



2016

ANNUAL REPORT





Artist – Lyn Marie Hayman-Rubach

Painting – Underwater Fairytales

"I paint as it is extremely relaxing and my spirit seems to guide what I am going to paint. I am inspired by many things and people to do my paintings."

ACKNOWLEDGEMENT OF THE TRADITIONAL OWNERS

Suncare Community Services Ltd acknowledges the traditional owners of country throughout Australia, their diversity, histories and knowledge and their continuing connections to land and community. We pay our respect to all Australian Indigenous peoples and their cultures, and to elders of past, present and future generations.

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 for gifting and shaping our practice framework thinking, as represented in the Aboriginal symbolism used with our Annual Report.





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A word from the Chairman

Welcome to our Annual Report for the 2015-2016 financial year. The combination of preparation for the government's reform agenda for aged care and disability services and our first full year of operation as a Company Limited by Guarantee (CLG), has meant that this has been a year of consolidation of our operations.

The reduction in Directors required by the new Constitution adopted when we transitioned to a CLG and in some instances, a change in personal circumstances, has seen the resignation of Angela Massy, Olwyn Kerr, John Loxton, Justin Duncombe and Karon Rogers over the past year. Collectively, they have given many years of support, guiding and promoting the services we provide. I would like to record again, our appreciation for their efforts and to wish them all the best for the future.

This past year has seen two new Directors join the Board. Anne Marie O'Callaghan is an experienced Director and former partner of a chartered accounting practice who has provided innovative and strategic accounting and taxation advice to both public and private sector clients for over 20 years. Dr Peter Isdale AM is an experienced director, chairman and CEO who comes from a background in biotechnology research, innovation and the development of new startup businesses.

The Suncare Directors and senior Executive have invested a significant effort in recent months in the review of our vision, purpose and values and the creation of a Strategic Roadmap to guide our development. This work has reinforced our intent to focus on improving the lives of people who are older or have a disability or mental health issue and to actively look for innovative services and practices to change what we do.

We have achieved a solid financial performance this year. This has been the result of considerable effort across Suncare to refine our service delivery. It is particularly pleasing to report that our Regional Assessment Service (RAS) which offers assessments under My Aged Care, is maturing into one of the best performing services in the country.

The past year has been one of significant achievements and the Suncare Directors and Executive invite you to read our Annual Report.

A word from the CEO



This Annual Report represents my first full year as CEO of Suncare Community Services Ltd. Although there is still a lot of work ahead, I feel that the changes that have been made in the past 12 months will place Suncare in a strong competitive position in the coming years.

Early in the financial year I was able to meet with many staff and volunteers from across Suncare to discuss the challenges we face and also to review the organisation's vision, purpose and values. This extensive consultation led to a revised vision, purpose and values which truly represent the views of our employees, volunteers and the Board and forms the foundation of a strong strategic roadmap.

One of the outcomes from this consultation was the development of a Transformation Plan which aims to transform Suncare into a company that is able to take advantage of the massive changes that are affecting our sector, in particular using new digital technology systems.

Suncare's transition to a Digital First company is now well under way. Of particular note is the transition to a new finance system, Human Resource Information System (HRMS), document management system, independent and secure Board Portal and a new internal communication system.

The team at Suncare has achieved all of this while still managing to achieve a profit for the financial year. This means that Suncare is in a strong position as it navigates its way through the enormous challenges ahead.

I would like to thank the Board, all staff and volunteers for welcoming me as Suncare's Chief Executive and for the passion and commitment that everyone has shown to meet the challenges that we are facing. The changes that have been implemented at Suncare this year have been relentless however I believe that embracing these changes will form the cornerstone for Suncare's future success.

About us

THE CHANGING ENVIRONMENT AND OUR STRATEGY FOR THE FUTURE

“Progress is impossible without change, and those who cannot change their minds cannot change anything.

GEORGE BERNARD SHAW

The environment in which we operate is changing rapidly; Suncare therefore needs to adapt its model of care quickly in response to this change.

There is going to be significant change occurring in the areas of aged care, disability care, mental health care and carer support services over the next few years.

In the area of aged care, the Federal Government has developed an Aged Care Roadmap that clearly outlines the reform directions.

The premise of this Aged Care Roadmap is a fundamental change in the way service providers such as Suncare are funded in the future. Specifically, it changes from a tender process to the government to provide services, to a consumer choice and market based system. This change will be implemented on 27 February 2017 when the funding for home care packages follows the

consumer. This is a key change in the way the system operates as we move towards Consumer Directed Care (CDC).

Disability services is currently undergoing a monumental change as the new National Disability Insurance Scheme (NDIS) is rolled out across the country. The NDIS replaces the system of block funds going to the organisations providing support. Instead, eligible people are assessed and allocated individualised funding. The idea is that everyone’s support needs are different and each person has choice and control over the services and support they receive.

Carer support services provide informal help and supervision to people with a disability, have a medical condition, mental illness, dementia or frailty due to age. Carer support services sustain the carer to perform their caring role and help people to remain living in their home as long as possible.

“It is estimated that 2.7 million informal carers live in Australia. Of these carers, 1.78 million require carer support services.” (ABS, 2012).

Carer support services delivered or brokered out by Suncare are primarily funded by the Australian Government under the National

Respite for Carers Program, Mental Health Respite, Young Carers, Carers for Young People with Severe and Profound Disability.

The Department of Social Services estimates that of the 1.78 million carers in Australia who may need formalised carer support services, less than nine percent receive services (Designing the New Integrated Carer Support Service, May 2016). Coupled with an increasing demand for service due to population growth and ageing, funding for carer support services is undergoing a major review.

