



# Strategic Plan 2024-2027





# Acknowledgement of Country

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Southern Cross Care (NSW & ACT) acknowledges the Traditional Owners of the land and the waters upon which we work and live.

We pay our respects to the Elders past, present and future, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across Australia.

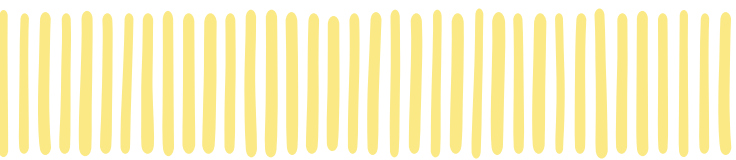
A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. This is essential to the maturity of Australia as a nation and fundamental to the development of an Australian identity.



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# About us

Southern Cross Care NSW & ACT (SCC) is a leading not-for-profit aged care provider that has been caring about people for more than 50 years. Our purpose is to enable older people to live life to the full.

Founded in 1970 by the Knights of the Southern Cross, an order of Catholic laymen, we continue to honour their vision of embracing and welcoming all to lead fulfilling lives with choice, dignity, and respect.

We deliver personalised quality care, support services and accommodation to over 4,000 clients through our Residential Care, Home Care and Retirement Village Services. We cherish the autonomy of older people and advocate passionately for their rights and wellbeing across the sector.

Our strategic commitment to our workforce, clients, and communities is underpinned by best-practice governance, focusing on quality care, engagement, purposeful living, and support services. As a people-powered organisation, our team of over 2,000 staff is central to delivering a person-centered and caring approach that recognises, acknowledges, and celebrates the lives of those we serve.

Our HEART values of Honesty, Empathy, Acceptance, Respect, and Teamwork help us create supportive environments conducive to our residents' and clients' physical, spiritual, pastoral, emotional, intellectual, and social well-being. We also foster warm, supportive workplaces where our committed staff can flourish and grow.

Our Living Care Action Plan, Modern Slavery Statement, and Reflect Reconciliation Action Plan outline clear goals and actions for our organisation. We are on a journey to strengthen, evolve, and transform our response to caring for our common home (the environment), our social responsibility, and good citizenship.

With a footprint spanning from the top to the bottom of NSW and the ACT, our services form an essential connection to the local communities in which we operate. We are committed to expanding and strengthening our capabilities, services, environments, and impact to support and engage our growing aging population and the broader community

## Awards and recognition for leadership in Aged Care







## Credentials:

- \* 2023 - Winner - Future of Ageing Awards 'Emerging Leader'
- \* 2023 - Finalist - Future of Ageing Awards 'Technology (Health and Wellbeing)'
- \* 2023 - Winner - Murrumbidgee Primary Health Awards 'Innovation' for our Intergenerational Program
- \* 2022 - Winner - Catholic Health Australia 'Leader in Positive Ageing Award'
- \* 2022 - Highly Commended - Future of Ageing Awards 'Emerging Leader'
- \* 2021 - NSW/ACT Finalist ACSA Aged Care Provider of the Year
- \* 2021 - Finalist - Future of Ageing Awards 'Consumer Experience category' Intergenerational Learning program.
- \* 2020 - Winner - UDIA NSW Award for 'Excellence in Aged Care' – North Turrumurra Residential Care
- \* 2019 - Finalist - UDIA NSW Award for 'Excellence in Aged Care' Thornton Park (Independent Living, Residential Care, Home Care)
- \* 201 - Winner - Asia Pacific Eldercare Innovation 'Innovation of the Year' (10K Project)
- \* 2019 - Winner - Inaugural innovAGEING National Awards 'Enhancing Consumer Experience' (10K Project).



# Our purpose & values

Our purpose is:

**To enable older people to live life to the full.**

Our purpose and HEART Values are at the core of everything we do, shaping our Strategic Plan and guiding our efforts to create supportive communities.

Inspired by our founding in 1970 by the Knights of the Southern Cross—a group of compassionate Catholic laymen dedicated to enriching the lives of older people and the community—we have always been driven by these values. Today, every member of our team carries forward this legacy with heartfelt dedication and pride, ensuring that our commitment to care and support remains as strong as ever.





