



*Every person
matters*

Annual Report

2021/22

An initiative of the Knights of the Southern Cross





The Reconciliation Choir singing at SCCQ Tarcoola Lights Up Event, Tara.

ACKNOWLEDGEMENTS

We acknowledge the traditional peoples of the land on which our facilities stand. We recognise that they have occupied and cared for this country over countless generations and we celebrate their continuing contribution to this life in the regions in which we provide services.



© Southern Cross Care Qld Ltd 2022

ABN 65 104 033 471

This work is copyright. Apart from any use permitted under the Copyright Act 1968, all rights are expressly reserved. Requests for further authorisation should be directed to the Company Secretary at governance@sccqld.com.au.

Published November 2022

This report is printed on: Cover – 300gsm White systems board, Text – 140gsm White systems board, sourced from sustainably managed forests and recognised in Australia through the Australian Forestry Standard.

*Service
Courage
Compassion*

CONTENTS

ABOUT US, OUR VISION, MISSION & VALUES	4
2021/22 AT A GLANCE	5
MESSAGE FROM THE CHAIR	8
MESSAGE FROM THE CEO	10
OUR SERVICES	12
OUR RESPONSE TO THE QUEENSLAND <i>VOLUNTARY ASSISTED DYING ACT, 2021</i>	13
THE STORY OF US	14
OUR STRATEGY STORY 2021-2025	16
BUILDING SUSTAINABILITY – WESTERN DOWNS	18
SAFETY OUR PRIORITY – COVID-19	20
HIGHLIGHTS – PEOPLE & MISSION – KNOWN & LOVED PILLARS	22
– CUSTOMER INSIGHTS PROGRAM	24
– INFORMATION & COMMUNICATION TECHNOLOGY	26
– QUALITY & GOVERNANCE	28
– OPERATIONS	30
– PEOPLE & MISSION	34
– EMPLOYEE EXCELLENCE AWARDS 2021	36
– CELEBRATING OUR CENTENARIANS	38
OUR BOARD	40
OUR EXECUTIVE LEADERSHIP TEAM	41
OUR FINANCIAL PERFORMANCE – THE YEAR IN REVIEW	43
– REVENUE & EXPENDITURE	44
– ASSETS & CAPITAL INVESTMENT	45
– STATEMENT OF PROFIT OR LOSS	46
– STATEMENT OF FINANCIAL POSITION	47
– STATEMENT OF CHANGE IN EQUITY	48
– STATEMENT OF CASH FLOWS	49
WHERE TO FIND US	50

ABOUT US

Southern Cross Care Queensland (SCCQ) is a not-for-profit organisation established by the Knights of the Southern Cross, a Catholic service organisation, more than 40 years ago. They saw a need to provide compassionate care and inclusive service to some of the most vulnerable, the ageing population, in the community.

Since then, SCCQ has grown to employ 1,085 staff caring for and supporting 2,250 people across 13 residential aged care homes, 5 retirement villages, 28 social houses, National Disability and Insurance Scheme (NDIS) and home care services in metropolitan and rural Queensland.

OUR VISION

To grow communities where best lives are lived.

OUR MISSION

Inspired by Catholic moral and social teaching which value and respect human life, we will provide a quality of care and accommodation to meet the needs of all who place their trust in us.

OUR VALUES

Service
Courage
Compassion

2021/22 AT A GLANCE



2250
people

&

1085
staff

known and loved

9 pastoral care workers delivered
8,600 hours of pastoral care

128 volunteers

\$22,000 raised through Vinnies
Australia CEO Sleepout



665 staff participated
in-person in our
unique Known &
Loved culture program

**KNOWN
&LOVED**



8 staff
celebrated **10**
years of service,

4x 20 years
of service and

1x 30 years
of service

26% of our
retirement
living residents
supported by
SCCQ home care
services



4 out of **5**
of retirement
living
communities
co-located
with our
residential
aged care
homes

Welcomed **84** team
members, **350**
residents & clients
from Western Downs
Regional Council
aged care services
to the SCCQ family



25% increase in
home services



1,100

clients
supported in
the comfort
of their home



13 aged care homes, **8** located in rural
and remote Queensland

100% compliance with the Aged Care
Quality Standards across all homes



2400 Deep Listening
Program conversations
to better understand our
resident & client experience



94.3%
occupancy
in our aged
care homes



95%
Occupancy in
retirement living
communities





*It is our opportunity
and extraordinary
privilege to serve
those who entrust us
with their care.*



MESSAGE FROM THE CHAIR



As we approached Christmas in 2021, I looked forward to a 'post-covid' world of getting back to something that resembled our lives at the start of 2020. This wasn't the case and our communities suffered from the ongoing impacts and continued the journey of uncertainty of lockdown and isolation.

We are an organisation with a Catholic ethos. Pope Francis said, *"When faith is interwoven with service, the heart remains open and youthful, and it expands in the process of doing good."* I'm incredibly blessed to be associated with an organisation with great staff who through their actions in difficult circumstances demonstrate what service means each day.

It is with great sadness that over this past year we have had residents pass with COVID-19. As a Board we mourn each person and our condolences are with those who have had the lives of their loved one's shortened because of this terrible virus.

Whenever I visit an aged care home and enter the process of testing and donning masks and other personal protective equipment, I'm reminded of the impact on families and loved ones as well as those working under these

conditions each day. I thank them for their efforts in ensuring our residents are protected and pray that these days will soon end.

On behalf of the Board I give profound thanks to Jason Eldering and his senior leadership team and all our staff for their work over the past year to ensure people who trust us with their care are supported and remain safe. Our staff demonstrate a genuine love for the dignity of people which is displayed through their actions each day. Our values of Service, Courage and Compassion are active within our services.

Thank you to my fellow Board members each of whom have made positive contributions throughout the year through their skills and experience to provide the governance that organisations with solid platforms need to continue to survive, prosper and grow. We are blessed that people with backgrounds in clinical, financial, marketing and systems areas continue to choose to serve our organisation. I'm especially pleased that we have a resident questioner of our collective conscious in Sr. Sally Fuller FdCC who together with her training as a clinical psychologist brings her unique perspective to ensure we maintain our pastoral mission.

This year, we have welcomed those on the Western Downs to the SCCQ community through the incorporation of aged care services from the Western Downs Regional Council. We have grown to provide support to communities who are often isolated from the daily expectations that those who live in the city take for granted. Personally, providing these services is a connection to my life growing up in country Queensland, including in Dalby where I regularly travelled to Tara and Miles. They are communities that I'm familiar with and it's rewarding that we can serve some of their most vulnerable residents.

As part of our progress, we will continue to ensure all of our staff have training in our Known & Loved culture program that helps guide our actions and the way we work each day. The basic action to listen first ensures that we are able to understand individual needs and act to ensure that we can make an immediate impact to improve lives in our communities. Through this desire to listen first we have developed and implemented one of the best customer feedback programs in the country to constantly hear from those we serve about what we are doing, how they are feeling and how we can improve lives. A special thanks to our Chief of Customer Insights Meredith Hall for leading this unique strength in our organisation as well as her team who have hundreds of loving discussions.

At Southern Cross Care Queensland, we will always seek to support our staff. During the past year, wage inequity that does not recognise the value of staff in aged care has been highlighted. While it is only a small step on the pathway to truly value what our staff do, I am pleased that we have worked to lift the wages of our staff. It is hoped that as a community we can reconcile the difficulty of providing the funding to ensure the required level of support for our elders as well as appropriately recompense our workers for the valuable work they do each day.

During the past few years, reports on the aged care industry show that almost 70% of residential aged care facilities are operating at a loss. This is clearly unsustainable for individual operators but also for the hundreds of communities where these facilities are located across the country. I am pleased that our results demonstrate that we have navigated better than most and we have positioned ourselves well for the future.

Through the hard work of many people SCCQ continues to be a sustainable business with scalable systems, safe service provision and a solid financial footing. We are now guiding the stewardship of our organisation into the future. The choices we make will determine how people in years to come will judge the prudence of those. Our challenge is to ensure those judgments are overwhelmingly positive.