Suncare Service Agreements with the Australian Government expire on 30 June 2017. The consultation period for the proposed new Integrated Carer Support Service has ended and we are now waiting for the final model to be released.

Over the next three years, mental health services will transition to NDIS. The focus of Suncare during this transition phase will be to:

- Assist clients to register their eligibility for NDIS support
- Assist eligible clients to access NDIS support services
- Continue to facilitate client access to services throughout the transition.

OUR VISION

Making people's lives better

OUR PURPOSE

Providing innovative personal solutions that support people to live their life their way

OUR VALUES

Authentic	Innovative
Respectful	Agile
Collaborative	Inclusive

Our business

HOURS DELIVERED

**21%
INCREASE
IN REVENUE**

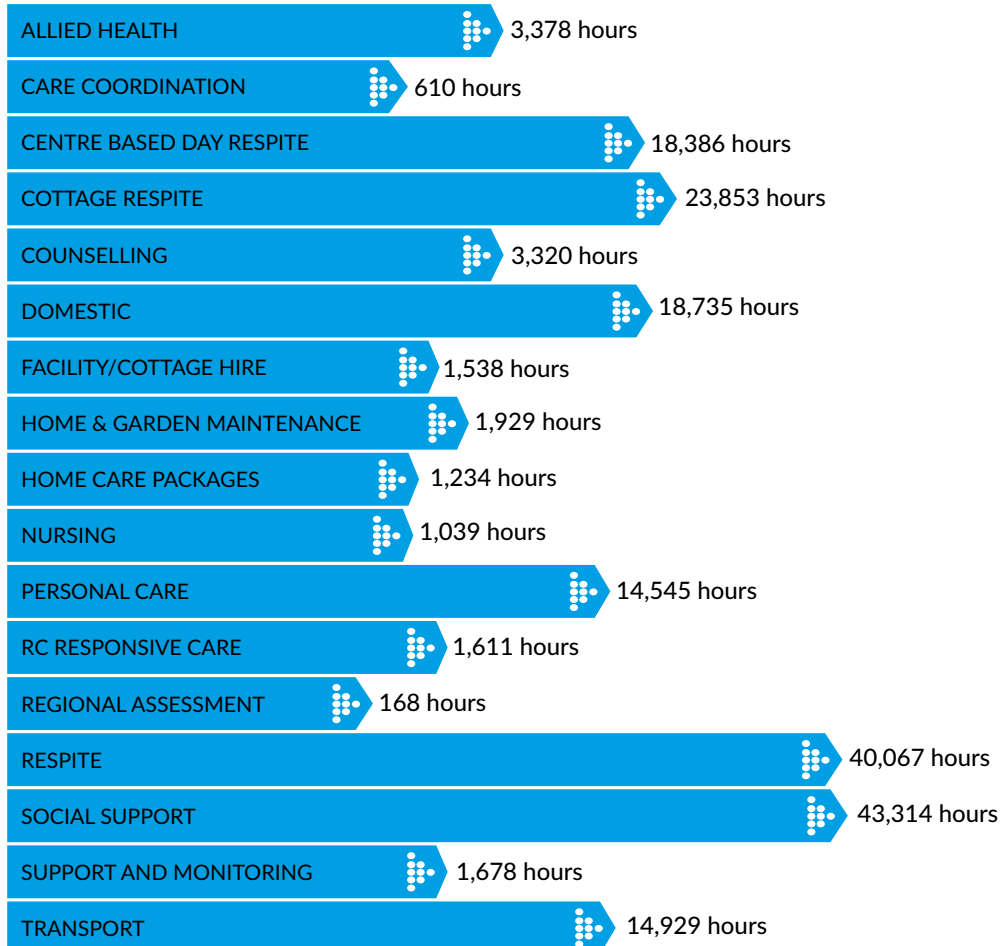
FYE 2016 \$23,979,999
FYE 2015 \$19,812,580