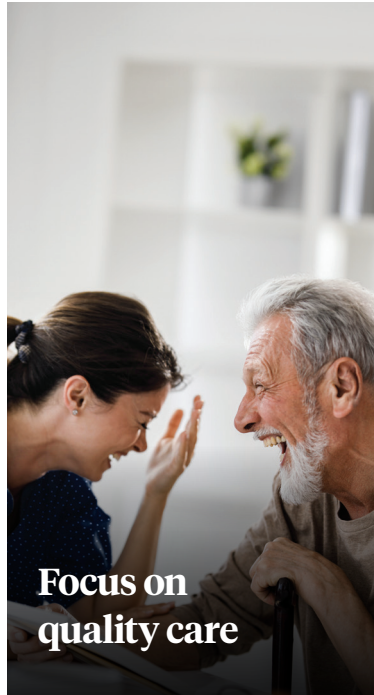
# Our plan

## Our Plan is to enable older people to live life to the full.



### Build an engaged & skilled workforce

Our workforce will recognise SCC as an employer of choice.



### Focus on quality care

We'll continually enhance the quality of care by adopting new technologies and refining our practices, always prioritising the needs of those we support.



### Purposeful living & vitality

Our clients and residents will engage with and benefit from our engagement and purposeful living programs.



### Build a community

We'll have strong communities across NSW & ACT focused on uplifting people and protecting our planet.



### Good governance

We'll continue to adapt to the reform agenda, ensuring a sustainable future.

# Build an engaged & skilled workforce

## Our workforce will recognise us as an employer of choice.

At SCC, we see our people as our greatest asset. We want every team member to feel valued, supported, and empowered to excel in their roles. Our goal is to create a workplace where everyone looks forward to coming to work, knowing they are making a difference.

To achieve this, we focus on making the recruitment, onboarding, and training processes smooth and consistent. By attracting top talent, integrating new employees seamlessly, and providing ongoing development opportunities, we ensure our staff are well-prepared to deliver the highest quality of care and service to our clients and residents.

Retaining and engaging our workforce is crucial. By defining clear roles, setting KPIs, and organising efficient rostering, we ensure our team is well-supported and focused. Strengthening communication and offering support programs like financial wellbeing programs shows our commitment to employee wellbeing. We believe that when our employees are motivated and engaged, they can do their best work.

Building a sense of community within SCC is another priority. We want our team to feel connected, collaborate effectively, and continue learning and growing together. Investing in digital literacy, and skill development, helps our staff thrive in a digital world. Prioritising diversity and inclusion ensures we build a workforce that reflects the communities we serve and values every individual's contribution.

By involving our staff in shaping their work environment and development, we foster a collaborative culture that values innovation and input. Our goal is to enhance employee experience through personalised development plans, sustainable wellbeing programs, and advanced technology. Being recognised as an employer of choice will testify to our commitment to our workforce and values.

## Key measures

- \* **Employee satisfaction:** Regular surveys and feedback mechanisms to gauge employee satisfaction and engagement.
- \* **Retention rates:** Tracking employee retention and turnover rates.
- \* **Training completion:** Metrics on the completion and effectiveness of training programs.
- \* **Diversity and inclusion:** Measuring the diversity of our workforce and the success of inclusion initiatives.

## Key enablers

- \* **Technology:** Advanced HR systems, digital training platforms, and analytics tools.
- \* **People:** Skilled HR professionals and dedicated training and development teams.
- \* **Process:** Streamlined recruitment, onboarding, and training processes and structured communication channels.
- \* **Partnerships:** Collaborations with educational institutions and industry bodies for training and development.
- \* **Property:** Maintaining modern, accessible workspaces that promote collaboration and well-being.
- \* **Capital:** Investing in resources and infrastructure to support workforce development.





## In the short-term...

### **Strengthen Recruitment, Onboarding, and Training**

We'll enhance our recruitment, onboarding, and training processes to ensure a smooth and effective integration of new employees.

### **Enhance Workforce Retention and Engagement**

We'll focus on clear role definitions, effective communication, and support programs to retain and engage our workforce.

## In the medium-term...

### **Shared workforce**

We'll build a strong sense of community and invest in training to support collaboration and growth across our organisation.

### **Digital Literacy, Skill Development, and Analytics**

We'll improve digital literacy and skill development, and leverage analytics for better workforce planning.

