedicated service to Southern Cross Care Tasmania. I am pleased that they have been able to witness that their hard work over the recent past in particular, has helped put our organisation on the path to continued success.

I also wish to extend my thanks to the CEO Robyn Boyd, her executive staff and the entire Southern Cross Care Tasmania staff for their continued dedication to our residents and clients. Their dedication and resilience, in a unique time has ensured that Southern Cross Care Tasmania has been able to deliver consistent, high-quality care.

I look forward to the coming year with a sense of great optimism, for what is set to be a year of reimagined products and services within Southern Cross Care Tasmania, as we roll out our strategy and vision for new and improved quality of life and care service offerings.



Stephen Shirley, Chairman



CEO Report

Royal Commission into Aged Care

The Royal Commission into Aged Care made over 147 recommendations of improvements, providing a once in a lifetime opportunity for the sector to embrace innovation and higher levels of quality and care. With the roll out of the reforms in 2021 and now 2022, we have been challenged by the pace of change in which these reforms have been implemented. The change to the funding instrument in residential aged care, significantly increased reporting requirements and mandated staffing ratios, that have all relied heavily on our capacity and capability to respond to the change. The Southern Cross Care Team have successfully met those challenges head on, with the recent implementation of significant ICT infrastructure, software upgrades and improvements and the in-house development of integrated data collection and dashboard reporting, that has allowed us to seamlessly meet our compliance obligations. In addition, all nine of our residential care homes are due for their tri-annual accreditation, and I am pleased to announce that those that have already been conducted (5) in total, have met the requirements and received full accreditation.



Workforce

Workforce remains a challenge both for the state and nationally, with the aged care sector struggling to attract and retain nurses and care staff amidst the implementation of mandated staffing ratios, however, the Southern Cross Care Board made a decision already in operation in 2021 to retain the high staffing ratios per resident in its residential care homes in preparation for the staffing minutes to be set in October 2023, which means we are on the front foot with our residential care homes already meeting the care minutes per occupied bed, per day of 160 care minutes and 40 on site 24/7 registered nursing minutes daily to be mandated in October 2023.

The innovative care models being implemented across all care services is indeed a reflection of the passion and dedication of our teams across Southern Cross Care and I am very grateful and appreciative of their ongoing love, care and support of our residents and clients and I thank them for their ongoing contribution to Southern Cross Care, delivering us into the next phase of the organisations lifecycle.

Robyn Boyd, CEO



Organisational Report

Assistive Technology

In September 2021 Southern Cross Care Tasmania implemented The PainChek App, a cloud based digital tool.

PainChek uses technology to support pain assessment for people living with moderate to severe dementia. PainChek uses facial recognition to assess pain for those who cannot verbalise pain. The camera will focus on the resident's face and analyses images and review and record facial movements that may be indicative of pain. The nurse then records any pain related expressions such as movement and vocalisation. The application then calculates an overall pain score, and the result is mapped through to the clinical documentation system (iCare). In addition, the application is used post providing pharmacological and non-pharmacological interventions for pain to ensure evaluation for efficacy of pain treatments.

In addition to this, for those residents who can verbalise and accurately articulate pain, a Numerical Rating Scale (NRS) has been incorporated into PainChek application. This assessment captures the time, date and activity status of the resident. The nurse will ask questions as guided by the application, and documents the responses received. The responses are then calculated into an overall pain rating.

For the month of September 2022, 1806 assessments were completed. The data comprises of 572 PainChek assessments, and 1234 Numerical Rating Scale (NRS) Assessments. Instances where follow-up has been completed within 24 hours of assessment has increased to 65% of total assessments completed. The overall implementation of this clinical assessment is contributing to detection of pain in residents living at Southern Cross Care (Tas.) Inc, and therefore ensuring positive outcomes in relation to clinical care.

BestMed Digital Implementation

BestMed is a new digital medication administration system that has been implemented as part of a continuous quality improvement process. It was first commenced Statewide between May and June 2022 with the main aim of implementing the system to ensure appropriate and quality use of medications, and to improve safety practices and health outcomes of our residents.

The medication management system allows doctors, nurses, and servicing pharmacies to communicate electronically, therefore being more efficient. It allows doctors to prescribe medications electronically simultaneously transmitting to the pharmacy for dispensing, ensuring residents receive their medication in a more timely manner.