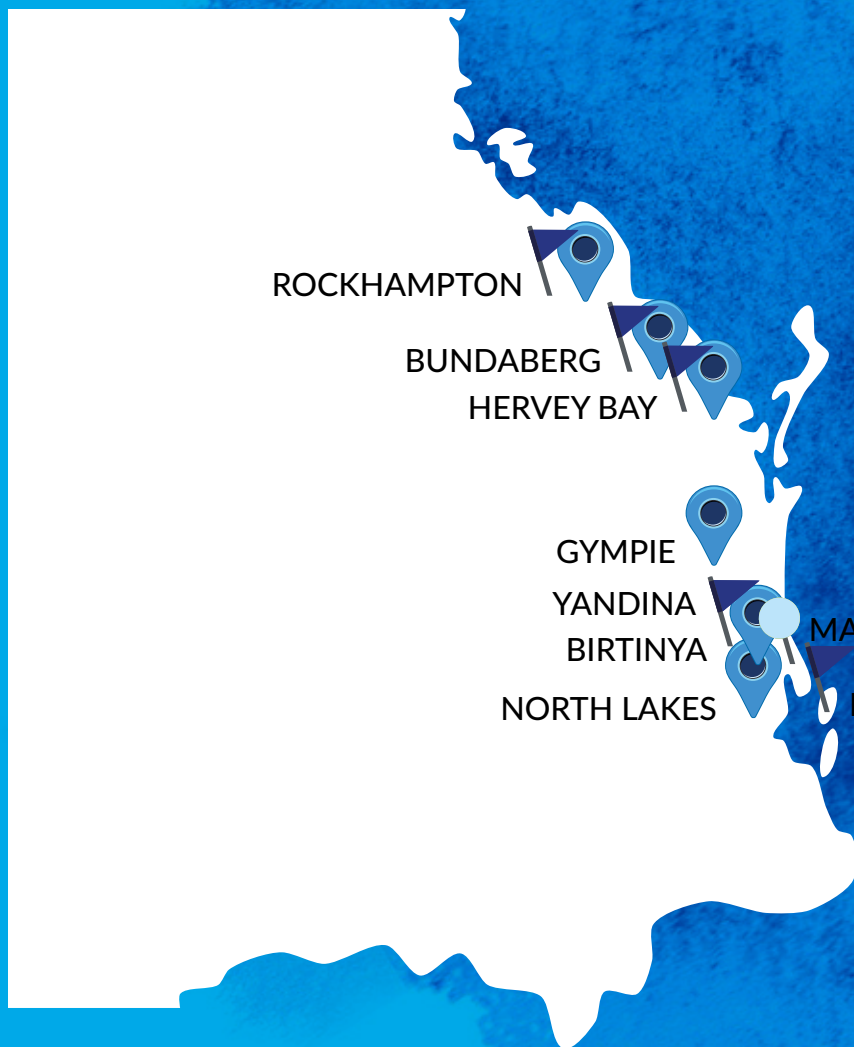


↑ **240 LAPTOPS**
and **PCS UPGRADED**
to Windows 10



3,551 ICT HELP DESK
TICKETS WERE COMPLETED





ROCKHAMPTON

BUNDABERG

HERVEY BAY

GYMPIE

YANDINA

BIRTINYA

NORTH LAKES

MAROOCHYDORE

BRIBIE ISLAND

EMPLOYEE NUMBERS



102 FULL TIME

128 PART TIME

72 CASUAL

302 EMPLOYEES



REGIONAL OFFICES



RESPITE COTTAGES



OTHER OFFICES

Our people



*Robyn Buckley-Parrott,
Hannah Wilson and Amy Congdon*

You've heard it before - people are our most important asset. But without the right people, organisations find it impossible to soar and do great things. Having the right talent in place to make Suncare the best company it can be is paramount to everything we do. We have smart recruitment processes to attract the right people, we offer supportive leadership, salary sacrificing, up-to-date technology to promote smarter working, uniforms, flexible work practices, promotional opportunities, and great learning and development offerings to assist our people to grow. We are building a culture that breeds success and pride in everything we do. Every day our values and behaviour are on show, whether we're in a person's home assisting them to lead their authentic life, or working in a Suncare office. We want people to be proud of working with Suncare, and proud to come to work every day. We ALL have a part to play - if we can make a positive difference in someone's life then it's a great day.



Leon receiving an award of recognition from Ian Walker of Carers Qld

LEON'S VOLUNTEERING LED TO SUNCARE JOB OPPORTUNITY

We have an amazing selection of people volunteering for Suncare, and are proud to support them to transition into a staff role when suitable positions are available.

People often volunteer because they may be struggling to find work due to a lack of qualifications or relevant work experience. Volunteering with Suncare gives them an opportunity to gain the confidence and experience to be job ready when these positions come up.

Our latest recruit is Leon Holmes who worked as a transport and day respite volunteer before applying for a Support Worker position with the Sunshine Coast team. His work ethic and personality made him a great candidate for this role.

“While studying for my qualifications in Disability Support and Aged Care, I applied for a volunteer position with Suncare to get some valuable experience. I initially started in the Community Alternative Transport Service as a driver, and later at the Maroochydhore Day Respite Centre.

In both of these roles I gained valuable experience in assisting elderly, frail and clients with disabilities. I found that I was supported and welcomed by everyone and the whole experience proved to be very meaningful and beneficial in so many ways.

As I approached the end of my studies, I applied for an advertised position with Suncare as a Community Support Worker, which I was successful in obtaining. I am really looking forward to starting with such a great organisation and am thankful for the opportunities that volunteering has provided me with.

KYLIE BERTRAM PROVIDES GOLD STANDARD ASSESSMENTS FOR CLIENTS

Regional Assessment Service (RAS) Home Support Assessor (HSA) Kylie Bertram likes to provide an overall client experience which leaves people feeling heard and valued. Kylie, who is based with the Brisbane North RAS team, received a gold star herself from a client impressed with her level of service. RAS Customer Service said the client's feedback praised Kylie for being attentive and generous with her time.

“The client said she felt like she really mattered, that Kylie cared about her, used her initiative and gave suggestions about other services which may be of interest to her.

In her role, Kylie visits clients and assists them to access support that will allow them to remain living in their homes independently. The nature of Kylie's role is such that she may only see a client once. RAS Team Leader Adam Massy says a key to Kylie's success is her ability to conduct herself in a friendly, personable manner, allowing her clients to feel relaxed and heard, while also maintaining her professionalism to ensure the assessment is completed fairly and equitably.

“Kylie often needs to address competing client goals, liaise with family members, and negotiate complex involvement from a multitude of service providers, while upholding stringent departmental requirements,” he said. “This can often be a difficult juggling act for assessors. Kylie handles this with aplomb and attributes her success to tackling each task one step at a time. Kylie, thank you for your great work!