## In the long term...

### **Co-Creation and Employee Engagement**

We'll involve staff in shaping their work environment and development opportunities, fostering a collaborative culture.

### **Employer of choice**

We'll enhance the employee experience and aim to be recognised as a top workplace through personalised development plans and wellbeing programs.

# Focus on quality care

## We'll continually enhance the quality of care by adopting new technologies and refining our practices, always prioritising the needs of those we support.

We're passionate about delivering outstanding care, putting quality at the forefront of our purpose to help older people live life to the full. Looking ahead, we see the transformative potential of technology in revolutionising care delivery. By setting high standards and forming strategic partnerships, we aim to create a safe and responsive care environment.

Embracing innovative technology provides us with significant opportunities to enhance our services. We're committed to continuous improvement, using technology to make our care more accessible, effective, and personalised. This not only elevates care quality but also equips our staff with the tools and knowledge they need to excel. Importantly, we recognise that technology cannot replace the human touch. Our dedicated care team will always be there, ensuring that personal connections remain central to our care approach.

Our vision for quality care extends beyond basic health services. We strive to create a holistic care environment that addresses the physical, emotional, social, spiritual, and pastoral needs of our clients. By integrating advanced technologies like telehealth, electronic health records, and remote monitoring systems, we can deliver personalised care that adapts to each individual's unique needs. This approach ensures our clients and residents receive the best medical care alongside the support they need to lead fulfilling lives.

Our commitment to quality care is rooted in continuous learning and adaptation. We regularly review and update our care protocols to incorporate the latest research and best practices. This proactive approach allows us to stay across emerging healthcare trends and challenges, ensuring we continually enhance our care practices. Our dedication to quality care is unwavering, and we are committed to providing the highest standards of service to our clients, residents, and their families.

## Key measures

- \* **Client satisfaction:** Regular surveys and feedback mechanisms to gauge client satisfaction.
- \* **Care outcomes:** Tracking improvements in health and wellbeing metrics for our clients.
- \* **Operational efficiency:** Metrics on system integration and process optimization.
- \* **Staff engagement:** Measuring staff engagement and satisfaction with new technologies and processes.

## Key enablers

- \* **Technology:** Advanced care management systems and digital tools.
- \* **People:** Skilled workforce and ongoing training programs.
- \* **Process:** Streamlined care delivery processes and protocols.
- \* **Partnerships:** Collaborations with research organisations and innovative care providers.
- \* **Property:** Strategic investments in infrastructure and technology to enhance service delivery and operational efficiency.
- \* **Capital:** Development and maintenance of facilities that provide a safe, comfortable and supportive environment for our residents.





## In the short-term...

### Quality standards

We'll embed quality standards and continuous improvement education to enhance care quality.

### Strategic partnerships

We'll develop partnerships with organisations and innovative providers to improve our care experience.

## In the medium-term...

### Reduce system complexity

We'll streamline our core systems to enhance care delivery.

### Focus on care model delivery

We'll implement a sustainable regional model and expand home care services to meet the evolving needs of our clients.

## In the long term...

### Investment in technology

We'll enhance digital maturity and improve care quality through strategic partnerships and technology investments.

### Collaborative networks

We'll strengthen relationships with various organisations to drive innovation and enhance care delivery.

# Purposeful living & vitality

## Our clients and residents will engage with and benefit from our engagement and purposeful living programs.

We understand that meaningful activities and social connections play a vital role in enhancing the wellbeing of older adults. Our goal is to create an environment where clients and residents can thrive through meaningful activities and social connections. By offering a diverse range of programs and using advanced technologies, we aim to enhance the quality of life for everyone in our community.

Engagement in lifestyle services is about more than just participation; it's about creating opportunities for growth, enjoyment, and social interaction. We're dedicated to developing and implementing a consistent lifestyle and engagement framework that aligns with our care model. This ensures that every individual has access to activities and services tailored to their interests and needs, promoting overall wellbeing and happiness.

Our vision for Lifestyle & Engagement is to create a vibrant community where every client and resident feels connected and valued. We understand that social isolation can significantly impact mental and physical health, especially for older adults. That's why we're committed to providing programs that foster social interaction, stimulate mental activity, and promote physical wellbeing. From digital engagement platforms to in-person activities, we aim to offer diverse opportunities that cater to the varied interests of our clients and residents.

