# sunshine

live,

grow

develop

annual review <sup>2015</sup>





# We'd like to take this Opportunity to say how deeply we respect and embrace the Aboriginal elders and people of this region as the traditional custodians and cultural knowledge holders of this land.

We further acknowledge the cultural contributions of Aboriginal and Torres Strait Islanders with disability, and reaffirm our vision of a world where every person is welcomed.



# Sunshine's annual review isn't just a progress report or a review of our

achievements and highlights during the 2014-2015 financial year. It's also a story – a story about the people we work with every day, the people we support to have a great life.

We hope to show you – our valued supporters, community partners, volunteers, and government agencies whose help we couldn't be more grateful for, the families who give so much of their time and love, and anyone who is considering becoming part of the Sunshine story – exactly how your support is making a difference.



# Sunshine's purpose is working together to create possibilities for a great life.

We are proud to say we are one of NSW's leading service providers in the disability sector, and support people across Sydney, the Central Coast, and the Hunter region.

We were founded in 1924 by Dr Lorna Hodgkinson. Her indomitable spirit not only saw her become the first Australian woman to ever hold a PhD from Harvard, but also a pioneering advocate for bettering the lives of people with disability.

As an independent, not-for-profit organisation, many of Sunshine's goals are achieved with the help of government funding. That said, it's not always enough to ensure we can maintain all the services we so very much want to offer. As a result, we also rely on the incredible generosity of individuals, organisations and community groups who share our vision.



# At Sunshine, we look forward to every day - because every day we're doing

something real and tangible to support people with disability. We are incredibly grateful for the individual funding we receive through the NDIS and other government-funded packages – funding which allows us to offer life-changing services to the people in our region.

### These services include:

- Accommodation Support & Shared Living Arrangements
- Supported Living
- Community Access
- Supported Employment
- Transition to Work
- Transition from Work
- Respite
- Art & Paper Studios
- Community Justice Program



# **Our Changing Environment**

The big news in the disability sector is, of course, the current implementation of the National Disability Insurance Scheme (NDIS). This is an incredibly optimistic time for so many people with disability, and their families.

Our job at Sunshine is to be ready for the changes the NDIS will bring. This means a new strategic plan, and a revised approach, while refreshing the words around our values, purpose and vision but remaining true to their meaning.

In preparation for the full roll-out of the NDIS in all Australian States from 1 July 2016, the scheme is being trialled and shaped across a number of regions. Fortunately for us, one of these is Newcastle, an area in which we are actively involved.



The NDIS has 19,800 participants nationally with 17,303 plans in place, but there is still a lot of work to be done to simplify the planning approach and address significant areas of inflexibility. Many of the participants to date have been people with physical disability. Few are people with physical and intellectual disability.

Unfortunately, this means that the pilots give limited insight into our traditional core client base, so we need to make sure we stay nimble and are ready to 'course correct' as the NDIS takes shape.

On top of this, our State government funders are adjusting their systems to tie funds to individual packages, and have 'divided' block funding based on numbers of people.

The threat to Sunshine is that fixed costs might not be adequately considered, meaning we might not be able to cover all our support costs. We are determined to do everything

we can to make sure the quality of our services is not affected.

So our immediate priorities are to understand our cost base at the most granular level, and to ensure the Government understands the impact of any proposed changes to the funding model, both in transition and when prices are set. As we expected, larger 'for profit' players have entered the

market along with a range of other competitors, including sole traders and groups operating with new business models.

Many of these are planning to realise scale advantages by co-operating where they can, particularly when it comes to back-office functions. We anticipate significant changes in the competitive landscape with regard to possible market consolidation through mergers.

## Our finances are in great shape

We are delighted to report that 2014-15 was another year of strong financial growth for Sunshine. In fact, we achieved revenue growth of 11.3% to \$32.7 million, with \$1.4 million in investment income. This puts us in a fantastic position to tackle the investment challenges ahead, including readying our systems and infrastructure for the continued roll-out of the NDIS.

# **Ensuring our success**

For Sunshine, the national rollout of the NDIS in 2016 means we will undoubtedly enjoy new opportunities, but we will also face new challenges.

On the opportunity side, we will be positioning our service for growth as a quality provider, while continuing to ensure our workforce remains positively engaged and delivers the kind of fantastic support that upholds our values and makes a real contribution to the lives of people with disability.

Our challenge, on the other hand, is to make sure we are fully prepared for the NDIS. This includes making sure we have the systems and procedures in place to function effectively and competitively. As a result, the Board has approved funds for IT investment and additional marketing in the 2015-2016 budget.

In the end, our success comes down to two things: being prepared, and staying flexible!

# **Our Strategy**

Sunshine is guided by a rolling three-year strategic plan which is reviewed by management and the Board every year. We always have an eye firmly on growth but are also focussed on preparing for the market changes that will come with the NDIS.

Our top priority is the people we support. To ensure we keep delivering great service and inspirational results, we have appointed a fourth member to our Executive team, and are implementing a thorough shake-up of our infrastructure and systems.

In the year ahead, our strategy will also include strengthening our marketing and communications, and maintaining quality governance and leadership. Ultimately, our strategic goals are:

- to have a service that people want
- · to be a place where people want to work, and
- to be a resilient organisation.

We remain focused on keeping the people we support and their families at the centre of all that we do. That includes a continuing focus on finding and responding to new opportunities to make a positive difference.

# A big thank you to our supporters

Our work simply would not be possible without the help of our government funding bodies, volunteers, supporters, employees and Board Members, so we'd like to take a moment to thank all the people and organisations who have contributed to so many of our successes over the past year.

Sunshine has an amazing team and we look forward to continuing to achieve our vision of a world where every person is welcomed.