Anne refreshed our whole outlook on care delivery, Person Centred Care. I cannot express how valuable this training is to change the culture in aged care. It is amazing to be a part of it. Visiting the unit during our lunch break from Anne's training was priceless. Quiet residents are full of pride and delight to either explain to us or show us their surroundings and experiences from lunch. The setup was so stylish, porcelain plates and not red plastic. It was credit to Helen. The changes in their behaviours are positive and beautiful to observe"

Kylie Tennet – ECA, Fairway Rise

Doctors can also review the appropriateness of medicines on the system remotely and reissue them for a period of four months or earlier, if clinically indicated.

BestMed has improved communication efficiency among doctors, nurses, and pharmacies. Further, BestMed provides rich data reporting on trends and utilisations of medications, such as psychotropics, antimicrobials and polypharmacy (use of nine and more regular medications).

Moreover, it allows monitoring and evaluation of psychotropic prescribing, polypharmacy burden and antimicrobial prescribing and utilisation trends.

In addition, there is significant improvement in minimising the risk of medication incident and errors, improving overall outcomes for residents.

Montessori Model of Care

Southern Cross Care has set the benchmark in Tasmania for improved quality of life and care outcomes for people living with dementia.

In partnership with Anne Kelly of the Association of Montessori Internationale (AMI), Southern Cross Care Tasmania have implemented the Montessori Model of Care in all 3 of its Memory Support Units (Secure Dementia Units).

The Montessori principles provide supportive environments, meaningful activities and

roles to enable people living with dementia to contribute and participate in a meaningful way, contributing to the community they live within. Providing dignity and respect and purpose to enhance the quality of life and social engagement of residents. In our Memory Support Units, we create enabling environments that provide our residents with information in the environment that allows our residents to live optimal levels of independence.

Roles and responsibilities are pitched on a vertical and horizontal approach, based on individual capacity and capability, ensuring a failure free environment.

The development of enabling environments have significant benefits and outcomes for our residents in reduced falls, reduced anxiety and distress and improved weight maintenance.

Southern Cross Care is working with medical practitioners to actively reduce (where appropriate) the use of psychotropic medication for people living with dementia, using alternate strategies and interventions, that improve resident outcomes, improve quality of life and falls reduction.

Montessori has now been implemented in our Memory Support Units across the state with pleasing results. The response we have received by both our staff and families has been amazingly positive.



The model that you've implemented is by far the best as it encompasses residents and staff. I've had the pleasure of seeing this work miracles from the staff over the last couple of days that's implementing this model to residents. I've witnessed my co-workers cry with joy seeing residents apply simple life skills that we really didn't think they could do. It is simple but with huge rewards for both; so win, win"

Kae Cunningham – ECA & LLO, Glenara Lakes

Clinical Consultant – Pharmacy

The implementation of this role has realised benefits for residents and staff through improved Medication administration practices, training and education and implementation of electronic medication systems. In addition, the CC focuses on the reduction of the use of Psychotropic medications in treating BPSD in people living with dementia. Further, work has been completed in the reduction in the prophalactic use on anti biotics (antimicrobial stewardship), adverse interactions of medicines and medication misadventure. The Clinical Consultant also participates in consultation with the department of health federally in the implementation and benefit of on-site Pharmacists in residential aged care. The Clinical Consultant also heads up the SCCA Clinical Governance Committee, focusing on national benchmarking development.

Development of the Clinical Excellence Educator and the development of a New Graduate Nursing Program and the ongoing coaching and skills development of clinical and non clinical staff in providing optimal levels of quality of care to residents and clients.

Clinical Dashboard data and trends analysis

Southern Cross Care recognises the important role that improving internal data sharing and quality can play in improving our services.

The 2021/22 financial year saw us make significant strides in how we utilise our data to help improve resident outcomes.

Utilising secure and established cloud computing technologies, we developed

a suite of dashboards for our managers and care coordinators to track metrics and information relating to resident care outcomes in near real-time. This resource has allowed us to save significant amounts of time gathering information on everything from the frequency of certain types of incidents to medication currently prescribed for infections. The clinical data then allows for trends analysis and interpretation to ensure a proactive approach to residents' quality of life.