*Duncan Armstrong
presenting at the conference*



The future is now - 2015 Staff Conference

As part of our commitment to developing a stronger workplace culture and leading change, Suncare held its first Annual Conference in December 2015 at the Oaks Oasis Resort in Caloundra. Titled “The future is now”, the conference had a distinct technology transformation flavour. Over 100 staff from across the organisation attended the conference, and the objectives were to:

- Create cohesion by bringing employees and volunteers together from different locations to develop stronger workplace bonds throughout our multi-locational and mobile workforce
- Recognise and reward employees and volunteers for their efforts throughout the year
- Show an appreciation for all the contact points within the Suncare client experience
- Provide professional development for our people
- Create an opportunity for more transparent communication
- Communicate the outcomes of recent strategic planning process and provide an overview of Suncare’s revamped vision, mission and values
- Build on the pride of Suncare’s workforce
- Have fun!

The event kicked off with a welcome dinner hosted by CEO Russell Mason and MC Sam Coward. The dinner was an opportunity for conference attendees to break bread and chat with anticipation about what the following day held. We also had a number of special guests, including:

- Paralympian swimmer and triathlete, former world record holder and current Australian record holder Marayke Jonkers. Marayke shared her journey from becoming a paraplegic in a car accident as a baby to a three-time Paralympian and has inspired people around Australia.
- CEO and Founder of Digital Transformation Consultancy, Karen Lawson. Karen shared her experiences in business, including roles as CEO of global recruitment website CareerOne and General Manager, Business Development at Yahoo7.



Jo Henebery, Karma Elms, Barbara Supple, Rob Miles, Michelle Barnes, Forum Shah, Gary Paten, CEO Russell Mason and MC Sam Coward



Michelle Barnes presenting to the conference



Lyndon Davis



Forum Shah



Greg Whiteley

Post conference survey feedback showed the most valuable takeaways were:



Learning more about Suncare
Meeting and networking with other Suncare people
The conference speakers (including our wonderful MC for the event, Sam Coward from Hot 91.1)

The conference showcased a number of great speakers who both entertained and educated us. Along with the Chairman Iain Green and CEO Russell Mason providing keynote addresses, Suncare was fortunate to secure former Olympian Duncan Armstrong, Dr George Margelis, Health and Life Sciences Lead - Intel Australia and Adjunct Associate Professor Western Sydney University in TeleHealth Research and Innovation, Professor of Disruptive Technologies, Stuart Smith (University of the Sunshine Coast), and Associate Professor of Neuropsychology and Mental Health, Mat Summers (University of the Sunshine Coast).

In addition, we had the opportunity to hear from a selection of Suncare employees and volunteers who showcased their roles with the company, including:

- Rob Miles, Quality Manager – Head Office
- Karma Elms, Senior Scheduling Officer – Head Office
- Gary Paten, Senior Support Worker – Sunshine Coast
- Barbara Supple, volunteer with over 10 years' service at Suncare – Sunshine Coast
- Jo Henebery, Regional Assessment Service Home Support Assessor – Sunshine Coast
- Forum Shah, Client Liaison Officer – Hervey Bay
- Michelle Barnes, Team Leader – Gympie

The inaugural event was a memorable day with each attendee taking back some really useful ideas and information to their own workplace and colleagues. We are looking forward to our next Conference to be held in November 2016.

Recognition

BARBARA RECEIVES VOLUNTEER OF THE MONTH AWARD

Barbara Supple was recognised for her long-term contribution to Suncare by receiving 104.9 Sunshine FM's January Volunteer of the Month award. Barb has a generous caring nature, is always happy and smiling, and is great with our clients. She has been an asset to Suncare and volunteers her time freely to support our clients. Barb also spoke at our Suncare conference in December about a day in the life of a volunteer.

Pictured: Barbara (second from left) with Howard Montgomery from Bunnings Caloundra, Sharon Reid from Sunshine FM and Adam Melbourne from the Caloundra Power Boat Club.



"We realise we must diversify and change the way we think and plan to ensure we continue to deliver effective and timely services within a rapidly changing industry." - CEO RUSSELL MASON

PRISCILLA RUNNER UP IN NATIONAL TECHNOLOGY AWARD

Congratulations to our ICT Manager Priscilla Jones, who was a runner up in the Not-For-Profit Technology Lifetime Service Award at the 2016 Australian Not-For-Profit Technology Awards held in Melbourne. She was nominated for this award in recognition of her long-term contribution to Suncare.





Bec George, Board member Belinda Von Bibra, Angela Massy, Deb Dixon, CEO Russell Mason, Senator Claire Moore, Board member Peter Isdale, Jess Walker and Travis Tolhurst

TELSTRA AWARDS

It was a great honour to have been recognised as a finalist in the charity category of the 2016 Telstra Queensland Business Awards. There are so many people who make Suncare Community Services what it is - a great organisation which has grown over four decades of change within the community space. Thank you to our staff, volunteers, board members, partners, contractors and friends - and most importantly our customers- for your time, commitment and dedication to making Suncare a strong, growing community business with a long proud history and a passion for promoting personal independence.

These awards showcase the achievements of the state's most brilliant small and medium businesses and include, for the first time this year, a charity category to recognise the significant contribution of not-for-profit organisations to communities and the Australian economy.

"We are proud to be among the top three charities in Queensland who have been recognised not only for their achievements, but also their innovative responses to meet community needs," CEO Russell Mason said.

"Suncare has grown from a small service established on the Sunshine Coast in 1970 to a medium-sized provider with nine offices across Queensland. Our people's passion and commitment, together with our foundation principles of resilience, recovery and self-management have driven Suncare's growth and positioning to date."



