



**Suncare**  
COMMUNITY SERVICES



2 0 1 8

A N N U A L  
R E P O R T



*Making people's lives better*



IMAGE: Hannah Wilson - Suncare Care Coordinator

## 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.

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.



# Table of Contents

<b>Chairman and CEO's Report</b>	Page 4
<b>About Suncare</b>	
Achieving our Vision.....	Page 5
Strategic Plan Outcomes.....	Page 5
<b>Our Volunteers</b>	
Terry Howe – Community transport volunteer .....	Page 6
Group Activities.....	Page 8
Meals on Wheels .....	Page 8
<b>Our Service Delivery</b>	
Boronia Cottage.....	Page 9
Support for Shayne Towers.....	Page 10
Support for Carers .....	Page 11
<b>Murri &amp; Nandjimidji Art Groups</b>	Page 12
<b>Our Allied Health Approach</b>	
Short Term Restorative Care/Transition Care .....	Page 13
Alex's Story .....	Page 14
<b>Our Regions</b>	
Sunshine Coast.....	Page 15
Brisbane Region .....	Page 16
Gympie Region.....	Page 16
CHIME .....	Page 16
Sue Walker – Care Coordinator.....	Page 17
Wide Bay Region.....	Page 18
Rockhampton Region .....	Page 18
<b>Our Values in Action</b>	
Suncare Employee Awards.....	Page 19
<b>Our People</b>	
Long Service Awards .....	Page 22
<b>Our Operations</b>	
Model of care .....	Page 23
Home Care Packages .....	Page 23
Regional Assessment Service .....	Page 24
Customer Satisfaction.....	Page 24
<b>People and Culture</b>	
Suncare Annual Conference 2017 .....	Page 25
Leadership Programs.....	Page 25
<b>Investing in our future</b>	
Flexible working environment .....	Page 26
Telstra IP Telephony.....	Page 26
Accreditation success .....	Page 26
Carbon Reduction .....	Page 26
Marketing .....	Page 26
<b>Our Board &amp; Executives</b>	
Board Members.....	Page 27
Executive Team.....	Page 28
<b>Our Financials</b>	
Audit Report.....	Page 29
Financial Report.....	Page 30

# Chairman and CEO's Report

**This past year has been one of significant change for Suncare. Some of this change has been driven internally to ensure we are ready for the future, some is being driven by changing customer expectations, while other change has been driven by government reform. Embracing this change is paramount to ensure Suncare remains a relevant and important part of the community we service.**

We have experienced considerable growth during our first full year delivering Home Care Packages since the change to consumer choice was introduced in February 2017. This growth looks set to continue as Suncare ensures we meet our customers' expectations for high quality, reliable and affordable services.

Suncare's successful tender to deliver the government's new Short Term Restorative Care program, providing services that reduce or prevent mobility decline, has heralded further change. Suncare has been allocated more Short Term Restorative Care customer places than any other organisation in Australia.

Our success over the past year can be seen in the large number of new customers and the corresponding increase in staff needed to look after them. This is also apparent in our accounts where we have experienced an increase in overall revenue of more than 20 percent in the past financial year.

Along with this increase in revenue we have also been able to manage expenses to ensure that Suncare remains financially sustainable. We are pleased to inform you that the end of year results for 2017-2018 are favourable, with Suncare recording a profit of \$731,709.

As a result of our growth, Suncare will invest in research that is aligned with our purpose. For example, Suncare is partnering with Flinders University to review and identify tools to effectively measure the changes in capacity and capability of customers participating in the Short Term Restorative Care program. Investment in research such as this will ensure that Suncare is well placed to deliver quality enablement programs and achieve better outcomes for our customers.

Over the past year Suncare has embraced an Activity Based Working approach which allows staff to choose where and when they work based on the type of work

being undertaken and when it needs to be completed. Supported by technology for accomplishing tasks, this approach offers flexible working arrangements that enable our staff to work more efficiently.

This new style of working has led to changes to all our offices which have been redesigned and, in many circumstances, relocated. Our offices include new technologies, an open plan layout and ergonomic work stations with dual monitors and allow staff to sit or stand while they work. They are not only comfortable for staff, but the reduced space requirement has reduced costs as well.

We are also committed to reducing our environmental footprint. Hybrid vehicles now represent more than 30 percent of our community transport, reducing our vehicle Co2 emissions by over 12 percent, while Activity Based Working practices have significantly reduced our energy consumption leading to a 38 percent reduction in electricity use.

This is indeed an exciting time for the organisation and a credit to see the staff and volunteers so readily rising to the substantial challenges brought by this period of change and growth.

On behalf of the Board of Directors we thank our volunteers, staff and our many community partners for their dedicated support and commitment to Suncare.



Iain Green Chairman



Russell Mason CEO

Handwritten signatures of Iain Green and Russell Mason in black ink.

*Our success over the past year can be seen in the large number of new customers and the corresponding increase in staff needed to look after them.*



# About Suncare

## Achieving our vision

Our vision and purpose are critical elements of our overall organisational strategy. They serve as our foundation and guiding principles for setting our organisational objectives as part of our strategic plan.

This year we have implemented a number of changes to our business operations which have provided the opportunity to review and connect more strongly with our vision, purpose and values.

It is clear that these remain the driving forces for our future success.

Collectively we are living by our aspirational behaviours and offering the best outcomes for our customers.

Continuing to embrace change and adapt to emerging opportunities are the keys to achieving our vision and improving our customer service offering, which we have defined as: *Making people's lives better.*

### Our vision

Making people's lives better.

### Our purpose

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

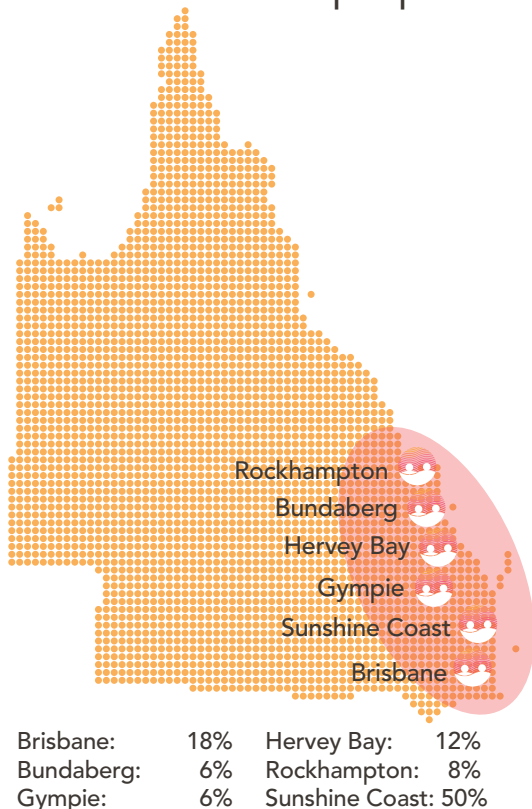
### Our values

Guiding our behaviours in creating a strong organisational foundation ready to respond to the challenges and opportunities ahead.

