



sunshine *live, grow & develop*

The Lorna Hodgkinson Sunshine Home
Annual Report 2012

Our Core Values

Our values underpin all of our work and are fundamental to achieving our mission and our strategic objectives

Courage

Integrity

Unconditional
Positive
Regard

Excellence

Generosity

Collaboration

Innovation

Creating possibilities...



Sally Thornely
dancing at
CAPs Pymble



Contents

Report from the Chairman	02
2012 Snapshot	05
Message from our CEO	06
Sunshine's Board of Directors	08
Executive & Senior Management Team	10
Our Organisation Chart	13

Strategic Directions & 2012 Highlights

Review Of Sunshine's Strategic Plan (2007-2012)	16
Our New Strategic Plan (2012-2015)	21
Highlights of the Year	22
Person Centred Approaches	28

Client Services

Accommodation Services	32
Community Access Programs	36
Employment Services	40
Respite Services	43

Our Organisation

Continual Improvement & Industry Engagement	46
Our Employees – PD Developments	48
Our Organisation – Systems, ISO	50
Our Supporters – Volunteers, Community Engagement	51
How you can help	53

Cover photo:
Carmen Barker and Geraldine Gibbons at the NDIS rally with Sunshine employees.

The people whose photographs appear in this report access services provided by Sunshine or are our employees and their photographs appear with their consent.

"A world where every person is welcomed,

Report from the Chairman



Martin Lavery (L) and Matthew Gow (a Sunshine artist) with the Honourable Tanya Plibersek, then Minister for Social Inclusion at Parliament House, Nov. 2011.

Generosity

We respond to others with generosity and kindness.

Behaviours (what does this look like?):

- We seek to understand others before we are understood
- We hold space for everyone to be themselves and to be included
- We strive to be our best selves and mindful in our words and actions
- We are present to each other's needs listening deeply and supporting each other

It is with great sadness that after five years as Chairman of the Board of Sunshine, I am now retiring from the Board this year, making this my final report. My first report in 2008, coming so shortly after Sunshine's devolution from the institution into community based service provision, talked about Sunshine's distinguished history of service delivery to people with intellectual disability and the great changes devolution had brought about in those services. Since then, we have worked hard each year to create a solid, sustainable, flexible and innovative community based organisation and this year, we look back only to see where we've come from because our focus is very much on the future, a future we believe we are well placed to embrace with enthusiasm.

Integrity

We build and maintain trust with all those we work with.

Behaviours:

- We are transparent, ethical and accountable in everything we do
- We deliver what we promise and only promise what we can deliver
- We encourage fair and equal treatment and opportunities for all
- We model the Values of our organisation in all of our work and interactions
- We take responsibility for the decisions we make, the actions we take and the consequences that result
- We communicate honestly in a way that shows goodwill to others

valued and able to seek their own best life."



Martin presents a Certificate of Appreciation for Long Service to Bob Stewart.

I report with pleasure that Mr. Stephen Gregg will be taking my place as the Chairman of Sunshine's Board. Stephen is a seasoned company Director with expertise in Mergers and Acquisitions, Finance, Business Management and Fundraising and I am confident leaving Sunshine's Board in his capable hands.

Our Board was particularly busy this year attending conferences and training relevant to our sector due to a number of current and future regulatory changes and in our commitment to continual improvement in corporate governance. They continued to be engaged as well, of course, in their respective sub-committees where they progress specific projects aimed at further enhancing our risk assessment and management processes.

We have also been working on Sunshine's new Director's Induction and Manual which we hope to see rolled out shortly.

This year has been a time of reflection as we reached the end of our first five year strategic plan and analysed our progress; as well as great action and anticipation

as we revitalized our Vision, Purpose and Core Values before developing a new Strategic Plan to carry Sunshine into the next era of service delivery. Details of that review and our new Strategic Plan are set out in the rest of this Report.

Our services have continued to grow and to diversify; with new service types and models of support being established, new funding being won through tender processes and the quality of our service delivery being constantly challenged for continuous improvement.

We ended the 2011/2012 financial year in a stronger position than expected, with our additional new services contributing to the overall funding for our core business.

We have also demonstrated our ability to manage our resources prudently and invest wisely, with the projected income from investments turning out slightly better than expected, in a still volatile and unstable market.

We have purchased a number of properties to allow continuity of tenure for our clients and to secure our footprint in the regions where we currently provide services.

I congratulate the Board of Directors for their support and guidance. I particularly thank our CEO, Rebecca Fletcher for her vision and tireless work in implementing this last five year plan and for implementing the enormous growth it delivered to the organisation. I also acknowledge the dedication and professionalism of our leadership team and indeed, of all the employees and volunteers at Sunshine, who provide such dedicated and professional support to the people we provide services to. We are indeed in good hands.

Martin Laverty
Chairman of the Board

Unconditional Positive Regard

We respect and value the uniqueness of every person and accept them as they are.

Behaviours:

- We treat others with respect and dignity, celebrating our differences and achievements
- We practice complete support and acceptance of each person, no matter what that person says or does
- We recognise that each person knows what is best for them and will take their lead and support their decisions
- We consider the impact of our actions on others
- We listen actively and deeply, without judgment, to hear what people really mean

Courage

We are strong in our beliefs and uphold our values in all actions and decisions.

Behaviours:

- We have the daring to do the best we can and the endurance not to give up
- We view challenges with optimism and are resourceful and willing to try new approaches or solutions
- We uphold our values in all of our actions and decisions even when it is difficult or uncomfortable to do so
- We are passionate about our Vision and share it with conviction
- We admit when we need help or make mistakes and seek assistance from others

Ben Swinton with Dominic at the Mini Olympics.



2012 Snapshot

Sunshine provides services at over 70 locations, from family homes to a mailing house and gardens. We employ over 400 employees and support over 580 people. We provide 4 different types of support services: accommodation, community access, employment and respite, each offering different service models to suit the individual needs of the people we support.

In the past year, more than 170 people attended Sunshine's various community access programs, 80 carers received respite in their own home and another 60 people visited our respite cottages to provide their carers with respite. Growth has continued, even while we pause to ensure that we are still focusing on the right thing: quality of life for the people we support – and being the best service provider we can be.

Change in client numbers graph

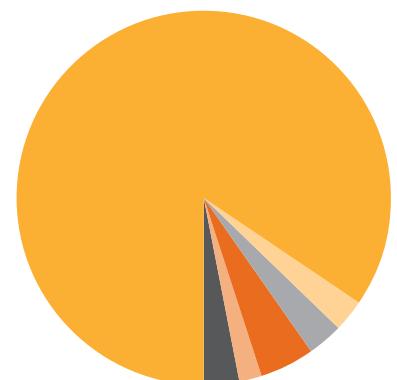
Service Type	2007-08 Y1	2008-09 Y2	2009-10 Y3	2010-11 Y4	2011-12 Y5
Accommodation Services	125 125	127 133	129 143	131 151	133 155
Community Access Programs	103 110	113 144	125 144	139 152	150 176
Respite Services	39 31	55 77	70 105	85 125	100 160
Employment/ Business Services	103 94	109 94	109 94	112 84	115 84

Key: Target **Actual**

Growth over the last 4 years

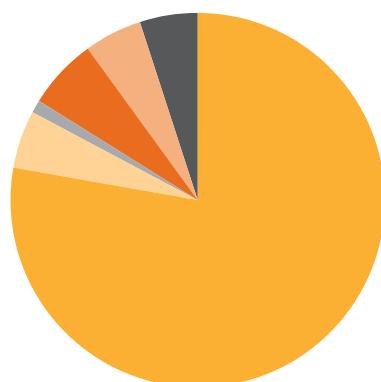
	2009	2010	2011	2012
Number of employees	360	386	428	435
Total revenue	14.916m	18.790m	21.774m	24.601m
Private funding/ donations	162,000	135,000	179,000	153,000
Investment Income	1.375m	1.162m	1.550m	1.437m
Net assets	22.676m	24.886m	26.879m	28.547m

How we spend our funds



- Staff Costs 84%
- Care Related Expenses 3%
- Property Costs 3%
- Administration Costs 5%
- Depreciation – Service Delivery 2%
- Transport Costs 3%

Where our funding comes from



- NSW Government funds 78%
- Federal Government funds 5%
- Total sales 1%
- Consumer fees etc. 6%
- Interest, dividends 5%
- Fundraising and other income 5%

"Creating possibilities for people to live, grow"

Message from our CEO



Continuing always to "Live, Grow & Develop"

Our last Strategic Plan was created shortly after our devolution in 2005 and therefore our focus, by necessity, under "Live" was supporting our clients to transition to living in their community; "Grow", on growing our client numbers and organisation to be sustainable as a community based service provider; and "Develop", on developing new services and models of service to meet unmet community needs.

Through that strategy, over the last 5 years we have successfully grown our annual turnover from \$9m to \$24m, grown our client numbers threefold and diversified our services as well as establishing new service models and community partnerships. Along with this service growth has been a doubling of staff numbers and continuing geographical spread, from Blacktown and Beaumont Hills in the West, to the Lower North Shore and to Wyong & Wadalba on the Central Coast.

While we intend to continue "Growing" over the next 3 years to maintain our robust and sustainable position, there is a greater imperative and that is to

be aware of our rapidly changing environment. Many of you are aware that the disability sector is facing major reforms which will have significant implications for disability providers like Sunshine. These changes bring great promise but also present challenges and risks for us all.

Through all of this we intend to ensure that we continue to "Live" Sunshine's 7 core values of respect, generosity, unconditional positive regard, courage, collaboration, innovation and excellence, as they are the foundation of everything we do.

Our Future Challenges

We are living in a time of unprecedented change in the disability sector. Traditional methods of "doing business" no longer fit our purpose, nor are they acceptable to our government regulators and funders, let alone the people we support and their families. Over the next three to five years Sunshine will need to energetically respond and adapt to the rapidly changing operating environment within the disability and community services sectors. We will need to be smart, flexible and focused on our goals, as we navigate new territory, including these key drivers of change:

Changing Government policy and funding

– the industry is continuing to move away from formal accommodation services, including group homes and block funding, towards more individualised, community oriented living, additional home support services and individualised support funding packages. Our primary funder, the NSW government department ADHC, has promised that all new disability funding packages will be provided directly to individuals by 2014 so that individuals and families have greater choice, control and portability between services and service-providers. This presents an enormous shift for all disability services as they enter an era of competition and uncertainty about core funding. Central to this shift is the need to develop and implement person centered approaches and service models in order to meet those choices and desires of the people we will be offering support.

Economy – The economy locally and internationally is turbulent and unpredictable as it continues to undergo fundamental restructuring at both the national and international levels. This leads to high levels of political instability both locally and globally.

& develop their own best life."



Rebecca with Bettina Anderson and her team with Premier Barry O'Farrell and the Minister for ADHC, Mr Andrew Constance (far left)

Workforce Development – as disability services change, so do their workforce needs. The growing emphasis on individual choice and social participation has already taken service provision out of facilities and into people's homes and communities. As we move towards person-centeredness and individual funding packages this change will become even more dramatic. Sunshine will need to work creatively about job design and redesign to suit changing demands. With an ageing workforce and staff shortages forecast, the ability to attract potential talent and retain and sustain staff in a dynamic work environment will be critical. Workforce development, including training, is a critical component to improving the skill levels of our existing staff and to attracting the best people to Sunshine as an employer of choice.

Technology – Our significant growth, both in numbers and geographical spread, over the last 5 years makes having appropriate and streamlined support and communication systems in place a critical necessity. Technological changes are occurring with increasing speed and we must ensure that we adopt new technology to connect and engage with our

communities, streamline our internal processes, maintain business efficiency and excellence and improve our communication systems.

Ageing population – The overall ageing of NSW's population includes people with disabilities and their carers, which will inevitably lead to changes in the nature of support services required. Increased demand for a variety of accommodation options, mental health services, respite services and services relating to the transition from work to retirement, as well as improvements in the quality of these services, will be critical. It is envisaged that increasingly people with disabilities will 'age in care' rather than move from disability services into the aged care sector, which has so far struggled to meet their needs.

National Disability Insurance Scheme

Scheme – Without a comprehensive funding plan to meet future need, Australians with a disability and their carers face collapse under the strain of an under resourced community sector. The proposed NDIS has bipartisan support and at least the initial set up costs have now been included in the government's next budget. The establishment of this fund will be a

transformational event, giving certainty of funding to individuals and families and increasing their role in funding and service decisions. This reinforces the importance of Sunshine preparing for how such a scheme will transform the lives of our clients and families.

Our New Strategic Plan

Our new strategic plan sets out a very clear vision for our future: we are seeking to continue the momentum of growth and development. To do that we aim to continually improve links with government and carers; develop individualised services built on the principles of person-centered support; expand our service delivery on behalf of government; build a focused service mix; develop and nurture new partnerships to better utilise scarce resources; and continue our strong financial management.