Paul Calcott



Pictured below: The working team painting the new ceremonial canoe for the Va'a World Sprints in May

Below right: CEO Russell Mason with the Adaptive Paddlers team and organiser Gayle Mayes

NANDJIMADJI

Nandjimadji artwork featured at World Sprints

The Nandjimadji Ceremonial Canoe, its artwork, artists and values were integrated throughout the Va'a World Sprint Championships in ceremonies, displays, event branding and a range of Nandjimadji products. The Va'a World Sprints 2016 was an open event with free access to all events and activities, held on the Sunshine Coast from 5-15 May. The Nandjimadji Art Group also featured its artwork at a gallery in the Sunshine Coast Football Stadium.

The Nandjimadji Touching Hands Canoe was the centrepiece of the nine-day Va'a World Elite and Club Sprint Championships. An official coordinator from each of the 30 participating nations placed their handprint on the canoe, followed by competitors who placed their own mark which included handprints, thumbs up, foot prints and even a dingo's foot print.



MARGARET'S STORY WITH SUNCARE

Margaret attends the Nandjimadji Art Group/Yarning Circle and receives community care support from Aboriginal workers on a regular basis.

Margaret is a non-Aboriginal woman who had an Aboriginal son with a disability. Margaret cared for Daniel for many years until he passed away unexpectedly.

By still attending the Nandjimadji program Margaret has been able to keep her connections to culture and the community that Daniel loved.

"Out of respect for my son I like to come to the art group. It is good therapy for me to connect with his community. After Daniel died, I lost all of that. Being able to attend Nandjimadji and receive support from young Aboriginal workers has been of great comfort in the journey in the loss of my son. Being able to connect to culture through people, arts, dance and community is healing for me."

This story highlights where Suncare has been able to provide a pathway to culture - bridging the gap between Aboriginal and non-Aboriginal life for Margaret - keeping her strong and healing her spirit through culture connections. It also acknowledges Suncare's commitment to providing opportunities, training, and support and career pathways for young Aboriginal people choosing a career in disabilities.



Our programs

SERVICE DELIVERY

There have been several significant changes to the Service Delivery area this year, including the formation of a Customer Service team. This has been a very successful move as Suncare now has a highly functional team, supporting client and community enquiries across all Suncare service regions.

The Partners In Recovery program has increased its team with a second Support Facilitator, helping meet the demand on services for acutely mentally ill people on the Sunshine Coast

A Scheduling Project was undertaken and successfully completed. This project was more than merely centralising rostering into the ComCare system. It was a methodical and detailed review of each client, both new and existing; understanding their support needs and service requests; matching these with the availability of appropriately skilled and suitable staff; coordinating the geographical locations and the timing of services; working with and transitioning clients to service windows; constructing roster rounds that minimise travel and down-time; and meeting industrial award conditions.

THE D CAFE

The establishment of monthly Dementia Café (D Cafe) support groups give people caring for a loved one with dementia an opportunity to share morning tea, stories and support, alongside their loved one.

About 20 people attend each of the monthly D Cafes in Yeppoon and Rockhampton which provide a social venue for carers and the person they care for to meet others in similar situations, share stories and make new friends.

The Yeppoon D Cafe has been a fabulous success. There is always plenty of discussion and lots of laughter around the table with the group seeing some real friendships developing.

“Carers may find it hard to get out of the house and these events are a safe place to bring the person they are caring for,” Senior Support Worker Kerri Dwarshuis said.

“The monthly get-togethers are an opportunity to talk about what is working well now and what could work better. Carers can also find information about support programs and services to help them and families in their caring roles.”

Regular guests include Amelia Evans from Alzheimer's Australia (Rockhampton) and Trish Maude, Dementia Advisor from Ozcare.

The D Café operates across Suncare locations with the Gympie group meeting monthly at Gunabul Homestead. People who come to the D Café enjoy not only support but the opportunity to connect with others in the same situation. They also give everyone a chance to talk with health professional and find out about other services, in a friendly and informal environment.



It's a very important outing for the people with dementia, they are comfortable being with others having the same disability.



I think it is a lifesaver for me as I have been feeling overwhelmed and alone in regard to support and advice on dementia.

*Top: D Cafe group in Rockhampton
Middle: All Abilities Golf Group
Bottom: D Cafe group in Yeppoon*



Won Dugong, Richard Ballard



TELSTRA DIGITAL AMBASSADORS

Suncare has teamed with Telstra to conduct a number of Digital Ambassadors workshops across the region to give older Queenslanders an opportunity to learn more about using the internet and mobile devices.

The first Digital Ambassador programs to be held on the Sunshine Coast were two workshops conducted at the Maroochydore Day Respite Centre.

“We have been investigating ways to engage digitally with our local community and were introduced to the Telstra team who had a similar aim to introduce older adults to the ever daunting world of technology and the internet. Our shared concern is the ability to do this in a safe way,” Suncare CEO Russell Mason said.

“The Telstra Digital Ambassadors program offered the two groups an introduction to the internet, and hands-on interaction with tablets and mobile phones.”

Sippy Downs resident Beverly Tickner, who rated herself a three on a scale of 1-10, wanted to learn how to add and create contacts and groups on her phone.

“The workshop was useful as I also learnt how to delete contacts, use menus and applications on my phone such as GPS and Google maps,” she said.

Telstra Local Area Manager Doug Broad said the Digital Ambassador program was designed to build digital literacy in the community, particularly with older adults.

“The workshops are about building a broader understanding of how technology and mobile devices can be useful for people.”

Information shared in the workshops included how to access government agency websites, understanding applications such as Dropbox, Google Maps and Wi-Fi connections.