# **Growth for shared living**

In early 2015, Sunshine successfully tendered for the re-auspice of four group homes in Blacktown, supporting 14 people. Every opportunity to grow our organisation is exciting for us, and we are absolutely delighted to welcome this service to Sunshine.



## **Shine Art Exhibition**

The theme of our 90-year anniversary art exhibition in September 2014 was 'Shine!'

### And what an event it was!

The annual exhibition proved a huge success, and featured the work of many artists who came together to share their unique, beautiful and inspirational pieces.

# Building the strength of our leadership team

To prepare for the continued rollout of the NDIS, maintain best practice across all areas of our support services, and keep up with the growth of our organisation, this year saw a restructure of our Executive and Senior Leadership Team. The changes included the appointments of David Kneeshaw, General Manager, Corporate Services; and Linda Ward, General Manager, Community Services. We have also created senior roles for two Practice Leaders.

# On the road again!

In mid-2014, we met the Petersons - a family of six, struggling against adversities many of us could never imagine. We made it our mission to appeal to our community in an effort to raise money to purchase the family a much-needed new car. Our supporters responded with incredible compassion and generosity and our mission was accomplished! The family was soon on the road again and daily life was just a little bit easier.



Ashleigh, Pam & Brian Peterson

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## Sunshine – a celebration

In 2014, we celebrated our 90th year, and took time to reflect on the inspirational work of our founder, Dr Lorna Hodgkinson. We put together a DVD that gives a glimpse into the lives of five people accessing support through Sunshine.

It's amazing what can be achieved with a little support, good planning and an ambition to live a great life. If you'd like to see the DVD, you'll find it on our website.



From left to right - John Ryan, Rebecca Fletcher, Jim Longley, Paula Duncan, Gail Jeltes, Rachel Lane & Di Drew

# Celebrating a milestone

On May 13, 2015, our founder would have turned 128. Dr Hodgkinson died at the age of 64, and 2015 was also the 64th year of her passing. The numerical significance was simply too perfect for us not to mark the occasion with a celebration of this amazing woman's incredible life and legacy.



# Pay it forward

Every night across Australia there are more than 100,000 people experiencing homelessness. On June 18 our CEO, Rebecca, was inspired to support the 2015 Vinnies CEO Sleepout and give back to a community that continues to support us in so many ways. It was a cold, wet, winter's night but one that created

many memories of kinship and community spirit.

Rebecca was able to generate funds just shy of \$14,000 which will assist in providing necessary support for the homeless.





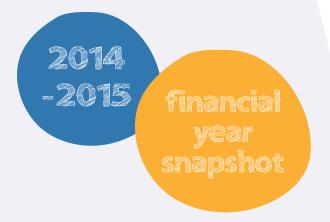
With the rollout of the NDIS underway in most Australian states, we are so excited about what this will mean for people with disability and their families.

Why is the NDIS so important? Because up until recently, the needs of people with disability were not being met. The service system was fragmented and crisis driven, and society was not offering people with disability the same opportunities as other Australians. In fact, when the Productivity Commission put forward its 2011 report into the way people with disability were both supported and funded, the results were startling. It showed we ranked 21st out of 29 OECD countries in employment participation rates for those with disability. Even more confronting; 45% of those with disability were living either near or below the poverty line. Change was clearly desperately needed and long overdue. The NDIS represents a seismic shift in the way people with disability gain support and funding, and we couldn't be more delighted.

We were right behind the idea from the start, and are incredibly proud to have been part of the successful Every Australian Counts campaign, aimed at gaining bipartisan support from the government for the implementation and full roll-out of the NDIS. The success of the campaign is nothing short of a revolution, one that will see every person with disability have access to a lifetime of opportunities.

Bibliography - Achieving better outcomes for people with a disability and their families, November 2011 PWC Australian Bureau of Statistics, 2012, How many people have an intellectual disability, viewed 6 August 2015, www.abs.gov.au/ausstats Australian Bureau of Statistics, 2012, Areas and types of assistance needed, viewed 6 August 2015, www.abs.gov.au/ausstats





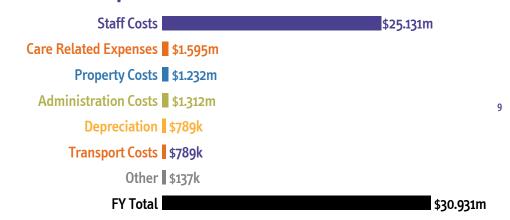
In 2014-2015, we were privileged to support more than 600 people with disability and their families.

We increased our employee numbers to over 530 – a direct result of our strengthened recruitment strategy and growth across our operational areas.

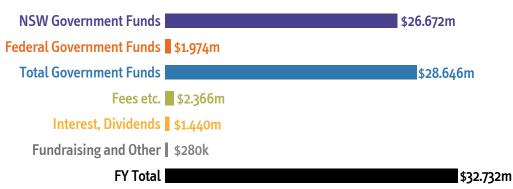
# **Growth over the last 5 years**

	2011	2012	2013	2014	2015
Number of Employees	428	435	424	489	524
Total Revenue	21.8m	24.6m	26.8m	29.5m	32.7m
Private Funding Donations	179,000	153,000	154,000	180,000	85,000
Investment Income	1.6m	1.4m	1.4m	1.5m	1.4m
Net Assets	26.9m	28.5m	32.3m	35.7m	38.5m

## How we spend our funds



# Where our funding comes from





At Sunshine, our approach is all about the people we support every day — their needs, their goals, their ambitions.

Over the course of nearly a century in this sector, our approach, underpinned by rock-solid values, has continually evolved.

We never stop learning, we never stop listening, and we never will! Our staff do everything in their power to support people with disability reach their full potential, achieve as much independence as possible, and live a great life.

We would never presume to know better about other peoples' lives. Our job is to build great relationships, identify clients' specific needs, facilitate, support and enable.