Our approach to lifestyle and engagement is rooted in the belief that everyone deserves to live a life full of joy and purpose. We continuously seek feedback from our clients and residents to ensure that our programs meet their needs and preferences. By fostering a culture of inclusivity and respect, we create an environment where every individual can participate in meaningful activities and build lasting relationships. Our commitment to lifestyle and engagement is unwavering, and we strive to enrich the lives of our residents and clients every day.

## Key measures

- \* **Engagement levels:** Participation rates in lifestyle and engagement programs.
- \* **Client satisfaction:** Feedback on the quality and variety of activities offered.
- \* **Health and wellbeing:** Improvements in mental and physical health indicators.
- \* **Technology adoption:** Usage rates of digital engagement platforms.

## Key enablers

- \* **Technology:** Digital platforms and innovative engagement tools.
- \* **People:** Trained staff and volunteers facilitating engagement activities.
- \* **Process:** Structured programs and activities tailored to client and resident needs.
- \* **Partnerships:** Collaborations with community organisations and service providers.
- \* **Property:** Creating and maintaining vibrant, accessible spaces that promote social interaction and community engagement.
- \* **Capital:** Strategic investments to fund key initiatives, ensuring sustainable growth and continuous improvement.







## In the short-term...

### Engagement in lifestyle services

We'll implement a consistent engagement and purposeful living framework aligned with the SCC care model.

### Lifestyle and engagement solutions

We'll offer a user-friendly digital solution for residents and clients to easily engage with and participate in our lifestyle program.

## In the medium-term...

### Social connection

We'll utilise technology to foster social connections and reduce feelings of isolation and loneliness.

### Personalised service offerings

We'll create options for residents and clients to access additional services tailored to their needs and interests.

## In the long term...

### Investment in technology

We'll utilise technology to support our lifestyle and engagement initiatives.

### Partnerships

We'll extend partnerships to support our engagement and purposeful living programs, including those focused on leisure education.

# Build a community

## We'll have strong communities across NSW & ACT focused on uplifting people and protecting our planet.

Building strong, supportive communities is at the heart of SCC's mission. Our goal is to create vibrant, inclusive environments where individuals feel connected and valued. By fostering community champions and implementing sustainability initiatives, we strive to make a positive impact on both people and the planet.

Community engagement is essential for creating a sense of belonging and purpose. We're committed to developing and growing internal and external community champions who will lead efforts to support and uplift our communities. Our focus on Environmental, Social, and Governance (ESG) principles will guide our actions towards sustainability, ensuring that we protect our environment while enhancing the quality of life for our clients and residents.

Our vision for Community extends beyond providing care; it involves creating spaces where people can thrive together. We believe that a strong community is built on mutual respect, support, and shared goals. By empowering individuals to take active roles in their communities, we foster a sense of ownership and pride. This not only enhances the quality of life for our clients and residents but also strengthens the social fabric of our communities.

Our commitment to sustainability is a core aspect of our community strategy. We recognise the importance of protecting our planet for future generations. Through initiatives such as waste reduction, energy efficiency, and sustainable practices, we aim to minimise our environmental footprint. Our focus on ESG principles ensures that we are not only providing excellent care but also contributing positively to the broader society.

## Key measures

- \* **Community engagement:** Levels of participation in community programs and initiatives.
- \* **Sustainability impact:** Progress on sustainability goals and ESG compliance.
- \* **Volunteer involvement:** Number of volunteers and hours contributed.
- \* **Environmental standards:** Achievement of green star ratings and other sustainability benchmarks.

## Key enablers

- \* **Technology:** Tools for community engagement and sustainability tracking.
- \* **People:** Community champions and engaged volunteers.
- \* **Process:** Structured programs and sustainability practices.
- \* **Partnerships:** Collaborations with environmental and community organisations.
- \* **Property:** Maintaining eco-friendly, accessible spaces that foster community interaction.
- \* **Capital:** Investing in community-building and sustainability initiatives for lasting impact.





## In the short-term...

### Build community champions

We'll develop and grow both internal and external community champions.

### Focus on ESG

We'll implement the Reflect RAP, the Laudato Si pathway, and address modern slavery with a strong focus on vendor governance.

## In the medium-term...

### Volunteering and pastoral program

We'll establish a volunteering and pastoral program, expanding our community and corporate partnerships.