Innovative - Inclusive - Agile - Respectful - Authentic - Collaborative - Empathy

## Strategic Plan Outcomes

### Location of our people



200+ Volunteers



5,000+ customers



350+ employees  
33% Full Time  
55% Part Time



Employees:  
20% Male  
80% Female  
Age of workforce  
Under 35: 22%  
39-49: 33%  
Over 50: 45%



20% of employees  
with more than 5 years  
length of service



168 Meals on  
Wheels Volunteers  
130 meals delivered  
daily



31 Transport Services  
Volunteers  
More than 200  
transport services  
offered each day

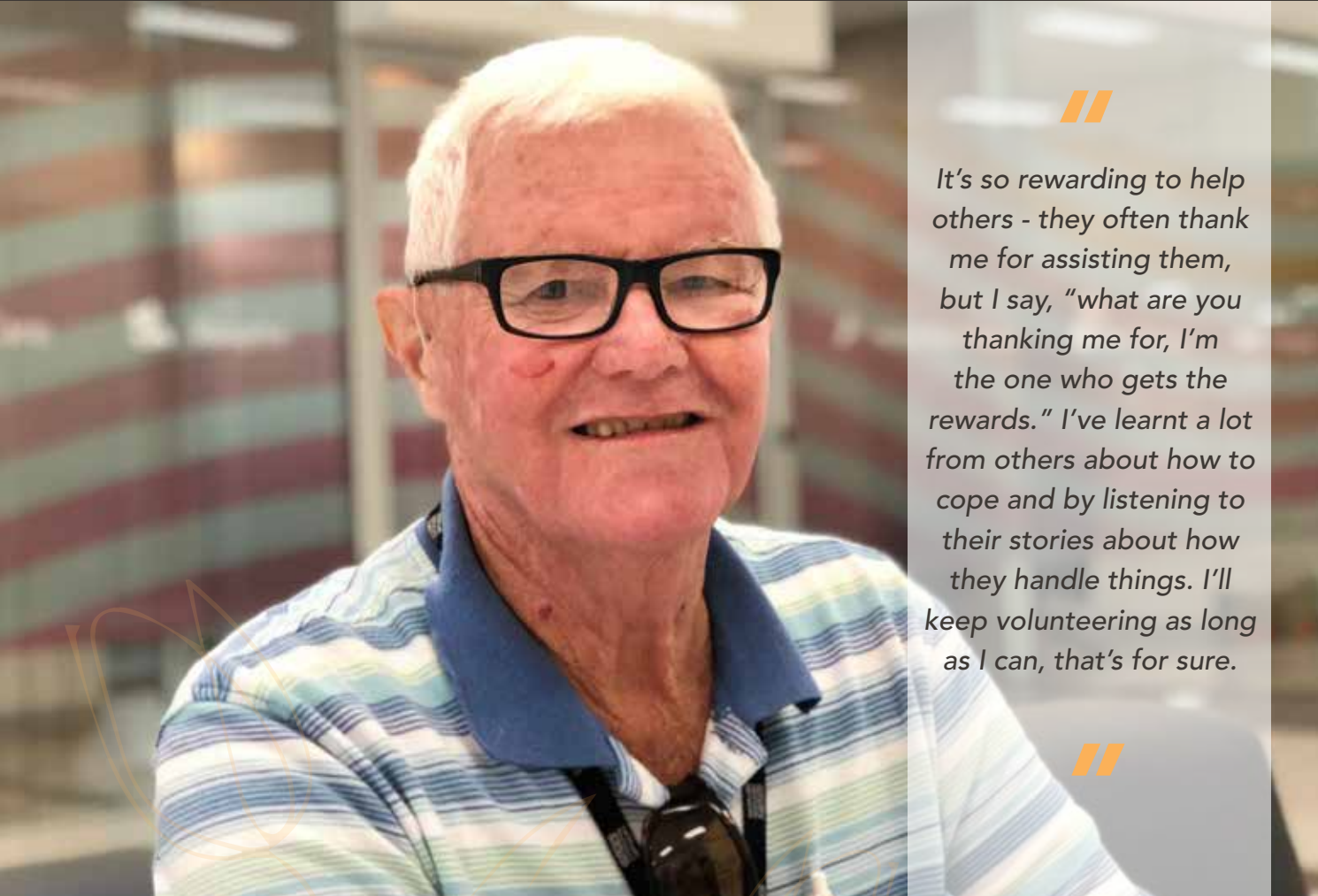


7 Day Respite  
Volunteers

Making people's lives better in Queensland – Brisbane, Sunshine Coast, Gympie,  
Hervey Bay, Bundaberg, Rockhampton

# Our Volunteers

## Terry Howe: Community transport volunteer



*It's so rewarding to help others - they often thank me for assisting them, but I say, "what are you thanking me for, I'm the one who gets the rewards." I've learnt a lot from others about how to cope and by listening to their stories about how they handle things. I'll keep volunteering as long as I can, that's for sure.*

Since 1998, Terry Howe has found personal satisfaction and a sense of purpose when caring for the community through his roles with Suncare.

Now 71, Terry struggled with his career choice for many years. His days working in the construction industry were unhappy and he didn't enjoy the workforce banter. Terry found himself dipping in and out of depression, then he made a decision that changed the course of his life.

In April 1998, Terry applied to Suncare for work as a full-time transport driver. After just a few weeks working with the elderly community he knew he had made the right

choice. Terry's caring nature began to shine through as he spent more time with customers and began to assist at the Maroochydore Day Respite Centre in a caring role as well as driving the bus. He became more involved in the care of customers at the centre and furthered his career by completing a Certificate III in Aged Care.

"In those days we had 20 to 30 people a day to pick up and drop off. I have the most amazing memories of them," Terry said.

*“ The power of mateship and fellowship is so valuable. ”*



*It was these connections which Terry found so therapeutic; the way the customers were able to deal with their challenges with humour and positivity. This was so refreshing for Terry and, because of them, says he was able to deal with his own mental health.*



"We would have such a laugh with the customers. I remember a wonderful lady who had lost the use of her legs due to polio and yet she was always smiling. One time I helped her to the bathroom in her wheelchair and accidentally banged her leg on the way in. After I apologised, she just looked at me and said, 'it's ok Terry, I've got another one.' We both laughed so hard," Terry recalls.

For the next 17 years Terry worked at the Day Respite Centre, until he took voluntary redundancy in May 2015.

"I thought I'd try retirement and went to Italy for a few weeks with some of my Italian mates from North Queensland. We had such fun. The trouble was when I got home I was so lonely it was terrible. After 53 years of being around people I just fell into a deep depression."

Terry made several visits to GPs and psychologists and was prescribed a multitude of medications to lift him out of the depression. Then one day a new psychologist suggested he try and find a Men's Shed to help him get out and meet other people in the area.

"It took me ages to join, and it was the best thing I ever did. All the wonderful people there, all with the same story, virtually. I didn't realise so many other people have experienced depression. I didn't feel so alone."

Terry said the Men's Shed was formed to counter mental sickness, and it really brought people back to being themselves.

"The power of mateship and fellowship is so valuable."

As a result, Terry wanted to get back into the community, so returned to Suncare as a volunteer in the transport department.

We thank Terry for his ongoing care and commitment to our customers. It is the dedication and support of our wonderful volunteers like Terry that help us achieve our vision of making people's lives better.

*Terry Howe* – Suncare Volunteer



## Community transport services

Each day, more than 200 transport services are scheduled in the Fitzroy, Caboolture and Sunshine Coast regions.

Our volunteer drivers take our customers to visit loved ones, attend medical appointments or go shopping. The weekday and weekend shopper buses also provide customers with much needed accessible transport for active social engagement in the community.

# Our Volunteers

//  
*It is a privilege to  
volunteer. My greatest  
reward is being able listen  
to people's stories and  
help people of all different  
ages.*

//  
*Dianne Lewis - Volunteer*



Our volunteers are integral to our success and services for our customers include Meals on Wheels, social support group activities, Maroochydore Day Respite Centre activities and community transport services.

We genuinely appreciate the commitment and dedication of our volunteers - our programs could not run effectively without those who generously give their time to support these vital services.