Muhammad Ali said *“Service to others is the rent you pay for your room here on earth.”* Our staff deserve a larger room and our aim is to ensure that our rent is not only up-to-date but continually increasing.



Francis Price
Chair

MESSAGE FROM THE CEO



Southern Cross Care Queensland is all about its 'People' and we are so blessed to have an extraordinary group of people who serve and make up this wonderful Catholic organisation. Each minute of every day I'm deeply thankful for the services we provide to our communities and how we rally together to serve the greater good.

As we entered the third year of the COVID-19 pandemic, our communities have again united together, residents and families and our staff have gone above and beyond and often made personal sacrifices to support each other and the communities they are part of. I am extremely proud of our wonderful community spirit and I know that it's only through our people that SCCQ shines the light of hope, love and kindness.

It has taken an extraordinary amount of hard work and effort from every member of our staff to minimise the impact of COVID-19 across our homes and services. The work of our COVID-19 Outbreak Advisory Group, led by Sandra Glaister our Chief of Quality and Governance, has been exceptional. The Group have been vigilant in continually monitoring, assessing and modifying our practices and working with our residential, retirement living and home care managers across all of our sites.

I thank Michael Wild our Chief Operating Officer, Jodi Butler our Head of Integrated Communities, and Kaye Coates our Head of Rural and Remote

Services and each of our aged care, home care and retirement living managers, who have made every effort to protect and keep the people under our care safe, together in a true spirit of collaboration.

We have felt the impacts and pressures of an increasing aged care workforce shortage, which is particularly challenging in our rural and remote areas where availability of aged care workers has reduced even more. Our partnership with the Southern Queensland Rural Health Unit (SQRH) aims to address some of the issues our regional and rural communities face by creating additional education and training opportunities and growing a regional workforce which is socially and economically sustainable.

Careful planning has taken place to bring us closer to realising our \$28 million Master Plan vision for Chinchilla and the surrounding regions. With the assistance of an Australian Government Department of Health \$14million aged care grant, next year we will commence the redevelopment and expansion of our loved Illoura Village and construction of a new Education & Training Hub. We have been reviewing and finalising designs to honour the existing site structure and features and ensure we are respectful of the community and region which we are part of.

The project has not progressed at the speed that we would have initially liked, mainly given the overall economic uncertainty brought about by COVID-19 which has contributed to significant marketplace change. We have seen long-standing builders across the nation enter into receivership, significant supply chain disruptions particularly in the construction industry, volatile market pricing and inflation rates; all of which are felt even more in regional and rural areas already struggling more than metropolitan areas. The availability of a skilled building workforce and suppliers is a critical matter, and we are working diligently with our partners to develop workforce attraction and procurement strategies which understand the unique challenges.

We had the honour of welcoming Western Downs Regional Council aged care services, which includes some 350 clients and 84 staff, when they transferred to our SCCQ family in April, 2022. It is humbling that in partnership SCCQ and Council have ensured the ongoing sustainability of aged care services in the region and enabled people to remain in the communities among their families and loved ones and where they have established connection and belonging.

Inside our organisation, we continued to deeply listen to the people we serve through our Customer Insights Program, now in its third year. Our dedicated internal customer insights team held some 2400 personal conversations with our residents, their families and clients to listen to what they have to say about us. This in-depth approach means we gain a better understanding of their experiences, which are then used to inform and shape our decisions and actions to create meaningful change and positive outcomes.

Almost half of our staff have now experienced our unique culture program, Known & Loved, which is built on our values of Courage, Service and Compassion and which we created to help us build a genuine community connection with each other and those we serve. It is by creating a meaningful culture that we can foster a sense of belonging and connection, where our staff genuinely feel valued and loved and can live their best life.

Our Executive Leadership Team has led significant system innovations and improvements which have strengthened our capacity and capability and made a difference for our staff who are providing direct care in our services. I thank each member of the team for their expertise, contribution and leadership.

Over the next year, as the Australian Government's Aged Care Reform Program in response to the Royal Commission into Aged Care Quality and Safety report progresses, there is much work to be done by all providers, across all levels of government and the whole sector. We move forward with optimism

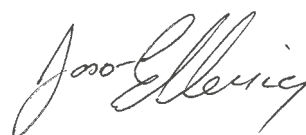
and in collaboration, with a deep commitment to the reforms which will offer benefits for the people we serve, both now and into the future as our ageing population increases and individual care needs grow more complex.

It is through the leadership of the Southern Cross Care Board that we have a strong, robust and cohesive organisation ready for the future. I express my immense gratitude to our Chair, Francis Price, and each member of our Board who offer their skills, experience and expertise and continue to hold up our Vision to grow communities where best lives are lived with clarity and purpose.

Our overall results reflect an organisation that is moving in the right direction. In this reporting period, we have continued to grow our residential aged care services from 93.8% to 94.3% and each of our homes achieved full compliance with the Aged Care Quality and Safety Standards with no significant complaints across any of our homes. Our home care services have increased by 25%, and our retirement living occupancy stands at 95% with sales exceeding expectations over the past 12 months. These results are a testament to the calibre of our people; it is only through their efforts that we create the impact that we do.

Finally, in the words of poet and civil rights activist, Maya Angelou: *"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."* It is our opportunity and extraordinary privilege to be serving at such a time.

With gratitude,



Jason Eldering
Chief Executive Officer

OUR SERVICES



Retirement Living

We believe growing older should not impede living life to the full. Our communities are designed to make that easier. Our resort-like coastal and urban communities offer ultra-modern living where maintenance is minimal, and living an independent life among friends is front and centre. A key feature is easy access to onsite amenities and support, if needed.

Four of our five retirement communities are co-located with a Southern Cross Care Queensland residential aged care facility and offer 'peace of mind' arrangements for easy transfer if the time comes for greater care in a more appropriate setting.



Residential Aged Care

We provide compassionate, customised care in comfortable, safe and human-centred environments where every person matters. Peace-of-mind comes from having 24/7 access to quality, accredited care including specialists in health and wellbeing, lifestyle, dementia and palliative support.



Community Home Care

We provide support in the comfort of our clients' homes. Our home care services are available across Greater Brisbane, the Gold Coast, the Western Downs and the Sunshine Coast and include:

- case management offering customised care plans and lifestyle goals
- transport and social support
- help with domestic duties, preparation or delivery of meals, home modifications, personal grooming and hygiene and welfare checks
- day and overnight respite relief for carers
- nursing services including disease, wound, medication, continence and dementia management
- allied health support
- pastoral and palliative care.

OUR RESPONSE TO THE QUEENSLAND VOLUNTARY ASSISTED DYING ACT, 2021



The *Voluntary Assisted Dying Act 2021 (VAD)* was passed in Queensland in September 2021 and will be available to eligible Queenslanders from 1 January 2023.

As a Catholic aged care organisation, Southern Cross Care Queensland believes in the sacredness of human life, and this informs all of our responses to those who are sick and vulnerable. We were founded on the central principle of *valuing and respecting human life*, therefore we hold a view that it is against our fundamental values to purposefully end an individual's life through euthanasia or assisted suicide.

We take a holistic approach to care that is considerate to physical, emotional, psychological, social and spiritual needs. We believe that palliative care and end-of-life care are the best options to allow freedom of choice, comfort, dignity and respect as a person nears the end of life.

Under the *Voluntary Assisted Dying Act 2021*, health and aged care providers in Queensland can choose not to participate in the Voluntary Assisted Dying system but must abide by certain requirements in the Act which guarantee access

to Voluntary Assisted Dying information and practitioners. Voluntary Assisted Dying is not part of our approach to end-of-life care and we will not participate in it in any of our homes or services.

While we will not engage in any activity where the primary purpose or intention is to cause the death of a person, we are committed to providing quality care and service to every person in our care, no matter what their decision or view is about Voluntary Assisted Dying.

Southern Cross Care Queensland has been working closely with Catholic Health Australia and other like-minded providers, to develop a comprehensive response to the introduction of Voluntary Assisted Dying in Queensland. A particular focus has been on strengthening our approach to high quality palliative and end of life care.