### Sustainability

We'll start integrating sustainability guidelines into all our projects.

## In the long term...

### Donor relationship management

We'll build strong relationships with donors to support our charitable mission.

### Green star ratings

We'll design new homes to achieve high Green Star and NABERS ratings for sustainability.

# Good governance

## Continue to adapt to the reform agenda, ensuring a sustainable future.

Good governance is the cornerstone of our commitment to excellence and sustainability. Our primary goal is to ensure that our governance structures are robust, transparent, and accountable, so we can continue to be there for our clients, residents, and their families for the long term. This involves maintaining strong governance frameworks, ensuring compliance, and fostering accountability across all levels of the organisation. By collaborating with business units and implementing effective risk management practices, we secure a stable and prosperous future that directly benefits those we support.

Effective governance is about more than just meeting standards; it's about proactively managing risks and opportunities to ensure that we can consistently deliver high-quality care. We're dedicated to creating a culture of accountability where every team member understands and upholds our strategic objectives. Through continuous improvement and innovation, we adapt to the evolving landscape, ensuring we stay true to our mission as a not-for-profit.

Our vision for good governance is to build a transparent, accountable, and resilient organisation. Strong governance is essential for our long term sustainability and success. By fostering a culture of integrity and transparency, we ensure that our actions align with our values and strategic goals. This approach not only builds trust with our stakeholders but also enhances our ability to respond to challenges and opportunities effectively.

Good governance directly impacts the quality of care we provide. Strong governance structures enable us to consistently meet high standards, ensuring that our clients and residents receive the best possible support. Transparent and accountable practices build trust not only with our stakeholders but also with the families and individuals who rely on our services. We are committed to creating an environment where care and compassion are seamlessly integrated into our governance framework, fostering a sense of security and wellbeing for all those we serve.

## Key measures

- \* **Compliance:** Adherence to Quality Care Standards and other regulatory requirements.
- \* **Financial health:** Metrics on financial stability and income diversification.
- \* **Risk management:** Effectiveness of governance structures and risk mitigation strategies.
- \* **Accountability:** Levels of transparency and accountability across the organisation.

## Key enablers

- \* **Technology:** Advanced governance and compliance tracking systems.
- \* **People:** Skilled governance and risk management teams.
- \* **Process:** Robust governance frameworks and risk management protocols.
- \* **Partnerships:** Collaborations with business units and regulatory bodies.
- \* **Property:** Maintaining safe, accessible facilities that support governance and compliance.
- \* **Capital:** Funding to strengthen governance and support risk management.





## In the short-term...

### **Business partnering**

We'll collaborate with business units to ensure ongoing accountability and embed the strategic plan.

### **Focus on risk and compliance**

We'll ensure compliance with Quality Care Standards by standardising processes, procedures, and reporting.

## In the medium-term...

### **Financial sustainability**

We'll create a stable financial foundation with diverse income sources to ensure long-term success.

### **Enterprise risk management**

We'll ensure strong governance structures to support financial and operational integrity.

## In the long term...

### **Funding models**

We'll explore and implement new funding options to ensure diverse and sustainable revenue streams.