Rebecca Fletcher
Chief Executive Officer

Board of Directors



Martin Laverty

DipLaws, M.SE Asian Comparative Law
Outgoing Chairman
[appointed 17/7/2007]

Martin is the CEO of Catholic Health Australia, as well as holding roles as the Chair of the NSW Heart Foundation, and member of the National Heart Foundation Board; Canteen's Adolescent Youth Cancer Fund and the NSW Public Service Commission Advisory Board. Martin has previously held roles at the NSW Parliament, the NSW Muscular Dystrophy Association, The Smith Family, and Burson-Marssteller. He is a former Board director of the NSW Muscular Dystrophy Association, and former Chair of the disability service provider Challenge Southern Highlands. In addition to his Master of Comparative Constitutional Laws, Martin is currently a doctoral candidate completing a PhD on the contribution of non-executive directors to organisational outcomes. He has contributed to two books: *What If?* and *Determining the Future: A Fair Go & Health for All*, both published by Connor Court.



Steven Gregg

B Comm
Incoming Chairman
[appointed 27/04/2010]

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 Austock Group Limited and Goodman Fielder's boards as well as a non-executive Director of Tabcorp Holdings and William Inglis & Son Ltd.



David Hardy

Bachelor of Commerce, MBA
[appointed 15/7/2003]

David has had a 25 year career in strategic planning across a range of industries. He has been the Head of Strategy for a large insurance company, has held leadership roles with the management consulting firms McKinsey & Company and Accenture and now works as an independent consultant, including on a long term contract in a strategy role with a large bank.

David has been involved with Sunshine for most of his life through his brother Richard who has been a Sunshine client for over 40 years – and he 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 its clients into the community without losing the distinctive family warmth that has always been part of Sunshine.



Peter Horton

B.Bus., A.C.A
[appointed 16/11/1999]

Peter had a long career as a Chartered Accountant prior to his retirement as a partner of KPMG in 2001, 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 to the present. Peter joined the Board and took on the role as Treasurer at the request of a retiring Board member in 1999 and enjoys using the skills gained through his career in assisting Sunshine in meeting its objectives in providing support to people with an intellectual disability. He finds the disability services sector particularly challenging and, during his involvement with Sunshine, has developed a great admiration for those families and employees involved.

Excellence

We pursue excellence in everything we do in order to achieve our purpose.

Behaviours:

- We strive for absolute best practice in meeting clients' individual needs
- We take time to reflect on our practice and learn from our experiences and others', actively participating in professional development and teamwork
- We challenge ourselves and existing practices to achieve continuous improvement
- We apply quality management principles to our business to constantly improve performance, based on customer focus, stakeholder value and effective, efficient business processes
- We plan our operations strategically to ensure they are aligned with our Purpose



Janet Kneeshaw

GradDip Health Science (Gerontology)
[appointed 24/9/1991]

Jan trained initially as an infants' teacher and had 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 there in 1949, at the age of 3. Jan & 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.



Anna Learmonth

B.MUS(Therapy), MBA
[appointed 18/11/2008]

Anna's experience in the business and finance sector has included roles with GE Money Australia and New Zealand, as VP Marketing with GE Commercial Finance and as a consultant with Egon Zehnder International. Anna joined Sunshine's Board in 2008 and is stepping down this year.



Dr Bee Hong Lo

MBBS, M.Paed., MA
[appointed 21/10/2003]

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 enjoys being able to gain an in depth insight into NGO operational issues. She hopes to see Sunshine grow further into a leading NGO in educating health professionals in the care of people with intellectual disability particularly in the face of the planned NDIS.



David Ross

CSSC,MBA
[appointed 18/11/2008]

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 from professional contact with long term Chair Martin Laverty whose passion for Sunshine and supporting people with disabilities is contagious. David draws inspiration from Sunshine's clients who respond so positively to their environment and the Sunshine staff who provide so much of themselves in their everyday work.



Geoffrey Tebbutt

Bec, FCA
[appointed 16/11/1999]

Now semi-retired, Geoff had an extensive career as a Chartered accountant, becoming a partner at Truman & Co Chartered Accountants in 1980 and working on local government and commercial audits as well as business and taxation advice to private companies. Having retired as a partner in 2000, Geoff remained a consultant to the firm for many years. He is also the treasurer of the Primary Club, a cricket based charity supporting disabled sports people. Geoff joined the board in 1999 at the request of a former director, David Hobbs and has seen a great change in the operation of Sunshine since the move from Gore Hill and settling into the community. Geoff finds it satisfying to use his skills to assist Sunshine with making these kinds of transitions.

Executive Team



Rebecca Fletcher

Chief Executive Officer

Rebecca has extensive experience across a number of industries including banking and finance, manufacturing, and the disability sector. Rebecca holds formal tertiary and post graduate qualifications in Accounting, Human Resources Management, Company Director, NFP Management and Teaching. 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 1923 so far as enabling people with disabilities to be contributing and valued members of their community.



Gail Jeltes

General Manager Operations & Corporate Relations

Gail has formal qualifications in Psychology and Habilitation and has worked in the disability sector for nearly 30 years. Starting as a direct accommodation support worker 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 intellectual disabilities 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 ACE (Association of Competitive Employment Agencies) 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.



Les Torok

General Manager, Finance & Administration

Les is a Fellow of the Institute of Chartered Accountants qualifying in 1968. He had his own accounting practice for 7 years after which he held various positions in the corporate sector as Financial Controller and Finance Director in a variety of industries, including retail, manufacturing and distribution of electronic components. He joined Sunshine in 1997 and has been responsible for Sunshine's administration and finances since.

Senior Management Team



Cathy Gauci

Group Manager, Accommodation Services

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 16 years ago 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 at Sunshine focuses on the development of accommodation services which means always working towards service improvement as well as continual growth to ensure Sunshine maintains its place within the disability sector. 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 to the communities she is part of.



Linda Ward

Group Manager, Accommodation Services

Linda has formal qualifications in Community Services, Social Policy & Administration and has worked in the disability sector for 32 years in a range of leadership roles, including an initial 4 year stint at Sunshine in the 90s after which she went onto senior management roles in other organisations. Linda rejoined Sunshine in October 2011 specifically to establish our new Children's Services and has since also taken on the leadership of our Accommodation service in the west of Sydney, established a new in-home accommodation support model (ILSI) and taken on new clients under the Supported Living Fund. Linda is driven by a strong sense of social justice and enjoys working together with people to develop new and innovative models of service delivery to support people to live a good life.

Collaboration

We work with others to explore different perspectives to create solutions that go beyond our own vision of what is possible.

Behaviours:

- We have the humility to recognise that no one person has all the answers
- We seek others' ideas, perspectives and opinions with genuine curiosity and willingness to learn
- We share our ideas, information and experience with others willingly
- We work effectively and inclusively with a range of people both within and outside the organisation
- We contribute positively to the teams we work in irrespective of our roles



Nicole Ash

Group Manager Community Access Programs

Nicole started her Sunshine career at the young age of 17; where she worked in "Boys Club". Nicole left Sunshine to pursue her career with other disability organisations, supporting people in accommodation, employment services and working with and supporting families. Nicole then returned to Sunshine as the Consumer Support Advisor where she conducted Rights, Complaints and Advocacy training for the people living in the institution. Nicole then went on to work for a time managing group homes in the Government sector before returning to Sunshine in 2004, keen to work with the Sunshine team towards closing the institution down. Nicole loves the vibrancy and energy that comes with her role in Community Access Programs.



Jennie Broadley

Group Manager Employment & Business Services

Jennie has formal qualifications in Teaching and Management and has worked in the disability sector for over 30 years. She started her career teaching independent living skills to children and then later adults with disability. She has also worked in the UK in a number of roles, primarily accommodation support. In the late nineties Jennie worked with Sunshine coordinating a joint Employment Skills Development project with another not for profit organisation. She began working part time for Sunshine in 2009 leading our supported and open employment programs and has recently also taken on the leadership of the Transition To Work and Community Justice Programs. Jennie is inspired by the people we support as they overcome their personal challenges and community barriers to achieve wonderful things for themselves. She is excited to be working in the disability sector at this time of change and is looking forward to a time when people can get the support they choose from across a diverse range of flexible services.



Nicole Joynson

Group Manager Respite Services

Nicole has formal qualifications in Community Services Disability Work and 16 years experience in the disability sector, including working as a support worker, house manager and area manager in accommodation services and assisting in establishing a previous employer's first children's group home. Nicole joined Sunshine in September 2006 as the Flexible Respite Manager to set up our first Home and Community Care funded in-home respite service. The service grew from nil to 85 clients within the first 12 - 18 months and Nicole became the Group Manager for respite services in July 2008 establishing and supporting another 2 respite services (both centre-based) providing much needed overnight respite options for carers who were over 60 and those looking after a person with mental illness. Sunshine's Respite services have continued to grow over the last 3 years to support over 250+ carers and their families in Northern Sydney. Nicole enjoys the variety of being able to meet the respite needs of the families she works with and the particular challenges that providing a good quality of care and service brings. She loves being part of all the new & continued growth for Sunshine and looks forward to developing respite services even further.



Jacqueline Williams

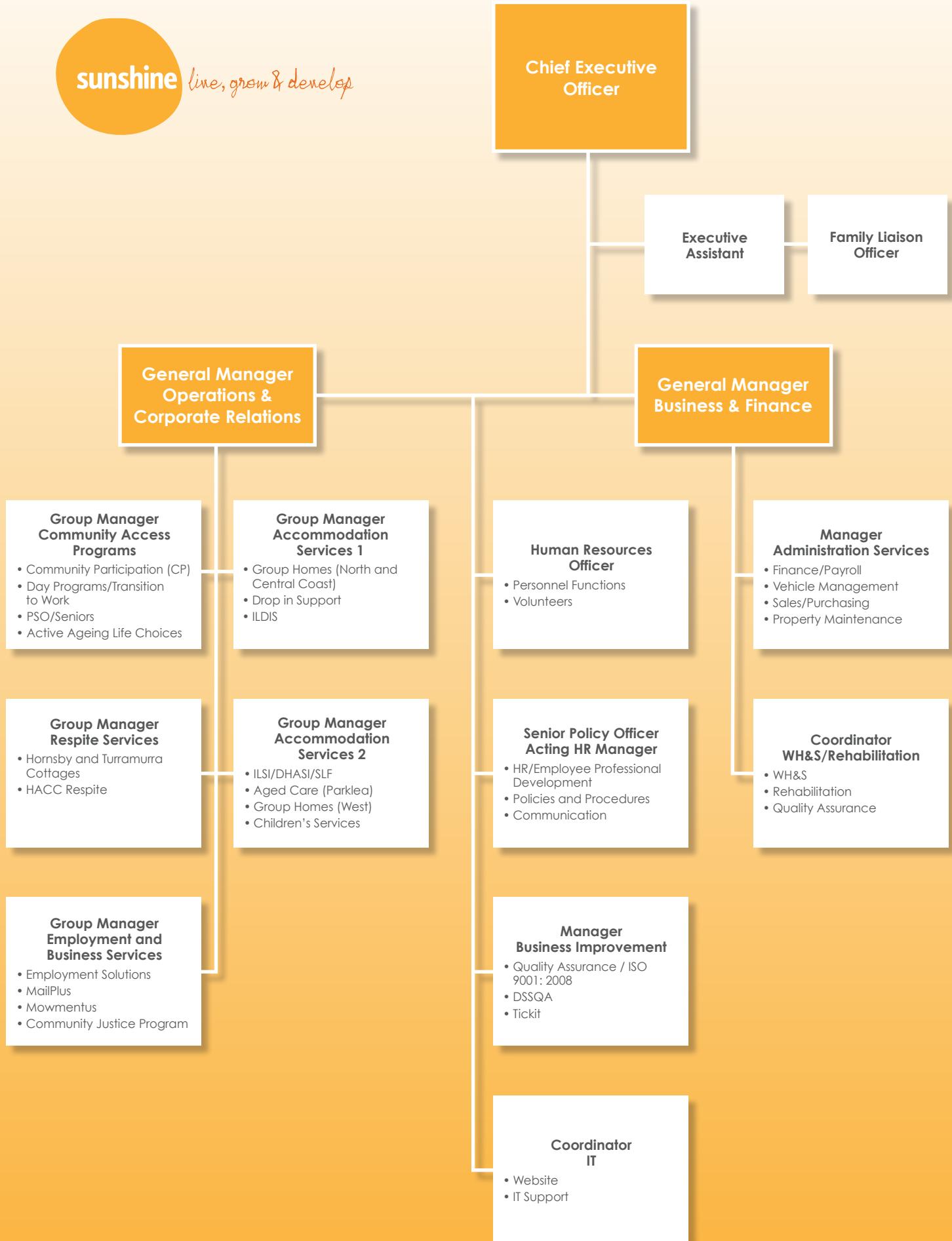
**Senior Policy Officer
(Acting HR Manager)**

Jacque has formal qualifications in Communications, Law & vocational training and came to Sunshine as a Senior Policy Officer after a 12 year career in corporate law, having also previously worked for us briefly as a Communications Consultant. Since starting in 2009 Jacque has also assumed responsibility for Professional Development, Communications and, most recently as we transitioned to the Modern Award, Human Resources Management. Jacque has always been passionate about human rights and sees her role at Sunshine as being to establish the highest quality systems, processes, training, skills and programs possible to support Sunshine's client services – the Direct Support Professionals and their leaders – so that they can enhance the quality of people's lives every day. She finds Sunshine's genuine commitment to improving people's lives highly motivating and feels privileged to be part of such fulfilling work.