People with disability have the right to a meaningful life, full of purpose, contribution to the world around them, and a true sense of belonging – in their communities, families, at home and at work.

We encourage staff to really understand the importance of their role in people's lives – that with courage and understanding, they can genuinely make a difference by enabling others to achieve more than they ever thought possible.

We've always been a voice for change in this sector, and are long-term champions of the introduction of an NDIS in Australia. In everything we do, we strive to advance the interests of people with disability. After all, they're the reason we exist, and we never lose sight of their ambitions.

# we make things happen

Relationships are not an end in themselves.

With courage and through strong relationships and with our passionate employees we make things happen. We enable the achievements and successes of others.

# independence

People with disability have rights and make choices about their lives. A meaningful life is one with purpose — a narrative about who we are and what we do; purposeful activities that contribute to the lives of others and a shared sense of belonging — in communities, families, at home and at work.

As a result, Sunshine is driven by the aspirations of clients who are determined to do it for themselves.

#### 11

# voice for change

Sunshine has always been at the forefront of change. In all our interactions and relationships we advance the interests of people with disability. The reason we exist as an organisation is for them and we will be driven by their aspirations and desires.

life with meaning

We have been a long-term champion of the introduction of an NDIS in Australia, a scheme which enables people with disability to self-direct and self-advocate as well as focus on building personal support networks that connect them with their communities.

# always learning

We don't presume to know better about other peoples' lives.

We act with humility.

We listen, facilitate, support and enable.

whatever it takes

We know the possibilities that should be open to people with disability, so we lead our employees at Sunshine to enable this.

We work in ways that convey the message about rights and possibilities in all the things we do.

We encourage staff to understand the purpose in their work – focusing on values, language and approach.

We will deliver a customer service framework that embodies this approach and delivers support that is grounded in our values.

NDS:

learning from change There are few people in our sector who aren't incredibly excited and inspired by the massive shift in social policy that the NDIS represents.

In fact, many are describing it as the biggest social movement since Medicare. Sunshine is positioning itself to ensure it is fully prepared to take advantage of the huge opportunities the NDIS brings, as well as the new challenges ahead. We have a long history of involvement in this sector, and intend to use all our experience and knowledge to ensure we continue our goal of making life better for people with disability.



A 2015 quarterly report released by the Assistant Minister for Social Services, Senator Mitch Fifield, indicated that more than 17,303 people with disability now have an approved NDIS plan, with more than \$952 million invested in the services and equipment they need to achieve greater independence.

Our clients include people with intellectual, physical and mental health disabilities or a combination of these. Approximately 60% are still at home, and common supports range from self-care through to social and life skills, and support coordination.

Choice and control are paramount to our clients. The old system simply did not support an approach which involved asking what people with disability or their families wanted. Sunshine's future-planning sessions for people with support under the NDIS are now about establishing goals and developing a support plan around those goals. For people with a plan, it means choice of support staff, when and how support occurs, flexibility, and a chance to identify their goals before they choose their service provider. Further, under the NDIS, support will no longer be limited to Monday to Friday 9-3. Instead, it is highly flexible and available seven days a week.

Our pre-planning workshops are about getting families to understand that they're in control now. This new approach is nothing short of a revolution.



The NDIS is being trialled across seven different areas in Australia, including the Hunter region, Sydney, and Penrith – an area which extends from Windsor, through Penrith and up to Katoomba in the Blue Mountains. At present, Sunshine coordinates support for 26 children under the age of 18 in flexible respite care in the Penrith region. The NDIA has identified that, when the roll-out is fully actioned, it will fund 2,000 under 18s in that area.

Sunshine also has over 60 NDIS clients in the Hunter furnishing us with the knowledge and experience required to ensure the very best support outcomes now, as well as after the complete NDIS roll-out.

Sunshine attends monthly service-provider meetings with the NDIA. These meetings are a fantastic opportunity to learn from each other. Even though we're moving into a highly competitive environment (because clients can choose to have more than one service provider), it is increasingly clear that there is a very strong incentive to help each other, and that's another cause for real optimism.

With greater information in the media about the NDIS, more and more people are coming forward for help – people who were previously unable to access the system because they didn't fit into – or weren't aware of – the available programs.

There are process and procedural matters yet to be worked out, but the impact of the NDIS is more positive than we could ever have dreamed. And what other issue in recent times has inspired the two sides of Parliament to work together?

The whole of Australia is committed, there's no going back, and the future couldn't be brighter.



PEOPLE WITH DISABILITY NOW HAVE AN APPROVED NDIS PLAN



# This is an amazing time to be part of the Sunshine Human Resources team.

With the landmark NDIS soon to be rolled out across the country, we are currently undergoing enormous changes to our HR framework. The goal is to adjust our systems and processes to be ready for a brand new recruitment landscape, link our organisational strategy with outcomes and performance, focus on developing an even greater customer service mindset, and define and develop staff behaviours to ensure we are in the best possible position to help people with disability reach their full potential. A strategic approach is critical to our ongoing success, and we are very excited about the huge impact this fresh new initiative will have on the business and the lives of people we support.

In anticipation of significant increases in recruitment over the coming years, the Human Resources Team has welcomed two new HR Advisors and a HR Manager. We have also identified process improvements that will ensure we find the right people for our team and have the capabilities in place to deliver exceptional training, particularly as some of our new recruits will not be completely familiar with our sector.

The recruitment process now involves initial phone interviews from which we create a shortlist of people whom we invite to an assessment centre to undertake group problem-solving and teamwork tasks. We then further refine the candidate pool before conducting individual interviews and checking references. We also now invite clients and families of clients to be present at interviews so they can be part of the selection process.





