

2020 - 2021
ANNUAL REPORT



Suncare
COMMUNITY SERVICES



THE SUNCARE STORY

Artist: Paul Calcott

This traditional dot painting reflects Suncare's wide area of operation extending from Rockhampton to Brisbane. The series of circles represent Suncare locations, the Elders seated around two intertwined

yarning circles depict the management committee as they oversee operations. A variety of symbols represents communities, families and individuals supported by Suncare.

Acknowledgement of the Traditional Owners

Suncare Community Services Ltd acknowledges the traditional custodians of country throughout Australia, their diversity, histories and knowledge and their continuing connections to land and community.

We pay our respect to all Aboriginal and Torres Strait Islander people and their cultures, and to elders of past, present and future generations.

Aboriginal and Torres Islander people should be advised that this publication may contain images of people who are deceased.

Suncare's practice framework is based on the strength of bringing community, family, relationships and culture together. We acknowledge Aboriginal and Torres Strait Islander people's contribution to shaping our practice framework thinking.

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CHAIR REPORT



Mario Pennisi AM
Chair

Welcome to the 2020-21 Annual Report for Suncare Community Services. During 2020-21 Suncare has maintained focus on the important issue of delivering outstanding customer experience to a growing number of customers, notwithstanding a year of significant challenges.

We saw some changes within the Board of Directors, and our CEO left after six years of service to the organisation. We note our appreciation to Russell Mason for his leadership and guidance during that time.

Ahead of the appointment of a new CEO, we are undertaking a review of the organisational structure to ensure we have a strong foundation on which to deliver the objectives laid out in our Strategic Roadmap.

During this period of change, Suncare's Executive Leadership Team has demonstrated resilience and commitment, continuing to ensure quality service delivery against a backdrop of significant Home Care Package growth and the implementation of a complex Information Technology project.

This year, the Board supported the expansion of Clinical Care Service delivery within Suncare's existing footprint through the development of a Clinical Care Framework and the formation of a Clinical Care and Governance Committee which will be led by a new Director with specialist experience.

Our focus on quality assurance and safety remained strong as we considered the findings of the Royal Commission into Aged Care Quality and Safety.

All Directors and Officers undertook professional development on their responsibilities in relation to Workplace Health and Safety. Internal audit scoping and procurement of specialist services to test our systems also commenced.

The Board maintained a considered and ethical approach to financial management. Despite market challenges, Suncare's investment portfolio continues to generate good returns leaving Suncare well-placed to manage changes to the Home Care Package payment mechanism recently announced by the Federal Government. Suncare will see a reduction in portfolio balances over the next three years as a consequence of these changes, but interim returns will lessen the impact.

Agreements with Sunshine Coast Council to lease premises have provided an opportunity for Suncare to commence a program of maintenance and improvement at the Maroochydore Community Centre. We are reviewing options for the use of this facility in consultation with stakeholders and with regard to our Strategic Plan.

In this ongoing COVID era, the Suncare Board remains aware of the trust placed in Suncare by customers, staff and members. We appreciate and value the hard work that our people do in the organisation and in the communities we serve.

We look forward to a fulfilling 2021-22 as we grow and continue to evolve as an industry-leader in the delivery of community services.

“ Our focus on quality assurance and safety remained strong as we considered the findings of the Royal Commission into Aged Care Quality and Safety. ”

CHIEF EXECUTIVE REPORT



Angela Massy
Acting Chief Executive Officer

2020-21 was a period of challenge and change, and I am extremely proud of how our staff and volunteers have adapted, responded and remained committed to serving our customers.

The ongoing commitment to **making people's lives better**, and the care and dedication of our people is evident through the positive and touching feedback that we receive from our customers and their families every day.

Whilst we live with the ongoing impacts of COVID-19, the team continues to work tirelessly to ensure that our staff, our volunteers and our customers remain safe.

It is with pride that I recognise the inspirational efforts of our Suncare staff and volunteers who have constantly exceeded expectations through the constant upheaval of regular lockdowns and outbreak concerns. They have not only supported customers with necessary services, they have provided a sense of security for a vulnerable group in challenging times.

As part of our program of continual improvement, Suncare has implemented a range of new, innovative platforms in 2020-21. Software programs such as Donesafe and AlayaCare were customised to suit Suncare's service delivery model. Our service delivery processes will continue to be enhanced over the coming 12 months as we embed these systems.

The implementation of Docebo, our new learning and

development system, has strengthened our approach to the learning and development needs of our people. This system helps us to build an extensive library of content, made available for our people so they may build and grow their skills and knowledge. The system enables staff to upload their own content to assist with the learning needs of their peers and ensure skills remain up to date and fully compliant.

With an estimated one in four older Australians living alone, Suncare is dedicated to overcoming social isolation and loneliness for older members of our community.

We do this through our Digital Program, that uses iPads to connect people with family, friends and support services along with a raft of other programs designed to help reconnect people with their community through participation.

Thanks to the generous donation of a vehicle, including operating expenses from the Eastern Star Foundation, our Community Visitors Program now has greater opportunity to reduce social isolation in our community. This new vehicle allows us to travel to those who may have otherwise missed out or benefited from this program.

As Suncare continues to adapt to the 'new normal', we are well placed to meet ongoing pandemic challenges. With a united approach and the commitment of our staff, volunteers, members and our board, we will continue to **make people's lives better.**

“ With an estimated one in four older Australians living alone, Suncare is dedicated to overcoming social isolation and loneliness for older members of our community. ”

OUR COMMUNITY

Suncare is committed to building connections in our community and supporting our customers and their families through social interaction, events and activities.

Digital Connection

Suncare's Digital Program was expanded in 2020-21 to assist more customers to connect with friends, family and everyday services.