A detailed Communications Plan and Training Framework have been developed to ensure that staff, residents, clients and our stakeholders are aware of and understand about Southern Cross Care Queensland's response to the introduction of Voluntary Assisted Dying.

THE STORY OF US

Pride in our past, faith in our future

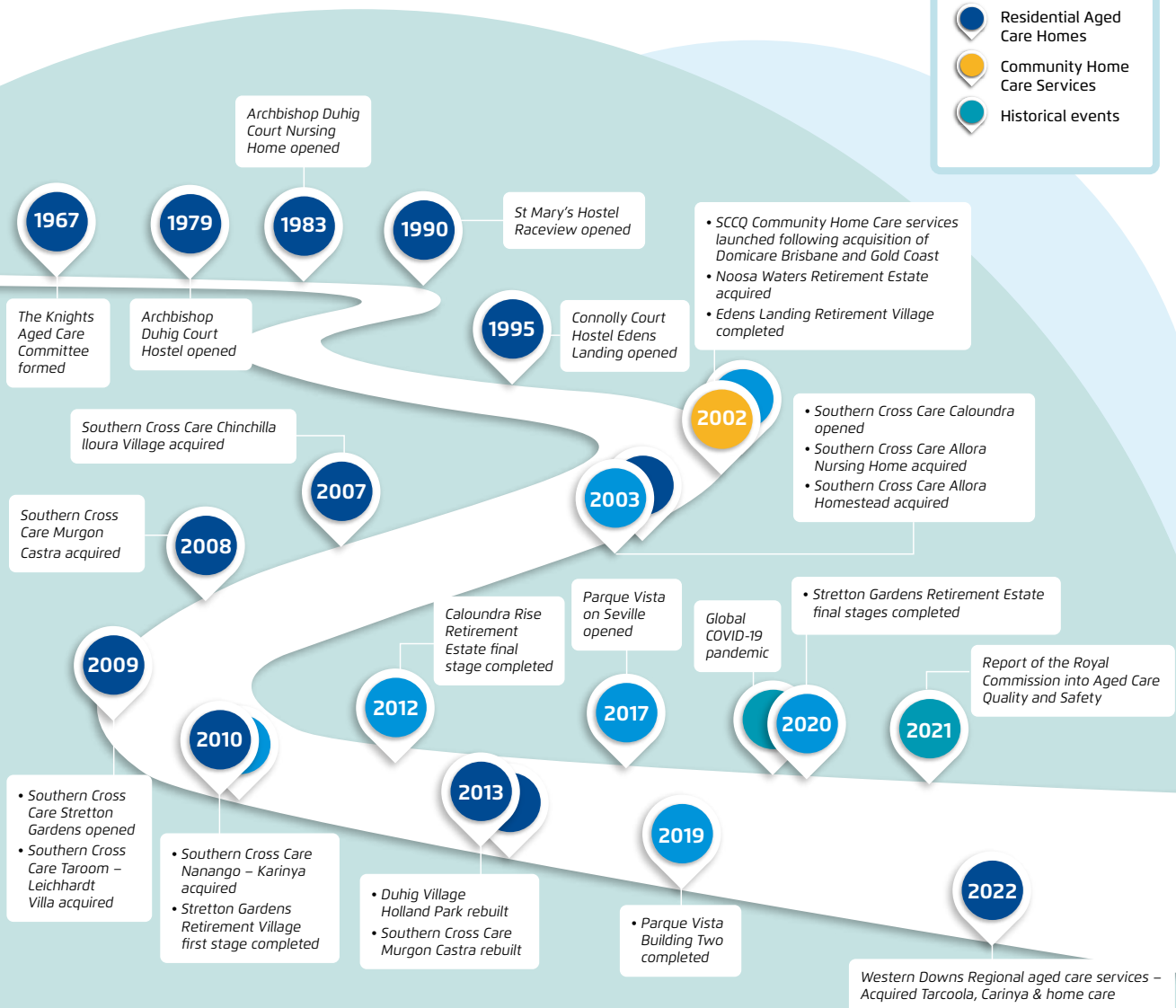
More than 40 years ago, the Knights of the Southern Cross, a Catholic service organisation, saw a need to provide compassionate care and service to the most vulnerable in our community, the ageing population.

After years of perseverance, the doors to our first aged care home, Archbishop Duhig Court – now known as Duhig Village – were opened in 1979. Since those humble beginnings, as the community's need has grown, our services have grown too.

Today, Southern Cross Care Queensland (SCCQ) remains a not-for-profit, values-based organisation committed to growing communities where best lives are lived.



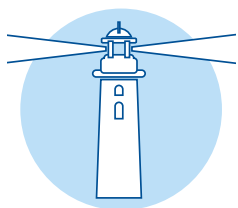
Our first home, Archbishop Duhig Court, under construction in 1978.





OUR STRATEGY

STRATEGY STORY 2021 – 2025



Our strategy serves as a guiding light to help us achieve our vision to grow communities where best lives are lived.



Our 3 strategic focus areas are:

1. Create communities

We will establish a strong sense of community based on people-centric needs and a culture where *Every person matters*.

2. Grow partnerships

We will collaborate with, and take guidance from, industry and community stakeholders to achieve our vision and mission and best serve those who place their trust in us.

3. Build sustainability

We will create a culture and working environment that allows the organisation and our people to grow and function at a high and sustainable level. This includes both being smart in the way we are operating and knowing, loving and developing our people.

Serving our community

Serving the needs of our residents and clients with compassion and care is, as always, at the heart of what we do. How we best serve and deliver services continues to evolve and is shaped by our environment, client needs and the feedback from the people we serve. These include:

1. Shifting customer demand

Move away from expectations for institutional care to more customised options, ageing in place and more regional and remote care.

2. Business model for the future

Move from a model that is capital intensive, government-funding dependent, under-subscribed in some areas, physical location dependent, of low differentiation.

3. Meeting workforce challenges

Address turnover, undersupply of skilled workers, centralised model and internal silos, building a workforce with clarity of purpose and embedded culture.

4. Community challenges

Respond to the Government's Royal Commission into Aged Care Quality and Safety, in areas of research, regional care, choice, innovation and boutique models of care.

5. COVID-19 pandemic

Navigate through ever-evolving impacts on demand, costs and regulation, keeping our community safe.

In 2021/22 we continued our work to progress through to the next chapters in the Southern Cross Care Queensland story.



BUILDING SUSTAINABILITY - WESTERN DOWNS

We completed a landmark transfer of all aged care services previously owned and operated by the Western Downs Regional Council to SCCQ on 1 April 2022. We had the privilege to welcome residents, clients and families from Tarcoola Aged Care in Tara, which offers accommodation for up to 33 residents, and Carinya Aged Care in Miles, which offers accommodation for up to 17 residents and home care services for some 300 people aged 65 and over across the regions of Chinchilla, Tara, Jandowae, Miles and Meandarra.

Our commitment to partnering with the people of the Western Downs to help create communities where best lives are lived applies both now and into the future. We respect and understand the important role and delivery of aged and community services, especially in the regions, and how integral these partnerships are to building sustainable regional communities.

With the addition of these services, we now offer support and care to older people, and their families, living in rural and regional areas across 8 aged care homes which now include Allora, Murgon, Chinchilla, Nanango, Taroom, Tara and Miles and home care services which support people to live independently in their homes across 3 rural regions in Queensland.

Redevelopment and expansion at Chinchilla

Our visionary Master Plan for Aged Care for Chinchilla is underway. The detailed design phase of the first stage of our redevelopment is complete and has been unveiled to our residents, staff and the local community. Construction of the first stage is planned to commence in 2023.

The project involves rebuilding and expanding our much-loved home at our Illoura Village which will give people in the region greater access and choice to age in place, within their communities and where they already have established connections and belonging. Currently we provide accommodation, care and support for up to 66 residents, who will benefit greatly from the upgrade. Upon completion, we will offer a new purpose-built, warm and contemporary home to accommodate and support up to 81 residents.

We were successful in obtaining a \$14million grant, announced by the Government on 30 June 2021, and will be used to significantly boost the \$28.7 million investment needed for delivery of our Master Plan. We are grateful to the Australian Government, Department of Health, for supporting our vision and helping us to make this project possible.