In an effort to further ensure our clients receive the best fit for their needs, we visit them before placing ads and ask questions about their specific hobbies and interests. We then create ads that speak directly to those unique personality traits, in order to link our clients with support staff who share common interests.

We've introduced psychometric testing as an objective tool for finding leaders with the personality profiles needed to handle change and ambiguity while achieving results. In addition, we have adjusted the structure of monthly meetings focused on the engagement of our Leadership team. These meetings are a fantastic opportunity to share information, create common knowledge, embrace new learning and development, and network within the services.



Our robust new Employee Assistance Program is also proving incredibly successful, and offers additional phone coaching, counselling, stress management advice, the list goes on.



Overall, these changes have resulted in improved efficiency, shortened recruitment timeframes, reduced staff turnover and heightened employee engagement – defined as a real passion for the job, the skills to do the job well, and a solid understanding of our values, mission and vision.

We are currently building an online induction program – iinduct – which will be fully implemented before December 31, 2015, and we are in the process of updating the HR policies and procedures, and our code of conduct to reflect current changes in legislation and provide a framework for employees that is easy to understand and consistent with our values, practices and organisational expectations.

This is such an invigorating time in our organisation's evolution.

It is an absolute privilege to be surrounded by people with a positive, can-do attitude, focus and commitment, and we couldn't be more optimistic about what the future holds.



# Meet James — or Jimmy, as he prefers to be called.

He has limited speech – but the words he does use are usually 'yes' and 'good', accompanied by a cheeky expression. It's the first indication of the tremendous optimism and sense of fun that Jimmy brings to everything he does.

Jimmy lives in a group home on the Central Coast. He has three main loves: watching the wrestling (Little Jimmy is his absolute favourite), cutting a mean rug at Merrymakers on Thursday nights and, most of all, his job.

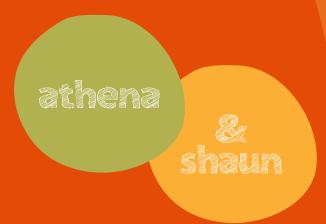
According to one of his support staff, Colin, Jimmy would often go past businesses and say 'work there', so it was clear it was something he really wanted to do. Not long after that, Jimmy visited Job Centre, and applied for a role at the local McDonalds. That was six months ago and the difference it's made to Jimmy's life is amazing. He's now received training, enjoys a regular wage, and has an ever-expanding network of friends and colleagues who value his contribution and enjoy spending time with him.

Jimmy's role includes cleaning and a bit of cooking - mainly chips and burgers. He's even bringing his work home with him and often cleans not just his unit but the common room as well.

Most importantly, Jimmy has become a great role model to the five other people who share his home, and now encourages them to follow his example. When asked if that makes him feel proud, Jimmy simply replies, 'Good!' Well done, Jimmy. You knew what you wanted, you went after it, and you made it happen. You're an inspiration to us all.







# Have you ever dreamt of an all-expenses paid trip to America?

Well, that's exactly what happened to Athena and Shaun two people who are enjoying the benefits of respite care and haven't let anything hold them back in any way.

Part of a Special Olympics dance group, the pair were asked to fly all the way to the States to raise awareness for the Special Olympics by performing in Times Square. But the adventure didn't stop there! They also took a little detour to visit 'the happiest place on Earth', Disneyland. At just 10 years of age, Athena could hardly wait.

Their dance routine is a combination of Modern and Jazz, and both Athena and Shaun absolutely love dressing up in costume and performing in front of an audience. Of course there's the added bonus of having their family and friends cheering them on from the crowd.

Just three days after returning from America, Shaun and Athena performed at the Special Olympics 10th anniversary gala at Luna Park to raise funds for people with disability. The event drew a host of celebrity guest speakers and audience members, including The Wiggles, reporter Peter Overton, and comedian Tahir Bilgic.

31-year-old Shaun approached his support Team Leader to see if she could organise pictures of a recent concert performance to appear in the Sunshine newsletter. He was over the moon when we decided the story was so good we'd give it an even wider readership and publish it in this year's Annual Review.

So what's in store for the future? More of the same, of course! In fact, Athena and Shaun are now getting ready to fly back to the States later this year to perform on the world-famous Ellen Show. As they have demonstrated to us all, you never know where the things you love can take you – unless you give it a go.





# Bailey is 16 and, until a year ago, his primary residence was hospital.

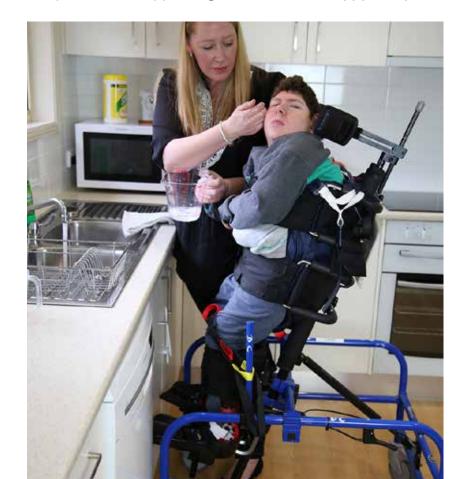
For years, the hospital staff did what they could but they simply didn't have the time or resources to give him the individualised support he needed. Bailey does not communicate verbally, uses a wheelchair to get around and is unable to eat food like we do. . His Cerebral Palsy is made more complex by the range of other health issues Bailey deals with. The outlook was grim but then something wonderful happened: he received funding to live in a group home and life, suddenly, took an almost miraculous turn for the better.

Since leaving the hospital Bailey has had a huge surge in his social life - enjoying the company of his two new house-mates, hosting a housewarming party, and celebrating his 16th birthday with friends. He goes to the movies, loves bushwalking and sightseeing, and his sister and foster family visit him often. He had a fantastic time at his school athletics carnival, and participated in the school fair by making lolly bags - the same school where he learns sport and enjoys the support of a music therapist.