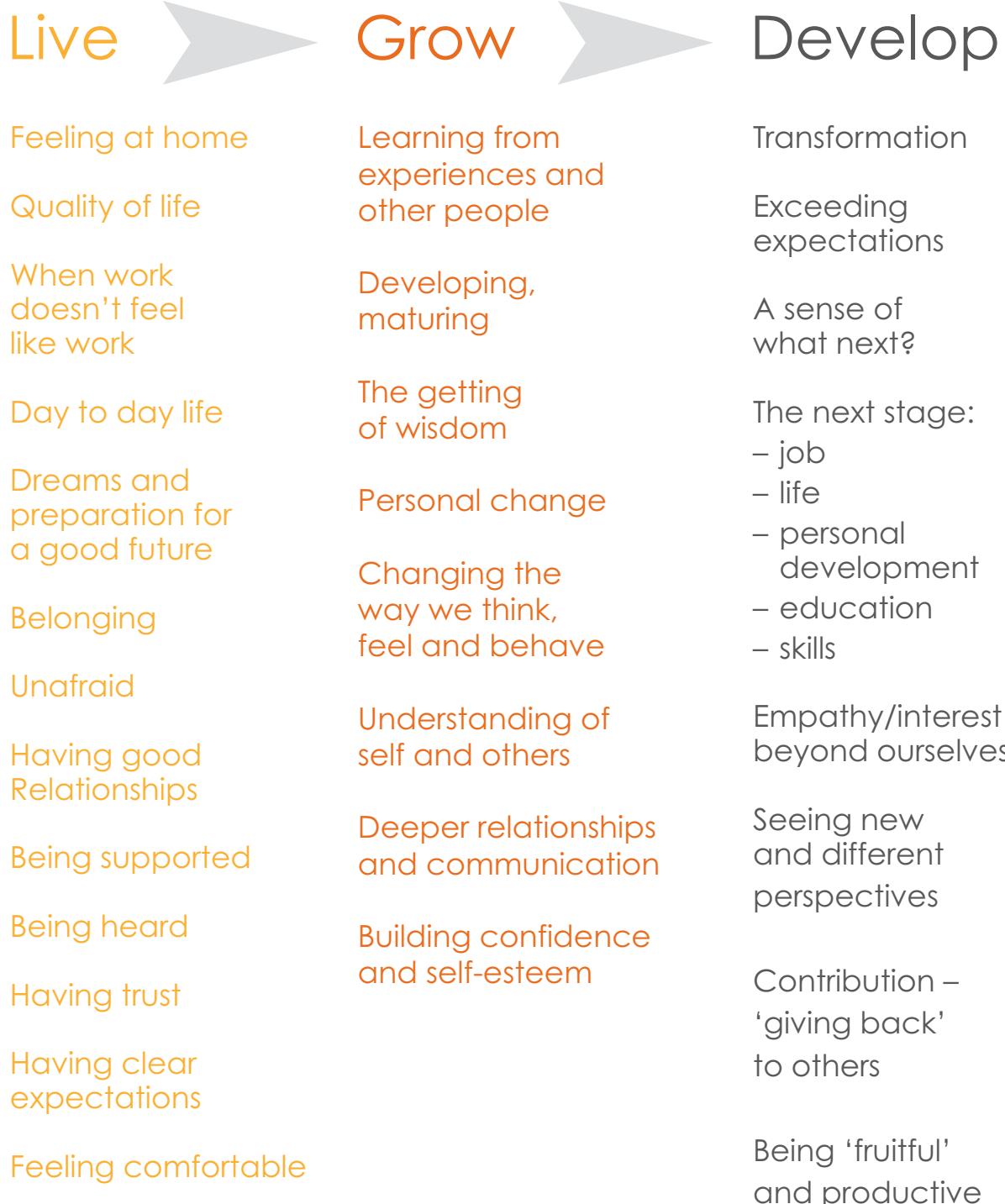


Rebecca, Les
and Gail at the
Pymble office's
new entrance.

“Start by doing what's necessary, then do what's possible; and suddenly you are doing the impossible.”
– St Francis of Assisi



Strategic Directions & 2012 Highlights



Sunshine employees were asked to consider what our purpose of "creating possibilities for people to Live, Grow & Develop their own best life" meant. These are some of the many ideas they came up with.



We can make life miserable or wonderful for ourselves and others depending upon how we think and communicate."

– Marshall B. Rosenberg, Ph.D.

Andrew Bowerman on the Liberty Swing

Strategic Plan 2007-2012

By necessity in 2007, Sunshine's strategic plan was based on growth: growth in numbers and diversity of services; clients; geographic regions; and in revenue. Newly devolved into community based service delivery, we perceived the state government's drive towards consolidation within the sector: a move towards larger, more commercially effective and professional disability service providers to take the sector into the future. We therefore focussed our strategic efforts towards ensuring Sunshine's long term future by setting ourselves the goal of achieving:

Leadership positions – of having a leading share in our chosen regions and specialties;

Steady Growth – 7% growth in net profit over each 12 month period;

Robust Financials – surplus before investment income;

Leading Service offers – innovation in service offerings;

Loyal Customers – 80% customer satisfaction; and

Engaged People – engagement scores targeting best employer.

The 5 year strategy was achieved in three phases:

Year 1 – Build core capabilities and define the target model.

Year 2 & 3 – Scale the organisation.

Year 4 & 5 – Consolidate and grow.



How did we perform?

We greatly exceeded our targets and expectations!

Strategic Goal: **Service growth & development**

- Provide a range of options that allows carers to maintain existing relationships, support and care.
- Delivery of quality services via a diversity capabilities approach, person-centered and active support models.
- Organic and Inorganic growth: maintain tender momentum to build multi service proposition; Identify \$2-5m turnover bolt on acquisitions.

Outcomes

For growth in numbers and dollars, see "Snapshot" page 5.

In July 2007 won the tender for Older Carers Respite Service for Northern Sydney.

In 2008 in partnership with ADHC MN trialled Integrated Support program with three clients.

Through 2008 purchased a residential property in Hornsby for the centre-based ('cottage') Respite for Older Carers and one in at Turramurra for the centre-based ('cottage') Mental Health Respite.

In Dec 2008 won the re-auspice of Coach House Day Program for 11 clients

In April 2009 won the tender for Dual Diagnosis/ Mental Health Respite Service

In May 2009 won the re-auspice of 2 Aspect homes with 8 clients.

In May 2009 won the tender for DHASI (MN) for 5 clients.

In July 2009 purchased a residential property in Hornsby as a home for accommodation clients

In June 2009 won the tender for Breathing Space Respite Service.

In June 2009 won the tender for ILDIS (Central Coast) for 5 clients.

In June 2009 won the re-auspice of St Ives Day Service Program for 20 clients.

In Jan 2010 won the tender to support 4 women in a group home setting.

In May 2010 won the re-auspice of Maranatha group home for 4 clients.

Through 2010, acquired funding to purchase residential properties at Wahroonga & Hornsby and also purchased 3 at Glenwood as homes for accommodation clients.

In Sept 2010 won the tender for Wadalba 'cluster model' (villas) in the Central Coast for 6 clients.

In 2010 in partnership with ADHC MN trialled Community Justice Program, Pro Social Activities, the first of its kind.

In Jan 2011 purchased 12 & 14 Cressy Avenue, Beaumont Hills, for our Community Access Program base in the west (now renamed the "Marriott Centre").

Through 2011 acquired residential properties at Blacktown, Normanhurst and Glenwood as homes for accommodation clients.

In Nov 2011 won the tender for ILSI (MN) for 5 clients.

In June 2012 won the tender for YPIRAC – Central Coast for 7 clients.

How did we perform?

Strategic Goal: **Community & capability**

- Identify and recognize transferable skills (employees) and match to other offers: respite, community access, adult day programs
- Innovation and influence with government future policy direction
- Increased public awareness of Sunshine and its service offerings

Outcomes

In June 2008, Sunshine facilitated a round table discussion along with seven key organisations about sector direction and development. The Director General attended this meeting and then Premier, the Honourable Kristina Keneally, dropped in to meet the group and was impressed by Sunshine's leadership role.

Disability Investment Group: In Oct 2008, the CEO participated in a consultation process to examine options for private investment in the disability sector

Participated in Expos and Forums for Employment, Community Access and Respite Services in a number of locations including Hornsby, Chatswood, Northern Beaches, Blacktown and Penrith

2008: held a gala dinner hosted by Sir James and Lady Hardy at the Balzac to promote International Day of People with Disability

In partnership with Sydney University and another provider commenced NHMRC research, *Embedding sustainable physical activity into the everyday life of adults with intellectual disability*

In partnership with a PHD student and Sydney University commenced research on *End-of-life care and dying at home: Choices and needs of people with intellectual disability and their carers*

2010 appointed new PD Coordinator to oversee review of existing staff training and significant increase in funding commitment to staff development

2011 appointed new PD administrator and placed PD team under new manager, thus enlarging team significantly and continuing review and increase of funding for staff development, focusing on improving leadership skills; identifying core disability skills required; increasing our internal capacity to share our expertise; improving implementation of learning in the workplace

2011 purchased HR database to record, track and manage employee data, including performance and professional development



Strategic Goal: **Organisational effectiveness**

- Pursue client satisfaction
- The systems and resources we use will enhance stakeholder outcomes
- Improve governance management
- Improve risk management processes

Outcomes

In 2007, implemented the TickIt System – a management tool designed to identify and address risks at all levels

In 2007, Board review and skills matrix were introduced to ensure Sunshine has all the skills and competencies needed to govern

In 2008, acquired Pre-Qualification – eligibility to provide Community Participation programs

In 2009, acquired Pre-Qualification-eligibility to provide accommodation services (group homes, villas, cluster, drop in, flexible packages)

In 2009 acquired ISO 9001: 2008 accreditation

In 2009 undertook staff climate survey which resulted in an 85% satisfaction rating

In 2010, Acquired Pre-Qualification – eligibility to provide Life Choices and Active Ageing programs

In 2010 purchased Cimsability – client database to improve efficiency and accuracy of information/integration between administration and operations (client services)

In 2011 Acquired the Voluntary Out of Home Care Accreditation from the NSW Children's Guardian

In 2011-12 undertook strategic stakeholders consultation survey which showed high satisfaction levels with current directions and support for further growth and diversity of services

2011– purchased RosterLive, online roster system to increase efficiency and accuracy of rostering and payroll integration

In 2012, two Directors completed the Professional Board Member Development Training

In 2012, one Director attended the Corporate Governance Training for Australian Disability Enterprises

In 2012, two Directors attended an NDS conference for NSW Industry Development Fund Seminar

In 2012, the Chairman of the Board presented at the Better Boards Conference on Boards contribution to organisational effectiveness

In 2012, the CEO completed a course in Governance for NFP and Governance & Risk Management

Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world that is within our reach. What is needed for dramatic change is an accumulation of acts: adding, adding to, adding more, continuing...

– Clarissa Pinkola Estés

Alison Hall
at Sunshine's
Art Studio



New Strategic Plan 2012-2015

Our Strategic Pillars of Focus:



Strategic focus	What Sunshine will look like	Our strategic goals
Our Clients	Our clients are at the centre of service and support to enable best possible quality of life according to their choice and control.	<ul style="list-style-type: none"> 1. To support people to live their best possible life with the greatest possible choice and control 2. To provide a range of highest quality, innovative and responsive services 3. To continually challenge ourselves to push the boundaries of best practice 4. To promote a culture of excellent health and well-being
Our People	Our people are skilled, capable and supported by effective systems to enable them to do their jobs to the best of their ability.	<ul style="list-style-type: none"> 1. To be a great place to work 2. To provide robust, efficient and effective systems to support people to do their jobs 3. To strengthen our culture of Leadership throughout the organisation 4. To have safe, secure healthy work places
Our Organisation	Our organisation has effective governance, competent leadership and management who are familiar with the development and trends in the sector.	<ul style="list-style-type: none"> 1. To provide robust systems that support innovation, efficiency and excellence 2. To pursue sustainable growth and diversification opportunities 3. To ensure corporate governance, regulatory compliance and financial management are best practice 4. To increase the reputation and recognition of Sunshine as an industry leader
Our Stakeholders	Our stakeholders are engaged in supporting Sunshine to build community awareness and connections to further enhance clients, family and carers support	<ul style="list-style-type: none"> 1. To develop strong, sustainable relationships with all of our stakeholders 2. To enable quality interactions with stakeholders at all levels of the organisation 3. Increase the reputation and recognition of Sunshine as an industry leader 4. Enhance our engagement with families and our community

Highlights of the Year



Sunshine staff at the NDIS rally

July 2011

Children's Services Approval

In July 2011, Sunshine received provisional accreditation as a designated agency under the Children and Young Persons (Care and Protection) Act 1998 to provide out-of-home care for children and young people in NSW this year.