Artist's impression of Illoura Village, Chinchilla redevelopment





L-R SCCQ CEO Jason Eldering, Western Downs Regional Council Mayor, Paul McVeigh and SCC Chinchilla (Illoura Village) Residential Manager Lance Payne discuss the Chinchilla Master Plan.

Southern Queensland Rural Health partnership

Signing of a Memorandum of Understanding with Southern Queensland Rural Health (SQRH) has signalled an important step forward in our development of regional alliances and strategies for sustainable aged care in rural areas of Queensland. It is by working in collaboration with like-minded community partners such as SQRH that we will add value to these communities, and their community members.

We believe that in partnership we can create an educational and community centre to grow and support a regional workforce and offer the region an innovative and sustainable model for the future, that is aimed at building sustainability by creating jobs and keeping communities and families connected.



Griffith University partnership builds connection

We commenced a pilot project – the Biography Project – in partnership with Griffith University – which aims to find innovative ways to reduce loneliness and isolation among aged care residents. So far, the project has matched 38 Griffith University humanities, social sciences and medical science students with long-term residents in our aged care homes.

The Biography Project is the brain-child of Professor Catherine Dhavernas, which is now being offered as a core elective of fieldwork for students enrolled in the Bachelor of Medical Science and the Bachelor of Biomedical Science degrees at Griffith University, both precursors for studying medicine, enriching the students’ understanding as much as the experience of the older participants.

It is through listening, that we are giving the people we serve a voice, a sense of dignity, belonging and strengthening intergenerational connections. Residents have shared their stories, memories and wisdom with the students who have gained valuable insights into the challenges of ageing while building meaningful one-on-one relationships. Nine biographies have been documented and presented in a professionally-bound booklet which has been shared with the residents and will serve as an important storytelling keepsake amongst our communities.



Catherine, Lindsey and Dina at Duhig Village, Holland Park

SAFETY OUR PRIORITY – COVID-19



As the pandemic entered its third year, we continued to respond to the ongoing challenges COVID-19 posed to ensure that those entrusted to our care, our staff and visitors remained safe.

Our response plan for managing COVID-19 is well practiced and aligned to the latest public health directives and advice. Our expert clinical care team continued to work closely with health authorities and across our services.

Protecting those in our care

We continued to be vigilant in monitoring any COVID-19 exposures and risks of transmission across each of our residential aged care homes. We assessed and modified our practices in line with our infection control policy and guidelines, and according to the unique needs at each of our homes. Our residential managers and staff, in collaboration with members of our Outbreak Advisory Group, ensured the highest standards of care across all of our homes.

At our retirement living estates, village managers worked in collaboration with our Head of Integrated Communities to implement outbreak management plans to minimise the risk of transmission across the village. Managers provided valuable support to isolating residents, liaised with families and assisted during times of need.

Vaccination

With mandatory vaccination for aged care workers coming into effect on 27 July, 2021, we were heartened by the high vaccination rates among our staff (100%) and residents (more than 90% are double vaccinated and more than 85% are triple vaccinated) across our residential aged care homes.

Although not all the elderly people in our residential care homes can be vaccinated due to underlying medical conditions, this affects less than 1%, and we continue to encourage and support more vaccination and booster shots.

Partners in Care program

We established our 'Partners in Care' program – an initiative of the Australian Commission on Safety and Quality in Health Care – to help residents at our residential aged care homes maintain their connection with loved ones. The program allowed visitors to continue visiting as safely as possible during periods of restricted visitation or periods of outbreak to provide companionship, comfort and support.

Stay connected

Video conferencing continued across our residential aged care homes where possible. Residential Managers facilitated video conference calls on extra-large screens, and care teams were able to contact family members for two-way welfare checks.



We ensured families and loved ones were informed and updated whenever a resident tested positive to COVID-19 in our homes, from the commencement to the conclusion of a home's exposure. We updated primary healthcare providers who support our regional and remote aged care homes, such as GPs and pharmacists, who were generous with their support and provided valuable assistance.

Outbreak Advisory Group

Lead by our Chief of Quality and Governance, Sandra Glaister, the Outbreak Advisory Group comprised clinical and operational leaders from across the organisation to ensure Southern Cross Care Queensland continued to deliver best practice risk management. They met at least fortnightly, or as required, to monitor, assess and proactively prepare for the ongoing demands of our communities against the ever-changing pandemic environment.

The group continued to implement and improve dedicated risk management policies, processes and guidelines to promote best practice infection prevention and control and to align with latest government health authority directives and research.

Our corporate and on-site strategic approach to prepare and respond to emerging COVID-19 threats and activating a wide range of controls included:

- ongoing reviews of the COVID-19 Infection control policy and guidelines
- outbreak prevention and management plans at all SCCQ sites incorporating guidelines to managing an outbreak during the first crucial 24 hours
- Personal Protective Equipment (PPE) procurement strategy
- ongoing screening of all visitors
- regular infection control training audits and mock outbreak drills for staff
- deep cleaning protocols

Reporting

We actively engaged and worked in collaboration with the Federal and State governments, the Aged Care Quality and Safety Commission, the Department of Health and with Public Health Units.

Despite workforce and COVID-19 challenges, our staff have shown great resilience and their ability to consistently provide wonderful care outcomes for our residents has been exceptional. We are extremely proud of the passion, dedication and commitment they display every day.

HIGHLIGHTS

PEOPLE & MISSION






Known & Loved

We are creating a culture where every person matters. Our culture program Known & Loved was created following feedback we sought from staff about what is important to them. It is unique to Southern Cross Care Queensland, to help us build genuine community connections with each other and those we serve.



Our Known & Loved Pillars

Underpin our values, providing us with the inspiration, knowledge and practical tools we need to create a culture and ethos where Every person matters.

				
LISTEN FIRST Know yourself. Make others feel heard.	MAKE TODAY MATTER If not you then who.	HELP OTHERS GROW Nurture hearts, minds & souls.	BUILD LOVING COMMUNITY Create connection & belongingness.	SERVE THE GREATER GOOD Making each one of us & our world even better.



Phoebe Manning and Residential Manager Hannah Green enjoying the outdoors at Leichhardt Villa, Taroom.

CUSTOMER INSIGHTS PROGRAM



We believe our Customer Insights Program is best practice for our industry. Valuable insights continue to provide our teams with focus and continuous improvement opportunities.

To Listen First is one of our cultural pillars and it's a deep pledge we live by. We listen openly, without judgment and respond wholeheartedly to feedback from the people we serve.

Deep Listening Program

Our Deep Listening Program is now in its third year. It is by continually reviewing feedback, sharing it with our teams and adapting our action plans that ensure our focus is where it is most needed.

Our dedicated internal Customer Insights Team have continued seeking feedback from our residents, their families, our home care clients, our staff and our volunteers to help us gain a deeper understanding of their experience with us.

They held some 2400 personal conversations this year. The open and honest feedback we received is vital and we valued their time and honesty in sharing their experiences with us.

We were also especially encouraged to receive positive feedback about the tremendous work our staff were doing on a daily basis to care for our residents and clients in an evolving COVID-19 environment.

What do we do with the information we collect?

Our customer insights help to guide our decision-making and development of action plans to improve our resident and client experiences. Through this information we can identify areas, patterns or trends and then make improvements. We report on the data and provide research analysis to our Board, Executive Leadership Team and community leaders. It also helps us know when we have made a difference and improved our resident and client experiences, and we celebrate

when we have made a positive difference in the lives of the people we serve.

Increased satisfaction

Since the commencement of our Deep Listening Program, we have seen a significant increase in client satisfaction, and negative comments decreased by approximately 66 percent. It's an inspiring result which demonstrates that our continual improvement plans are effective. We always strive to do better, by listening to what our residents and clients share with us.

Rising Net Promoter Score

To help better understand and benchmark consumer satisfaction, we track our performance using the Net Promoter Score metric. The metric was first developed by Bain and Company in 2002 and is now used in many customer experience settings to measure how willing customers are to recommend and stay loyal to a business or service. The score can range from -100 to +100 and reveals consumer sentiment towards a whole business or unit at every touchpoint. We're extremely proud that our NPS scores continue to show an increase in levels of resident and client satisfaction year upon year.