Looking to the future, we wish to expand our volunteer programs and provide assistance where there are needs across the regions in which we operate.



130 meals delivered every day



More than 200 transport services across Rockhampton, Caboolture and Sunshine Coast Regions each day



Assisting customers:

- o Visiting family/friends
- o Medical appointments
- o Shopping

## Group activities

Across the community and in purpose-built centres, Suncare volunteers run daily activities that encourage community participation and engagement. These activities are important for helping our customers to remain involved and connected members of their community.

## Meals on Wheels

Meals on Wheels is an important service for the community. Suncare volunteers are involved in both the preparation of meals and delivery. Our volunteer drivers deliver more than 130 meals each day. Volunteers in the kitchen help with a range of tasks including assisting chefs with meal and dessert preparation, cooking and making sandwiches. Volunteers also pack meals and help with general kitchen duties.



# Our Service *Delivery*

## Boronia Cottage: Bribie Island

Boronia Cottage is a modern, purpose-built home for short term respite care. It provides a safe, nurturing place for loved ones, during times when carers and families need additional support.

Short term stays are available from one night to two weeks. Before arrival, a care plan is created to ensure the level of support required at home is provided by a dedicated team to deliver individualised care while carers take a break.

The cottage respite care is available to anyone who:

- Receives a Home Care Package
- Participates in a Short Term Restorative Care Program
- Is referred by Commonwealth Respite and Carelink Centre

- Has a Commonwealth Home Support Program referral
- Or is privately funded

Originally a 1970s homestead, the cottage was re-built in 2012 specifically for respite care use. Features include:

- Four bedrooms with all-ability ensuite bathrooms
- Wide corridors and wheelchair friendly access
- Secure access and pressure sensitive mats to protect people from wandering and falling
- Modern kitchen.

Wholesome, home-cooked meals are prepared in the cottage kitchen for guests, catering for all dietary requirements. Visitors who love cooking are also welcome to help prepare and cook meals.



Just 40 minutes north of Brisbane, Bribie Island has a pristine beachline and plenty of activities to enjoy whilst at the cottage. During the rebuild of the cottage in 2012, sections were restored and repurposed. This stained-glass window was part of the original cottage.

## Support for *Shayne*

As a single mother of four children, Shayne has personally experienced extreme hardship. But her spirit and fight to create the best possible quality of life for her children, while caring for her disabled daughter Melanie, define Shayne's strength and compassion that shines brightly.

In June, Suncare's Counselling and Carer Support Program arranged for Shayne to enjoy some important relaxation time – a rarity in her life. Shayne visited the Amara Retreat in Maleny. The retreat is funded by the Commonwealth Respite and Carelink Centre (CRCC).

Shayne has battled to find quality services and care throughout Melanie's life and living in the rural Gympie-Maryborough region has been a challenge.

"Therapy services were few and far between in our remote area. I was in a group of parents who had the same difficulties and we tried service after service to find something stimulating for our children."

"Our group visited Compass on the Sunshine Coast and we found they provided fantastic therapies and services for our children. It was just what we were looking for, but Compass was not in our area, so we put it to them that we would get a certain number of customers together if they came to Gympie. And we did it, we now have Compass in Gympie."

Through Suncare's CRCC funding, Melanie can access the Compass Institute charity which provides support for people with intellectual and/or physical disabilities. However, while Melanie is being cared for at Compass, Shayne's time is spent catching up with daily life and chores.

Suncare recognises the important need for social and emotional support for carers, and in addition to specialist services such as the Amara Retreat, a number of community group programs are offered to build connections and promote carer wellbeing.

**"Having a place to go to, such as the carers luncheon once a month, is so good for me. I never get time to have a meal out, nor could I afford it, so the subsidised lunch is brilliant, and I know Mel is in good hands with a Suncare support worker during that time."**

Shayne's time at the carers' retreat in Maleny was a rare treat and during the two days she was able to experience mindfulness, tapping, yoga and massage.

"Miracles were created to get me to the retreat, and I loved every moment of it. It gave me time to count my blessings and just breathe."

*Shayne Towers, Melanie's carer*



***"Melanie is 26 now and caring for her since birth has had an effect on all our lives. She has complex needs including Down syndrome, autism, heart issues and deformed feet, to name just a few. It's so important for Melanie to keep receiving therapies to stimulate her mind and body and it's important for me to have places where I can meet other carers."***



# Support for Carers

At Suncare we recognise the essential role that carers play, the importance of supporting them and the often-unique demands of their circumstances. We offer a number of respite, social support and community group programs aimed at helping carers to build connections and look after their own emotional and physical wellbeing.

## Maroochydore Day Respite Centre

Our Maroochydore Day Respite Centre offers carers the opportunity to participate in a range of social activities enabling friendships and experiencing new activities.

## Early Morning Walking Group

Our early morning walking group members range from their early 60s and mid-90s. While walking is the main purpose of the outing, the conversation and shared connection is an invaluable component which has enabled strong friendships to develop within the group.

## Brisbane Art Group

The Art Group meets monthly and offers carers time away from their caring role. This service includes transport to and from the venue and in-home support for care recipients if required. Carers can participate in organised craft activities and enjoy a delicious morning tea.

## Men's Carers Group

The Men's Carers Group provides social and emotional support to those in a caring role. Capitalising on a wealth of knowledge, group members share their interests and happenings in the local community with the wider group. The group meets bi-monthly at different venues.

//  
*Our male carers play a vital role in caring for a wife, partner or family member.*  
//

## Young Carers Program

In 2017 our Young Carers program was awarded a Grassroots Community Grant, which has provided funding of \$10,000 per year for three years. Commonwealth Bank Northlakes continues to offer support via the Commonwealth Bank Foundation Centenary Grant program with \$10,000 in funding in the 2017 financial year and a further \$500 this year. Our Young Carers program encourages and provides practical support necessary for young carers to remain engaged in education.

//  
*I have lived on the Sunshine Coast for six months, and it's through my Suncare outings that I have made friends. These friendships have helped me through my partner's medical treatments and some tough times.*  
//



Brisbane Art Group



Young Carers Program



Men's Carers Group



North Lakes Commonwealth Bank & Suncare

# Murri & Nandjimadji Art Groups



*The Murri Connections Group is a North Brisbane Art Group/Yarning Circle which meets weekly at the Zillmere Community Centre to paint, connect and link with community, services and elders.*

The Nandjimadji Art and Yarning Circle on the Sunshine Coast offers a creative and supportive environment for Aboriginal and Torres Strait Islander people and their

carers who are living with a mental illness or disability.

Suncare's Nandjimadji Art Group facilitated many NAIDOC Week events across the Sunshine Coast and Brisbane during July 2018 among them the Sistas Exhibition of Art in Brisbane and works exhibited at Stockland Plaza Caloundra.



*The three art pieces which were presented to Zillmere Community Centre.*

*Aunty Vicki Dale from Murri Connections Group and Aunty Betty McMahon from Nandjimadji Art Group.*

**// Suncare implemented a community arts project with our Murri Connections Group and the Zillmere Community Centre from July to December 2017. Held in partnership with Access Arts, the project consisted of 10 visual arts workshops delivered by Indigenous artists David Riley and Wendy Rix from Flying Arts. //**



*The Sunshine Coast Reconciliation Group hosted the 3km Reconciliation Coastal Walk along Golden Beach.*



*The Brisbane community enjoys artwork by Nandjimadji artists at the Sistas exhibition during NAIDOC Week.*



*Reverend Superintendent Minister Peter Hobson of the Albert St Uniting Church with Art from The Margins Chairman Dr Ian Airy in front of artist Jody Lacey's Daily Journey.*



*Nandjimadji artist Tracey Nicholson with Suncare Support Worker Kassy Fletcher and First Peoples Cultural Lead Christina Fletcher at the NAIDOC Family Fun Day at Cotton Tree Park.*



# Our Allied Health *Approach*

## Short Term Restorative Care (STRC)

Commencing March 2017, Short Term Restorative Care (STRC) was introduced as part of our focus on at home personal care solutions for our customers.