Existing out-of-home care models are not meeting permanent, long term needs for both families and children as the existing service system is predicated on an impairment/deficit model and lacks sufficient resources to provide a range of supported family or accommodation options. An increasing number of children and young people are spending periods of time in respite facilities and nursing homes as their families are unable to meet the long term support needs of these children and young people. This is an opportunity for Sunshine to develop out of home service models that can provide care and support to children and young people and their families so that each child can grow and develop and maintain relationships with their families. Such a model is based on the philosophy "out-of-home care – not out of the family".

This is in alignment with our objective to broaden the scope of our service provision in response to the growing needs within our industry and we look forward to being able to identify opportunities to offer care and support to children and young persons within our communities.



August 2011

NDIS DisabiliTea

On Tuesday, 2 August 2011, Sunshine joined with over 800 other organisations or individuals to host a DisabiliTea. In fact, we hosted 2 DisabiliTeas – as part of the Every Australian Counts campaign to raise awareness and support for a National Disability Insurance Scheme (NDIS); one at our St Ives Community Access Program and one at Beaumont Hills Community Access Program. Paul Fletcher, Federal Member for Bradfield, attended St Ives and spoke of his support for the NDIS as the only means by which we would be able to address the enormous deficit in disability funding and afford every Australian with a disability the support and services that they so badly require. Councillors from Hornsby, Ku-ring-gai & The Hills Shire Councils also attended the 2 teas and pledged their support to the campaign. During the 2 teas, we collected over one hundred signatures in support of the NDIS.



St Ives' DisabiliTea
Paul Fletcher
with Rebecca



Dean Elliot hanging out washing

September 2011

Independent Living Support Initiative

In September, Sunshine successfully won the tender to provide Independent Living Support Initiative (ILSI) services in the Metropolitan North regions. ILSI is a model of support aimed at helping people with a disability transit from being dependent on others to enjoying a more independent life within the community with formal and informal support networks. Targeted at ageing parent carers and working hand in hand with a range of transitioning programs like the Supported Living Fund, Leaving Care Program and post school programs, it supports people with low to moderate support needs to transition from being supported solely by their families by teaching independent living skills. The program, which kicked off in December 2011, runs for up to 12 months for each client, whilst the person being supported continues to live at home or moves into an accommodation option in the community and support is provided for them to plan and achieve their desired transition. The objective of the program is to broaden people's long term accommodation options within the community through focusing on person centred planning, living skills, carer support and the development of effective support networks.

September - October 2011

U, Me & Us Art Exhibition

The opening night of our art exhibition at Ku-ring-gai Art Centre, Roseville, was a great success in both celebrating and selling a vast array of Sunshine artists' works. The consensus was that "the work gets better each year!" and this year they included large collaborative paper pulp decorative works, paintings, ceramics, interactive works and textiles. Clients' artwork also featured in a number of other exhibitions throughout the year, including the Red Wall exhibition at Ku-ring-gai Council Chambers which ran until November 4, the Primrose Park Art and Craft Centre, Cremorne for the entire month of November and the Sizzle Works on Paper Exhibition at Penrith Regional Gallery. This year a couple of our own "artists in residence" also submitted artwork to the Waterbrook Greenwich Annual Art Exhibition and attended the opening night on Friday 18 November 2011.



Claire Coulter at the Art Exhibition

Highlights of the Year

October

Ongoing Person Centred Champions training

Sunshine has a firm commitment to the values and implementation of person-centredness and is not interested in merely paying 'lip-service' to the idea of it being implemented across our organisation. We also understand that to become truly person-centred will require genuine cultural change across the whole organisation, not merely "training" and that such a change couldn't come from "outside" but had to be internally driven. For that reason we chose to implement the Centre for Disability Study's original and innovative model of "Championship Training" developed by Rachel Dickson (CDS) and Ray Murray (Consultant). The program, run over several months, comprised of five components:

- training (2 blocks of 2 days Oct & Nov '11)
- small group peer mentoring (in between)
- 1:1 supervision with Rachel or Ray
- 1 day with the Executive Team (01/02/12)
- 1 Action Planning Day (for Champions and Executive Team – 08/02/12)

Active Research Component

So we could maximise the training potential and measure its effectiveness in bringing about change within the organisation, Sunshine also engaged CDS to conduct an active research evaluation of the effectiveness of the program.

Method:

3 cycles of focus groups and survey completion:

- 1) prior to training – to inform training content and processes;
- 2) at completion of training- to identify gaps and areas of need and to inform sustainability;
- 3) to inform the final outcomes of the training program and implications for Sunshine to develop champions and more readily promote person-centredness approaches throughout the organisation.

November 2011

Launch of National Inclusion Policy – Parliament House, Canberra

Sunshine was asked to provide art works for the cover art and to exhibit at the launch by Tanya Plibersek, (then) Minister for Human Services and Minister for Social Inclusion, of the Government's policy statement on Social Inclusion on 23 November 2011.

The Minister's representative visited Sunshine and was overwhelmed by the quality of the artwork. When he took photographs back to the Minister she was also delighted and personally chose the piece (by Matthew Gow) to be used in the social inclusion publication and the invitation to the event. Works by Matthew, Helen Cooke, Penny Howe, Kathie Curtis and Alison Hall were also selected to be displayed in the prestigious Mural Hall of Parliament House during the launch. Matthew, Kathy and another Sunshine artist, James Van Miltenburg, accompanied the artworks to the launch and had the opportunity to meet the Minister personally.



Kathie Curtis and Tanya Plibersek at the inclusion launch

December 2011

Individualised Funding Readiness Project (Zakumi Consulting)

Sunshine participated in an action research project aimed at assisting organisations to assess their capabilities in operating in an Individualised Funding environment. Zakumi partnered with 5 not for profit organisations to test their Readiness Tools and overall, assessed that most of the organisations participating were "somewhat ready" with the single largest capability area across all participant organisations needing attention being a better understanding of the "customer-based" economy. This is very different to operating in a client-lead environment with which we are all familiar and for some, it will be a big step to work in a different manner. Whilst challenging, this project was a very worthwhile process of self-reflection for the organisation.

January 2012

Appointment of new Family Liaison Officer

The Family Liaison Officer facilitates opportunities for families and carers to meet with Sunshine staff and executive and to network with other families who access Sunshine's services. Francis organises informal meetings for families and carers at which information on the latest developments within Sunshine and or within the industry are made available. This position also serves as a point of contact for family members requiring any assistance or information and welcomes family consultation.



Francis Phiri
Family Liaison
Officer

February 2012

Strategic Survey of Stakeholders

As we came to the end of our previous Strategic Plan and prepared to develop our next one, we took the time to check in with our Stakeholders about what they thought we were doing well, perhaps not so well, or should be doing in future.

We were delighted to find that the majority of our respondents (who included family members, staff and members of other organisations) felt that, in terms of our current operations and services, Sunshine:

- has excellent senior management and professional, well trained, caring staff;
- provides modern, high quality, client focused services and standard of care and is supportive of clients and their families;
- promotes the independence of clients with a person-centred approach; and
- has good facilities and good avenues of communication.

When asked what we could do better, our respondents said that Sunshine should:

- improve communication between managers, staff, clients and families;
- increase staffing levels in order to provide more one-on-one support;
- improve the nutrition and exercise regimes of clients; and
- provide further training for its staff.

And in terms of future directions, the call was clear. Sunshine should:

- Continue to expand its services (especially accommodation and respite);
- improve pay and working conditions of staff;
- seek to increase government funding;
- increase the training it provides for staff; and
- provide more holidays for clients.

We were delighted to receive these responses as they confirmed the views about what we needed to do, do better, or do more of at Sunshine that came out of our own Strategic Plan review process (conducted by the Leadership Team) and we believe we have addressed all of them in our new Strategic Plan.

Highlights of the Year

April 2012

NDIS Rally – Prime Minister commits to making the NDIS Real



On 30 April 2012, approximately 100 clients and staff from Sunshine joined with tens of thousands of people at rallies around Australia and applauded the Prime Minister's announcement that her Government will fund the next stage of the National Disability Insurance Scheme (NDIS).

Prime Minister Julia Gillard announced funding will be set aside in this year's budget to launch a national disability scheme. It was indeed an historic day for the disability community. The Prime Minister's announcement places major reform of the disability system on the national stage for the first time in a generation.

May 2012

Renovation and opening of premises by Premier

Friday 11 of May saw Sunshine celebrate the opening of its renovated premises at 6 West Street as well as the 125th anniversary of the birth of Dr Lorna Hodgkinson.

The renovations had started last year on the ground floor, which had previously been tenanted, but became the smartly fitted out new offices for our Administration & Finance, HR & PD and Executive teams. This allowed their former home upstairs to be refitted to provide more space for our growing Community Access Programs based at Pymble. This refit included a kitchen for learning independent living skills, a sensory room and computer room with smart boards and programs designed to enhance computer literacy and provide audio visual stimulation.

The last stage of the renovations was the installation of the specialized new Domus Evolution Limited Mobility lift which now provides access for everyone to the ground, first and second floors of the building. This vital addition to our infrastructure was long overdue and we are delighted to finally offer equitable access to our premises to all who attend our services or visit us here.

Our Guest of Honour on the opening day, the Honourable Barry O'Farrell, Premier of NSW, congratulated Sunshine and all our staff on what had been achieved thus far and also commented on how proud he was, not only to have an organisation like Sunshine, that is driven by the needs of the clients it supports, within his electorate, but also community members who support organisations such as Sunshine. This sentiment was echoed by Mr Andrew Constance, the Minister for Ageing, Disability and Home Care (ADHC) when he spoke of how the ministry, and indeed the industry, considers Sunshine to be a leading edge service provider and how he was most pleased with Sunshine's proactive approach to the introduction of person centred care within its services.



Opening of the 6 West Street premises.

May 2012

New satellite office at Tuggerah opened

Sunshine has been providing support to people with a disability on the Central Coast starting with a single group home, supporting 3 people with a disability. This has slowly grown to include an Independent Living drop-in support program (2008 - at which time we set up a small office in Wyong close to the station) and then in both 2010 and 2012 the establishment of an additional "cluster" home. This substantial growth in the numbers of people we support, employees who provide the support and leaders who support the employees and manage the services changed our office requirements, so we have now moved to a great new space in the Tuggerah business park. Many of our neighbours there are other service providers, which provides great opportunities to network as well as raising our profile on the Central Coast. The office has been fitted out to provide workspaces for up to 8 people, a meeting room and space for small group training. It is comfortable, professional, 'Sunshine' branded and will provide ample room for the expected continued growth of the Central Coast team in the years to come.

June 2012

Equal Pay Case

In June 2012, the Full Bench of Fair Work Australia (FWA) finally handed down the much awaited and historic Equal Remuneration Order, which determined that social and community services workers had been systematically discriminated against on the basis that the majority of them were female and that they should therefore receive pay increases ranging from about 19 – 41%, phased in via nine annual instalments from 1 December 2012 to 1 December 2020, plus a further 4% loading which is also phased in over the same period. This is a fantastic victory for workers in the sector and Sunshine is delighted that the value of the work they do has finally been recognised with the promise of some pay equity with jobs of comparable difficulty and skill in other industries. At this stage, unfortunately, it remains to be seen whether ADHC, our state government funding body who provides up to 80% of the funding with which we pay those wages, will meet these increases, as we are clearly powerless to meet them within existing budgets. We congratulate our employees though on a well-deserved victory.

A sample of the artworks from the U, Me & Us Art Exhibition



Person-centred approaches to provision of support

"Person Centred Planning discovers and acts on what is important to a person. It is a process for continual listening and learning, focussing on what is important to someone now and in the future, and acting on this in alliance with their family and their friends"¹

For those of us privileged enough to support people with intellectual disability, striving for "progressive measures" has always involved challenging ourselves to find better, more effective ways to provide services that support people to have a "good life"; a life of their own choice, under their own control and with meaning and purpose defined by them. We have long since moved away from the medical model of merely "caring" for people with disability towards "supporting" people to have and make choices and to hold valued roles in their communities, but we are now shifting our thinking towards a whole different conceptualisation of the purpose and methods of the support services we provide.