At the conclusion of the 2021/22 reporting period, the scores across our services were: Retirement Living (+64), Residential Aged Care (+72) and Home Care (+75). Our client satisfaction rates demonstrate that our continual improvement plans are effective. We always strive to do better, and we do this by deeply listening to what our residents and clients share with us.



MAKE A MORE
ECONOMIC DUO.
ILL WAIT.
BEEF AND PIPER.

INFORMATION & COMMUNICATION TECHNOLOGY



Transition of Western Downs Regional Council aged and community care services

Following the acquisition of two aged care homes and community services, we successfully fulfilled a full network installation, implementation of computers and mobile phone hardware, new software environments, migration of data and training for staff in the use of the systems and support processes on time and within budget.



Cyber Security improvements

Protecting our organisational information, particularly that of our residents, clients and staff, in an increasingly complex environment remains paramount. We implemented additional Microsoft capability and reconfigured some of our network hardware to further reduce potential attack vectors into our environment.

We also continued our independent Cyber Security Health Check program which assesses our level of maturity based on the latest vulnerabilities identified across the globe.



Introduction of electronic medication management

A major uplift of capability was introduced into our clinical software solution, eCase, with the introduction of computer-based medications management across all of our residential aged care homes. The capability mitigates risks of medication administration with comprehensive drug information and interactive data. Staff now have improved visibility and management of medications for residents under their care.



System integrations

We successfully completed integration of the Onboarding, Offboarding and Rostering systems and processes. We automated the transfer of data between systems which has eliminated the need to enter the same data into up to three separate software systems. Staff now access these systems seamlessly. Significant time savings have occurred as a result enabling our staff to redirect their time and undertake additional activities to support people in their care.



Improved reporting

Our commitment to better understanding our organisation and making informed decisions has continued to develop through the implementation of our Business Intelligence Strategy. We have delivered additional dashboards and key metrics to support the business needs of key business areas and operations. In 2021/22, we focused on Care Governance, Procurement, People, Incident Management and Feedback.



Dedicated Business Solutions Team

The Information Communication Technology (ICT) team have reorganised and now include both ICT and Business Solutions functions. The Business Solutions Team are establishing an enterprise Project Management Office to support all business projects and innovation through improved process and ICT initiatives. Expanding the remit of the team across the entire business aims to improve alignment to our organisation-wide strategy and enhance our potential to deliver additional value across the organisation.

QUALITY & GOVERNANCE



Review of the Quality Management System and selection of electronic Governance, Risk and Compliance program

We have introduced the 'Complispace' Assurance program across our residential aged care services. It has improved our governance and oversight of feedback and incidents through easily accessible, applicable and readable risk registers. Staff now have improved access to clear and consistent information and guidance. The system has helped to ensure our policies and operational tools are in full alignment with our regulatory obligations and the Aged Care Quality Standards which are determined by the Aged Care Quality and Safety Commission.



Monitoring Care and Services

We successfully introduced PowerBI reporting, which has improved our responsiveness to feedback and incidents. Feedback and incident data for the PowerBI dashboard reports are drawn from Complicare as well as our clinical management system, eCase, and ensures an integrated approach to data reporting and analysis. As a result, we have strengthened our responsiveness to feedback and incidents within the preceding 24 hours of lodgement.

This has formed part of our Care Governance Framework and informs our Care Governance Committee which comprises clinical leaders from across our organisation who come together to engage in care-related decision-making.



Strengthened internal audit capacity

To support our staff, we recruited a dedicated Quality and Governance Business Partner with a broad range of expertise, including - clinical management, the National Disability Insurance Scheme, retirement living and operations.

This has enabled a greater focus on supporting our staff to grow and ensure compliance with legislative and regulatory requirements, and demonstrates our commitment to audit and compliance and to further developing our staff through training and development where improvement opportunities have been identified.



Full accreditation for all Residential Aged Care Services, Home Care and Disability Services (NDIS) certification

Improving the consistency of care relationships, focusing on customer-centred care and improving our quality and governance systems has been pivotal to all of our residential aged care services and in home community care services attaining full accreditation status. Our commitment to excellence has earned us full compliance with the Australian Safety and Quality Commission's 8 Aged Care Quality Standards and the 42 subordinate requirements.



A key aim remains alignment to the eight National Quality and Safety Standards for Aged Care.



Residential Aged Care

COVID-19

COVID-19 continued to have a significant impact on our day-to-day operations and while we transitioned to a more “COVID-normal” operational setting, we continued to work closely with State and Federal health departments as well as maintain regular and open communication with our residents and families to ensure they remained informed and connected.

Our workforce

Building and sustaining a workforce remains an ongoing key challenge. There has never been a more difficult time to recruit staff, particularly in our rural and remote communities, and we face immense competition for staff with growth in other health care areas, including the NDIS sector and in home care services.

We have implemented some key initiatives in our rural and remote communities to attract and retain staff including the SCCQ enterprise bargaining agreement (EBA) offering accelerated pay rate progression following the achievement of professional development milestones, premium pay rates for registered nurses, and assistance with providing accommodation for staff where necessary.

Transition of Western Downs Regional Council aged and community care services

We completed the transfer of ownership of 2 residential aged care homes from the Western Downs Regional Council on 1 April 2022. The transfer consisted of the 17-bed Carinya home located in Miles and the 33-bed Tarcoola home located in Tara. We now serve 8 homes located in rural and remote locations in Queensland.

These homes have an important role in their local communities and we are proud to be able to support people to remain in their communities. The staff, residents and families connected with these homes have been welcomed into the SCCQ family. We are particularly appreciative for the cooperation and support from the Western Downs Regional Council who helped to make a smooth transfer of these services.



Iris Kelly, Resident



Deb Ellis, Cleaner

Increased occupancy

Occupancy increased across our residential aged care homes from an average of 93.8 percent in FY 2020-21 to 94.3 percent in 2021-22 and compared favourably with the industry average of 91.5 percent, a pleasing result given the number of COVID-19 outbreaks through the year which impacted our ability to admit residents at various times.

Full accreditation

Each of our 13 residential aged care homes maintained full compliance with the national Aged Care Quality Standards. Several of our homes received re-accreditation audit visits from the Aged Care Quality and Safety Commission and each home received 100 percent compliance in all assessed standards and guidelines and achieved a further full three-year reaccreditation.





Retirement Living

Occupancy

Occupancy stood at over 95 percent in our retirement living business at the end 2021-22 financial year which is testament to the quality of our retirement living communities, the excellent commitment and work undertaken every day by our Retirement Living Managers, and the strong reputation of our Villages.

Increased re-sale prices

The rising property market in Brisbane and across Queensland over the past 18 months has had a flow on effect to retirement living unit values. We saw a significant increase in resale prices achieved in some of our retirement living communities, particularly at Caloundra Rise Retirement Living Estate at Little Mountain and Noosa Waters Retirement Estate.

Supportive Retirement Living Managers

As COVID-19 impacted our communities at various times throughout the year, residents received wonderful support from our Retirement Living Managers. The assistance managers provided to help protect and keep residents safe while supporting them to maintain their independence is truly a testament to their care and service.

Residents in our communities also joined together and supported each other, reaching out to those living alone when people may have been vulnerable to the impacts of isolation and loneliness.





Community and Home Care

Increased home care packages

We provided home care services (including Home Care Packages and under the Commonwealth Home Support Program) to over 1,100 clients. Home care package clients increased by 25 percent, up from 222 to 277 over the previous financial year.

New regional clients

We welcomed 300 new clients from the transfer of services from the Western Downs Regional Council from 1 April 2022 and we look forward to fully integrating these services during the following year.

Sustainable support structure

We built a more sustainable support structure to provide a foundation for growth in home care packages which we anticipate during 2022/23 following the Federal Government's announcement to make more home care packages available. We are better placed to support even more people in the comfort of their own home.