STRC is an early intervention program designed to improve wellbeing and slow down or reverse functional decline through a coordinated multidisciplinary range of services which are tailored for individual customer requirements. Suncare currently offers 44 STRC packages around Brisbane South, Brisbane North, Sunshine Coast and Wide Bay regions with services delivered in a home care setting.

Successful delivery of each STRC package involves access to therapy, care and equipment, and customised services to meet each customer's goals for improving or maintaining function. Goals are regularly evaluated during the package with changes in overall physical and cognitive function measured and recorded to clearly demonstrate achievements.

### **STRC guidelines**

- Minimum of three specialist care providers
- Care providers to include medicinal clinician
- Delivered over eight weeks

## Transition Care

Suncare's transitional care services provide support and assistance for our customers who have been in hospital and require extra help to recover. Our services, offered

in the Sunshine Coast and Wide Bay regions, include physiotherapy, occupational therapy, social work, nursing support or personal care.

Transition care programs are designed to maintain and improve physical or cognitive functioning during the first twelve weeks after returning home from hospital, enabling our customers to continue living independently in their homes, rather than entering residential care prematurely. Services provided and the potential for recovery vary according to specific individual circumstances and needs.

*An Aged Care Assessment Team (ACAT) assessment is required for access to transition care services and programs begin directly after discharge from hospital.*

## Suzy Heeks

In 2014 Suzy came to work at Suncare in Transition Care. After leaving for a brief stint to work at Nambour Hospital, she returned to our Short Term Restorative Care (STRC) team. Suzy honed her skills as an occupational therapist working across the globe. She began her bachelor's degree at the University of Sydney and completed her final clinical placement in Canada. Her career has taken her to Canada, the United States, UK and Australia. She works across paediatrics, hand therapy, acute care, rehabilitation, community, and aged care. Suzy also has experience with the Aged Care Assessment Team (ACAT).

*//*  
*The program focuses on prevention and is very flexible in the resources available to each person. We can base the program around our customers' physical and mental health and can offer what each customer needs and make it work for them.*  
*//*



Suzy Heeks

## Alex's Story



//

*All the assistance I've been given is second to none, the people who helped me were great, and the level of care offered to me was so much more than just doing their job. It's made me feel like I am a better person in many ways. Thank you so much everyone who played a part in helping me.*

//

Alex Forsyth has always been active - a former wrestler, Taekwondo black belt and cleaning supervisor on the Sunshine Coast - but three years ago he was forced to take early retirement due to arthritic pain in his spine.

Through a referral from his GP, 66-year-old Alex applied through the Aged Care Assessment Team (ACAT) to receive Short Term Restorative Care (STRC), a government funded eight-week intervention program, and he is thrilled with the service.

Once Alex was approved for the program, Suncare's Senior Clinical Care Coordinator, Suzy Heeks, liaised with numerous services including occupational therapy, physiotherapy, massage and hydrotherapy. She also organised equipment such as ankle weights, a walking stick and a motorised scooter to further assist Alex.

"The scooter has been great. It's small enough to fit in the car when it folds up. I can use it in shopping centres and elsewhere. I don't even have to buy vehicle registration."

Alex said the program changed his life in many ways, giving him more strength and self-confidence.

The exercises and lymphatic massage have made a big difference to his wellbeing and mobility.

Since the program, Alex feels he can get back out into the world, he is interested in volunteering in the community, and also hopes to visit his home town of County Fife in Scotland in the future.

Alex highly recommends the STRC program and looks forward to accessing additional Suncare services through Suncare's Home Care Packages.

*Alex Forsyth*

*"I found everything and everyone helpful right from when Suzy, my case manager, came to my home for a one on one visit. She was able to assist me to find my way in life and organise many things. She was a great help indeed."*

# Our Regions

## Sunshine Coast

Suncare has continued strengthening relationships with industry partners, including Sunshine Coast Interagency. Hosting the bi-monthly Sunshine Coast Interagency group, we bring together care providers, aged, disability and supporting organisations. In doing so we have built collaborative partnerships and fostered a collective approach for meeting community needs.

As a lead partner in the Healthy Ageing Partnership Sunshine Coast, an initiative supported by the Primary Health Network (PHN), Sunshine Coast Council and University of the Sunshine Coast, Suncare is working hard to establish the Sunshine Coast as the leading healthy, ageing region in Australia.

Another valuable initiative has been promoting the health and wellbeing benefits of our Short Term Restorative Care program. Through this program we have distributed information and provided education sessions for community groups, organisations and allied health providers, alongside Aged Care Assessment Teams and Practice Nurses at PHN meetings.

We have continued to attend aged care expos and community events and entered a team of 95 in the annual 7 Sunshine Coast Marathon and Community Running Festival, in both the 5km and 2km events, to continue our healthier community message.

Committed to diversifying our services, working in partnership with PHN Brisbane North and utilising our strategic partnerships with local businesses, we are delivering an Active@Home program which includes customer activity packs.

### Office relocation

In December 2017 we relocated our Suncare Business Support function from Birtinya to the Maroochydore Homemaker Centre. Our new location offers our people and volunteers a healthy, ergonomically designed and aesthetically pleasing workplace. Light airy spaces, stand-up desks and docking stations are creating more collaborative and agile work practices.

### Day Respite Centre celebrates 30th milestone

The Maroochydore Day Respite Centre celebrated its 30-year milestone in August 2017 and welcomed customers and the local community for an open day. Since 1987 the centre has provided much needed respite, support care and meals for Sunshine Coast customers. In 1989 the centre began with three staff, assisted by volunteers, one bus and nineteen customers. We now have two buses, twelve staff and eight volunteers and provide a variety of monthly activities designed to develop, maintain and support social interaction and independent living.



*The Ukulelians provided entertainment and sing-a-longs at the celebrations.*



*State Member for Maroochydore Fiona Simpson MP and Cheryl Knight, a former volunteer who drove the transport buses to and from the centre, now uses the services herself.*



## Upgrading our facilities

Much needed upgrade works were completed on the Maroochydore Community and Day Respite Centre building. The works included replacing the roof that had been damaged during the storm season, general maintenance and upgrade of the 30-year-old facility.

Renovation work began in June and was completed in September 2018. During upgrade activities, the hall was closed. Services were temporarily relocated to other venues and with careful planning, there were no interruptions to existing schedules or disruption to services for our customers.

## Brisbane region

Our Brisbane region has experienced significant growth in Home Care Package customers, as well as consistent demand for Short Term Restorative Care Packages.

Suncare provides our Brisbane customers with a diverse range of services, including Commonwealth Home Support Program, Home Care Packages, Short Term Restorative Care, Commonwealth Respite Carelink Centres and the Regional Assessment Service.

Our famous Suncare Service Provider Breakfast events, held bi-monthly in North Lakes, have attracted many new attendees over the past twelve months from the aged, community and disability sectors, as well the business community. These events, and others sponsored by Suncare, provide significant opportunities for participants to remain abreast of our essential products and services that support the community. These events also create opportunities to partner and collaborate within the sector.