This shift is known as "Person-Centredness"; and it challenges us to question everything we currently know and do to support people with intellectual disabilities. Person-centredness "is not simply a collection of new techniques for planning to replace Individual Programme Planning. It is based on a completely different way of seeing and working with people with disabilities, which is fundamentally about sharing power and community inclusion."²

Person-centredness is reflected in the decisions being made by governments around Australia to shift disability support service planning, funding and delivery towards more individualised approaches. The National Disability Agreement

(that came into effect in January 2009, signed by the Commonwealth and State and Territory Governments, with the objective that "people with disability and their carers have an enhanced quality of life and participate as valued members of the community") states that:

"Person centred approaches are recognised as the most appropriate and effective mechanisms to work with people with disability, their families and carers to achieve individual and lifelong planning approach [sic]. A person centred approach moves away from a one-size fits all model of service delivery and involves tailoring service responses to meet the varying needs and support requirements of people with disability, their families and carers..."

The agreed shared principle for person-centred approaches is:

- a focus on the needs and preferences of the individual, rather than the service and partnerships in all aspects including evaluation of effectiveness of service delivery;
- an approach which is holistic and considers all key life stages; and
- people with disability, their families and carers are supported to have choice and control over their own lives and the supports they receive.

Individualised, self-directed and self-managed funding are also recognised as funding mechanisms that promote person centred approaches as they directly link resource allocation to the support needs of individuals."³

¹ Thompson J, Kilbane J, Sanderson H. (2008) Person Centred Practice for Professionals. Open University Press.

² Sanderson, H. (2000) Person Centred Planning; Key features and approaches, 2.

³ Disability Policy and Research Working Group 2010, Framework for Early Intervention and Prevention, Lifelong Planning, and Increasing Independence and Social Participation Strategies.

Innovation

We seek creative and diverse solutions to constantly grow and improve.

Behaviours:

- We acknowledge that change is inevitable, that change leads to growth and that growth guides us towards improvement
- We encourage innovation, creativity and calculated risk taking
- We reward successes and value input and ideas from everybody in the team
- We accept the possibility of failure knowing that we can learn from failure and apply those learnings to our next attempt
- We embrace technology and new solutions to existing problems

Sunshine's implementation of Person-Centredness

At Sunshine, we have spent the last 12 months planning how we can ensure that the cultural change required for true person-centredness takes root across our organisation. To this end, 20 selected leaders at Sunshine (holding roles in the leadership team and as direct support workers) have participated in a Person Centred Champion program with the Centre for Disability Studies over the last 12 months. They have now, in consultation with the Leadership Team, developed Action Plans for moving us towards organisation-wide Person Centredness and taught us all that a genuine person-centred approach requires:

- that we place the person with a disability at the centre of decision making when it comes to the supports and services they use;
- respecting the rights of people with a disability, their families and carers to make choices about their own lives;
- deep and continual listening to ensure that the person with a disability, their family and carers are heard and supported to exercise choice and to direct supports and service arrangements;
- respect and unconditional positive regard for the person with a disability, focussing on strengths and choice instead of deficit and need;
- innovation and creativity to facilitate the person with a disability, their families and carers to discover what their desires, dreams, hopes and aspirations are and then to work out ways to realise those;

- genuine humility, particularly to acknowledge that we, the professionals, do not have all the answers and, more importantly, should not play the most important role in anyone's life. We are here to facilitate a person developing their own network of valuing, supportive relationships outside paid workers, not to "complete their lives" and in this, as in all other support delivery, we must be lead by the person, their family and carers.

Inspiration from an industry leader

On 15 May 2012 our leadership team was treated to a conversation with John O'Brien (*pictured below*), one of the "gurus" of person-centredness in the United States. John is a leading thinker who has written widely in the field of disability. He is a pioneer and lifelong advocate of Person Centred Planning. His values based approach emphasises learning with each person about the direction their lives could take, challenging and overcoming practices, structures and values that lead to segregation and underestimation rather than inclusion. His thinking and conversation with us challenged us to challenge ourselves – and to continually think about how we work with people.



John O'Brien

"To live is the rarest thing in the world.
Most people exist, that is all."
– Oscar Wilde

Client Services

*David Ashfield working
at Mowmentus*





Client Services

Accommodation Services

Growing our accommodation options for providing more individualised, person-centred support...

Sunshine provides a number of different accommodation types and service models designed to support 155 people with a disability in Accommodation services across Greater Metropolitan Sydney including the Central Coast.

The amount and type of support provided varies according to the individual person's support needs, from occasional drop-in support to 24hr, high support care.

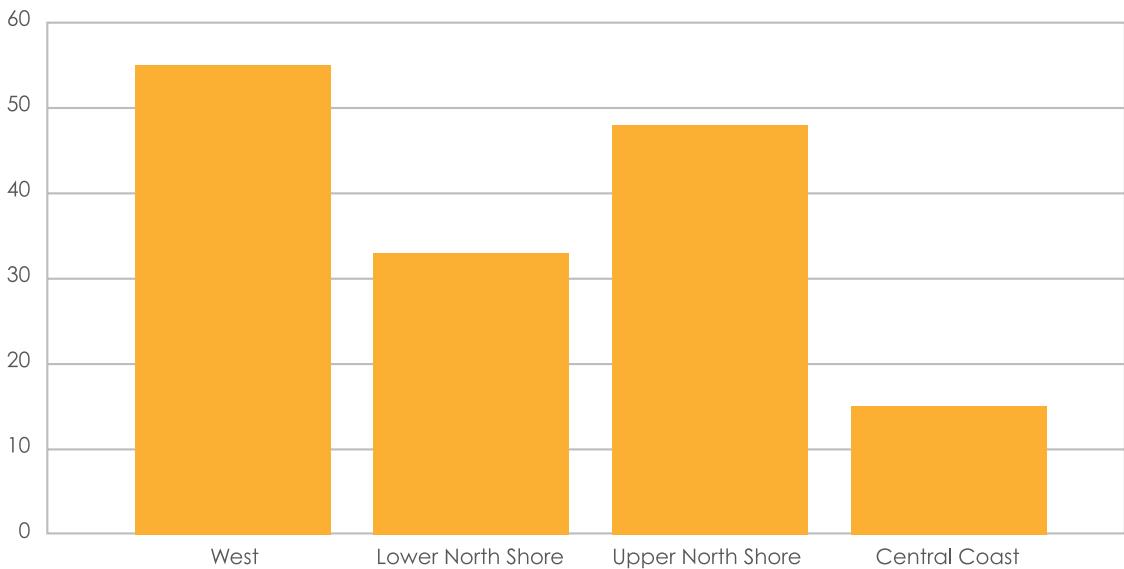
Group accommodation models include:

- Group homes
- Cluster model
- Villas

Drop-in support services provide up to 35 hours of individually tailored direct support per week for people with a disability living in their own, rented or family accommodation. These programs include:

- Supported Living Fund
- Independent Living Support Initiative (ILSI)
- Disability, Housing and Support Initiative (DHASI)
- Independent Living In Drop-in Support Initiative (ILDIS), and
- In-home support

Total client numbers across regions





Jennifer Rees

Challenges facing Accommodation Services

- Group living arrangements vs Person-centred choices: Sunshine is committed to being person-centred in the services we provide, meaning offering people real choices about, and control over, where they live, who they live with, who supports them and what support they require. However, traditional block funding of services and all funding that relies on 'efficiency' from economies of scale is premised on people living with other people not of their choosing or with whom they have a relationship, but with 'similar' support needs.
- Ageing population: Sunshine, along with the rest of Australia, has an ageing population. We are committed to providing life-long care to the people we support in a place that is comfortable and familiar to them. On devolution we bought and modified 4 homes in Sydney's West to allow us to provide higher levels of support to people as they age and experience issues such as dementia, mobility concerns and a general decline in health. However, we know that it may not always suit someone to re-locate to these homes. We work with families to identify how each person can best be supported as they age by liaising with a range of community based professionals.
- Providing genuine choice and community inclusion. John O'Brien talks about the 5 dimensions of inclusion:
 - Contributing
 - Belonging
 - Sharing places
 - Being somebody; and
 - Choosing.

Being part of the community is about belonging to that community, not just being "in" it. We ask ourselves "would this person be missed if they were not there anymore?" and we work hard to support them to develop connections, relationships and roles that ensure that they would be.

- As the number of people we support grows, so does the range and complexity of their support needs. New people seeking our services increasingly have dual-diagnosis (intellectual disability plus mental health issues for example) and we have worked hard over the past 12 months to develop new skills for staff and identify further staff development for the future.

Article 19 - Living independently and being included in the community

States Parties to this Convention recognise the equal right of all persons with disabilities to live in the community, with choices equal to others, and shall take effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right and their full inclusion and participation in the community, including by ensuring that:

- a. Persons with disabilities have the opportunity to choose their place of residence and where and with whom they live on an equal basis with others and are not obliged to live in a particular living arrangement;
- b. Persons with disabilities have access to a range of in-home, residential and other community support services, including personal assistance necessary to support living and inclusion in the community, and to prevent isolation or segregation from the community;
- c. Community services and facilities for the general population are available on an equal basis to persons with disabilities and are responsive to their needs.

– UN Convention on the Rights of Persons with Disabilities

Client Services

Accommodation Services

In Memorium

Sadly, 2 people supported by Sunshine's accommodation services died through this year. Sunshine employees give their heart and soul to the people they work with and, particularly when we've been supporting them for a long time, it is incredibly sad for us when they die.

We remember, with great affection and respect:



Jean Gordon Munro Scott

02/04/67 - 25/06/11

Jean has lived at Sunshine since she was a young girl. Jean had a great passion for arts and a great love of the "quirky", as demonstrated by her passion for all things mechanical and spiders (often to the great consternation of folks around her). Jean's greatest delight in life though was to watch or hear a mower in operation. Her art was exhibited at all of our Art exhibitions and Jean's pieces were 'popular sellers'. All who worked with Jean admired her strength and courage in dealing with her cancer and she was certainly a fighter to the end. Those staff made extraordinary personal commitment to continue to support Jean throughout her treatment for as long as possible in her own home. Jean is greatly missed by her family, particularly her sister, Frances, who continues to talk about her often.



Frank Bendelar

24/05/1939 - 05/06/12

Frank enjoyed life to the fullest. He loved to paint and colour in and spent hours working on jigsaw puzzles, some of which are hanging on the walls at his home. Frank was also a regular at the local club where everyone would say a big hello when he walked in. Frank would order himself a beer and then enjoy the company of staff and other regulars, who would all find time to have a chat with him. Frank loved attending day programs and participating in all the activities they would get up to: riding push bikes, going for cake and coffee, and when Friday Chinese lunch came around, you'd always hear Frank say YUM YUM. Frank is deeply missed by his family as well as all the clients and staff who lived and worked with him at Keogh.

Did you know?

Prevalence rates for people with intellectual disability and mental health issues have been placed between 10% – 74%. The Australian Bureau of Statistics in 2003 notes that 57% of people aged under 65 years with intellectual disability also had a “psychiatric disability”.

Developments

With Sunshine's growth over the past 5 years, we've had to focus on "bedding down" accommodation services; reviewing new services and developing plans for on-going service improvement across all accommodation models. Some of the developments have been:

- We appointed an additional Group Manager for Accommodation services, dividing them into 2 regions (North and West) as well as increasing the number of team leaders providing frontline support to direct support professionals;
- New Tuggerah office: we moved our previously tiny Central Coast office to a great new space in the Tuggerah business park

Achievements

- Community inclusion (an example): Sunshine supports a man on the Central Coast via the Independent Living Drop-in support service. He is 38 years old and lived at home with his parents until 2009. Through conversations, engagement, and listening we gradually came to understand his passions and 'drivers'. One of the passions he identified was movies, which led us to support him to join his local DVD rental store. This may seem not such a big deal, but as a customer of the store, where he now visits daily, he has developed a couple of lovely friendships with staff and is able to engage

with them in conversations about new releases, film reviews and friendly banter about the best movies to watch. He also now visits a nearby coffee shop daily as part of his routine and when he doesn't visit the staff will give either his Mum or Sunshine a call just to make sure "all is okay for [him]". This man has found a valued place in his community, including people who care about him enough to miss him if he's not there. We're proud of our part in facilitating this success.

- Research: Sunshine has begun or concluded our participation in a number of research projects this year, including:
 - The "Embedding Active Support & Practice Leadership Research Project" with La Trobe University;
 - The "Embedding sustainable physical activity into the everyday life of adults with intellectual disability" (NHMRC Partnership) with the University of Sydney;
 - The "End-of-life care and dying at home: Choices and needs of people with intellectual disability and their carers" (NHMRC Post-graduate Public Health scholarship), also with the University of Sydney; and
 - "Inclusive Research project: Women with an intellectual disability becoming active researchers: Using i-Pads to facilitate research training" with the University of New South Wales.