The Program, launched in March 2020, helps customers to connect socially and to access services available to help older Australians, which increasingly require an email address or access to a website. Suncare's Digital Program directly addresses this need. Providing iPads and access to the internet, the program teaches participants how to use technology and apps, offers step-by-step learning activities and information including Quick Start Guides to help build confidence when using technology.

Connecting with the Community

Suncare's community group activities and events remain central to building friendships and connection to the community.

Social group activity highlights during 2020-21 included Easter activities, social outings to restaurants and sporting activities.

Meals on Wheels Support

Support from the wider community has enabled the Suncare Meals on Wheels service to continue without disruption during Maroochydore Community Centre renovations.

Meals on Wheels is currently operating from the Sunshine Coast University. Using the Rip City Café facilities, this temporary arrangement is the result of our positive relationship with University of the Sunshine Coast Basketball Club.

Boronia Cottage

Boronia Cottage, located on Bribie Island, is a purpose built respite facility offering 24/7 dedicated respite care options when carers or family members require extra support.

This year the Cottage benefitted from upgrades conducted during COVID closures. The Cottage was painted and Netflix was added to the facilities to improve the respite experience for customers, with very positive feedback received. A grant from Bribie Hospice is also improving access and usability of the garden.

Community-based recreational activities offered at the Cottage include fishing excursions, scenic drives, visits to local attractions including the Bribie Island Butterfly House, Woodford Tavern, Sunshine Coast Hinterland and the Maleny Botanical Gardens and Bird Sanctuary.



Aunty Betty Memorial Reconciliation Walk

Suncare sponsored the Aunty Betty Memorial Reconciliation Walk in June 2021.

The event honoured the memory and work of Historical Elder Aunty Betty McMahon. Aunty Betty was heavily involved with Suncare Community Services until her retirement in 2015.

She was an active member of the Suncare Committee, a member of the Strategic Marketing Committee and lead Cultural Advisor on both the First People's Advisory Committee and Suncare's Reconciliation Action Plan.



Celebrating Connection

As a community services organisation we are committed to developing relationships with Aboriginal and Torres Strait Islander communities and building cultural connections.



“ Our vision for reconciliation is based on engagement, respect and unity between First Peoples and other Australians. We are committed to a Reconciliation Action Plan and a socially inclusive culture. ”



SUNCARE PROGRAMS AND SERVICES

Home Care Packages

In May 2021, Suncare achieved a significant milestone when we delivered 1,000 Home Care Packages. Our reputation as a leading provider continues to be enhanced by working closely with our customers to tailor their package to suit their needs and lifestyle.



Community Visitors Scheme

Providing companionship services, the Community Visitors Scheme continues to help older Queenslanders to reduce their risk of social isolation and build friendships. Suncare's Community Visitors Scheme has been designed to improve quality of life by matching customers with volunteers who have similar interests.

Short Term Restorative Care

The expansion of our allied health and clinical teams is assisting our delivery of Short Term Restorative Care programs. These services are tailored for each customer and well suited to older people recovering from illness or injury. They also assist those looking to improve their overall health and wellbeing so they may remain living independently at home.

Regional Assessment Service

Funded through the Commonwealth Home Support Programme, Suncare's Regional Assessment Service conducts Home Support Assessments to identify lower level in-home support needs for customers. Our assessors are often a customer's first contact when navigating aged care services, and play a pivotal role in matching customers with appropriate support.

Commonwealth Home Support Programme

Suncare continues to support customers with entry level in-home service needs such as grocery shopping, food preparation and housekeeping. These services support independent living at home.

NDIS Coordination Services

Suncare's NDIS support and coordination services continue to help customers achieve their NDIS plan goals and remain connected within their communities.

These services are available for customers in North Brisbane, Sunshine Coast and Gympie and provided through qualified Support Coordinators and a specialist NDIS team.

Responding to COVID-19

Although COVID-19 has created some challenges in how we operate, protecting our customers, staff and wider community remains our priority.

Our dedicated and tireless team have responded to COVID-19 and adapted business practices to minimise cancellation of services and ensure our customers remain engaged and supported in their communities.

Meals on Wheels:

The solution for continuation of our meal service was to move from hot meals to frozen meals that are ready for reheating by either microwave or conventional oven. This change created the extra benefit of being able to offer our customers greater menu choices and flexibility in meal options.

Temporary cancellation of volunteer activities:

Suncare introduced precautionary safety measures including temporary cancellation of volunteering activities during the peak of the pandemic. During this time our Suncare staff completed tasks previously completed by volunteers. We welcomed our volunteers back in September 2020.

Identifying 'at risk' customers:

We introduced one-on-one support for customers identified as being at risk of isolation when group activities were cancelled.

Supporting those most in need:

We continued to support our most vulnerable members of the community during the pandemic by delivering food, toilet paper and other essential items.

Clinical Team Expansion

Suncare's Clinical Team was expanded in 2020-21 to enable us to continue meeting the needs of the communities we serve.

Allied health and nursing services are highly sought-after clinical services offered through Home Care Packages, the Short Term Restorative Care program as well as self-funded services. Suncare is now able to deliver these services internally without engaging external agencies, creating cost and time efficiencies. Our clinical structure is designed to support Short Term Restorative Care program demands as well as the growing need from other clinical areas of the business.

Successful recruitment initiatives in 2020-21 resulted in appointing additional clinical team members as follows:

- 3 Physiotherapists
- 7 Occupational Therapists
- 2 Nurses
- 2 Short Term Restorative Care, Care Coordinators

Growing our Social Support

Suncare secured tenancy for three additional community centre venues in 2020-21.