## Gympie region

Suncare's team of Care Coordinators has been renewed over the last year with additional members joining to bring a diverse range of skills and experiences. We continue to expand our rural services providing care for communities from Rainbow Beach to Kilkivan.

We have experienced a positive uptake of services from information sessions held in numerous locations throughout the region. Offering services in these small towns helps build communities, offers support for elderly people in their homes, while employing locals to deliver those services.

## CHIME

### Connection, Hope, Identity, Meaning and Empowerment

Suncare's short term community mental health program CHIME focuses on delivering individual support to those experiencing severe mental illness. Our goal is to prevent hospitalisation, re-entry into the hospital system and supporting early discharge. Our CHIME program offers genuine support that helps customers who leave the program with an improved sense of mental wellbeing.

Our Gympie CHIME team supported 64 people working towards their personal recovery vision.

Because each person's journey is unique, some people accomplished significant goals such as developing the skills and self-confidence to gain employment, volunteering to help others, getting their learner's licence and undertaking study. Others worked on improving their ability to self-manage their mental illness by finding strategies for managing each day, overcoming anxiety and doing their shopping, stabilising their accommodation or connecting with their community and others.

Suncare delivers CHIME as part of a consortium that was developed by Open Minds and in partnership with other community providers.



**Suncare**  
COMMUNITY SERVICES



## Sue Walker - Care Coordinator

//  
*I came to Suncare after three years as a community care nurse. What I love most about these roles is the opportunity to see customers in their homes.*  
//



As a registered nurse, Sue has years of experience working in the community services and care industry. While her move to Suncare as Care Coordinator in Gympie in April 2018 was a shift in direction, Sue believes it was a great shift, both personally and for her career.

"Having a nursing background gives me some insight into the care our customers need, especially my case management experience with high care customers and identifying risk areas."

Sue's focus is now on coordinating the services for customers rather than delivering them, and she's enjoying the challenges of her role.

Sue is thriving, and enjoys the flexibility of working from her home.

These northern suburbs of Glenwood and Gunalda are perfectly positioned for Sue, who lives in Maryborough as she can visit her customers on her way to or from the office.

Suncare's implementation of hot desks and facilities that enable working remotely is as practical as it is convenient and efficient, allowing Sue to visit customers on her way home and then continue the computer work and file audit reports when she gets there.

"I had a few issues with my laptop at first, but Aaron from IT worked with me over the phone for over an hour until I got it sorted. That's the great thing about Suncare, it's a great organisation to work for, the people from all areas of the organisation are there for you and offer genuine support."

"It's a lovely drive to see my customers, I make the journey into the office two to three times a week where I enjoy being with the team. They're a great group that works hard to care for our customers."

Sue genuinely enjoys her role at Suncare and looks forward to working with the wider team to continue to grow the customer base in the Gympie region.

Sue Walker

//  
*The Gympie office services customers from Tin Can Bay and Rainbow Beach to Glenwood and Gunalda.*  
//

## Wide Bay Region *(Hervey Bay & Bundaberg)*

The Wide Bay region is well-known for its retirement lifestyle, and Suncare is well placed for caring for existing and future retirees seeking out the perfect place to enjoy life to the full as they age.

All our services are supported by an ever-expanding team of dedicated and professional staff, support workers and our selfless volunteers.

Much of our activity over the last year has focused on Primary Health Networks (PHN) information and education



Heather Hupalo

sessions, retirement village presentations, visits to local GPs and talking to organisations such as the local RSLs, Boat Clubs and support groups throughout the region.

We are delighted to have moved into our new office in Bundaberg which services both Bundaberg and Burnett regions. We maintain daily services for our growing customer base. We look forward to welcoming existing and new customers to the Suncare office.



(L-R) Fiona White, Sharee Middleton, Sarah Moore, Brodie Williams, Heather Hupalo, Samara Bassett

## Rockhampton region

The team in Rockhampton recently relocated to a new office opposite the popular Stockland Shopping Centre. The new office provides excellent commercial exposure for potential customers in the community, while creating opportunities to connect with local medical centres and allied health clinics.

The Rockhampton office relocation aligns with our strategic plan to engage in the primary health sector and

hospitals and develop significant referral pathways for patients who could benefit from Suncare in-home services.

Suncare's successful and popular D-Cafés in Yeppoon, Rockhampton and Gladstone continue to provide necessary social support, education and opportunities to connect with people living with dementia and their carers. We are exploring how we can further enhance support through partnerships with local councils, universities and dementia specialists to maximise our opportunity to make a positive impact in this space.



Rebecca Zerner, Joshua McNally-Mannes, Pam Kydd, Zanthia Edwards, Karen Truscott, Alison Shoesmith

# Our Values in Action

## Suncare Employee Awards

The Suncare Employee Awards recognise individuals and teams who live Suncare's vision and values and contribute to making Suncare a great place to work.

This year Suncare acknowledged one team and six individuals who demonstrated Suncare's aspirational behaviours while delivering great results for our customers.

Our aspirational behaviours shape our decision making and guide our strategic thinking.



### Fostering an agile and enabling culture

**GARY PATEN**

Gary empowers teams across the organisation by working collaboratively with them. He fosters teamwork and demonstrates that greater value is created when working together rather than working alone. Gary embraces change and is always willing to help and learn new things. He is loyal to his team and is a strong mentor for all our Support Workers.

Gary is a senior Support Worker who joined Suncare in April 2007. His positivity, supportive nature and sense of humour make him very approachable, and he readily shares his knowledge and experience with colleagues. Working with all our Support Workers on the Sunshine Coast, he leads by example and makes a significant contribution to the organisation.

## 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

# Our Values in Action



## Thinking strategically and planning to succeed **JANE SIMPSON**

Jane's focus is always to achieve positive outcomes for customers and staff, and she willingly takes on new projects to achieve these outcomes. She encourages her teams to work collaboratively to create a sense of community within the organisation. She supports her colleagues, encouraging them to grow and develop, and works hard to ensure her teams feel engaged and involved in decision making.

In a changing industry, Jane's commitment and dedication to delivering high quality outcomes is second to none. She has a calm and rational approach and adapts quickly. Jane walks the talk - if she says she is going to do something, she does it. She has a knack for explaining things, so everyone has a common understanding, and then backs it up by following through.

Jane is a Community Services Manager who has been with Suncare for fifteen years.



## Obsession with the customer experience **PATRIECE WIPPELL**

Patrice epitomises our Suncare customer experience. She has made a significant difference to Suncare's growth and reputation in the Gympie region through her commitment to improving her customers' lives at home. She has stretched herself to learn new programs, embraced the changes in the Home Care Packages and through her supportive and gentle approach, has forged a positive pathway for many customers who now readily choose Suncare as their preferred provider.

Patrice joined Suncare as a Care Coordinator in Gympie in February 2017 and is an exemplary team player, who won't leave anyone behind, always offers a helping hand and a smile.



## Finding innovative ways to do business **KERRIE ROSEMOND**

Kerrie's innovative approach to work and her entrepreneurial approach to finding ways to support our programs was demonstrated when Kerrie successfully applied for a Commonwealth Bank Grass Roots Community Grant. As a result of her individual efforts, the Young Carers Program will receive \$10,000 every year for the next three years – that's \$30,000 to support these wonderful young carers in our community.

Kerrie joined Suncare in June 2015 as Customer Liaison Officer for the Young Carers Program in Brisbane. She is passionate about her role, a quiet achiever who gets on with the job, going above and beyond for the Young Carers Program. She is a much-valued team member.