Recently, Bailey's support professionals tapped into special resources at Wyong hospital and, as a result, he's managed to avoid a long hospital stay since the beginning of the year. It's a fantastic achievement! In addition, the team had a better opportunity to observe his pain levels and adjust his medication accordingly.

If a better life is a matter of balance, he seems to have found the equation!

Less pain + more support + good times = one happy Bailey.





# When 28 year-old Steven first accessed NDIS funding and support, his communication was limited to a simple yes or no.

That all changed when he was introduced to a speech therapist, an iPad and ground-breaking software. Within three months, Steven was communicating his thoughts with the people around him, and enjoying life in a way that had once seemed impossible.

"If Steven wants to go for a car ride, or ten-pin bowling, the gym or shopping, he can use the iPad to tell us. He can tell us if he's feeling sick and we can take him to the doctors.

He's just learning how to write on it as well." At this point in the interview, Steven writes the word 'Zumba'on his iPad before standing up and demonstrating how to 'shake your tail feather' — a move learnt at the Zumba classes he now attends. When the smiles and clapping finally subsided, Steven's father continued, "He's learning all the time. This has been the best tool ever invented for people, it really has."

"Yes," agrees Steven's mum. "Imagine if we'd had it earlier, when he was younger. Imagine where he'd be! He's telling me what he wants instead of the other way around, instead of me telling him. I remember the first time he used the iPad to ask me for something, and I said 'yes'. That big smile of his..."







## When Queensland won the last game of the recent State of Origin, you'd be hard-pushed to find anyone more excited than Peter.

It's hard to believe that not long before the game, he'd injured his back so badly he couldn't walk up the stairs to his flat.

Following his accident, Peter, joined a supported living program. From the start, it was clear that Peter couldn't get enough of the footy and dreamed of going to a State of Origin game.

With Peter's enthusiasm driving this new adventure, it wasn't long before the tickets were booked and he was off to cheer on the Maroons in Sydney, Melbourne and Brisbane.

To make things even more interesting, Peter chose a NSW supporter for company, and came back brimming with stories about friendly rivalry, plane trips, fancy hotels, and hot fish-and-chips in the stands.

"I didn't like the first game as Queensland lost," says Peter, "but I loved the last game because Queensland won!"

So what's Peter looking forward to now? "I want to meet the Queensland players to tell them they did a good job...and I want to meet Benji Marshall and get his autograph."

Peter is determined not to let his disability get in the way of a great life. Chances are he'll be shaking Benji's hand in no time!





# Let's face it: death clearly isn't acceptable dinner-party conversation.

Nor is it really something a lot of us care to think about. In fact, statistics show that 75% of Australians have not had any end-of-life discussions, and 60% of us don't think we talk about death enough. Discussions around this subject are often even more actively avoided when it comes to people with an intellectual disability. The 'Dying to Talk' project is about exploring this issue in greater depth, in the hope that we can better prepare, inform and support our clients, as well as the amazing staff who work with them every day.

Gail Jeltes, Sunshine's General Manager, Accommodation Support and Shared Living Arrangements, has been working tirelessly on this project since its inception. "We all live and we all die," she says. "Life is something to be celebrated through to death. Talking about dying and death is something we all need to do - otherwise we, or our loved ones, may not die in the way we want. Alternatively, if we lose someone we care about, we may not have the tools we need to handle grief. Talking about dying doesn't make it happen, or happen faster. Gaining an understanding of end of life is essential for all adults with intellectual disability, not only those who are about to die."

This belief, she explains, is underpinned by Sunshine's commitment to personal choice and control, and also arises from practical knowledge of effective teaching methods. "In our long experience, our clients learn best when they are well, when information is repeated over time, and when they can link their learning to everyday life."

The project began in 2013 when the University of Sydney and Sunshine gained an Australian Research Council Linkage Grant. It is expected to conclude in 2016.

This year, we completed part 1 of the project in which we compared the responses of 39 adults with mild or moderate intellectual disabilities to the responses of 40 disability staff without intellectual disabilities. We confirmed that adults with intellectual disability had a significantly poorer understanding of the concept of death, were less self-determined about end-of-life planning, and reported greater fear-of-death.

In June of this year, Gail also spoke at a symposium held by Sydney University's Centre for Disability Research and Policy. More than 130 delegates attended, including practitioners from government and non-government disability service providers, government agency personnel, researchers and healthcare professionals.

"It was a fantastic opportunity to discuss this issue with some of the best-informed researchers and specialists in the disability sector," says Gail. "I think one of the things that's coming to the fore is an increased comfort amongst staff about talking about death. Following on from our initial work, we've developed a training package and will use it to help staff feel more comfortable about having these conversations.

"We're excited about this research because it's evidence-based. We're following up on hunches and using the evidence to guide our approach. Talking about death and confronting death actually really helps us focus on living life to the full. It's often harder for people with an intellectual disability to understand death. When we turn away from it, we're turning away from them. Their complex grief is not recognised, and that leads to enormous distress and confusion. I believe the results of this project will go a long way to redressing this imbalance."



Dr Michele Weise and Professor Roger Stancliffe from University of Sydney with staff.



# Our strategic plan acts as our roadmap to success for the next three years.

It also charts how we live our values, and communicate our approach to supporting people who access our services.

We operate using a rolling three-year plan which is reviewed and refreshed by the leadership team and the Board every year.