Integrated Communities

In line with our vision to grow communities where best lives are lived and our strategic direction to create communities which deliver the best, person-centred outcomes to those we serve, we continued to build an integrated communities model and support structure while simultaneously managing business performance of individual business units to enable financial sustainability.

We increased our home care support into our retirement communities, over 26 percent of residents in our retirement communities now have their home care services delivered by SCCQ.

Four of our five retirement communities are co-located with our residential aged care homes which provide 'peace of mind' and support for a smooth transition from retirement living to our residential aged care services if needed.



Edens landing co-located retirement living and residential aged care

PEOPLE & MISSION



Implementation of Known & Loved program

The Known & Loved cultural transformation program has been successfully delivered across the organisation over the past 12 months. Over 600 staff members have participated in the day-long intensive program. An additional 120 staff attended the 90- minute introductory session as part of the monthly staff induction program for metropolitan sites. Known & Loved embeds our Vision, Mission and Values.



Growing our people

We have endeavoured to create a learning environment for each person where they genuinely feel they can grow. We have embedded five (5) learning and development partners within the business to grow our people. They are supporting the onboarding of new employees, students and trainees. They also deliver face-to-face training across the business in areas such as clinical skills, technical training and support the rollout of new systems.



Enterprise Agreement

With the support of the Board and the Executive Leadership Team, we developed a new enterprise agreement to meet the needs of staff and support the delivery of quality care. We delivered an agreement that elevated us to one of the best paying aged care providers in Queensland, which demonstrates our commitment to our staff and the work that they do.



Southern Cross Connect powered by IntelliHr

We have partnered with IntelliHR to implement a platform to support all of our people and culture functions. Leaders and staff are able to manage onboarding, performance appraisal, professional development and goal setting through this system. As an organisation which listens first, staff provide valued feedback through the regular check-ins.



To 'Know and Love' someone is to see who they truly are, with a rich life story and a unique set of hopes and aspirations.



Humanforce rostering system & Wagestream

Our new rostering system, Humanforce, has been implemented. It has provided a streamlined approach to rosters and scheduling, shift management, leave management and engaging with employees where staff can sign in via a mobile App or our Intranet. We also added Wagestream a financial wellbeing platform built by charities that allows our employees to get instant access to their earned wages, without the need to adjust our normal payroll process.



Staff turnover rate

Globally staff turnover rates have surged. However, our initiatives have resulted in a stable workforce and no change to retention of staff. We have delivered this result through implementation of an Employee Value Proposition (EVP) that is people focused. It's what they sense, feel and believe, not what we say.

EMPLOYEE EXCELLENCE AWARDS 2021



CEO Jason Eldering (left) with Employee Excellence Awards finalists at the annual Chairman's Dinner.

Employees were invited to nominate their peers in the annual Southern Cross Care Queensland Employee Recognition Awards, with state-wide winners announced at the annual Chairman's Dinner held on 25 November 2021.

In FY 2021/22, a total of 158 nominations were received from across the SCCQ family in 2 categories – Employee Excellence and Leadership Excellence.

The Employee Excellence Award recognises:

- demonstrated excellence in customer-focused outcomes (be they internal or external customers)
- strong consistent performance and team contribution
- role-modelling the SCCQ values of service, courage and compassion.

The Leadership Excellence Award can be awarded to any employee who shows the qualities of leadership (and not necessarily has a leadership title) and recognises:

- 'creating a community where best lives are lived' every day with customers, their families and the team
- demonstrated leadership in customer experience – be they internal or external customers
- demonstrated safety leadership
- effective communication including the ability to listen well and be open to feedback
- taking the initiative to 'get things done'
- building positive team engagement and relationships with peers and customers
- helping others grow – someone who others recognise as a leader, who is positive and optimistic and who others will follow to achieve shared team goals.

Employee Excellence Award 2021 Finalists

Stephanie Popp, Personal Carer

Linda Miller, Personal Carer

Kuldip Kaur, Personal Carer

Somjit Jones, Personal Carer

Kona Shapira, Clinical Manager

Vidhiben (Vidhi) Patel, Personal Carer

Manpreet Masuta, Clinical Manager

John Lawson, Pastoral Carer

Tamika Foster, Support Worker

Fazila Sofric, Quality Support Manager

Jan Irvine, Leisure & Health Officer

Carmen Pitos, Registered Nurse

Jennifer Williamson, Personal Carer

Allora Homestead

Allora Nursing Home

Caloundra Aged Care

Chinchilla (Illoura Village)

Edens Landing (Connolly Court)

Holland Park (Duhig Village)

Raceview (St Mary's)

Stretton Gardens

Community Home Care Services

Support Centre

Murgon (Castra)

Nanango (Karinya)

Taroom (Leichhardt Villa)

Winner – Employee Excellence Award 2021



Kuldip Kaur,
Personal Carer, Caloundra Aged Care

Leadership Excellence Award 2021 Finalists

Trish Barry, Catering Manager

Cameron McAlpine, Residential Manager

Carol Budarick, Client Coordinator

Martin Moriarty, Head of Business Performance

Holland Park (Duhig Village)

Stretton Gardens Retirement Estate

Gold Coast Community Care

Support Centre

Winner – Leadership Excellence Award 2021



Trish Barry,
Catering Manager, Holland Park (Duhig Village)

CELEBRATING OUR CENTENARIANS



In FY 2021- 2022, seven more of our residents celebrated their 100th birthday – while several others notched up birthdays beyond the 100 year mark!

Our warm congratulations to the following members of our SCCQ family who celebrated their 100th birthday!



Rita Edwards

Holland Park Aged Care (Duhig Village)

- Jessie Holt (in memorium)
- Cyril Beames (in memorium)
- Ellen Nielsen

Edens Landing Aged Care (Connolly Court)

- Rose Ebert



Isabel Liddicoat

Caloundra Aged Care

- Isabel Liddicoat
- Enid Perrett
- Rita Edwards



Enid Perrett



Rose Ebert



*Cyril Beames
(in memorium)*



Ellen Nielsen



*Jessie Holt
(in memorium)*



OUR BOARD



Francis Price
Chair



Tony Plucknett
Director / Deputy Chair



Sr Sally Fuller
Director



Dr Phillip Good
Director



Michael Gregg
Director



Damien Rossi
Director



Josephine Stevens
Director



Stephen Wockner
Director

OUR EXECUTIVE LEADERSHIP TEAM



Jason Eldering
Chief Executive Officer



Mark Botsford
Chief Technology Officer



Sandra Glaister
Chief of Quality
& Governance



Michael Hart
Chief of People & Mission



Irma Hajdari
Chief Strategy Officer



Meredith Hall
Chief Customer Officer



Michael Wild
Chief Operating Officer



Adrian McElvie
Interim Chief Financial
Officer

Note – In August 2021, Sandra Glaister assumed the role of Privacy Officer in addition to her role as Chief of Quality & Governance and Justin Hogg joined the Executive Leadership team as Company Secretary.



*Dee Cullam (PCW) & Audrey Adsett,
Leichhardt Villa, Taroom.*

THE YEAR IN REVIEW

Financial results for year ended 30 June 2022

REVENUE	EXPENSE	EBITDA	SURPLUS
\$122.4M	\$96.8M	\$16.9M	\$11.0M
↑ 32%	↑ 12%	↑ 5%	↑ 18%

Despite the ongoing challenges of COVID-19 and workforce shortages during the 2021-2022 financial year, Southern Cross Care Qld has performed well, with increases in revenue, and surplus before and after fair value adjustments. Strong occupancy in both our residential aged care and retirement living portfolios, along with a rising property market has had a positive impact on our results.

The increase in revenue by \$29.7M (32%) to \$122.4M, is mainly attributable to the strong performance in the retirement living sector due to a rising property market, particularly in Noosa and Caloundra, resulting in an uplift in deferred management fees. Revenue also benefited from the acquisition of two residential aged care homes, Tarcoola Aged Care (33 beds) and Carinya Aged Care (17 beds) and the community care services business from the Western Downs Regional Council (WDRC) in April 2022.