The new venues enable Suncare to increase social connectivity within the Sunshine Coast community through group activities and outings. The new centres, located in Kawana, Buddina and Nambour, provide additional activities and grow the current social offerings hosted through the Maroochydore Community Centre.

Suncare's social outings have always proved popular with our customers, and are even more popular since initial COVID restrictions were lifted. Our team continues to work tirelessly to ensure COVID does not prevent our customers from participating in activities or connecting with friends and their communities.

Responding to demand for services

In response to the increased demand for older community members wishing to remain living independently at home, Suncare launched a recruitment campaign promoting more than 100 job vacancies and volunteer roles across Queensland.

A pop-up careers event held at the Sunshine Plaza in March 2020, also launched our new dedicated Suncare Careers website which showcases the role of 'Suncarers' and highlights the fulfilling career and volunteering options available at Suncare.

The event was well supported by local media and attended by Ted O'Brien MP - Federal Member for Fairfax.

Making a difference

Bill's Story



Putting customers in control and choosing the services that suit their lifestyle is important. World War II veteran and Suncare customer Bill, is an active member of the Sunshine Coast community. At 98, he cooks most of his own meals and mows his own lawn, but relies on Suncare to assist with pruning his garden.

Robyn's Story



When Suncare customer Robyn lost full movement of her leg following an accident, her physical and mental health was affected. Being able to choose her NDIS support services was important. Suncare helped Robyn integrate back into her community and connected her with indigenous workers, support programs and activities.

Rosemary's Story



It's important to have options for using your Home Care Package and receiving support at home. Rosemary lives with her son Eden, and enjoys painting and spending time in her garden. Suncare provides housekeeping assistance and home and garden maintenance so Rosemary can enjoy doing what she loves.

Mary's Story



100-year-old Mary is an active member of her golfing community and depends on Suncare for transportation services to be able to participate in golf and other outings.

OUR PEOPLE

Staff Achievement Awards

Our Staff Achievement Awards acknowledge the significant difference our employees make in our customers' lives and in the community. Congratulations to our 2020 Award winners.

Employee of the Year

Lynda de Groot

Lynda was recognised for being an exemplary role model for Suncare staff and her commitment to Suncare's aspirational behaviours:

- Obsession with the customer experience
- Fostering an agile and enabling culture
- Fully embracing the digital experience
- Continuous evolution of core strengths
- Thinking strategically and planning to succeed
- Finding innovative ways to do business

Support Office Staff Member of the Year

Emma Mills

Our Administration Officers, Scheduling Officers, Customer Service Advisors and Customer Liaison positions support our customers to remain active and connected to their communities while living independently at home. Emma's commitment to building relationships and supporting Suncare team members makes her a deserving recipient of this award.

Support Worker of the Year

Natalie Baker

Our support positions of Domestic Assistant and Support Worker are vital to enable our customers to live independently in their homes for longer. Congratulations to Natalie Baker for her drive and initiative to provide the best customer experience for our customers.

Team Leader of the Year

Kylie Bertram

Our Team Leaders help to create high performing and innovative teams who ensure that the customer is at the centre of our service. Kylie's professionalism and outstanding work ethic was recognised by her team and colleagues in the 2020 awards.

Care Coordinator of the Year

Carolyn Stout

Suncare Care Coordinators need a broad range of skills, the most important is an ability to really listen to our customers and understand their needs. Carolyn was recognised for her proactive commitment and dedication in aligning services to each individual customer's needs and wishes.

Volunteer of the Year

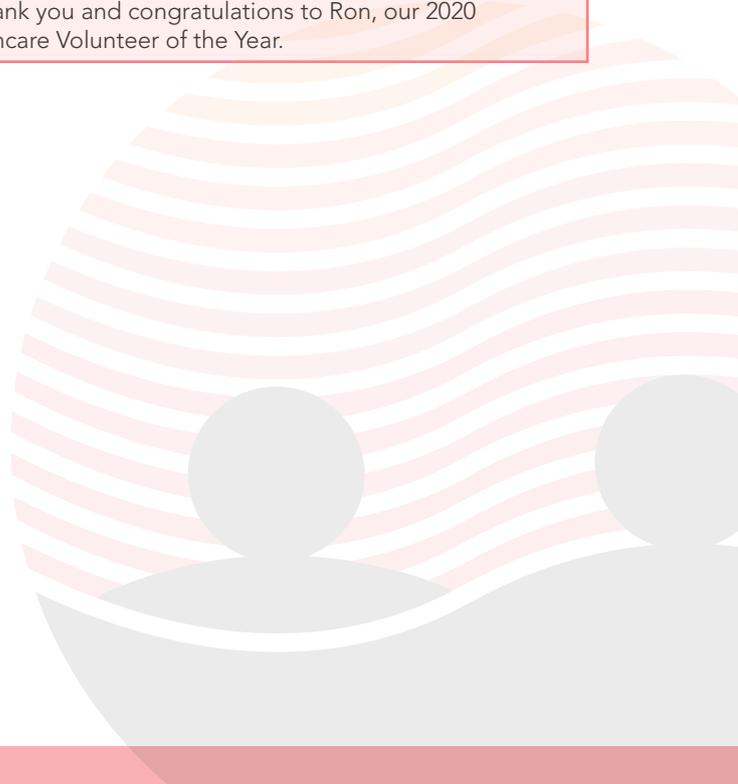
Ron Hewitt

Our volunteers are integral to Suncare's success. They play an important role in giving back to the community through their volunteering efforts, helping customers living at home to remain socially engaged and active. Thank you and congratulations to Ron, our 2020 Suncare Volunteer of the Year.

Regional Assessment Services Assessor of the Year

Tracey Diver

Suncare's Regional Assessment Services Team are often the first contact customers have when navigating aged care services. Congratulations to Tracey for playing a pivotal role in matching customers to appropriate support for their needs.