The clinical dashboards have also realised efficiencies relating to administrative burden, freeing up clinicians to spend more time with residents. It has also reduced our paperwork burden as many of these reports were designed to replace existing reports which had previously been produced manually.

Following on from this success, we developed a second suite of dashboards to track our residents' needs under the AN-ACC system and compare it to the care minutes provided by our team members daily. This has improved our ability to monitor our compliance with AN-ACC requirements and has also allowed us to optimise the utilisation of our valued team members by ensuring their availability is efficiently matched with our residents' care needs on a day-by-day basis.

We are continuing to look for other ways we can utilise these technologies to improve our residents experiences across the organisation.

Financial Report

The 2021-2022 financial year was challenging for both the aged care sector and Southern Cross Care (Tasmania) Inc. It is forecast that over 65% of homes operated at a loss and the sector has sustained significant aggregate operating losses for the last 5 years. We too were affected by subsidy funding not keeping pace with the growing cost of care, particularly staff and the additional cost of preventing and managing COVID-19 outbreaks in our homes. It is mainly for these reasons that we have reported yet another operating deficit in the 2021-22 financial year.

The result for 2021-22 was a deficit of \$20.8m which included a number of one-off or non-recurrent items of revenue and expenses. Excluding depreciation and the non-recurrent revenues and expenses, the underlying result for the year was a deficit of \$5.7m.

Our revenue grew by 6% to over \$86m for the year. There has been a sizeable increase in revenue from government subsidies thanks to an increased effort in managing resident acuity assessments.

An additional \$10 per day per resident in Basic Daily Fee Supplement also helped to pay for the increasing cost of food and catering services. Our average daily spend on food per resident per day is above the national average and our new menu now includes additional protein options at main meals, freshly produced food and baked goods.

We also continue to provide subsidised meals to our staff for less than \$5 per one-course meal.

It was said before that government funding is not keeping pace with inflation, wage growth and direct care cost. In addition, more older people are choosing to continue living in their own homes rather than moving to residential aged care and administration costs have risen due to increased compliance requirements. It is not a surprise that our expenses grew by 8% to over \$107m for the year. Each segment, i.e. residential care, retirement living and home & community services reported losses in the current financial year.

Salaries and wages represented 62% of total expenses.



\$13.72

Average daily spend on food and ingredients per resident



30,000

Meals for staff and family visitors



\$60 million

Wages paid to all staff



\$44 million

Care staff wages



\$6 million

Paid to employees' superannuation funds

It is now more important than ever to continue the transformation work outlined in our strategic plan and to position us for success and future growth in light of government reforms and changing consumer demand. A significant amount of work has been undertaken over the year to prepare the organisation for the sweeping changes to the funding model and the introduction of mandated care minutes. We are well positioned and will benefit from these reforms.

Our result for the first three months of the new financial year 2022-2023 have shown positive signs of improvement, with revenue on budget and expenses 9% or \$2.5m below budget while exceeding the mandated care minutes.



201

Average care minutes per resident per day

The reopening of the State borders in mid-December 2021 together with the new Omicron variant has led to higher costs in preventing and managing COVID-19 outbreaks. While providers are eligible to recover costs of managing the direct impact of COVID-19 from the government, a funding cap means that we will not be able to claim 100% of the additional expenditure

estimated at over \$2m.

The balance of cash and investments reduced by \$12m due to operating losses. Changes to payment arrangements for home care packages, where providers are paid in arrears and only for services provided also had a negative impact on the operating cash flow and led to a \$2.2m reduction in unspent funding. Despite the drop in cash and investments balance, we have continued to comply with prudential responsibilities that are set out in the Aged Care Act.

During the year, we have completed a review of our payroll and rostering systems spanning the last six years. The review identified 1,796 employees (73% of current and former employees who were subject to the review) to be underpaid \$5.8m in mainly overtime and penalties. Interest and superannuation on the underpaid wages were \$1m, bringing the total underpayment to \$6.8m. Over \$4.2m in entitlements owed to current employees were repaid in May 2022 and a further \$2.0m has been repaid to former employees since then. The majority of employees were underpaid less than \$1,000 and underpaid wages were less than 1% of the annual wages cost. Nevertheless, both the board and management have taken this issue very seriously and a new rostering system was implemented in November 2021.