## Continuous evolution of core strengths **SHAREE MIDDLETON**

Sharee shows great initiative and is committed to ensuring our customers receive the highest quality personal care solutions. As a great mentor and support for our Bundaberg team, she leads by example, believes in two-way communication and actively supports her colleagues.

Known as our quiet achiever, she embraces any new task with enthusiasm, instils confidence in her colleagues and provides ongoing direction to inspire her team.

Sharee is a Care Coordinator in Bundaberg, who began her career with Suncare in October 2014.





## Obsession with the customer experience **SHAYLI BURGESS**

Shayli is an excellent ambassador for Suncare and has been integral in the successful conversion and retention of new Home Care Package customers. Shayli embraces change and finding better ways to improve services for our customers. She lives Suncare's vision of making people's lives better through genuine interaction with our customers.

Shayli joined Suncare in March 2015 in the Scheduling department, and was appointed Customer Service Advisor in June 2016.



## Fully embracing the digital experience **GYMPIE CHIME TEAM**

### **(Connection, Hope, Identity, Meaning and Empowerment)**

The Gympie CHIME team successfully transitioned from a colour-printed paper-based system to a paperless digital system by using the new touch-screen laptops and Microsoft Office365 cloud computing system. Leading by example, they have demonstrated how others in the business can work towards embracing the digital experience.

Congratulations to the Gympie CHIME team for leading the way in delivery of the CHIME program. The Gympie CHIME team Anna Glendinning, Laura Walker, Margot Carroll, Kim Field and Michelle Barnes.



Our Values in Action award winners



Anna Glendinning, Laura Walker CHIME and Russell Mason



Shayli Burgess and Russell Mason

# Our People

## Long Service Awards

Our people are the key to our success, and it is their hard work, dedication and commitment to supporting customers living at home which helps us achieve our vision of making people's lives better.

In 2018 we celebrated significant long service milestones for 26 of our employees across all areas of the business. Thank you and heartfelt congratulations to Carolyn Harwood, Diane Boyd, Terence Fitzgerald-Hood, Wendy Tanner, Muriel Robb, Robyn Buckley-Parrot, Gary Hooper, Robyn Nock, Robert Gaudet, Renee Bazley, Gail McLachlan, Vanessa Buckley, Leanne Knipe, Vivienne James, Karen White, Laureen Graham, Karen Jenkinson, Carol Smith, Vanessa Walsh, Fiona White, Sara Walker, Tanya Van-Ierssel, Jessica Walker, Deborah Dixon, Leah Oliver and Jane Simpson.



Sam Coward, Jane Simpson and Russell Mason

//  
*I love the interactions and connections that I have with my customers. It is an honour to feel like part of the family and I believe I certainly get back what I put in.*

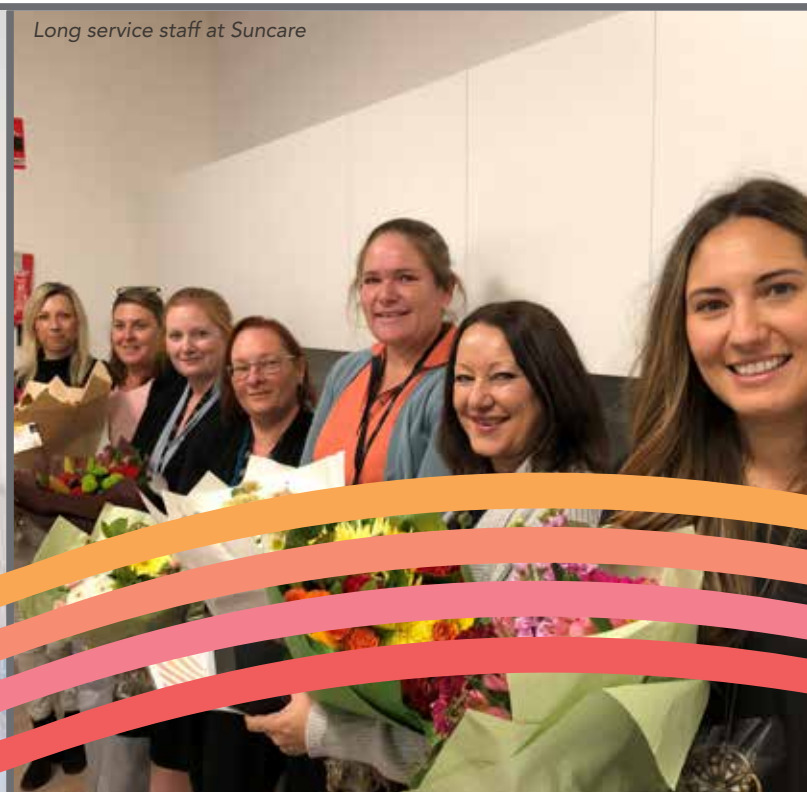
Jane Simpson - Community Services Manager - celebrating 15 years of service



Russell Mason



Long service staff at Suncare



# Our Operations

## Model of care

In 2017, Suncare implemented a new model of care in line with our organisational vision, purpose, values and aspirational behaviours. In a changing aged care sector and growth in Home Care Packages, our new model of care is directly focused on our customers and matching services with their needs.

We offer genuine personal service by enabling our people to more effectively meet the needs of our customers. Our Care Coordinators work closely with small groups of Support Workers resulting in a more consistent service with Support Workers spending more time with the same customers.

The key component to this care model is our team approach; improving employee flexibility and job satisfaction through better communication and a shared responsibility for sustaining the customer relationship and achieving their goals. This includes celebrating strengths and successes, maintaining existing relationships and networks, and strengthening connection to family, culture and community.

### Three core values of the care model

- Valuing our people
- Customer choice and involvement
- Improving customer health outcomes through a focus on reablement

## Home Care Packages

Our Home Care Packages (HCP) provide solutions for customers who wish to stay living in their own homes. Offering services and clinical care to assist with daily living, our focus on genuine care and independence means customers have more choice and control over what services are delivered, and where and when they are delivered. Suncare has continued to experience strong growth in HCP. Home Care Packages are available for older people who need coordinated services to help them to remain in their home and younger people with disabilities, dementia or other special care needs that are not met through other specialist services.

### There are four levels of Home Care Packages:

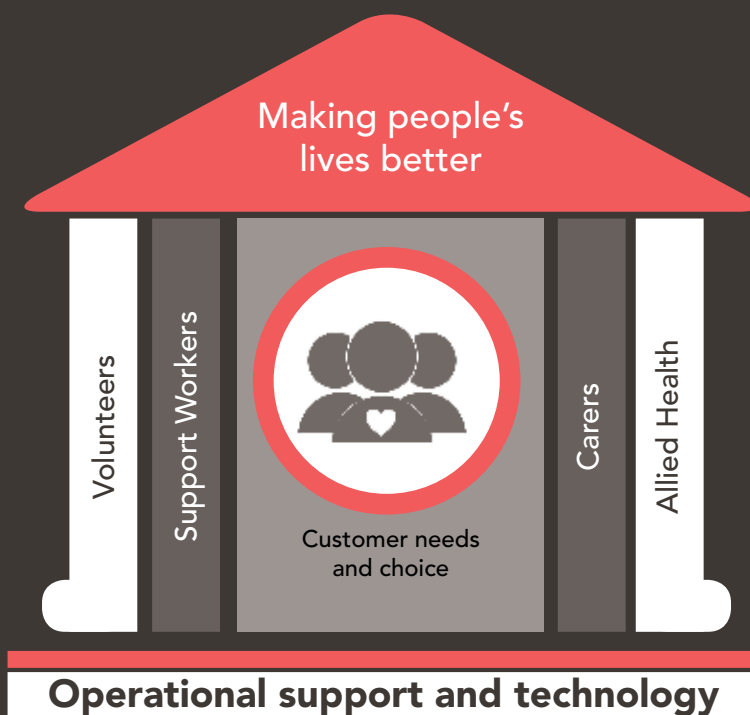
Level 1: Basic care

Level 2: Low level care

Level 3: Intermediate care

Level 4: High level care

**Packages include:** personal services; nutrition, hydration, meal preparation and diet; continence management; mobility and dexterity; nursing, allied health and other clinical services; transport and personal assistance; management of skin integrity. Packages may also be used to support the use of telehealth, assistive technology, aids and equipment.