Service Recognition

The dedication and contribution of our many loyal and long serving employees helps to build our positive culture and reputation in the community. We congratulate our employees on achieving the following employee service milestones:



Rob Miles Quality & Risk Manager



Fiona Bosworth Care Coordinator

Samantha Martin Support Worker

Alison Every Domestic Assistant

Lisa Fourie Customer Service Advisor

Christine Allen Support Worker

Jemma De-Nooyer RAS Home Support Assessor

Joanna Zanetti RAS Home Support Assessor

Kylie Bertram RAS Team Leader

Rowena Warren RAS Home Support Assessor

Emma Horsefield Care Coordinator

Janine Ward Support Worker

Aaron Duffy ICT Officer

Vivienne Cunningham Support Worker

Angela Massy Head of Strategy Innovation and Connection

Katrina Hennig Support Worker



Margaret Hutchings Support Worker

Ida Adams Support Worker

Martin James ICT Manager

Linda McNee Support Worker



2020 Suncare Conference

With a focus on building an inclusive and future ready workforce, Suncare's first virtual conference was held in December 2020, opening up attendance to more than 300 participants.

Conference attendees were informed about the future direction for Suncare and enjoyed a range of live speakers, pre-recorded content and staff awards presentations.

Conference achievements and audience engagement highlights from the online event include:

- 214 RSVPs for the live event
- 250 views during the event, including sites hosting multiple people
- Average view time of 84 minutes
- Pre-released videos watched in excess of 70 times during conference week
- 100% of respondents participating in the post-conference survey felt the conference was inclusive
- The Staff awards were the most popular segment of the conference



Honouring our Life Members

Honorary Life Membership is a prestigious recognition, awarded for outstanding service, dedication and tireless commitment to Suncare Community Services and our customers.

Suncare's Life Members have helped to build Suncare's foundation for success and lasting legacy of compassion and service.

John Alsbury

Justin Duncombe

John Gosney

Iain Green

Arthur Hodge

Olwyn Kerr

John Loxton

Alan Sinclair

Rick Stinton

Ian Barnett

Patricia (June) Conolly

Rex Wigley

Suncare Stories

Suncare staff and volunteers experienced a glimpse into our customers' lives and how Suncare is **making people's lives better** through a series of video presentations as part of the 2020 virtual conference.

Video presentations included customer stories, a mini-documentary celebrating Suncare's 50 years, organisational updates and 50th anniversary staff and customer stories.

Suncare customer Milton Milligan's story was a highlight of the conference.

“ I couldn't see myself going into a retirement village...

When you grow older, your whole life changes.

You depend on people like Suncare for a lot of things. They are more like our family, the connection is so important, and they do so much for us. I like everything about Suncare

– we couldn't have had more support if we'd tried. ”



Suncare Volunteers

Our volunteers empower the older members of our community to be able to live life on their terms, by accompanying them on social outings and excursions, providing transport or assisting the Meals on Wheels team.

“ Suncare has more than 200 volunteers who make a positive difference in our community every day ”

Volunteer Awards

Suncare was well represented at the Queensland Volunteering Awards, Sunshine Coast Volunteer of the Year Awards and Wide Bay Volunteer Awards in 2021.

Five volunteers were recognised for their outstanding service to the Sunshine Coast and Wide Bay communities when they were nominated in the awards:

- Bernice Axsentieff (Sunshine Coast Community Visitors Scheme Volunteer)
- Barbara Barnard (Sunshine Coast Community Transport Driver Volunteer)
- Bev Wilson (retired Sunshine Coast Meals on Wheels Volunteer)
- Allan Watson (Sunshine Coast Community Transport Driver Volunteer)
- Jude Ashman (Wide Bay Community Visitors Scheme Volunteer)



Sunshine Coast Volunteer of the Year Awards

Suncare Community Wellbeing Manager, Liza Perrins, presented the award for the Senior and Aged Care category at the Sunshine Coast Volunteer of the Year Awards.

International Volunteers Day

Celebrations for International Volunteer Day in December 2020 recognised the significant positive impact that our more than 200 volunteers make every day.

The unwavering support from volunteers was especially exceptional in 2020, with our volunteers adapting to significant changes brought about by COVID-19.

Through the Suncare Digital Program and a revised Meals on Wheels delivery operation, our volunteers maintained strong connections with our customers and support to families experiencing additional strain during this time.

A special thank you

In January 2021, 81-year-old Bev Wilson retired from more than 15 years of service as a Meals on Wheels volunteer.

Bev is well known within Suncare and the wider Sunshine Coast community for her generosity, kindness, dedication and friendship.

It is estimated Bev has spent hundreds, if not thousands, of hours helping the team at Meals on Wheels and acting as a buddy to new volunteers.

Bev's enthusiasm and happy approach was recognised when she was nominated for the Volunteer Impact Award in 2020.

She will be missed by all.



OUR OPERATIONS

Building the Suncare Brand

Public relations, marketing and social media efforts have continued to build Suncare's brand as a provider of choice. This year has brought significant change to the way Suncare approaches marketing. We have successfully partnered with two specialised, professional organisations for delivering our marketing and communication strategies.

Marketing and communication specialists, Bold! Marketing Communication creates our regular customer newsletters, manages our email marketing and social media function, generating exceptional content that enhances our brand and effectively communicates our key messages. We also work with Fresh PR to uncover stories suitable for sharing through the media that promotes Suncare as a leading Home Care Package provider and respected community services organisation.

We continue to build our brand as an employer of choice with our marketing efforts supporting our recruitment drive for talented and committed employees. Dedicated careers marketing materials include pop-up events in shopping centres, advertising, using social media and radio, implementation of a comprehensive careers website and careers information leaflets.