Income



Residential Care

\$68m



Lifestyle Villages

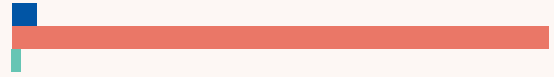
\$11m



Home & Community Services

\$7m

Assets

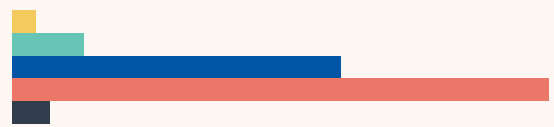


16M Cash and investments

353M Land and buildings

6M Other assets

Liabilities



7M Employee leave provisions

21M Borrowings

96M Accommodation deposits

157M Retirement villages

11M Other liabilities

Snapshot



13

Number of villages



690

Number of villas



850

Number of village residents



9

Aged Care Homes



655

Number of residents



\$43m

Land



\$295m

Buildings



554

home care clients statewide



Would you like a cuppa?

Last FY we served

1,350,000 cups of tea

1,350,000 biscuits



Locations and Contact Listing

SOUTHERN CROSS CARE HOUSE

Southern Cross Care (Tas.) Inc.
85 Creek Road, New Town
Phone: 03 6146 1800

RESIDENTIAL AGED CARE FACILITIES

Guilford Young Grove
13 St Canice Avenue, Sandy Bay
Phone: 03 6225 1025

Sandown Apartments
Southerwood Drive
Lower Sandy Bay
Phone: 03 6216 7100

Rivulet
4 Gore Street, South Hobart
Phone: 03 6221 2200

Rosary Gardens
85 Creek Road, New Town
Phone: 03 6144 5200

Glenara Lakes
390 Hobart Road, Youngtown
Phone: 03 6343 6777

Ainslie – Low Head
196-244 Low Head Road
Low Head
Phone: 03 6382 1477

Yaraandoo
1A Cardigan Street, Somerset
Phone: 03 6435 1010

Mount Esk
38 Station Road, St Leonards
Phone: 03 6339 1205

Fairway Rise
2 Toogood Drive, Lindisfarne
Phone: 03 6246 7200

HOME & COMMUNITY CARE

South
85 Creek Road, New Town

North
3 Pattisons Avenue, Youngtown

North-West
69 Best Street, Devonport

North-West
3 Alexander Street, Burnie

DAY CENTRES

Hobart
Phone: 0447 824 791

Devonport
Phone: 0458 865 461



**INDEPENDENT LIVING
VILLAGES**

AA Lord Lifestyle Village

131 Hill Street, West Hobart
Phone: 03 6282 5400

Fairway Rise Lifestyle Village

55 Gordons Hill Road
Lindisfarne
Phone: 03 6282 5400

Springhaven Lifestyle Village

1 Kirkham Drive, Lindisfarne
Phone: 03 6282 54101

Sandown Lifestyle Village

Southerwood Drive
Lower Sandy Bay
Phone: 03 6216 7100

St Canice Lifestyle Village

15 St Canice Avenue, Sandy Bay
Phone: 03 6216 7160

Guilford Young Grove Village

13 St Canice Avenue, Sandy Bay
Phone: 03 6216 7160

Grange Villas

26 Channel Highway, Tarooma
Phone: 03 6216 7160

Tarooma Villas

100 Channel Highway, Tarooma
Phone: 03 6216 7160

Glenara Lakes Lifestyle Village

390 Hobart Road, Youngtown
Phone: 03 6344 7911

**Ainslie House and
Lifestyle Village**

5 Waveney Street
South Launceston
Phone: 03 6344 7911

Ainslie House Westbury

87 Meander Valley Road
Westbury
Phone: 03 6343 0240

**Ainslie Low Head
Lifestyle Village**

196-224 Low Head Road
Low Head
Phone: 03 6344 7911

Yaraandoo Lifestyle Village

1a Cardigan Street, Somerset
Phone: 03 6343 0240

Notes



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Feel right at home.

Southern Cross Care (Tas.) Inc.

85 Creek Road, New Town Tasmania 7009
PO Box 815, Moonah TAS 7009

E. enquiries@scctas.org.au
P. 1300 389 574

A charitable service founded by the Knights of the Southern Cross.

ABN 18 773 507 851

scctas.org.au