The face-to-face interactions with Telstra’s Digital Ambassadors provided valuable opportunities for people with different skills to better understand how to use their phones or iPads, as well as staying safe on the internet.

The session held at Kilkivan was one of our most successful. Suncare took a documentary team to film this event as we were informed that 100-year-old Charles Richardson would attend to learn how to use some technology. Charles has an amazing story and the session was a huge success.



Completely mobile

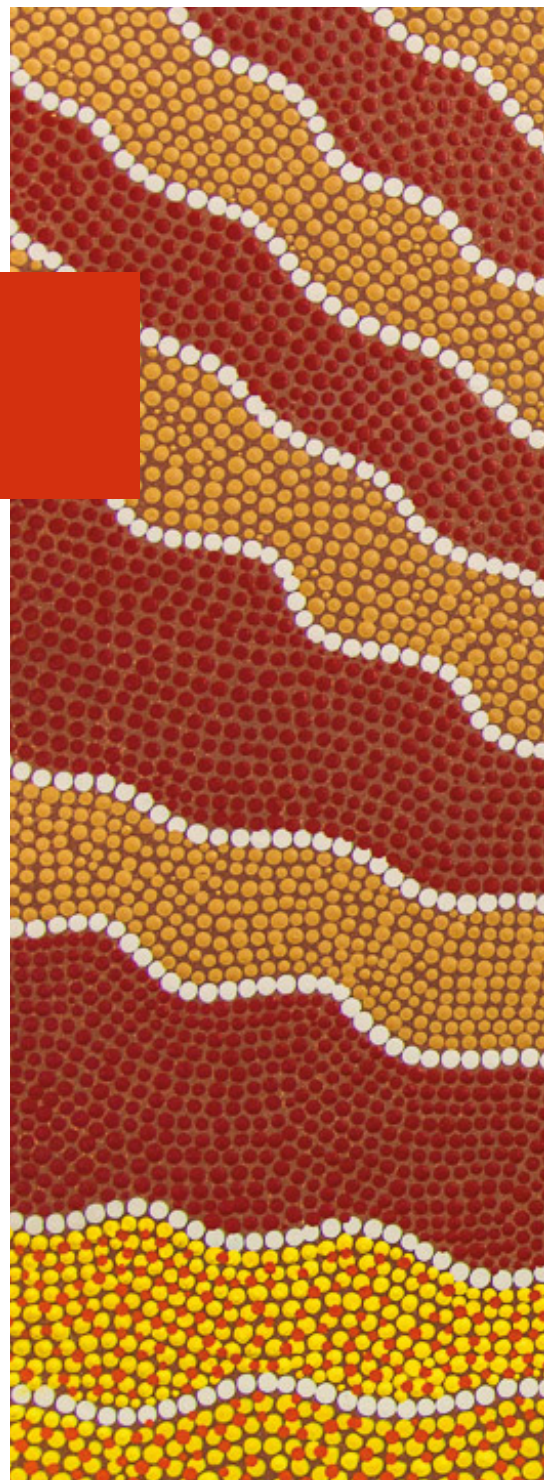
UPGRADES AND IMPROVEMENTS

In July 2015 we implemented our Regional Assessment Service (RAS) program and part of that process was ensuring our RAS staff were completely mobile. In their roles, they are required to conduct online assessments for clients, in their homes. A comprehensive range of new technology was rolled out for this new program as well as the ICT team conducting extensive training.

To show how successful the training and technology roll out was, over **16,000 Home Support Assessments** were completed in the first 12 months of the Regional Assessment Service, across all six regions. The team was able to link clients to over 28,000 aged care services, which enabled them to remain living in their own home longer. It was a great outcome for the RAS team and a testament to efforts of the ICT Team.

To ensure that Suncare keeps up with technology and stays competitive, the ICT upgraded the entire organisation to Windows 10 and Office 2016. This was no mean feat and though there were some teething issues, once again the team has done a great job.

Right: River Turtle Dreaming, Suzy Kemp







Financial summary

Sitting under the stars, Aunty Betty McMahon

FINANCIAL STATEMENT

Statement of profit or loss and other comprehensive income for year ended 30 June 2016

	2016	2015
Revenue from ordinary activities	23,757,917	19,541,634
Other income	65,588	75,723
Cost of sales – Meals on Wheels	(280,265)	(291,471)
Employee expenses	(13,657,428)	(11,706,167)
Depreciation and amortisation expense	(466,834)	(473,883)
Brokerage expenses	(3,848,404)	(3,706,114)
Administration expenses	(5,381,620)	(3,424,927)
Other expenses from ordinary activities	(76,926)	(100,140)
Results from operating activities	112,028	(85,345)
Financial income	156,494	195,223
Financial expense	(15,444)	(7,747)
Net financing income	141,050	187,476
Profit/(loss) for the period	253,078	102,131

Statement of Financial Position as at 30 June 2016

Assets		
Cash and cash equivalents	6,682,949	5,939,611
Trade and other receivables	882,636	678,938
Inventories	17,855	15,352
Total current assets	7,583,440	6,633,901
Property, plant and equipment	2,261,689	3,046,403
Intangibles	141,691	212,427
Total non-current assets	2,403,380	3,258,830
Total assets	9,986,820	9,892,731
Liabilities		
Trade and other payables	836,242	1,355,359
Employee benefits	1,232,785	1,220,054
Deferred government grants	1,146,689	774,322
Total current liabilities	3,215,716	3,349,735
Employee benefits	171,103	196,073
Total non-current liabilities	171,103	196,073
Total liabilities	3,386,819	3,545,808
Net assets	6,600,001	6,346,923

Suncare has delivered another solid financial result in 2015-16, despite the ongoing challenges in the regulatory environment and overall economy, recording a net operating surplus of \$253,078.