2020-21 marketing achievements include digital newsletters performing well above industry averages and social media engagement exceeding benchmarks for not-for-profit organisations across Facebook, Instagram and Twitter.

Innovation and Learning

Suncare continues to invest in innovative business practices that support our service delivery. Docebo, a learning management system, was implemented in 2020-21 to further build the knowledge and skills of our staff. Docebo is a state-of-the-art learning platform that is tailored to Suncare's unique learning and content needs.

This includes enabling staff to directly contribute to learning opportunities and outcomes for their peers and the organisation as a whole. For example, a team member may record their own content relating to specific duties, such as how to use equipment, which may be added to our library of content. This innovative approach to learning supports Suncare's formal training approach while capturing knowledge and experience of existing team members.



750,000+ page impressions



12,000+ page impressions



10,000+ impressions



70,000+ impressions



Environmental Performance

Suncare is committed to becoming a best practice organisation for environmental sustainability.

Our sustainable business model takes into account our impact on our local communities. We are working with environmental consultants to help achieve our sustainability goals and ultimately become carbon neutral.

Utilities

During the 2020-21 financial year Suncare offset 50.73 tonnes of CO₂. Suncare continues to work with landlords and managing agents to identify options that further reduce our impact on our communities and the environment.

Fleet Vehicles:

Hybrid electrical vehicles now make up 63 percent of our 42-vehicle fleet. Our percentage of hybrid vehicles will increase during the 2021-22 financial year with the replacement of remaining petrol Rukus vehicles with hybrid Prius vehicles.

There was a one percent increase in CO₂ emissions compared to the previous year, however the business had a considerable increase in vehicle usage and kilometres travelled due to substantial growth in outputs and revenue. We continue our efforts to reduce our emissions as we complete our Carbon Neutral project.

Workplace Health & Safety

While 2020-21 was a challenging year, Suncare staff adapted quickly to additional COVID-19 requirements associated with the pandemic.

Our staff response included managing everchanging government directives, getting tested when needed and following the infection prevention and control guidelines to keep customers, staff and community members safe.

The introduction of Donesafe is helping to keep safety at the forefront of day-to-day work life and in turn creating a positive change to the safety culture within Suncare. The new software has resulted in increased reporting of workplace health and safety matters.

Quality Accreditation

Suncare's commitment to continuous improvement and quality standards was recognised in May 2021.

An audit against AS/NZS ISO 9001:2015 (Quality Management System), conducted by the Institute for Healthy Communities Australia Certification Pty Ltd, recommended continuation of Suncare's accreditation.

In July 2020, Suncare was also accredited against the National Disability Insurance Scheme (NDIS) Practice Standards and met certified standards for our registration classes.

Effective Risk Management

Our commitment to effective current and emerging risk management has resulted in the implementation of Donesafe.

The new system has successfully brought together information previously collected by multiple platforms. With access to real time dashboards, Suncare's workplace health and safety incidents and hazards are managed through Donesafe which collects and analyses customer feedback, manages internal auditing and contracts with external providers.

Customer Experience

Customer feedback helps us to develop a deep understanding of our customers' and communities' needs so we can align our products and services to these needs.

What our customers say

"I feel very supported by my Care Coordinator and the staff that support me."

"I feel supported in the community and would not be able to attend my appointments without my Support Worker."

2020-21 Customer Satisfaction Survey Responses

Respondents agree:

I am satisfied with the services I received

97%

Suncare listened to me

97%

Suncare is committed to continuous improvement

96%

I trust Suncare to deliver what they promise

95%

Suncare is sensitive to my cultural and individual identity

84%

10 20 30 40 50 60 70 80 90 100

Employee Overview

Suncare supports an inclusive workforce that promotes flexibility and diversity.



69% Part-time
26% Full-time
5% Casual



12% Male
88% Female



Age of workforce
Under 35: 24%
35-50: 37%
Over 50: 39%



Length of service more than 5 years
16%

Talented and Committed Employees

Attracting and retaining staff with a strong cultural fit and dedication to customers remains a priority.

Our new dedicated careers website was launched in 2020, and aims to position Suncare as an employer of choice. Sharing staff and volunteer videos, it provides an insight to the varied and rewarding work and volunteering opportunities available.

The user-friendly website emphasises the importance of transferrable skills and what it means to be a 'Suncarer' rather than just focusing on potential candidates' qualifications.

The website also provides direct links to current vacancies and HR contact information to streamline application processes.

Recruitment in Action

During this period, Suncare embarked on a considerable recruitment drive to respond to a forecasted period of significant growth.

Attracting a flexible and skilled workforce is vital to achieving our vision. Our successes include growing our workforce by approximately 25% and reaching 1,000 Home Care Packages in May 2021.

The pop-up careers event held at Sunshine Plaza in March 2021 launched Suncare's dedicated careers website and promoted more than 100 job and volunteer vacancies across Queensland.



Social Media Support

Suncare's pop-up careers event and dedicated careers website were also supported through jobs vacancy advertising and promotion of the pop-up event on social media.

Staff and volunteer videos outlining what it means to be a 'Suncarer' and jobs vacancy ads were shared across multiple social media platforms.

Social media achievements associated with the pop-up event and careers website include:

- 6,800+ views of the careers website in Quarter 3, 2020-21
- 2,000+ click throughs to the Current Vacancies link in Quarter 3, 2020-21
- Subscription of more than 50 people to the careers database
- 3,000+ impressions for Facebook pop-up event posts
- 2,000+ impressions for Instagram pop-up event posts
- 300+ impressions for LinkedIn pop-up event posts
- 800+ impressions for Twitter pop-up events posts



Learning and Development

Implementation of Docebo has enabled a strategic approach to workforce planning. This mobile-enabled program supports the learning and development needs of employees.