# Our Operations

## Regional Assessment Service

Suncare is a leading provider for the delivery of Federal Government funding programs including the Regional Assessment Service (RAS) across six Queensland regions.

The Regional Assessment Service is the starting point for customers on their aged care services journey (people aged 65 years and over or 50 years and over for Aboriginal and Torres Strait Islander people). The assessment program involves an in-home assessment to evaluate the level of aged care service needs and provide guidance on services available through the My Aged Care Home Support Program.

The Regional Assessment team acts as a resource to link aged care service providers with customers for the provision of low level assistance for daily activities such as shopping or house cleaning. Support services such as these allow people to remain living in their own homes for longer.



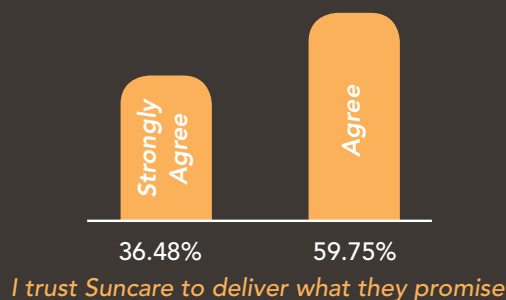
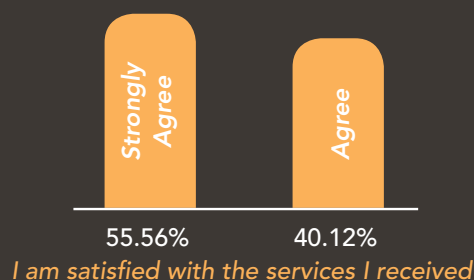
***Suncare is one of 13 lead agencies across Australia chosen to deliver the Federal Government's reform program.***



Jasmin Stokie – RAS Manager

## Customer satisfaction

Customer satisfaction remains high for Suncare services with our latest surveys revealing high levels of customer satisfaction and customer trust.



*"My father has Suncare respite and I am extremely happy with the service he is receiving and his response to me at the end of the day."*

*"Can't fault any of the three workers that have visited, kind, genuine and happy, look forward to them coming."*

*"Excellent service from support worker from Suncare."*



# People *and* Culture

## Suncare Annual Conference 2017



Lindsay Tighe



Russell Mason, Ken Mathieson, Sharee Middleton & Rob Cross



Russell Mason & Elaine Jobson

### Suncare Annual Conference

The theme for our 2017 conference focused on our vision of making people's lives better and what this means to us as an organisation, and also as individuals contributing to achieving our strategic goals and customer service delivery. The conference program blended keynote presentations with Suncare team members who shared their experiences.

#### 2017 Keynote Speakers included:

Nikki Fogden-Moore - author and global business coach

Elaine Jobson - Jetts Group Global CEO

Lindsay Tighe - Trainer and author

Dr Claire Mason - Social Scientist, Data 61

#### A Day in the Life presentations by team members:

Ken Mathieson - Senior Support Worker, Rockhampton

Sharee Middleton - Care Coordinator, Bundaberg

Rob Cross - Business Development Manager, Sunshine Coast.

### Leadership Programs

As an organisation committed to responding appropriately and effectively to future challenges, during 2017 and 2018 Suncare has implemented four leadership development programs that aim to develop and support our current and future leaders.

**IMPACT:** In 2018, a select group of 12 current and aspiring leaders were invited to participate in the IMPACT Leadership Program. Delivered through a series of forums and executive coaching sessions, the six-month program included goals for strengthening team leadership skills.

**Health and Wellbeing program:** Suncare has introduced initiatives that encourage physical, psychological and social wellbeing for our employees and volunteers.

**Mindstar:** In 2016 Suncare partnered with Mindstar, a Sunshine Coast-based organisation that offers all our employees and volunteers confidential, professional and innovative counselling and guidance services. Mindstar provides support in more than 50 areas of wellbeing and mental health, among them mindfulness, workplace stress, sleep, relationships, anxiety and performance.

**Fitness Passport:** Suncare joined Fitness Passport in 2018, a corporate health and fitness program that aims to inspire more of our people to begin regular exercise. Providing a variety of activities for members through a wide range of local gyms and aquatic centres, Fitness Passport is helping team members to achieve health and fitness goals.



# Investing in our future

In accordance with our strategic plan, Suncare continues to embrace new technologies and develop mobile working environments that enable efficiencies as well as creating the flexibility necessary for our team members to deliver quality services for our customers.



186 laptops rolled out  
70 laptop docks installed



1,986 help desk tickets  
completed



15 servers migrated to the  
cloud



126 phone users migrated  
to cloud-hosted phone  
system



44,242 calls to Suncare  
1800 phone number

## Flexible working environment

The roll out of new laptops, along with the migration of several servers and services to the cloud, has created flexible work practices that enable employees to work from anywhere at any time. Our flexible work practices have the dual benefit of attracting and retaining team members that supports work-life balance, while enabling a more productive and agile workforce.

## Accreditation success



Suncare has achieved accreditation with the latest International Standard (ISO 9001:2015) for quality management systems.

## Marketing

In accordance with our strategic vision, during 2017 Suncare developed a new website and rebranded to further strengthen our visual brand and brand promise. In doing so we have enhanced our profile as a leading service provider. Our new visual brand has been applied to all Suncare collateral including print materials, office and vehicle signage and team uniforms.

## Telstra IP Telephony

Representing a significant infrastructure investment, Telstra IP Telephony (TIPT) is cloud-based and allows employees to make and receive telephone and video calls, to chat and send or share files from any location or from any device that runs the TIPT Business Connect application (including Windows, Android and iOS) ensuring Suncare is geared to meet an increasingly digital environment.

## Carbon reduction

As part of our Corporate Social Responsibility commitment, we have implemented changes that have resulted in a substantial reduction in carbon emissions.



Upgrade to 1/3  
Hybrid vehicles



A reduction of  
12.68% of Co2  
(TCO2) for fleet  
usage



38% reduction in  
overall electricity  
costs

**Paperless office:** Our Gympie office upgraded to a purpose-designed location in Nash Street including a new paperless office setup.

**Fleet vehicles:** In line with our Environmental Policy, during 2018 we replaced many of our vehicles with Hybrid Toyota Corolla and Prius vehicles.



# Our Board



**Iain Green**  
Chairman

With senior management experience, including Director at Pricewaterhouse Coopers and General Manager at Rio Tinto, Iain has particular expertise in the

development of advanced in-house procedures so that our customers can benefit from more timely, cost-effective and quality service.



**Anne Marie O'Callaghan**

Director and Chair of the Finance Committee

An accomplished business advisor, company director and former partner of a chartered accounting practice, Anne Marie has more than 20 years' experience 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**  
Deputy Chairman

Peter has served on more than 30 boards since 1984, ranging from not-for-profits to listed entities. A scientist and innovator, Peter's roles have included CEO, chairman and

corporate executive of an ASX150 company.