Strong and robust governance practices are crucial in the environment we operate in. Suncare has sound financial management practices which meet accounting standards, as well as regulatory and funding body examination.

In the 2015-16 financial year Suncare has seen revenue increase by 21.6% over the previous year, made up mostly from the RAS program.

Our Balance Sheet reflects a strong position with total assets of \$9.98 million. Total liabilities of \$3.38 million.

The financial statements presented in this Annual Report are an extract from the audited financial report and are included to provide a simple snapshot of the financial result of the organisation.



Executive team

RUSSELL MASON, CHIEF EXECUTIVE OFFICER

Russell Mason commenced as Chief Executive of Suncare Community Services Ltd in June 2015. His career includes a number of senior management and board positions across many sectors including economic development, protected area flora and fauna management, service delivery operations, hospitality and tourism. Russell is an active member on numerous industry boards including the Sunshine Coast Health and Wellbeing Investment Attraction Task Force and the Sunshine Coast Business Awards committee. He is the former chair of the Australian Institute of Company Directors Committee for the Sunshine Coast and a fellow of the Australian Institute of Management. Russell has also been a director of the Australian Association of Convention Bureaux, the Queensland Tourism Industry Council, GoDigitalQld and former Treasurer of the Australian Smart Communities Association. Russell holds

several university degrees including a Master of Business focusing on economic development, a Bachelor of Business focusing on marketing, tourism and German language, and a Graduate Certificate from the Australian Institute of Company Directors.

MIKE GOULDING, CORPORATE SERVICES MANAGER

Mike is a leading finance and management professional and has worked across a range of industries, including manufacturing, commerce and healthcare. His roles include St Vincent's and Holy Spirit Hospitals, Ramsay Health Care and Affinity Health. Mike holds a BSC (Hons) in Finance and Accounting and is a Chartered Management Accountant. Mike is committed to improving Suncare's operational and information systems to enhance our client services.



**RICHARD JOHNSON,
CHIEF OPERATIONS MANAGER**

Richard Johnson is a committed professional with a broad range of knowledge and experience in leadership and management of community services including disability services, mental health, personal counselling and business. Richard initially trained as a registered nurse, and followed this up with degrees in Social Science, Counselling and Masters Degree in Counselling. Before joining Suncare Richard actively developed and managed multiple community services throughout Central Queensland. His work in heading up the state-wide Lifeline Community Recovery program, which provides counselling support to people affected from natural disasters and critical incidents, has been greatly acclaimed and acknowledged by State, Federal and Commonwealth Heads of Government.

**LAURA FOX,
HEAD OF PEOPLE AND CULTURE**

Laura joined Suncare in 2014. Originally from Dublin, she migrated to Australia in 1987 and lived in Melbourne for 16 years before moving to the Sunshine Coast in April 2003. She has worked in Human Resources (HR) since 1992 and has held a number of HR management roles with national and international companies across numerous industries including food and beverage, manufacturing, printing, media, hospitality, property development and construction.

She has taught Human Resources subjects in Queensland and was the Chair of the Sunshine Coast Human Resources Network for five years. She holds a Bachelor of Business (Distinction), majoring in Human Resources Management from RMIT University (Melbourne).

**ANGELA MASSY,
HEAD OF STRATEGY, INNOVATION
AND CONNECTION**

Although not new to Suncare, Angela only recently joined the Executive Team after serving on the Board for a number of years. Moving into the newly created role of Head – Strategy, Innovation, and Connection, Angela is managing organisational strategic development, community and business innovation development and strategic communications.

Having previously worked in the commercial sector, Angela has considerable experience in marketing, communications and strategic planning, working with both local and international organisations.

She is currently completing her EMBA with the Sunshine Coast University, with a focus on innovation and digital disruption.

BOARD OF DIRECTORS

The Suncare Community Services Board comprises a group of professionals dedicated to delivering services that are flexible, innovative and responsive to your requests. Our Directors draw on experience from a range of industries including information technology, engineering, law, finance, aged care, marketing and international advocacy.



IAIN GREEN, CHAIRMAN

Having worked as a Director at Pricewaterhouse Coopers and as a General Manager at Rio Tinto, Iain supports Suncare to adopt advanced in-house procedures so that our clients can benefit from more timely, cost-effective and quality service.



ALAN SINCLAIR, FINANCE DIRECTOR

Alan is a former Financial Services State Manager for Lifeline Community Care Queensland. He provides valuable insights and recommendations for Suncare's finance team, particularly in the area of government grants.



ANNE LIVINGSTONE

Anne has more than 34 years' experience in the community service sector, focused in community-based care. Her specific interests are in workforce development, service model redesign and the public policy reform. Anne has been the Research and Development Director for Global Community Resourcing since 2010.



BELINDA VON BIBRA

Belinda has a passion for improving client outcomes through research driven innovation. Belinda is actively involved in community and acute care sectors and has held positions within public, private and non-for-profit enterprises. Armed with a background in biotechnology commercialisation Belinda has worked with startups through to large multinational corporations both within Australia and internationally.