Considering employee lifecycles, Docebo delivers engaging and highly relevant learning opportunities for induction, upskilling and career development.

A full time Training Officer was also appointed to enhance learning and development opportunities, through in-person staff training workshops across our service regions.



AlayaCare

AlayaCare is a leading software program tailored for aged care providers.

Operating in real time, this integrated system aims to improve customer outcomes. AlayaCare is contributing to SunCare's customer service commitment for delivering value for money services. AlayaCare enables a tailored solution for every customer and provides an improved collaborative work approach.



Elder Abuse Resource Hub

New learning resources as part of the Elder Abuse Resource Hub were created in 2020-21 to assist staff in understanding, identifying and responding to potential circumstances of elder abuse in the community.

The Hub provides the opportunity for staff to learn more about this very important area through a collection of carefully curated resources, SunCare policies, general information, online courses, articles, videos and webinars.

Digitalisation of HR processes

In a drive towards efficiency, fostering innovation and building a flexible and dynamic workplace, a number of HR processes were improved in 2020-21 including:

- Enhanced recruitment and onboarding systems and processes
- Implementation of a ticketing management system
- Additional digitalisation of HR forms, templates and documents
- Establishment of digital solutions including a digital signature system and credentials portal
- Adaption and transition of key programs, such as orientation to digital offerings and developing enhanced supporting materials and resources



OUR FINANCIALS

Audit Report

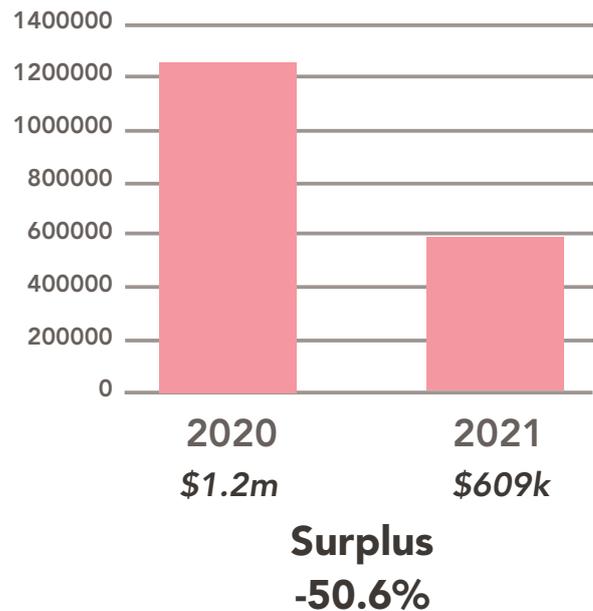
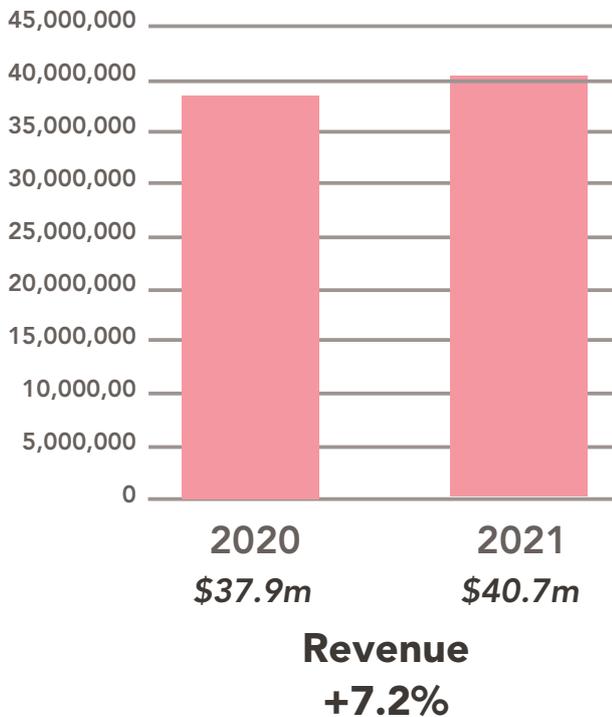
Suncare delivered good financial returns in 2020-21.

Revenue has grown by 7.2 percent due to increased demand for services and growth in delivery of Home Care Packages and the ongoing demand for the Short Term Restorative Programs, serviced by Suncare's in-house allied health and clinical services teams.

Increased employee and administration expenses reflect additional employees derived from our recruitment focus, expansion of our inhouse clinical and allied health teams,

and growth of services and programs needed to meet our increasing customer demand. Our focus remains on our ongoing commitment to quality, risk management and compliance, which has included implementation of key software programs and digitalisation of processes that build a flexible workplace and improve our service delivery model and processes.

Our balance sheet reflects a strong position with total assets of \$25.1 million and total liabilities of \$14.2 million.