Expenses increased by \$10.5M (12%) which is mostly due to an increase in employee expenses attributable to the reliance on surge workforces, agency staff and increased overtime to manage COVID-19 outbreaks. The 2022 financial year saw an increase to the enterprise bargaining agreement (EBA) to attract and retain staff in a challenging employment market. Further investments into systems to streamline manual processes and improve efficiencies were made across the organisation.

The fair value of investment properties increased by \$44.6M, due to an increase in market prices and operator share of capital gains. This was offset by an increase in resident liabilities by \$59.2M mainly due to an increase in ingoing contributions, an increase in the value of residents' share of capital gains and the recognition of resident liabilities on sales at Holland Park and Stretton.

Financial Position as at 30 June 2022

ASSETS	LIABILITIES	BORROWINGS	NET ASSETS
\$485.6M	\$348.6M	\$3.0M	\$136.9M
↑ 15%	↑ 11%	↓ 89%	↑ 25%

Our financial position remains strong with an increase in net assets by 25%, up by \$27.1M to \$136.9M. This is mainly due to an increase in cash, an increase in the value of investment property (retirement village assets) and a decrease in borrowings.

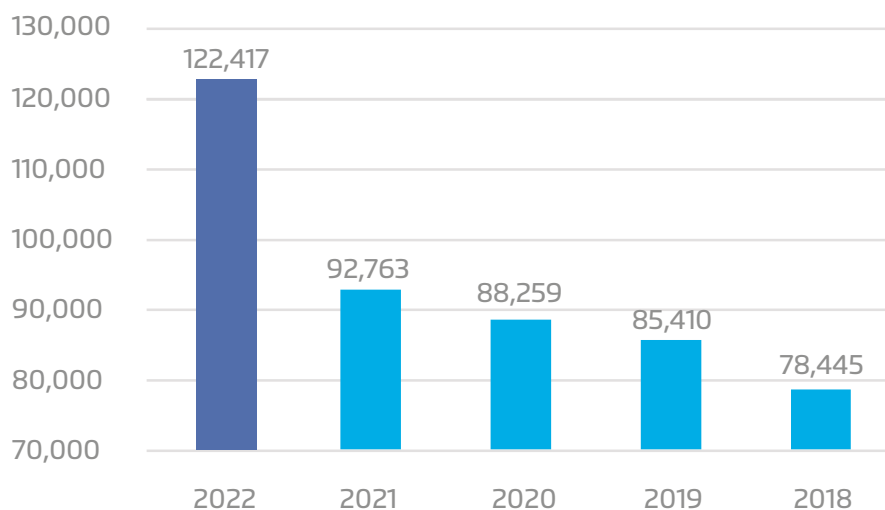
During the year, we benefited from a cash injection of \$13.2M to support the ongoing operations and capital expenditure of the residential aged care homes and home care services acquired from

WDRC. The acquisition was recognised as a gain on purchase of \$16.2M in equity, representing net assets acquired from WDRC.

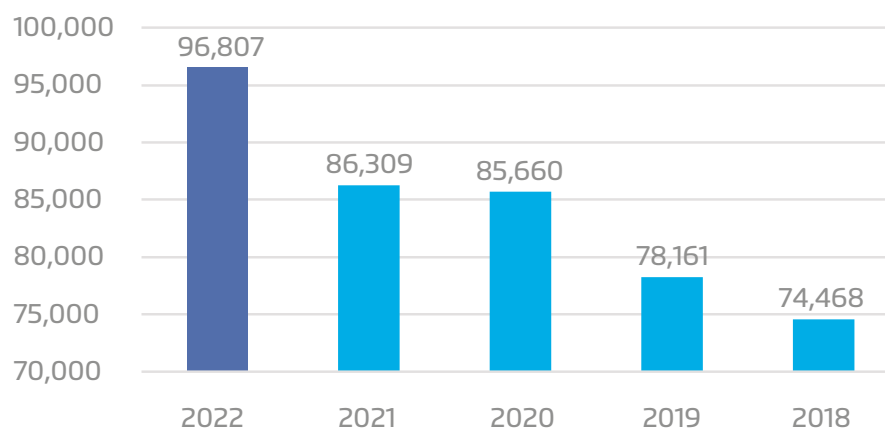
Total assets increased by \$61.5M mainly due to the increase in the value of Investment Property and total liabilities increased by \$34.4M due to the increase in resident liabilities, offset by a reduction in borrowings due to the repayment of debt of \$24.7M to the Archdiocese Development Fund (ADF).

REVENUE & EXPENDITURE

Revenue (\$000)

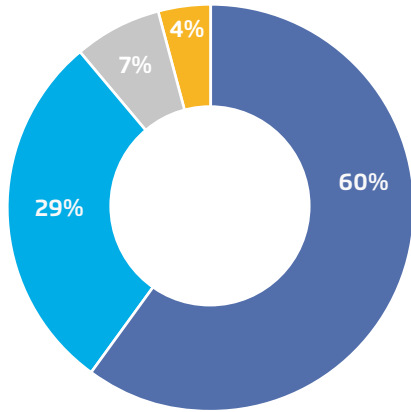


Expenses (\$000)



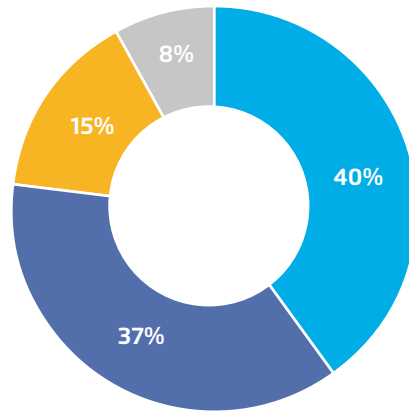
ASSETS & CAPITAL INVESTMENT

Segment Revenue



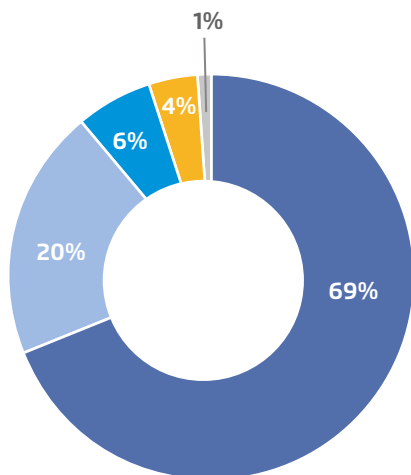
- Residential Aged Care
- Retirement Villages
- Community Home Care Services
- Other

Capital Investment



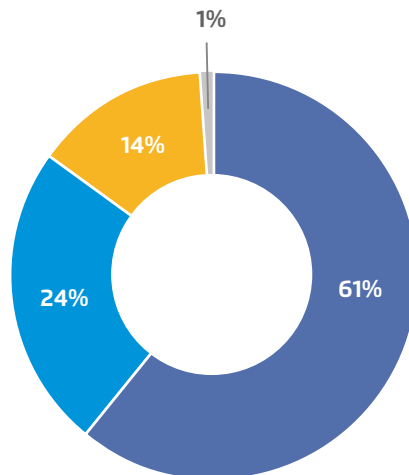
- Buildings
- Developments
- Plant and equipment
- Information and communication technology

Expense Category



- Employee benefits
- Service costs
- Depreciation and amortisation
- Administration
- Interest expenses

Assets



- Cash
- Investment properties
- Property, plant and equipment
- Other assets

STATEMENT OF PROFIT OR LOSS

Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2022

	2022 \$	2021 \$
REVENUE	122,416,636	92,763,078
EXPENSES		
Employee benefits expense	(66,596,575)	(57,228,601)
Direct costs for providing services	(19,781,065)	(19,621,487)
Depreciation and amortisation expense	(5,667,878)	(5,501,879)
Administration costs	(3,987,175)	(1,858,531)
Interest expense	(773,831)	(2,098,217)
SURPLUS FOR THE YEAR BEFORE FAIR VALUE ADJUSTMENT	25,610,112	6,454,363
Increase in fair value of investment properties	44,592,408	6,395,941
Increase in fair value of retirement village licences/leases liabilities	(59,242,762)	(3,540,158)
SURPLUS FOR THE YEAR	10,959,758	9,310,146
OTHER COMPREHENSIVE INCOME FOR THE YEAR	-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO THE ENTITY	10,959,758	9,310,146