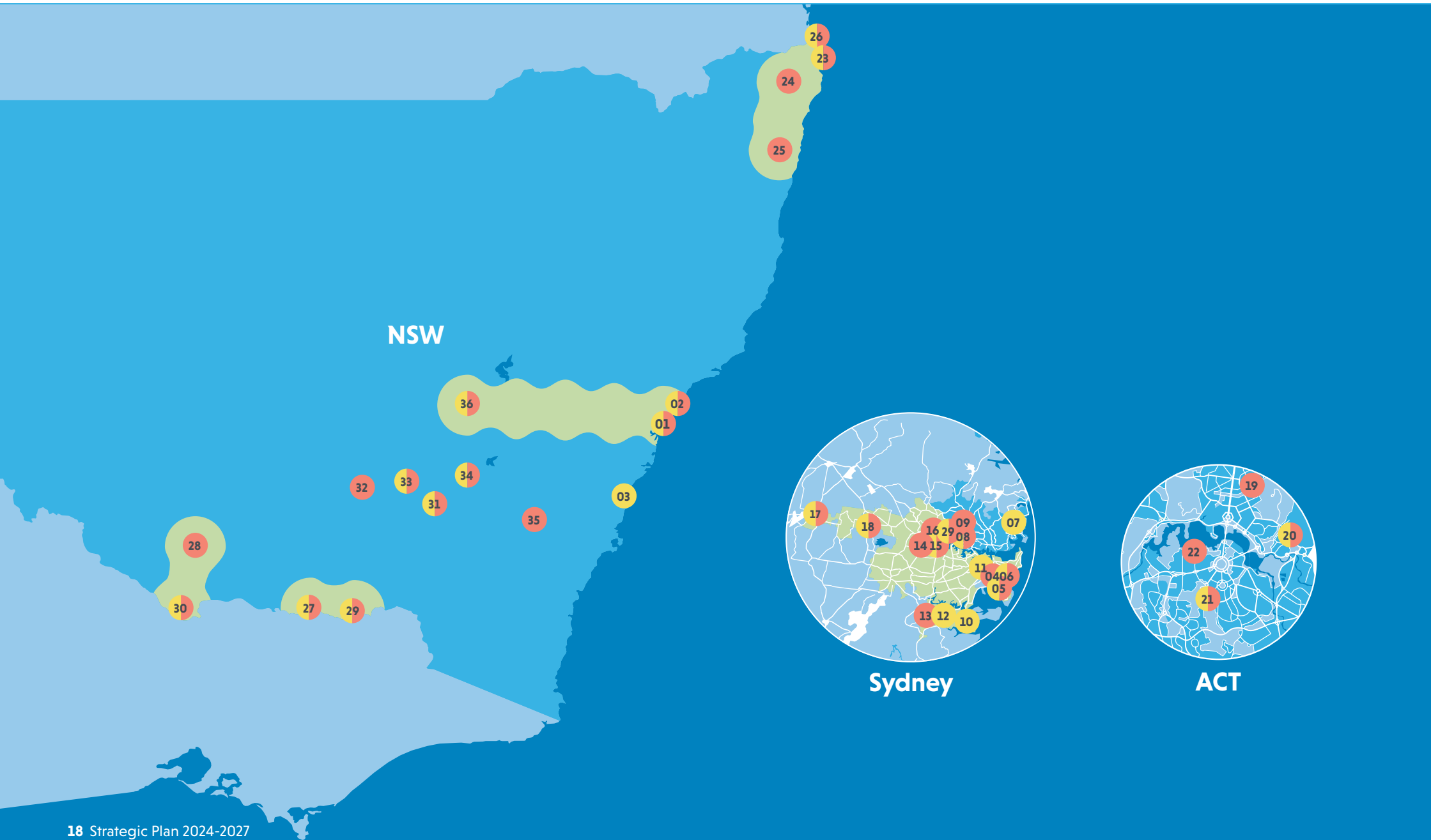
### **Risk management and clinical governance**

We'll meet and exceed industry standards for Residential Aged Care and Home Care, continuously improving through regular accreditations and audits.





# Where you can find us



## NSW Metropolitan




### Central Coast

- 01 Bateau Bay 
- 02 Caves Beach 

### Illawarra Shoalhaven

- 03 Thirroul 





### Sydney East

- 04 Daceyville 
- 05 Maroubra 
- 06 South Coogee 

### Sydney North

- 07 Manly Vale 
- 08 Marsfield 
- 09 North Turramurra 





### Sydney South

- 10 Caringbah 
- 11 Marrickville 
- 12 Kirrawee 
- 13 Sutherland 

## Sydney West





- 14 Greystanes 
- 15 Merrylands West 
- 16 North Parramatta 
- 17 Penrith 
- 18 Plumpton 

## ACT



- 19 Braddon 
- 20 Campbell 
- 21 Garran 
- 22 Yarralumla 

## NSW Rural & Regional





### Northern NSW

- 23 Banora Point 
- 24 Casino 
- 25 Grafton 
- 26 Tweed Heads South 

## Riverina

- 27 Corowa 
- 28 Deniliquin 
- 29 Lavington 
- 30 Moama 

### South West Slopes

- 31 Cootamundra 
- 32 Leeton 
- 33 Temora 
- 34 Young 




### Southern NSW

- 35 Goulburn 

### Western NSW

- 36 Parkes 

### Legend

-  Retirement Villages
-  Residential Care
-  Home Care



we care  
about  
**people**