Financial Report

Profit & loss	2021	2020	
Revenue from ordinary activities	39,314,212	37,900,528	
Other revenue	262,616	42,148	
Interest income	53,541	57,445	
Investment income	1,090,426	(374)	
Cost of Sales Meals on Wheels	(106,659)	(146,958)	
Employee expenses	(23,983,628)	(21,294,559)	
Depreciation and amortisation expense	(623,264)	(618,084)	
Brokerage expenses	(4,300,183)	(5,674,901)	
Administration expenses	(11,575,193)	(8,929,326)	
Interest expense	(34,056)	(42,100)	
Other expenses from ordinary activities	(69,292)	(58,735)	
Net current year surplus before income tax	28,520	1,235,084	
Revaluation of property, plant and equipment	581,323	-	
Comprehensive income for the year	609,843	1,235,084	
Assets	2021	2020	
Cash and cash equivalents	7,311,292	7,699,514	
Trade and other receivables	1,446,958	900,980	
Investments	13,020,967	8,999,949	
Inventories	10,949	10,949	
Total current assets	21,790,166	17,611,392	
Property, plant and equipment	3,045,328	2,713,117	
Intangibles	-	-	
Right of use assets	352,098	569,265	
Total non-current assets	3,397,426	3,282,382	
Total Assets	25,187,592	20,893,774	
Liabilities	2021	2020	
Trade and other payables	633,965	651,735	
Employee benefits	3,017,646	2,204,239	
Contract liabilities	9,780,146	6,719,599	
Lease liabilities	184,128	249,604	
Total current liabilities	13,615,885	9,825,177	
Employee benefits	429,827	380,844	
Lease liabilities	175,608	331,324	
Total non-current liabilities	605,435	712,168	
Total liabilities	14,221,320	10,537,345	
Net Assets	10,966,272	10,356,429	
Revenue	40,720,795	37,999,747	7.2%
Results from operating activities	(1,081,391)	1,219,739	-188.7%
Comprehensive income for the year	609,843	1,235,084	-50.6%

OUR BOARD AND EXECUTIVES

Board Members



Mario Pennisi AM

Director
Chair

As Chair of the SunCare Board, Mario engages widely with internal and external stakeholders to remain apprised of the matters impacting the community services sector and to promote SunCare's valued and trusted brand.

Mario champions the needs of the aged and vulnerable, drives the SunCare vision and ensures the organisation continues to be recognised as a provider of choice for in-home aged care and community services. With a career spanning nearly 40 years, Mario is an experienced life science professional, industry advocate and advisor. He is a non-executive director and strategic advisor with a number of entities.



Anne Marie O'Callaghan

Director & Deputy Chair
Chair of Audit & Finance
Committee

Anne Marie is passionate about SunCare's commitment to delivering services to the aged and vulnerable people in our community.

Through strategic leadership and effective governance, she is focused on building a sustainable future for SunCare, delivering outstanding customer experience and financial success.

Anne Marie is an accomplished company director and business advisor guiding the financial management and strategies of businesses. Formerly a partner of a chartered accounting practice, she also chairs Fairbairn Irrigation Network Limited, with over 25 years advising the private and not-for-profit sectors on complex taxation, investment and financial transactions.

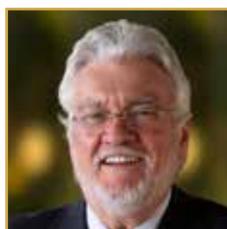


Debra Doherty

Director
Chair of Quality, Risk &
Safety Committee

Debra contributes to SunCare's vision in her role as Chair of the Quality, Risk and Safety Committee. She is responsible for providing assurance that SunCare maintains a high standard of operational excellence through quality service provision and the safety of our customers and staff, while continuing to improve internal systems and processes.

Debra has more than 35 years operational and executive experience across community services and has represented various sectors at national and state forums in relation to systemic and practice improvement. She has held several board positions in the aged care, disability and child protection sectors. She is also an experienced lecturer, workshop facilitator and trainer and has operated her own consultancy firm providing a range of services to not-for-profit and government agencies.



Dr Peter Isdale AM

Director
Chair of Governance
Committee

As Chair of the Governance Committee, Peter contributes to our goal of building a sustainable future so that SunCare can continue to meet the needs of the communities we serve.

SunCare's strong governance practices support the organisation's social licence to operate. They drive a culture of considered decision-making and accountability, helping the organisation to reduce risk, attract talented and committed employees and directors, and to foster strong relationships with stakeholders.

As a committed and experienced company director, Peter has served on more than 35 boards, from not-for-profits to ASX listed entities. An experienced scientist, innovator, CEO, chair and an ASX150 corporate executive, Peter now works to help deliver our social contract through innovative delivery of the best system of care. He is unwavering in his long belief that community-governed organisations, free of vested and conflicted commercial interests, are best placed to deliver the services that the community demands.



Belinda von Bibra
 Director
 Company Secretary

Belinda is focused on improving client outcomes through research-driven innovation and developing a deep understanding of customer and community needs.

She contributes to Suncare’s vision through strategic advice on service improvement opportunities, the development of new service lines and geographical expansion options. Belinda also serves Suncare in the role of Company Secretary.

Belinda has a background in biotechnology commercialisation and has translated health outcomes, novel medical treatments and biological products for start-ups through to large multinational corporations within Australia and internationally. She is actively involved in community and acute care sectors and has held positions within public, private and not-for-profit enterprises.



Bentleys Brisbane (Audit) P/L
 Auditor

Bentleys is Suncare’s auditor, providing assurance advice, knowledge and skills.

An international business that is known for future thinking and strategic direction, Bentleys has almost 50 years of history providing dependable audit and assurance.

Executive Team



Angela Massy
 Acting CEO, Head of
 Strategy, Innovation and
 Connection

As Head of Strategy, Innovation and Connection and Acting CEO, Angela’s focus is on organisational innovation and overall improvement in customer outcomes.

Angela believes that Suncare has an important role to play in the community, health and aged care sectors. Her focus is on delivering innovative approaches to service delivery.

Angela brings considerable commercial sector experience gained from working for an international animal nutrition business and a diverse range of skills including creative marketing and strategic communications.



Sara Walker
 Chief Operations Officer

As Chief Operations Officer, Sara supports teams to deliver an outstanding customer experience across Suncare’s geographical footprint.