- 1.1 Sunshine is offering the right services in the right locations We have analysed the preferences of people who use our services, our competitor landscape and our market and we are positioned for growth and sustainability
- 1.2 Engagement at every touch point
  Every interaction with clients is timely, responsive, respectful
  and builds sustained relationships
- 1.3 Continuous Quality Improvement strategies underpin the delivery of high quality services We deliver high quality services that enhance the goal attainment, aspirations and independence of our clients
- 1.4 Sunshine has a clear message and marketing approach We have strong brand recognition with our target audience
- 1.5 Sunshine's strategic priorities are strengthened by selected partnerships and alliancesOur partnerships deliver better services to our clients and benefit the sector



**2.1** Our workforce is ready to operate successfully in an individualised, person directed service system

We have highly skilled and engaged employees that respond effectively to the needs and aspirations of our clients

**2.2** Our workforce is engaged and embraces the organisation's culture and values

Our workforce are ambassadors of the organisation and act with a high level of personal accountability and integrity

**2.3** Our leadership is inspiring and our management structure is efficient and effective

Our leadership team and management structure efficiently and effectively supports employees working in the new disability service system

**3.1** Our operations are well supported by the right technology platform

We have the systems and business processes to smoothly transfer to the NDIS without compromising the viability of our organisation

**3.2** The Sunshine Foundation is established The Sunshine Foundation is operational as a related but separate entity

**3.3** We have an effective knowledge management system All information required by employees to thrive in their roles is current, leading practice and easily accessible







**Corporate Support Office** 



Regional Offices



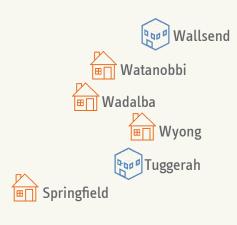
**Community Services** 



Accommodation & Shared Living



**Business Services** 







Frenchs Forest



















Beaumont Hills

Stanhope Gardens







**Penrith** 









# People we support and their families

**Administrative Support** 

**Direct Support Staff** 

Operational Team Leaders

LEADERSHIP TEAM Corporate Services Managers & Coordinators Comms, FR, Finance, Payroll, IT, WHS, HR, Property & Fleet

Operational Managers & Coordinators

SENIOR TEAM

HR Manager

Practice Leader

Practice Leader

EXECUTIVE TEAM

General Manager Corporate Services General Manager Accommodation & Shared Living Arrangements General Manager Community Services & Supported Living

CEO

**Board of Directors** 

2





Rebecca Fletcher









David Hardy



Peter Horton

Sunshine's Board is made up of a team of talented people who are passionate about supporting people with disability to live their lives to the full. Our Board members bring significant and wide-ranging skills and experience to their roles, and are committed to helping Sunshine continue to grow as a provider of high-quality disability services.

### Rebecca Fletcher ~ CEO

Rebecca has held the position of Sunshine's CEO since 2005. Rebecca brings incredible energy and talent to her role, and is responsible for developing and communicating Sunshine's strategic direction, leading and guiding its operations, and bringing our vision, purpose and values to life. She also acts as the point of contact between the Board of Directors and the Senior Leadership Team.

Rebecca has extensive experience across a number of industries, including banking and finance, manufacturing and the disability sector. Rebecca holds formal tertiary and postgraduate qualifications in Accounting, Human Resources Management, Company Director, NFP Management, and Teaching, and is a Fellow with the Australian Institute of Company Directors.

Rebecca's professional experience includes working for a number of years within the Asia Pacific Region. In her spare time, she serves as a Director of an Aged Care facility based in Sydney. Rebecca is passionate about continuing the legacy that Dr Lorna Hodgkinson commenced in 1924 in enabling people with disability to be contributing and valued members of their community.

### Steven Gregg ~ CHAIRMAN B COMM

Steven is a highly experienced investment and commercial banker with extensive Australian and international executive experience with ABN AMRO (as Senior Executive Vice President and Global Head of Investment Banking), Chase Manhattan, Lehman Brothers and AMP Morgan Grenfell. His most recent executive role was as Expert Partner at McKinsey & Company in Australia and the US. His current non-executive roles include Senior Advisor with McKinsey & Co, consultant to Grant Samuel, and Director of William Inglis & Son Limited. He is also Chairman of the Board of Austock Group Limited, as well as a non-executive Director of Tabcorp Holdings.

### David Hardy B COMM, MBA

David's 25-year career in strategic planning spans a range of industries. His roles have included Head of Strategy for a large insurance company, and leadership positions with management consulting firms McKinsey & Company and Accenture.

David now works as an independent consultant, including a long-term contract in a strategy role with a large bank. David's brother, Richard, has been supported by Sunshine for more than 40 years. David is constantly impressed by the professionalism of the Sunshine team that has guided the organisation to be one of the clear leaders in the disability sector, moving the people it supports into the community without losing the distinctive family warmth for which Sunshine is known.

### Peter Horton B BUS, A.C.A

Peter had a long career as a Chartered Accountant prior to his retirement as a partner of KPMG in 2001. This was followed by roles as Director of Finance for Amalgamated Holdings Limited (a public company operating in the hospitality and leisure industries) from 2002 to 2011, and CFO and Company Secretary for Carlton Investments Limited (a listed investment company) from 2011 until now. Peter joined the Sunshine Board and took on the role as Treasurer at the request of a retiring Board member in 1999. He enjoys using the skills gained through his career to assist Sunshine in meeting its objectives of providing support to people with an intellectual disability. Through his involvement with Sunshine, Peter has developed a great admiration for the families and employees involved in its work.







Dr Bee Hong LO



**David Ross** 



**Ethel McAlpine** 



Joan Napoli

### Janet Kneeshaw GRAD DIP HEALTH SCIENCE (GERONTOLOGY)

Jan trained initially as an infants' teacher and had an extensive career working with children with intellectual disability before becoming a Diversional Therapist, working in retirement villages and achieving her Graduate Diploma in Gerontology. Jan's contact with Sunshine began when her brother Peter came to live here in 1949, at the age of three. Jan and Peter's father, Howard Grigg, was the first President of the Parents' and Friends' Association, so Jan has had a close involvement in Sunshine's events and business from an early age.