We thank all of the people we support who have participated in these projects and all of the employees who have worked above and beyond expectation to make them a success for their dedication and hard work.

Client Services

Community Access Programs

Creating opportunities for recreation and social interaction, to promote life skills and enhance valued membership of people's communities...

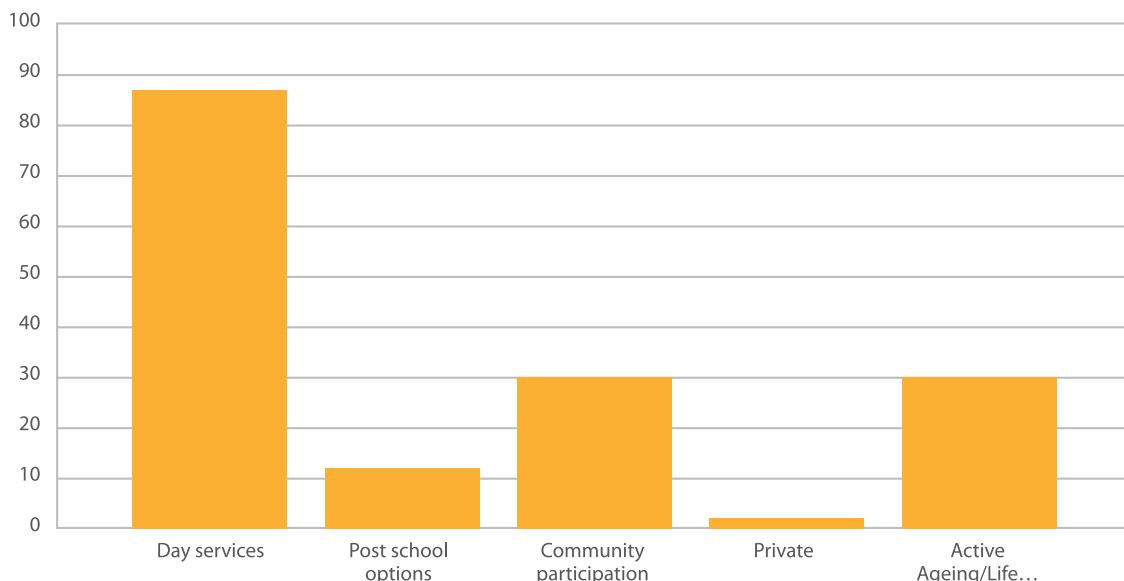
Sunshine provides a number of different Community Access Programs across Sydney designed to provide more than 170 people who access them with fun, fulfilling activities, develop new friendships, participate in their communities and learn new skills.

These programs include:

- Day services
- Art & papermaking programs
- Community participation
- Active Ageing
- Life Choices

At Sunshine,
Community Access
Programs are all about
creating opportunities
for people to participate
in their own lives.

Client numbers across programs



"Recognizing that disability is an evolving concept...that...results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full and effective participation in society on an equal basis with others..."

– Preamble of the **UN Convention on the Rights of Persons with Disabilities**

Challenges facing Community Access Programs

- Group 'Programs'/Block funding vs Person Centred/tailored support: Sunshine is committed to being flexible, innovative and creative in the services we provide and to creating a culture where the people we support are at the centre of their support. This means offering people real choices about where they go, how they spend their time and with whom and who supports them and creating opportunities for them to engage in activities that are important to them. Traditional block funding of services, 'group' and 'centre-based' programs, all of which draw efficiency from economies of scale, make this kind of individualised tailoring extremely difficult to achieve.
- Finding adequate space to run individualised programs and accommodate continual growth of services has proven a continual challenge. Providing real choice about which activities people participate in requires having enough room for people to not always be together and every time we grow we are challenged again to create "spaces" for people to be themselves.

>>>

Katie and Matthew Gow
at the Smartboard



Client Services

Community Access Programs

Achievements

- Our Community Access programs continue to grow exponentially with demand almost outstripping available space – having only just expanded our Pymble CAPs space, as we move into the next year we are once again planning to move another of our programs (Frenchs Forest) to a new and bigger space.
- Our Pymble CAPs' space was officially opened in May 2012 after a refit that included a new kitchen for learning independent living skills, an exciting and stimulating (or calming and relaxing) sensory room and a computer room with smart boards and programs designed to enhance computer literacy and provide audio visual stimulation. The 2 storey refit also included the fabulous new Domus Evolution Limited Mobility lift that provides full access to the 2 floors of CAPs and our administrative offices.
- One of our wonderful supporters was so impressed by our Art programs that she donated the money required to buy and install a pottery kiln in our Art Studios. The artists that we support have increasingly been enjoying the satisfactorily tactile and sensory experience of pottery making, with some sensational pieces being entered into last year's Art Exhibition.
- Our 2011 Art show – "U, Me & Us Exhibition" was a great success in both celebrating and selling a vast array of Sunshine artists' works. The consensus was that "the work gets better each year!" and this year it included large collaborative paper pulp decorative works, paintings, ceramics, interactive works and textiles. Clients' artwork also featured in a number of other exhibitions throughout the year, including: the Red Wall exhibition at Ku-ring-gai Council Chambers; the Primrose Park Art and Craft Centre, Cremorne; the Sizzle Works on Paper Exhibition at Penrith Regional Gallery; and the Waterbrook Greenwich Annual Art Exhibition.
- Sunshine was asked by the (then) Minister for Human Services and Social Inclusion, the Honourable Tanya Plibersek, to provide art works for the cover art and to exhibit at the launch of the Minister's National Inclusion Policy. When her representative visited our Art Exhibition she was overwhelmed by the quality of the artwork.

The Minister personally chose the piece by Matthew Gow to be used in the social inclusion publication and the invitation to the event as well as other works by Matthew, Helen Cooke, Penny Howe, Kathie Curtis and Alison Hall to be displayed in the prestigious Mural Hall of Parliament House



Brendan
Stanley at the
Mini Olympics
with Emma.

Christine McAndrew
making craftwork
at CAPS.





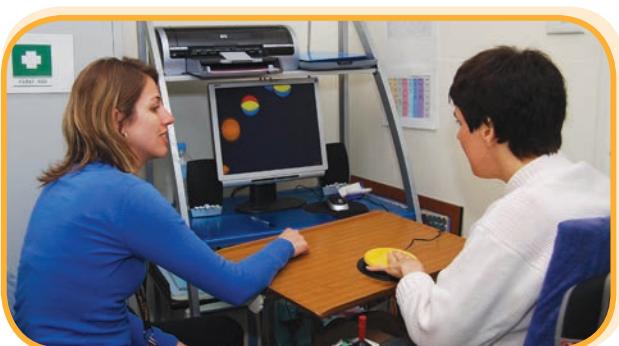
Mohammed
Souied at CAPS.

during the launch. Sunshine supported Matthew, Kathy and another Sunshine artist, James Van Miltenburg, to travel to Canberra to attend the launch and meet the Minister personally.

- Community engagement project with local school – Pymble Ladies College [see “Volunteers & Community Engagement”]
- Inclusive Research project: Women over 50 with an intellectual disability becoming active researchers: Using i-Pads to facilitate research training [see Continual Improvement and Industry Engagement – Research partnership projects].



Bettina Anderson
being a star in the
new Sensory Room.



Jennifer Antony using a computer with Mariana.

Feedback for CAPs

“Our son [person supported] is 33 years old, has Down Syndrome and Autism and has attended Sunshine’s Community Access Program since September 2010. We (his parents) could not be more delighted with the consideration and capacity of the Sunshine personnel who care for him. [Person supported] came to Sunshine with some baggage and behavioural problems. However, through a well-considered program, understanding, patience and perseverance he is now a very contented person, who enjoys each and every day at Sunshine; although I do have to say that “dancing with Terry” and “barbeques” are his personal favourite activities.

Sunshine has actively participated in [person supported]’s on-going development with his communication, relearning how to catch a taxi, his participation in team music sessions, and more recently trying to desensitise his fear of dentists. These and many other activities provide [person supported] with a fulfilling life that suits his abilities. There are of course the occasional glitches, but these are handled with competence, consultation and most importantly good humour.

The thing that impresses us most about Sunshine’s Community Access Program is the caring manner in which all staff attend to all the people they’re supporting. “Neurotic” parents like us will look at the interaction of staff and clients when they don’t know they’re being watched; and this interaction is inevitably caring and respectful. The values and the culture that Sunshine has created is the best I have seen in any work place. Very well done Sunshine.”

– Will & Lin Strachan

Client Services

Employment & Business Services

Understanding the importance of work and encouraging personal growth through structured employment planning...

Sunshine provides a number of employment and related services including:

- **Open Employment:** Employment Solutions is a Disability Employment Service providing specialist employment support for people with an intellectual disability, matching people with their desired job in a workplace that suits them;
- **Supported employment:** Sunshine operates an Australian Disability Enterprise (ADE) that offers employment in 3 business models:
 - Mailplus – a mail house and light assembly business
 - Mowmentus – a lawn and garden maintenance service
 - Group placements – supervised at independent work sites (enclaves)
- **Transition to Work:** This is a 2 year program for school leavers focussing on developing employment skills and a path to employment; and

- **Community Justice/ Pro-Social Activities Program:** A specialised program for people with an intellectual disability who have had contact with the criminal justice system, with particular focus on activities relating to education, recreation and employment which are key factors in the reduction of the risk of recidivism.



Above: Robert McKenzie and the business production line at Mailplus.



Left: Great work MowMentus! As part of our refurbishment project the MowMentus team completed an overhaul of the Thornleigh outdoor area. This included cleaning, painting, building new planter boxes, installing privacy screens at the back of the site, plant selection and planting. The team now maintain this site with watering, replanting of perennials and hedging. The makeover has been a huge success with many people now using this outdoor area that was once a bit of an eye sore.

Far and away the best prize that life has to offer is the chance to work hard at work worth doing.

– Theodore Roosevelt



Challenges facing Supported Employment Services (DES & ADEs)

- In 2012 DES providers were required to tender for the continuation of business for the first time ever. The largest tender ever in Australia with the market opening not only to new national and international providers but also, for the first time for profit businesses, the tender comes at a time of heightened compliance expectations from the Department of Education, Employment and Workplace Relations (DEEWR) yet a drive across the industry toward more person centred approaches. This creates a difficult tension for service providers who want to facilitate outcomes for people that may fall outside the tight program guidelines.
- An ageing population across Australia also impacts on Employment Services, with some older workers, for example, being stuck because of a lack of alternate supports outside their existing enterprise employment.
- While investment in supported employment has increased over time, wage outcomes have risen slowly and hours of work for supported employees have actually decreased.

Achievements

- A continued revitalisation of the ADE service has seen some fresh paint and furniture at Thornleigh as well as a fresh look at our service delivery.
- Staff development days provided a valuable time for the whole staff team to get together to look at what we are currently doing, the changing nature of the disability industry and what this might lead us to do differently.
- Our successful application for FaHCSIA funding under their Readiness Fund will allow us to roll out Person Centred training to all our staff and supported employees over the next twelve months (with CDS).
- Development of a great relationship with the NDS procurement project, which aims to link ADE services to government contracts as a result of the changes to the government procurement guidelines. Government procurement officers no longer need to obtain three quotes if they can prove value for money using an ADE service (such as MailPlus or MowMentus) and we are already

benefitting from this initiative. In an alliance with two other services we have obtained a large contract with ADHC for our supported employees working for Mowmentus to mow and look after ADHC's accommodation services' homes in the Hornsby and Ryde area. Mailplus has also recently established a great working relationship with TOLL who is using our mail house services more and more. We hope NDS will see us continue to expand our work contracts over the next year.

- The effort of our staff and supported employees is paying off. We have been receiving some lovely word of mouth recognition; from our supported employees, their family or accommodation support; our customers and from our auditors. We take this to mean we are on the right track and this is a great opportunity to thank those involved.

"We don't know what you guys are doing there but (the person) is now getting up at 6.30 to get ready for work" – An Accommodation Service employee

"I came to your office after running from pillar to post for several months. You just wrote like a diagram and said you will break the circle and accepted my son for employment support...and my 25 years of worry ended substantially as my son got a part time job. When the whole world is moving towards making profit, professionalism, productivity your team is working with the less fortunate and making difference in others life" – Mother of a supported employee

Open Employment –
Damien
Montgomery
at work.



Client Services

Employment & Business Services

Community Justice Program/Pro-Social Activities Project

In 2010 the Community Justice Program (CJP) initiated the Pro-Social Activities (PSA) project to explore the design and implementation of specialised models that could meet the day programming needs of the CJP clients this had particular focus on activities relating to education, recreation and employment which are key factors in the reduction of the risk of recidivism. Sunshine became the service provider for the PSA project.

The project has achieved some fantastic outcomes for people. It has facilitated some personal changes in people that have seen them able to overcome enormous obstacles and make positive choices in their life. For some people they have been able to undertake training and explore work as a real option.