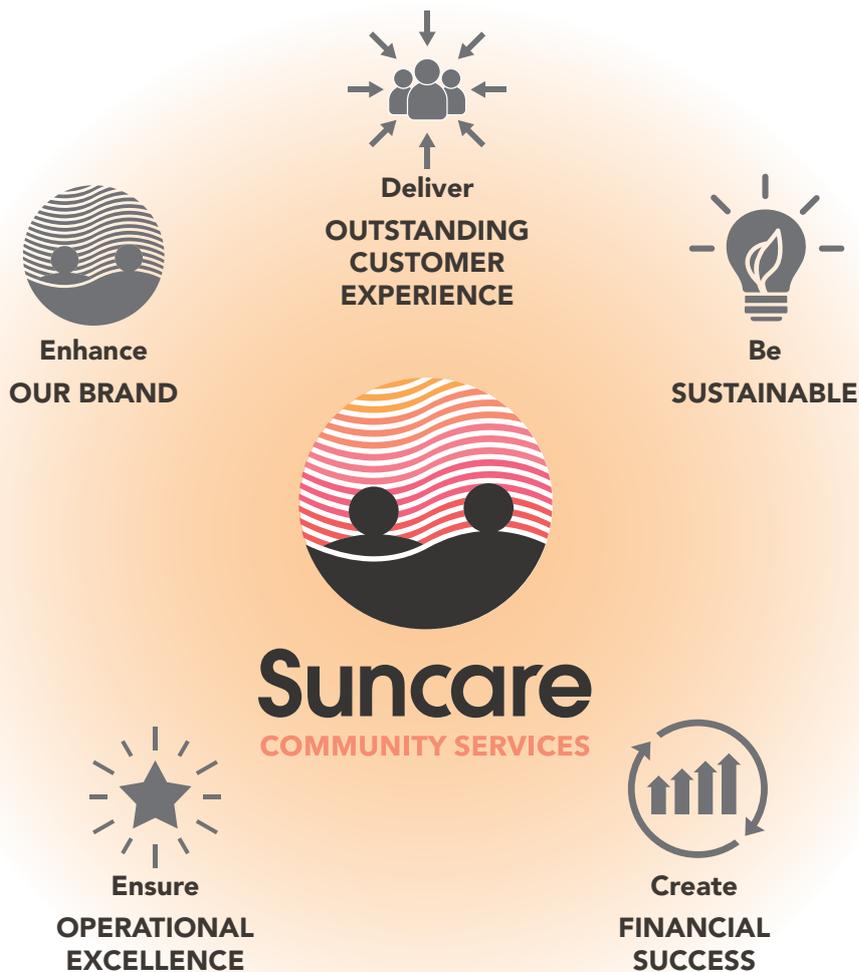
She is a results orientated leader who works well under pressure, with a passion for leading high performing teams to deliver operational outcomes and progress strategic goals.

Sara is an experienced and dynamic executive manager. With a Bachelor degree in Social Science and post graduate qualifications in Business Administration, she brings over 20 years industry experience in the community sector.

OUR FUTURE

Our vision is *making people's lives better* and our programs and services are inspired by our vision and values. This means we continually aspire to be:

- The first choice for in-home care and community services
- A preferred employer attracting quality, compassionate team members
- Continually improving community outcomes
- Forging strong and positive relationships with our stakeholders which include our employees, volunteers, customers, their families and the community in general



Our Values

We value:

An organisation that is dynamic and future focused.

We are innovative and agile in response to community needs and industry changes.

Genuine relationships. We are authentic in our approach and work collaboratively with our customers, employees, volunteers and stakeholders.

A culture that actively contributes to achieving our vision. We are inclusive, respectful and empathetic.

The Way Forward

To build on our strong foundation we have developed five strategic objectives:

1. Deliver outstanding customer experience
2. Enhance our brand
3. Ensure operational excellence
4. Create financial viability
5. Be sustainable

THANK YOU AND FAREWELL

This year, the Board of Directors said goodbye to Chief Executive Officer, Russell Mason, and Board Directors, Chloe Kopilovic, Kris McCue and Renata Brooks.

After six years with SunCare, Chief Executive Officer, Russell Mason departed SunCare. Russell led SunCare through a period of transformation that included significant changes in operations, service delivery and aged care reform. The Board and team acknowledge the contributions Russell made and we extend to him our thanks and wish him the very best in his future endeavours. As we bid farewell to Russell, the Board welcomed Angela Massy as acting Chief Executive Officer while recruiting for a new CEO.

Renata Brooks served SunCare as an invited member of the Governance and Risk Management Committee in 2016 before formally joining the Board of Directors in 2017 as Chair of the Quality, Risk and Safety Committee. She also took on the role of Deputy Chair of the Board in 2018. Renata's focus was on the provision of responsive and high-quality services, and she was instrumental in the development of SunCare's Strategic Roadmap. The Board of Directors takes this opportunity to thank Renata for her valuable contribution to SunCare.

Chloe Kopilovic and Kris McCue both resigned during the year, having been elected to the Board at the 2020 Annual General Meeting.





Suncare Business Support Office – Maroochydore

Maroochydore Homemaker Centre
Level 1, 11-55 Maroochy Boulevard
Maroochydore Qld 4558

North Lakes Services

Suite 206, 53 Endeavour Boulevard
North Lakes Qld 4509

Gympie Services

Gympie Qld 4570
Ph: 1800 786 227

Bundaberg Services

81 Barolin Street
Bundaberg South Qld 4670

Gold Coast Services

Helensvale Qld 4212
Ph: 1800 786 227

Rockhampton Services

Unit 3, 235-339 Musgrave Street
North Rockhampton Qld 4701

Hervey Bay Services

Shop 6, Central Plaza Three
15 Central Avenue
Pialba Qld 4655

Maroochydore Meals on Wheels

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Maroochydore Qld 4558

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Making people's lives better