### Dr Bee Hong LO MBBS, M.PAED., MA

Bee Hong is a Developmental Paediatrician, currently working as Visiting Medical Officer to the Children's Hospital Westmead and Allowah Presbyterian Children's Hospital. Her medical work involves assessing and caring for children with intellectual disability and she has 30 years' experience in the field. Bee Hong was introduced to the Sunshine Board by Dr Verne Caradus as her successor, and she enjoys being able to gain an in-depth insight into NGO operational issues. Bee Hong hopes to see Sunshine grow further into a leading NGO in educating health professionals in the care of people with intellectual disability, particularly as part of the planned NDIS.

### David Ross CSC, MBA

David works in the medical technology sector where providing technology for better health outcomes for patients is the enduring goal. He believes that membership of the Sunshine Board and contributing to the provision of quality services for people with disabilities has offered him a very practical involvement in what he regards as an essential community activity. The opportunity arose to become involved through professional contact with long-term former Chair, Martin Laverty, whose passion for Sunshine and supporting people with disabilities is contagious. David draws inspiration from the people Sunshine supports who respond so positively to their environment, and the Sunshine staff who give so much of themselves in their everyday work.

## Ethel McAlpine DIP TEACHING, B.ED, GRD DIP EARLY CHILDHOOD ED, M ED STUDIES

Ethel has more than 30 years' experience in Disability services, in both the non-government sectors and the NSW and Victorian governments. Her expertise includes service delivery, and program and systems management. Ethel's last position was with Ageing, Disability and Home Care where she was a Deputy Director General for almost a decade. During that time she managed the Home Care Service of NSW, as well as Aboriginal Home Care.

She supported the Aboriginal Services Branch in the introduction of 'Services my Way', a program of individually packaged support for people with disability in Aboriginal communities. Ethel was also instrumental in establishing the community justice program for people with an intellectual disability. In 2013, Ethel received the Public Service Medal for services to people with disabilities in NSW.

### Joan Napoli LLB

Joan works as a solicitor in the firm of Robert Napoli & Co, a general practice established by her brother Robert in 1978. Joan initially worked as a legal editor with a large law publisher, specialising in publications dealing with equal opportunity and discrimination law. She then worked as a consultant solicitor in the areas of discrimination and employment law for an employer association. Joan joined Robert's firm in 2003 and provides legal services to clients in a range of general practice areas.









David Kneeshaw

Linda Ward

Sunshine's Senior Leaders assist in formulating our overall strategic direction, and are responsible for its implementation, along with managing resources and operations.

Our Senior Leaders are highly skilled individuals from a variety of backgrounds, each passionate about creating opportunities with the people with whom they work.

Supported by more than 60 like-minded and capable leaders throughout the organisation, Sunshine's success is a true collaborative effort.

**Gail Jeltes** ~ General Manager, Accommodation Support and Shared Living Arrangements

Gail has formal qualifications in Psychology and Rehabilitation and has worked in the disability sector for over 30 years. Starting as a direct support worker in accommodation after a previous career in motivational training and sales, Gail moved on to establish and manage one of the first individual supported jobs agencies for people with an intellectual disability in Sydney's west. Since then her roles have focused on operational and strategic directions and she joined Sunshine in 1994 specifically to close the institutional accommodation and move the organisation into a community-based service model.

Gail was one of the founding members of the Association of Competitive Employment Agencies (ACE) and spent several years lecturing part-time in disability. Apart from the rights of people with an intellectual disability, Gail is particularly passionate about organisational culture and how it affects the way people and groups interact with each other, with clients, and with stakeholders.

**David Kneeshaw** ~ General Manager, Corporate Services

David has more than 20 years' experience in both technical and commercial finance management roles. He also has significant international experience, having worked in the UK, US and Australia, with long tenures in a big four professional services firm and a top-100 listed global organisation.

David brings to Sunshine exceptional skills in balancing high-level strategy with operational responsibilities, and has extensive experience developing strong relationships at all levels of complex and diverse businesses. David has a strong passion for the people we support and for ensuring exceptional business practices are in place to support the sustainability of the organisation.

**Linda Ward** ~ General Manager, Community Services and Supported Living

Linda has formal qualifications in Community Services, Social Policy and Administration, and has worked in the disability sector for 33 years in a range of leadership roles, including an initial four-year stint at Sunshine in the 90s after which she went on to senior management roles in other organisations. Linda re-joined Sunshine in October 2011 and has since established a new in-home accommodation support model (ILSI) and taken on new clients under the Supported Living Fund and NDIS. Linda is driven by a strong sense of social justice and enjoys working with people to develop new and innovative models of service delivery to support people to live a good life.



### Cathy Gauci ~ Practice Leader

Cathy first began her career in early childhood education and continued her studies in the areas of Community Welfare and Social Science. After experience working with people with disability in employment as well as accommodation settings, Cathy joined Sunshine in 1996 to manage our first satellite office 'Hornsby Lifestyles' – established to support the first group of clients who left the institution to start living in the community. Cathy's current role as a Practice Leader is focused on working with the leadership team to ensure the highest quality services are provided. Cathy gets her inspiration from the people Sunshine supports and she loves being with people and hearing their stories. It is important to her that her work has value, and that through it, she's making a contribution not just to Sunshine, but also to the communities she is part of.







Jennie Broadley



Mariana Tenorio

### **Jennie Broadley** ~ Practice Leader

Jennie has formal qualifications in Teaching and Management and has worked in the disability sector for over 30 years. She has held a range of leadership roles both in Australia and the UK.