STATEMENT OF FINANCIAL POSITION

Statement of Financial Position as at 30 June 2022

	2022 \$	2021 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	66,063,360	56,878,130
Accounts receivable and other debtors	2,014,957	1,602,805
Other current assets	1,072,830	711,174
TOTAL CURRENT ASSETS	69,151,147	59,192,109
NON-CURRENT ASSETS		
Investment properties	295,940,278	250,516,537
Property, plant and equipment	118,811,185	112,654,852
Intangible assets	1,650,585	1,654,662
Total Non-Current Assets	416,402,048	364,826,051
TOTAL ASSETS	485,553,195	424,018,160
CURRENT LIABILITIES		
Accounts payable and other payables	343,265,381	284,646,981
Borrowings	770,000	11,978,400
Provisions	1,213,962	1,250,213
Lease liabilities	170,363	84,880
TOTAL CURRENT LIABILITIES	345,419,706	297,960,474
NON-CURRENT LIABILITIES		
Borrowings	2,240,000	15,640,222
Provisions	770,263	583,372
Lease liabilities	175,179	–
TOTAL NON-CURRENT LIABILITIES	3,185,442	16,223,594
TOTAL LIABILITIES	348,605,148	314,184,068
NET ASSETS	136,948,047	109,834,092
EQUITY		
Asset revaluation reserve	19,888,182	19,888,182
Business combination reserve	16,154,197	–
Accumulated surpluses	100,905,668	89,945,910
TOTAL EQUITY	136,948,047	109,834,092

STATEMENT OF CHANGE IN EQUITY

Statement of Changes in Equity for the Year Ended 30 June 2022

	Accumulated Surpluses	Asset Revaluation Reserve	Business Combination Reserve	Total
	\$	\$	\$	\$
BALANCE AT 30 JUNE 2020	71,348,548	19,888,182	9,287,216	100,523,946
Surplus for the year	9,310,146	–	–	9,310,146
Other comprehensive income for the year	–	–	–	–
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	9,310,146	–	–	9,310,146
Transactions with owners in their capacity as owners	–	–	–	–
Transfer of reserve to accumulated surpluses	9,287,216	–	(9,287,216)	–
BALANCE AT 30 JUNE 2021	89,945,910	19,888,182	–	109,834,092
Surplus for the year	10,959,758	–	–	10,959,758
Other comprehensive income for the year	–	–	–	–
Acquisition of Business of Combination	–	–	16,154,197	16,154,197
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	10,959,758	–	16,154,197	27,113,955
BALANCE AT 30 JUNE 2022	100,905,668	19,888,182	16,154,197	136,948,047

STATEMENT OF CASH FLOWS

Statement of Cash Flows for the Year Ended 30 June 2022

	2022 \$	2021 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from activities	91,831,345	81,943,367
Payments to suppliers and employees	(89,229,761)	(80,601,406)
Interest received	458,575	812,192
Interest paid	(487,770)	(1,294,679)
Net cash inflow from operating activities	2,572,389	859,474
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment and intangibles	(7,005,261)	(2,935,078)
Purchase of investment properties	(861,883)	(497,743)
Proceeds on acquisition, net cash acquired	13,237,425	–
Net cash inflow/(outflow) from investing activities	5,370,281	(3,432,821)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from refundable accommodation deposits	38,948,145	26,869,133
Repayment of bonds/refundable accommodation deposits	(32,487,108)	(22,257,384)
Proceeds from retirement village licences/leases	44,587,150	24,267,754
Repayment of retirement village licences/leases	(25,086,768)	(8,779,859)
Repayment of borrowings	(24,718,859)	(19,598,770)
Net cash inflow from financing activities	1,242,560	500,874
Net (decrease) / increase in cash and cash equivalents	9,185,230	(2,072,473)
Cash and cash equivalents at the beginning of the financial year	56,878,130	58,950,603
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	66,063,360	56,878,130

WHERE TO FIND US



OUR SERVICES ACROSS QUEENSLAND

Residential Care, Retirement Living and Community Home Care Services

Residential Care

SOUTHERN CROSS CARE

ALLORA HOMESTEAD

62-64 Forde Street Allora Q 4362
Phone 4666 3588 Fax 4666 3788

SOUTHERN CROSS CARE

ALLORA NURSING HOME

29 Darling Street Allora Q 4362
Phone 4666 3171 Fax 4666 3769

SOUTHERN CROSS CARE CALOUNDRA

57 Village Way Little Mountain Q 4551
Phone 5492 6866 Fax 5492 6851

SOUTHERN CROSS CARE ILLOURA VILLAGE

24-30 Zeller Street Chinchilla Q 4413
Phone 4662 7182 Fax 4662 7698

SOUTHERN CROSS CARE CONNOLLY COURT

20-24 Loane Drive Edens Landing Q 4207
Phone 3805 1844 Fax 3805 1633

SOUTHERN CROSS CARE DUHIG VILLAGE

85 Seville Road Holland Park Q 4121
Phone 3422 3888 Fax 3422 3890

SOUTHERN CROSS CARE CASTRA

2 Cooper Street Murgon Q 4605
Phone 4169 8700 Fax 4169 8799

SOUTHERN CROSS CARE KARINYA

25 Church Street Nanango Q 4615
Phone 4163 2430 Fax 4163 1972

SOUTHERN CROSS CARE ST MARY'S

129 Wildey Street Raceview Q 4305
Phone 3288 9955 Fax 3288 9924

SOUTHERN CROSS CARE STRETTON GARDENS

209 Illaweena Street Drewvale Q 4116
Phone 3373 9000 Fax 3373 9095

SOUTHERN CROSS CARE LEICHHARDT VILLA

1 McCorley Court Taroom Q 4420
Phone 4628 6166 Fax 4628 6122

SOUTHERN CROSS CARE TARCOOLA

2 Sara Street Tara Q 4421
Phone 4678 7884

SOUTHERN CROSS CARE CARINYA

6 Wallen Street Miles Q 4415
Phone 4628 5395

Retirement Living

CALOUNDRA RISE RETIREMENT ESTATE

57 Village Way Little Mountain Q 4551
Phone 1800 898 800 Fax 5437 0822

EDENS LANDING RETIREMENT VILLAGE

20 Loane Drive Edens Landing Q 4207
Phone 3805 5300 Fax 3805 5302

NOOSA WATERS RETIREMENT ESTATE

39 Lake Weyba Drive Noosaville Q 4566
Phone 5474 4480 Fax 5474 0953

STRETTON GARDENS RETIREMENT ESTATE

209 Illaweena Street Drewvale Q 4116
Phone 3272 6011 Fax 3272 6211

PARQUE VISTA ON SEVILLE

85 Seville Road Holland Park Q 4121
Phone 3272 6011 Fax 3272 6211

Community Home Care Services

SUNSHINE COAST

57 Village Way Little Mountain Q 4551
Phone 5438 0655

GOLD COAST

Shop 13A Ashmore Plaza
146 Cotlew Street, Ashmore Q 4214
Phone 5580 8755

BRISBANE SOUTH

20-24 Loane Drive Edens Landing Q 4207
Phone 3200 5033

IPSWICH

129 Wildey Street Raceview Q 4305
Phone 3281 8355

JANDOWAE

35 George Street Jandowae Q 4410
Phone: 4668 4400

MILES

6 Wallen Street Miles Q 4415
Phone: 4628 5395

MEANDARRA

33 Osler Street Meandarra Q 4422
Phone: 4665 6336

TARA

32 Bilton Street Tara Q 4421
Phone: 4678 7850

Support Centre

BRISBANE

2078 Logan Road Upper Mt Gravatt Q 4122
Phone 1800 899 300



Connect with us

 sccqld.com.au

 1800 899 300

 enquiries@sccqld.com.au

 Southern Cross Care (Qld) Ltd
2078 Logan Road
Upper Mt Gravatt Q, 4122



**southern
cross care**

Valuing and Respecting Human Life