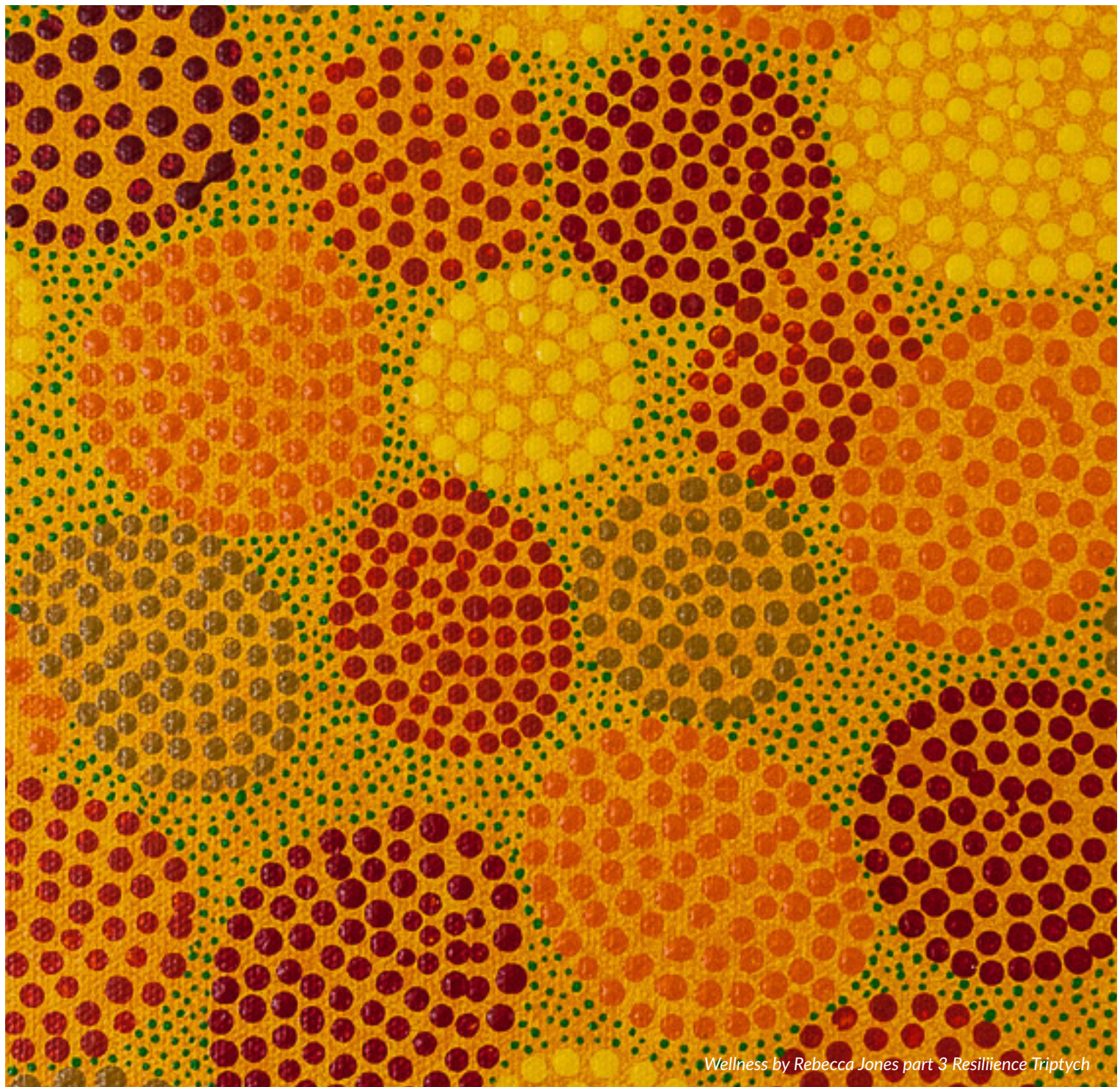
ANNE MARIE O'CALLAGHAN

An accomplished Business Advisor, Company Director and former Partner of a chartered accounting practice, Anne Marie has more than 20 years' experience as a trusted advisor collaborating with business owners, CEOs and company boards. She works across a range of industries, driving business development and restructures through innovative and strategic solutions.



DR PETER ISDALE AM

With a record as a committed and experienced company director, Peter has served on more than 25 boards since 1984, from not for profits to listed entities. He has been a scientist, innovator, CEO, chairman and an ASX150 corporate executive, and now works to help others deliver our social contract through innovative delivery of the best system of care.



Wellness by Rebecca Jones part 3 Resilience Triptych



SUNCARE HEAD OFFICE

Suite 7/1 Innovation Parkway, Birtinya
PO Box 519 Buddina, QLD 4575

p 07 5436 3900
1800 SUNCARE
f 07 5436 3993
e info@suncare.org.au

SUNCARE LOCATIONS

ROCKHAMPTON

102 Denham Street, North Rockhampton
p 07 4921 9500

BRISBANE NORTH

Suite 210, 53 Endeavour Boulevard
North Lakes
p 07 3204 4724

MAROOCHYDORE DAY RESPITE

2-6 George Street, Maroochydore
p 07 5443 7655

BUNDABERG

4 Adams Street, Bundaberg
p 07 4151 6400

HERVEY BAY

9/10 Liuzzi Street, Pialba
p 07 4124 7288

MEALS ON WHEELS

97 Memorial Avenue, Maroochydore
p 07 5443 3246

GYMPIE

58 Channon Street, Gympie
p 07 5482 5287

COTTAGE RESPITE FACILITIES

Boronia Cottage (Bribie Island)

Maple Cottage (Sunshine Coast)

Jacaranda Cottage (Rockhampton)

Kookaburra Cottage (Hervey Bay)

Sugar Cane Cottage (Bundaberg)

Rainbow/Whale Cottage (Hervey Bay)