In the late 90s Jennie worked with Sunshine coordinating a joint Employment Skills Development project with another not for profit. She re-joined Sunshine in 2009 leading our employment, Transition To Work and Community Justice Programs.

Jennie's current role as Practice Leader frees her from service operations in order to work with our Leadership Team to ensure they have the competencies, structures and supports necessary to deliver the highest quality support to the people who choose our services as we transition to the NDIS. She is excited to be working in the disability sector at this time of change.

### Mariana Tenorio ~ Manager, Human Resources

Mariana has formal qualifications in Organisational Psychology with a Masters Degree in Human Resources from the University of Technology, Sydney. She is currently pursuing her Master in Business Administration (MBA). Mariana has over 11 years of experience in the Human Resources field, having worked across different industries including manufacturing, hospitality and professional services, developing strong relationships with leaders to positively impact the organisation from the people's perspective.

Having the opportunity to work within different industries and across different cultures, Mariana has adopted a broad set of skills and cultural knowledge that she brings to the organisation. She is passionate about building leadership capability, organisational dialogue and employee engagement and learning.



# Sunshine is governed by a Board of Directors who are appointed by our members.

### The Board is responsible for:

- Sunshine's governance, broad policy and strategic objectives
- Approval of the annual budget and strategic plan
- Ensuring the availability of adequate financial resources
- Selecting, appointing, supporting and reviewing the performance of the CEO
- Ensuring compliance with regulation, constitutional law and contractual agreements

Each Director shares ultimate responsibility for Sunshine's overall success and accepts legal responsibility for Sunshine.

The Board is also responsible for ensuring significant risks are identified and appropriate controls and responses are implemented within the organisation. The Board also encourages and stimulates the generation of new ideas, creativity and innovation that can benefit the organisation. Sunshine's Board plays a key role in determining the efficiency and productivity of the organisation and works to enhance the performance of the organisation by developing improved ways of working, discovering innovative solutions, embracing technology, and implementing modern business processes.

## When the Board meets

The Board meets six to eight times each calendar year on the last Tuesday of the relevant month, or as often as is required to effectively carry out its governance.

The Board also meets with our members and stakeholders at the Annual General Meeting.

## Who is on the Board

The Board is comprised of Directors who are individual volunteers with an interest in supporting people with disability, and who bring to Sunshine skills and expertise in their various fields and professions. The Board is made up of voluntary Directors, who are independent and free from any other business or relationship which could affect the business of Sunshine. The names and details of each of our Board Members are on pages 28-29 of this review. Many of Sunshine's Directors have had a long-standing relationship with Sunshine before commencing as a Director.

### How new Directors are recruited

The power to appoint and dismiss Directors is conferred on the Board by the Constitution of the company. The process of choosing Directors to invite to the Board is a considered process, with particular attention given to assessing the skills matrix across the Board as to which area of expertise the Board feels would most benefit Sunshine. Upon identifying a suitable candidate for Directorship, and after necessary meetings and interviews with the Chairman and selected Directors, and the consent of the individual to act as a Director of Sunshine, the potential Director is either appointed as such by the Board or elected to the position at the company's Annual General Meeting. At any one time, the skills that the Directors bring to the Board and consequently to Sunshine span the areas of business finance, law, governance, strategy and health.

### **Board Committees**

The Board is empowered by the Constitution to appoint advisory committees consisting of members of the Board and such other members as the Board thinks fit. Sunshine's committees act in an advisory capacity and conform to any regulations given by the Board. Sunshine has three formal committees within the following areas:

- Governance and Operations Risk Review
- Strategic Planning
- Finance, Audit and Investment

The objectives of the committees are to review the performance of the company and to ensure operational efficiency and effectiveness within their designated areas.

To this end, the Directors on the sub-committees pay particular attention to acquaint themselves with the operations within the area of their specific sub-committee based on reports provided by the CEO and the executive team, and offer constructive input and strategies with a view to augmenting the performance of the company in those areas.



## **Ethical Standards**

Sunshine is guided by and aligns its service provision closely with the NSW and National Standards for Disability Services – the doctrines of which are embedded in the Policies and Procedures that govern every area and division of Sunshine.

This vigilance reflects Sunshine's overarching objective to provide quality services, fundamental to the shift to person-centred service delivery and individualised funding, where people will enjoy more choice, portability and flexibility in their funding and supports. Sunshine also maintains membership and involvement with peak industry organisations to ensure awareness of policy and procedure across the disability sector.

# **Our Funding Sources**

The innovative projects mentioned earlier in this report would not have happened without the support of our funding sources.

We pride ourselves on the relationships we have developed through working with Government. We know which government-funded projects are best suited to our business and we apply the necessary skills and resources to submit detailed tender applications. Over the past year we've been successful in a number of tender applications, and we believe our long standing reputation with government agencies, along with our forward thinking approach to service delivery, contributes to our success, time and time again.

We acknowledge the support of the State and Commonwealth Government departments and agencies listed below in delivering our services to the people we support.

### **NEW SOUTH WALES GOVERNMENT**

 Family & Community Services - Ageing, Disability & Home Care (ADHC)

### **COMMONWEALTH GOVERNMENT**

- National Disability Insurance Agency (NDIA)
- Department of Families, Housing, Community Services & Indigenous Affairs (FaHCSIA) Australian Disability Enterprises
- Department of Social Services
- Department of Health and Ageing (DOHA) Home and Community Care program (HACC)
- Department of Industry, Innovation, Climate Change,
   Science, Research and Tertiary Education (DIICCSCRTE)



ADDRESS: 6 West St Pymble, NSW 2073 | POST: PO Box 474, Gordon NSW 2072

PHONE: (02) 9496 8700 | FAX: (02) 9496 8701

EMAIL: info@sunshinelgd.org.au | web: www.sunshinelgd.org.au

ABN: 64 124 068 023