In June 2012 the PSA project was evaluated and the report noted that "the clients goals in the three domains have been achieved consistently...it is questionable, if not unlikely, whether these goals would have been achieved without the provision of the PSA project." It found that the approach to risk management through providing the PSA is a worthwhile one and should continue.

The Sunshine CJP project will continue under the umbrella of the Employment team and we are in negotiations with ADHC to have the project refunded.



Hayden was supported to achieve his goal of going to Queensland to reconnect with his daughter who is about to have a baby. He funded his own trip and while there visited Sea World and the other theme parks. Hayden has also been doing voluntary work experience and hopes this leads to paid employment.

"[Research] findings indicate that those with complex cognitive disability (ie co-morbidity / dual diagnosis) are significantly more likely to have earlier contact with police, more police episodes, be more likely to have been clients of juvenile justice, have more police episodes through life and more prison episodes than those with single, or no diagnosis and for this high and ongoing contact with the criminal justice system (CJS) to lock them into the CJS very early rather than assist in rehabilitation. Their offences are almost all in the lowest 10% of seriousness. Those with complex needs have significantly higher offences, convictions and imprisonments than single and non-diagnosis persons both as juveniles and adults. Those with cognitive impairment in combination with any other disability had the highest rates of CJS involvement both early and ongoing into later years. They had very poor school education and low disability service recognition and support and although there were strong housing responses people in these groups do not appear to be able to maintain their tenancies. They were significantly more likely to experience homelessness, and Indigenous girls and women with complex needs were more likely than any other group to experience these problems. As

an indication that appropriate supportive intervention can assist these persons to a significant degree, those becoming clients of ADHC after going to prison fared much better than those who did not become clients. This appears to be the case because they were afforded holistic case managed supported accommodation with appropriate disability service support.

It can be theorized that many in these groups with complex needs become locked, early in their lives, into cycling around in a liminal, margin-alised community/criminal justice (Baldry et al 2008; Baldry 2009; Dowse et al 2009; Baldry 2010), a space that is neither fully in the community or fully in the prison. They do not fall through cracks, they are directed into the criminal justice conveyor belt. This suggests it is important to recognise the different space & need for different disability and rehabilitative interventions and supports at many points along these persons' pathways."

Baldry, E., Dowse, L & Clarence M. (2011) "People with mental and cognitive disabilities: pathways into prison" School of Social Sciences and International Studies, Background Paper for the National Legal Aid Conference Darwin 2011

Client Services

Respite Services

Providing respite for full-time carers of people with a disability, who are frail, aged or have a mental health issue or other support needs in the Ku-ring-gai local government area...

Sunshine provides two different models of respite support under a number of different funding streams to provide respite for carers and family members of persons who are frail aged and or who have a disability.

These models include:

- **(HACC funded) In Home care respite** – which provides carers with a break from their caring role with the provision of a substitute carer (Sunshine employee) to take their place for 3 hours or more so that they may attend to appointments, engage in recreational activities or enjoy much needed quality time with partners, friends or siblings. Though termed “in-home” this support often includes taking the person out to pursue an interest or activity in the community.
- **Turramurra Cottage** – offers overnight respite care for care recipients over 16 living with a mental illness / dual diagnosis or who have autism and / or an intellectual disability and live with a carer within the Northern Sydney local government area.

- **Hornsby (Ageing Carers/Breathing Spaces) Cottage** – provides overnight respite for care recipients who are over 18 years old and live with a carer in the Northern Sydney local government areas. Both cottages provide meals and activities to suit each person's needs our aim is to ensure the respite stay is like a holiday and a home away from home experience whilst giving each carer a well earned break.

In the 2011- 2012 financial year these services supported more than 162 carers, providing over 20,500 hours of respite.

Did you know?

Across NSW there are 849,700 carers, that is 12 per cent of the NSW population. There are 2.6 million carers Australia-wide.

Challenges facing Respite Services

- Managing packages that are assessed and funded by external agencies in the best way to meet the client's needs (both the person being supported and the carer who is receiving the respite from care duties);
- Finding employees able to juggle the irregular and sometimes unusual hours and diversity of people we support and their support needs (the highest demand for respite is generally at the least desirable time for employees, especially part-time employees (i.e. evenings and weekends); there is often high demand all at the same time with long breaks between; and this often short shift, episodic nature of support makes it difficult to provide sufficient work to cover employees' needs too);

- Balancing the intimacy of going into a family's home, asking deeply personal questions, providing sometimes personal support with retaining that family and person's privacy and dignity;
- Meeting the needs of such a diverse range of people, often in relatively short time frames, in a meaningful way and getting to know their and their family's needs, preferences and desires;
- Managing the complex array of funding streams and referral systems.

> > >

Michael Simpson at
Hornsby Cottage
with Cho Cho

Client Services

Respite Services



Achievements

- A continual and steady growth in the numbers of carers and people seeking our support;
- The Respite team developing a newsletter to keep families up to date with our service and the sector generally;
- Purchase of an additional wheelchair accessible vehicle for us by people accessing the Hornsby cottage;
- Four of the respite team received their Certificate 4 in Disability Support and 3 of the Leadership Team successfully completed their Diploma of Community Sector Management.

Total number of hours of respite provided to total number of families.

In Home:

HACC – Provided 80 carers with 10,429 hours of in-home respite.

Centre Based:

Turramurra Cottage – Provided 29 carers & clients with 2,665 hours of centre-based respite support.

Hornsby Cottage – Provided 31 older carers with 5,208 hours and 22 carers under 60 (Breathing Spaces) with 4,840 hours of respite support.



Emily Herbert
at Luna Park
with Amber

Feedback for our Respite Services

"The service has met my needs this financial year thank you, it has been a god send for our family and [the person supported]"

– Carer receiving HACC Respite

"Sunshine has provided a wonderful service to our family. [Direct Support Professional] is an amazing care worker who goes above and beyond to make sure [person supported] always has a great time. [The Case Coordinator] is always very friendly & efficient in organising things. The service makes a huge difference to all our family members' wellbeing & coping ability. Thanks so much"

– Carer receiving HACC Respite

"Both [Direct Support Professionals] have been outstanding for my autistic daughter. I have felt they have provided our family with the respite we need. I am so happy with the service and I want it to continue for a long, long time"

– Carer receiving HACC Respite

"A very big thank you from [husband] and myself to you and all your staff at the Hornsby cottage... [we are] always surprised at the detailed entries on a daily basis and thank you to you all... [Husband] and I would like to again thank you all so very much for the past 4 or 5 breaks you have given us as we couldn't have taken the needed breaks over the last 2 years."

Not only has Sunshine given us time and freedom away but also contributed to the socialization, community access and growth of [person supported] into an independent individual. I don't really think his smooth transition would have gone so well if he hadn't had the excellent Sunshine service. There was a real connection between you all and we are going to miss you all.

Keep up the good work with other clients because your service is so much better than any of the other Government group homes that [person supported] has accessed over the years."

**– Mother and full-time Carer,
receiving Cottage based Respite**

Our Organisation – continual improvement & community engagement

Choose Life; only that and always, and at whatever risk. To let life leak out, to let it wear away by the mere passage of time, to withhold giving it and spreading it is to choose nothing.

– Sister Helen Kelley



Continual Improvement and Industry Engagement – Research partnership projects

Sunshine recognises the importance of research in providing an evidence base to inform continuous improvement in policy and program design and delivery. We are ever mindful of the impact that research (and researchers) have on the lives of the people who we support and are selective about the research we engage with.

For Sunshine, participation in these projects often places extraordinary burdens on the people providing support and our resources, but we believe they are critical to providing ongoing “best practice” support services and their outcomes have directly contributed to our current strategic plans, improved staff training and service delivery and led to refinement of existing policy and procedure.

Inclusive research is research where people with an intellectual disability are conducting the research themselves. It is premised on the philosophy of “nothing about me, without me” and finds them involved in:

- Coming up with the ideas for the research;
- Doing the research;
- Working out what has been found out from the research;
- Working out the meaning of what is found out;
- Telling people what has been found out in the research and what it means.

Barbara Black and Helen Kensit with Pam.



1. End of life care – the needs and future requirements

Over the last four years Sunshine, along with two other community accommodation services participated in a doctoral research program run by Michele Wiese, under the supervision of Professor Roger Stancliffe, Dr. Angela Dew (from The University of Sydney), Associate Professor Susan Balandin (Molde College, Norway), and Professor Glennys Howarth (University of Plymouth, UK). The research focused on how community accommodation services experience end-of-life care, the needs, and future requirements. Our staff at Parklea provided an invaluable perspective by participating in the research. The findings arising from the research have been presented at both the national and international forums, peer reviewed publications have resulted, and last year Ms Wiese's scholarly work was recognised internationally with the award of the International Association for the Scientific Study of Intellectual Disabilities Asia-Pacific Scholarship.

2. Embedding sustainable physical activities into the everyday lives of adults with intellectual disabilities

In September 2011 we commenced an extremely exciting 3 year research project in partnership with Professor Roger Stancliffe and Dr Kerrie Lante of the University of Sydney and the House With No Steps, looking at: “Embedding sustainable physical activities into the everyday lives of adults with intellectual disabilities”.

A sedentary lifestyle and its implications for the emotional and physical health of the individual is an issue of critical concern for people with intellectual disabilities and this study aims to find sustainable ways to increase physical activity and exercise in the lives of adults with intellectual disabilities. So far, 12 clients have enthusiastically signed up to participate and over the 3 years up to 50 will be involved. We are delighted to have the opportunity to take part in this project and eager to see the results. This is vital research, which benefit not only those clients we support but the entire sector and, incidentally, those staff members supporting the participants during the project. Innovative undertakings such as this help Sunshine to be a best-practice leader in the disability service sector.



Helen Kensit
swimming

3. Inclusive Research project: Women with an intellectual disability becoming active researchers: Using i-Pads to facilitate research training

Conducted by Dr. Iva Strnadova and Dr. Therese Cumming (Faculty of Arts and Social Sciences, University of New South Wales), this study sought to define the level and nature of support needed for women with an intellectual disability to actively participate in research as part of a research team using assistive technology to enhance skills in all of these areas. The researchers have employed i-Pad technology to assist a group of women with intellectual disabilities to become skilled and effective researchers.



Mary Morgan
with an iPad

The study involved training sessions, followed by focus group meetings, which were used to reflect on both the research skills learned and the technology used to support the training session. The training sessions took place once a week during the months of August, September and November. These sessions lasted some 90 minutes, and were audio-taped and video-taped. The women were provided with easy-to-read summaries of the training sessions' content.

The results of this study will provide important information about how to support women with intellectual disabilities in their position of researchers. The information collected will hopefully help break down misconceptions in society about the abilities of these women, and highlight their skills.

4. Embedding Active Support & Practice Leadership Research Project

Sunshine has joined up with researchers Professor Christine Bigby and Professor Teresa Iacono (both from La Trobe University) and Dr Julie Beadle-Brown (The Tizard Centre, University of Kent) for this research which looks at how to improve the quality of support provided in community based accommodation services. Although community accommodation (such as group homes and other forms of supported living) compares favourably to institutional settings it has failed to consistently deliver high quality support. Active support originated in the work of Kushlick in the 1960s, who identified isolation, disengagement and inactivity as major problems in poor quality services; if service users were doing nothing, it was almost impossible for them to exercise any choice or control over their lives.

Active support is a core element of person-centred approaches. It should be combined with person-centred planning to inform a service user's longer-term more general life directions. Active Support underpins the effective application of other person-centred approaches, such as positive behaviour support for service users with more complex needs, such as those with autism or who display challenging behaviours.

This study will investigate changes in service user outcomes, staff practices including level of Active Support, and organisational structures and processes over a three-year period in organisations that support service users with intellectual disability.



Professor Roger Stancliffe with Matthew Dagg and Joel.

Professional Development

In 2011 Sunshine identified Professional Development (staff training and development) as a priority area to focus on and set about to determine and develop the capabilities needed for Sunshine to prosper in the future environment.

After significant review of our existing program, we set four strategic goals for Sunshine's Professional Development, being:

1. To increase the implementation of training in the workplace (better skills, actually being put into practice);
2. To support managers to be more effective as frontline trainers (recognizing that on-the-job is where most skill and knowledge learning happens, or doesn't);
3. To increase our internal capacity to provide our own training (tapping into the wealth of expertise of our Leadership team and sharing it better across the organisation);
4. To ensure that all professional development supports and promotes our organisational culture (Vision, Purpose & Values, policies etc)



Certificate IV Graduation Day – Granville TAFE – 25th May

20 of Sunshine's Direct Support Professionals graduated from Granville TAFE in May with a Certificate IV in Disability – the first class to undertake the Certificate with our new training partner Granville TAFE and we were delighted by the very high standards of teaching, support, industry knowledge and experience that TAFE has brought to this new partnership. The enthusiasm and courage Sunshine employees show towards their study, their willingness to learn and to improve their service delivery and them-selves is extremely inspiring and greatly appreciated by the organisation.