**Mario Pennisi**  
Director

Mario is the inaugural CEO of Life Sciences Queensland Ltd (LSQ) a not-for-profit peak industry organisation that advocates for the role of life sciences innovation

in economic development. Mario has overseen LSQ's growth to include almost 180 members, while maintaining relationships with strategic partners across Asia, Europe and North America.



**Renata Brooks**  
Director, Chair of the Governance and Risk Management Committee

Renata has over 15 years' experience on governing boards and executive leadership roles in

large public sector organisations. She currently serves on a number of national and state government boards and other statutory bodies.



**Belinda Von Bibra**  
Director and Company Secretary

With a passion for improving customer outcomes through research driven innovation, Belinda is actively involved in community

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



**Anne Livingstone**  
Director

Anne has more than 34 years' experience in the community service sector with a focus on community-based care. Her specific interests include workforce

development, service model redesign and public policy reform. Anne has been the Research and Development Director for Global Community Resourcing since 2010.



# Executives



**Russell Mason**  
Chief Executive Officer

Suncare's CEO since 2015 Russell's career includes senior management and board roles in large and complex organisations. An active member on industry boards

including Australian Smart Communities Association, the Queensland Tourism Industry Council and GoDigitalQld. A former member, and chair of the Australian Institute of Company Directors Sunshine Coast committee, Russell is currently a member of the National Disability Services Qld Committee. He holds a Master of Business, Bachelor of Business, 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.



**Angela Massy**  
Head of Strategy, Innovation and Connection

Angela has a commercial sector background and brings a range of skills to Suncare including

creative marketing and strategic communications. She has an EMBA with the University of the Sunshine Coast and is focused on organisational innovation and digital disruption.



**Sara Walker**  
Acting Chief Operations Officer

With more than 20 years in Community Services, Sara is a dedicated operational leader in the Community Services Sector with

particular expertise in Aged Care, Disability and Mental Health services. Sara holds a tertiary degree in Social Science and post graduate qualifications in Business Administration.

# Our Financials

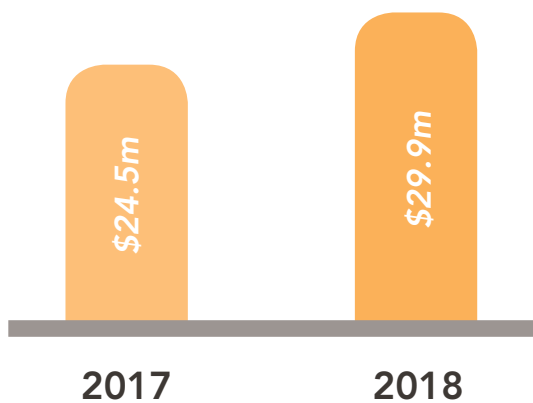
Suncare delivered another solid financial result in 2017-18. Revenue has grown by 22 percent, mainly due to strong growth from customers choosing Suncare to deliver their Home Care Packages and from the introduction of Short Term Restorative Care (STRC) service delivery.

Employee expenses and brokerage increased by 25 percent as we implemented a new care model and more customer-facing roles into the organisation. This will help us to grow and deliver even more services in the future.

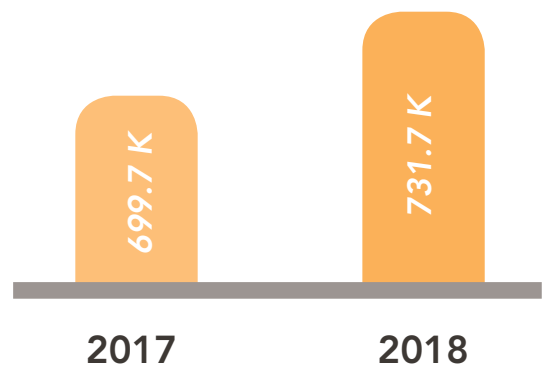
Administration costs in the year have increased by 17 percent. We have spent considerable time and energy consolidating infrastructure, ICT and vehicle costs this year and we should see the benefits of these changes in the coming financial year and beyond.

The profit for the year was \$731,709 which is a 4.6 percent improvement from the previous year.

Our balance sheet reflects a strong position with total assets of \$14.95 million and total liabilities of \$8.69 million.



**Revenue**  
**+22%**



**Profit**  
**+4.6%**

# Financial Report

<b>Profit &amp; loss</b>	<b>2018</b>	<b>2017</b>
Revenue from ordinary activities	\$29,610,217	\$24,294,473
Other revenue	\$189,091	\$116,556
Cost of sales Meals on Wheels	(\$228,339)	(\$257,762)
Employee expenses	(\$17,308,856)	(\$14,381,529)
Depreciation and amortisation expense	(\$369,220)	(\$388,443)
Brokerage expenses	(\$5,164,488)	(\$3,550,764)
Administration expenses	(\$6,104,566)	(\$5,227,348)
Other expenses from ordinary activities	(\$55,021)	(\$54,880)
Results from operating activities	\$568,818	\$550,303
Financial income	\$162,891	\$149,429
Financial expense	0	0
Net financing income	\$162,891	\$149,429
Profit /(loss) for the period	\$731,709	\$699,732
<b>Assets</b>	<b>2018</b>	<b>2017</b>
Cash and cash equivalents	\$10,538,899	\$8,892,467
Trade and Other Receivables	\$1,390,908	\$1,228,055
Inventories	\$10,949	\$16,439
Total Current Assets	\$11,940,756	\$10,136,961
Property, Plant and Equipment	\$3,002,553	\$2,006,699
Intangibles	\$11,010	\$76,351
Total non - current assets	\$3,013,563	\$2,083,050
Total Assets	\$14,954,319	\$12,220,011
<b>Liabilities</b>	<b>2018</b>	<b>2017</b>
Trade and other payables	\$1,790,617	\$1,200,871
Employee benefits	\$1,716,829	\$1,526,318
Deferred government grants	\$2,609,426	\$2,071,865
Total Current Liabilities	\$6,116,872	\$4,799,054
Employee benefits	\$143,908	\$121,224
Total non-current Liabilities	\$143,908	\$121,224
Total Liabilities	\$6,260,780	\$4,920,278
<b>Net Assets</b>	<b>\$8,693,539</b>	<b>\$7,299,733</b>



## *Thank you to* Alan Sinclair

After eight years with Suncare, Alan Sinclair is retiring and our Board and Suncare would like to acknowledge the enormous contribution he has made while extending our sincere best wishes for the future.

Alan chaired the Finance Committee since joining Suncare's Management Committee in 2010. He provided strong leadership and maintained a rigorous focus of our accounts which significantly improved our financial management capability and results. In recognition of his work, Alan was also nominated for the 2017 Commonwealth Bank Not for Profit Treasurers Award.

We also welcome Anne Marie O'Callaghan who was appointed the Finance Committee Chair following the 2017 Annual General Meeting. Anne Marie brings more than 20 years' experience as a trusted advisor collaborating with business owners, CEOs and company boards.





# Suncare

COMMUNITY SERVICES

**Suncare Business Support Office – Maroochydore**

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

**Gympie Office**

7/21 Nash Street,  
Gympie Qld 4570

**North Lakes Office**

Suite 206, 53 Endeavour Boulevard,  
North Lakes Qld 4509

**Bundaberg Office**

81 Barolin Street,  
Bundaberg South Qld 4670

**Hervey Bay Office**

5/10 Liuzzi Street,  
Hervey Bay Qld 4655

**Rockhampton Office**

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

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**P: 1800 786 227**