Rebecca Fletcher
with TAFE teachers.

*In times of change, the learners will inherit the earth,
while the knowers will find themselves beautifully
equipped to deal with a world that no longer exists.*

– Eric Hoffer

Achievements

Organisation wide

- Calendar: Initially we focused on improving our “calendar” offerings, reviewing all the content and trainers we were using, increasing the number of offerings based on recognised need, and focusing on improving attendance and follow-up.
- Framework & Needs Analysis: we then started to develop a framework of skills required for various roles at Sunshine so we could base all training on a genuine needs analysis.
- WELL program: we successfully sought Commonwealth funding to provide training to improve English language & literacy levels across our workforce.
- Industry Qualifications: we developed a new partnership with Granville TAFE to provide Cert IV Disability traineeships – to improve the standard of disability training for our Disability Support Professionals.
- Person Centredness: we implemented the Centre for Disability Study's original and innovative model of “Championship Training” developed by Rachel Dickson (CDS) and Ray Murray (Consultant) to ensure the real integration of cultural change required for person-centredness. **See “Highlights of the Year” & “Person – Centredness”**

Leadership level

- Leadership Training: our entire Leadership team attended “Mindful Management And Conscious Conversations” training over a period of months, which included understanding different personalities and styles of communication; handling conflict and difficult people; running group planning sessions; reflective listening; receiving and giving feedback and coaching.

- Industry Qualifications: We also put 15 middle managers (Team Leaders, Coordinators and Cluster Managers) through their Diplomas in Community Sector Management to improve their management skills and capacity to support the people they supervise.
- Champions Project: to promote specialisation and provide opportunities for sharing knowledge throughout Sunshine every person in the Leadership team was asked to select an area of practice to focus on developing their own expertise and Sunshine's resources. These groups meet regularly and have undertaken projects including further training, reviewing and updating policies and procedures, developing training packages.

Strategic/Structural level

- PD Committee: we have established a committee of leaders who are passionate about disability service and learning and want to contribute to decision making and goal setting for professional development at Sunshine.
- Database: we have purchased an HR Management System (database) to provide greatly improved reporting, monitoring, planning and needs analysis capacity and enable us to create individual PD plans.
- Integration with HR: PD has been working closely with the more “personnel” functions of HR (assisted by the new database) to better integrate the ‘recruitment, selection, development and retention’ functions of both aspects of “people support”.

Our Organisation's systems and infrastructure

In response to our significant growth over the last 5 years, Sunshine spent a lot of time in 2011 looking at how we could improve our systems and infrastructure to support the organisation achieving its goal of best service delivery.

Internal Communications

To reach so many employees (over 400), spread over such a vast geographic area (over 40kms east to west, over 70kms north to south), we knew we needed to improve our internal flow of information to ensure that we:

- Passed on vital information (amendments to Policies & Procedures; industry challenges and developments; changes to service approaches, such as Person-centredness)
- Encourage a sense of 'belonging' (in the absence of a 'central workplace' we don't want to lose the sense of being part of something bigger than oneself that many employees at Sunshine say is important and inspiring to them)
- Let people know what's happening (internal changes such as new services or employees; training, events, campaigns or community recognition)



Helena Shin at Mailplus.

- Promote Sunshine's organisational culture, including our Vision, Purpose & Values

How did we decide to do it?

Well we're still working on it, but so far we've:

- Implemented monthly Leadership Information Exchange & Networking (LINX) Meetings
- Conducted a communications survey of all employees asking them what they want to know and how they'd like to receive that information
- Started to develop a new monthly employee newsletter
- Have a new internal, interactive website in development
- Developed initial IT training for all employees (and are in process of developing more)

Systems & Processes

In our striving for continual improvement, we have:

- ISO Quality Management Accreditation: continued to implement the stringent standards set by our 2012 ISO Quality Management Accreditation
- Purchased a number of systems to better integrate administration and finance functions with operations (client support), including:
 - HR3 Payroll system
 - HRM – HR database
 - Rosterlive – online rostering and time recording system
 - Cimsability – online client database
- Contracted a website developer to build us a brand new, modern and up to date website
- Employed a new Fleet manager to manage the care and maintenance of our fleet of over 85 vehicles (ranging from executive sedans to wheelchair accessible vans – and which represent an enormous financial and risk issue for Sunshine)



Our Supporters

Volunteers, Fundraising and Community Engagement

Sunshine continues to engage with our many supporters in the community through the Rays of Sunshine Newsletter, the annual Tax and Christmas Appeals and our Christmas Raffle, as well as through our wonderful volunteers and community members who work with Sunshine to provide support to the whole organisation and meaningful experiences for the people we support.

Community/ Volunteer support

Over the last financial year a small crowd of extraordinary volunteers have turned up to our services to provide over 921 hours of unpaid work for the people we support. Another group of students who were studying disability or community services did over 670 hours of unpaid work experience over that period.

Delloite's 'Impact Day 2011'

Michael Simpson
with Deloitte
volunteers



Deloitte, a leading organisation in Australia, decided to send all its employees out into the Community Service Sector for a day of volunteering and called the day (18 November 2011) "Impact Day 2011".

35 Deloitte employees volunteered to provide their efforts to Sunshine, including: spring cleaning two homes for the people we support; painting our Employment services headquarters and Mailplus site; and taking clients on a fun activity day out and BBQ at our St Ives Community Access Program.

We all know that community must be the centre of our lives because it is only in community that we can be citizens. It is only in community that we can find care. It is only in community that we can hear people singing. And if you listen carefully, you can hear the words: "I care for you."

– John McKnight

Not only our employees and clients enjoyed the day though, with fantastic feedback from the Deloitte volunteers including:

"Thank you for this email. Our office is buzzing with excitement. Everybody is really happy and was so keen to share stories today about their adventures. I have spoken to a few groups and everybody loved it- they said it was a real eye opener and they can't wait for next year." – Erin Peters

Mirvac's local community volunteers

Similarly, in May 2012, some community minded Mirvac employees spotted some of the people Sunshine supports at the Stanhope Gardens Shopping Centre and asked where they were from, explaining that they'd like to do something for people in the area.

After some discussion, 22 Mirvac employees volunteered their labour at our Parklea cluster of 4 homes, where we support 28 people who are ageing and/or have high support needs. The volunteers worked very hard: planting gardens out the back and hedges across the front; cleaning the gutters and all the windows; repairing palings on the back verandas; and removing and levelling pavers, before celebrating their achievements by holding a barbecue and making scones for afternoon tea. Again, a great time was had by all involved, with both the givers and receivers of the volunteered effort being equally impressed by the experience.

Community Engagement Project with Local Schools

For the last year, Sunshine's Community Access Program at Pymble has been working on a project with year 10 students from Pymble Ladies College. Through this project, the students aim to establish a community engagement program for 2012 where they will have the opportunity to learn about different community needs through service activity.

The school requested Sunshine's support last November and since then the Group Manager of CAPs, Nicole Ash, and members of her team have visited the school a number of times and met with the girls wanting to participate in the program. They have talked about people with intellectual disability and some of the challenges they face in their day to day life, what kind of services Sunshine provides and the role of someone supporting a

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Our Supporters

person with an intellectual disability and the girls then visited Sunshine to meet some of the people we support (who had chosen to participate in the project) and have afternoon tea together.

As it has developed, the program will run over four days, including a planning day and 2 days of joint activities and culminating in a gala morning tea in November, with a musical performance, cooked food and a craftworks display. The girls and clients they're supporting have already been divided into the 3 relevant groups, to work together on: cooking; arts & crafts; and music.

Fundraising 2011 Raffle

Our thanks are extended to the generous supporters who contributed to our 2011 fundraising raffle. Through our staff, families and community we raised \$22,000 to contribute to the cost of providing services to the people we support. This was achieved through sponsorship of prizes from local businesses, staff purchasing and selling tickets to their friends and families and also by hard working staff and client ambassadors who volunteered to represent Sunshine in shopping centres throughout Sydney and the Central Coast. Over 21 days (160 hours) was spent talking to the community and asking for their support of our organisation and our fundraising initiative. Thank you to everyone who contributed, whether to the prizes, the selling or the buying. We look forward to continued success with our fundraising in the future.

Would you like to volunteer at Sunshine?

There are plenty of opportunities for volunteers to make a difference to people's lives in a very real way at Sunshine, either in a group or individually, by offering labour, or just forming a friendship and spending time with someone who might otherwise have few unpaid relationships.

Community Access Programs

(Based at Pymble, St Ives, Frenchs Forest, Parklea and Beaumont Hills)

Our Community Access Program is always looking for individuals who are able to volunteer on a regular basis, be it weekly or fortnightly, at any one of their centres. Volunteers have the opportunity to support people by accompanying them out on visits in the community or engaging in centre-based activities such as music, dance or art.

CAPs operate between the hours of 8.30am to 4.00pm.

Employment Services

MowMentus is Sunshine's corporate detailing service which offers gardening and landscaping services and general outdoor maintenance conducted by supported employees. MailPlus is Sunshine's corporate mailing house, where supported employees fold, insert, assemble and otherwise package corporate mailouts or packaging. Both businesses are always seeking volunteers who can commit to regular support (weekly or fortnightly) or who can be available at short notice to fill in when someone's sick or the workload suddenly spikes. Volunteers will enjoy fulfilling days working outside, alongside enthusiastic and committed supported employees and Sunshine staff.

Accommodation Services

Isolation and the lack of opportunities for social encounters are an enduring issue in the lives of people with an intellectual disability, so the people we support in accommodation would most enjoy justyou: your time; your company; your engagement and interest in them. It could be for any length of time and at any intervals, though of course the best friendships thrive on regular, reliable contact. You would be supported by professional employees at all times and able to engage with clients in whatever activities might be happening at your elected time. We can guarantee that you will enjoy your time with the people we support as much as they enjoy being with you.

Here's how you can volunteer at Sunshine

To find out how you can volunteer, please call Shamita Lane in Human Resources on 9496 8728 or email shamitalane@sunshinehome.net.au who will be more than happy to talk to about how you can be part of Sunshine's community of supporters.

Thank you to all of our wonderful supporters

We also acknowledge the support we receive from our funding bodies:

- NSW Department of Family & Community Services (Ageing, Disability & Home Care) (ADHC)
- Commonwealth Department of Education Employment & Workplace Relations (DEEWR)
- Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)

How you can help

By becoming a supporter of Sunshine you can make a real difference to the lives of the people we support, who live in your community.

Bequests

By leaving a bequest in your will to Sunshine you leave a truly great legacy by passing on the gift of a better life to those who receive it.

Associations, Clubs and Special Events

Do you know of a club or association who could nominate Sunshine to be the recipient of its community fundraising efforts? We can work in partnership to hold fundraising events or activities such as raffles and the people we support enjoy being part of their local community activities.

Do Business with Us

The best way you can support us is to do business with us, or refer someone else. Sunshine runs 2 successful businesses employing people with disability:

- Mailplus – a mail house and light assembly business; and
- Mowmentus – a lawn and garden maintenance service

If you know of anyone who would like their lawns mowed on a regular basis or who has mail-outs, printing or light packaging/ assembly to be done, please contact our Employment Services on:

Mailplus: Call Tom Hobbs on 0294796008
or email: mailplus@sunshinehome.net.au

Mowmentus: Call Troy Prescott on 0413 737 105
or email: mowmentus@sunshinehome.net.au

Gifts

Sunshine invites supporters, particularly local businesses to donate any items of value which can be used to raise funds through events or fundraising activities (such as our Christmas Raffle). If you have an opportunity to give in this way, please contact Katrina Jackson, Marketing and Community Engagement Coordinator on 0413 737 102.

Sponsorships, Corporate Volunteers and Workplace Giving

Sunshine welcomes corporations or individual's sponsorship of events, capital expenditure or fundraising activities. Corporate volunteering and workplace giving are also proven ways to increase employee engagement, providing your employees with an opportunity to give something back to those around them and make a positive impact on their local community. To enquire about volunteering opportunities, call Shamita Lane, HR Officer, on 02 9496 8728.

Donate

Your donation will make a real and direct difference to the people Sunshine supports, as they seek their own best life.

- **Donate on line** – visit our website at: www.sunshinehome.net.au
- **Donate by post** – post a cheque or money order to:
Sunshine
PO Box 847,
Pymble NSW 2073
- **Donate by credit card:** call Geraldine Jeltes, Executive Assistant, on: 02 9496 8700

Our Vision

“A world where every person is welcomed, valued and able to seek their own best life”

Our Purpose

“Creating possibilities for people to live, grow and develop their own best life”



sunshine *live, grow & develop*

The Lorna Hodgkinson Sunshine Home

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