

# SUNSHINE ANNUAL REVIEW 2013



sunshine



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

*Creating possibilities  
with people  
- to live, grow and  
develop their  
own best life*

VISION  
PURPOSE  
VALUES

*Courage // Generosity // Excellence  
Innovation // Integrity // Collaboration  
Unconditional Positive Regard*

FRONT COVER IMAGE  
Amanda Rikard-Bell  
hosing her garden

Helena Shin  
works at Mailplus



# REPORT FROM OUR Chairman



STEVEN  
GREGG

**I am delighted to be writing this message after an intense and interesting first year as Chairman of the Board at Sunshine. Having been on the Board for 3 years, after a long and positive family association with Sunshine, I was honoured to take the helm when Martin Lavery retired in November last year.**

And I am pleased to be able to say in this, my first Annual Review, that over the past year we have continued the excellent and critical work commenced by Martin: attracting and recruiting new, highly skilled members to the Board; increasing the skills, knowledge and processes of the Board collectively; steering the organisation through the economic difficulties of our current climate diligently and prudently and preparing ourselves for the “New World” of Disability service provision in the future.

It is with sadness to note the retirement from the Board of Mr Geoffrey Tebbutt following 14 years’ service, The Board and I wish to record our gratitude for his commitment. Under his guidance as Chairman of Investment, Finance and Audit subcommittee, Sunshine strategically continued to develop and significantly increased the value of its asset portfolio.

**We were pleased this year to welcome two new members to our ranks on the Board:** Ethel McAlpine, who joins us after a distinguished career spanning more than 30 years’ in the disability sector in both non-government and public service in both NSW and Victoria. Most recently a Deputy Director General with ADHC for almost a decade, in 2013 Ethel received the Public Service Medal for services to people with disabilities in NSW and she brings with her a wealth of industry knowledge, insight and experience, and Joan Napoli, an experienced solicitor with extensive experience in both discrimination and employment law and general practice, also joined us in March this year and brings vital legal expertise to the Board.

This newly revitalised Board has supported the Executive and Senior Management team of Sunshine to continue the implementation of Sunshine’s current Strategic Plan, the results of which are set out in this Annual Review.

**The Board continues to be committed to ongoing growth for Sunshine,** as we see the difference our services can make in people’s lives and the hugely increasing demand for such high quality services. Services such as the Children’s Respite Service that we took over this year allow Sunshine to offer families desperately needed assistance and, as the sector continues to change, with new funding regimes (such as individualised packages and the NDIS) coming into force, Sunshine will be ready to step up to the challenge of further growth, by continuing to take on these new services, expanding our existing services and creating whole new service models to meet the needs of a new customer population.

In addition to the continued growth and diversification of our services, over the last year we have invested heavily in redeveloping our service outlets, opening a stunningly high quality new Community Access site at Frenchs Forest, for example, that is tailored to meet the needs of a broad range of people who may access it and promote the positive, forward moving image of Sunshine.

Along with ensuring that we remain up to date with the latest news and understanding of the impending changes in the sector, the Board has continued its commitment this year to best practice in governance, through the work of its sub-committees on governance, risk management and financial management.

**I thank the Board of Directors for their ongoing commitment to best practice and continual improvement for the Board and for Sunshine overall.** I wish to thank Sunshine’s CEO, Rebecca Fletcher, for her strong vision for the future of the people Sunshine supports, her dedicated hard work in implementing our current strategic plan and her tireless efforts in assuring Sunshine’s continuing success in delivering highest quality services in the future.

**I also acknowledge the commitment, passion and professionalism of our leadership team and all the employees of Sunshine,** who provide such dedicated, high quality support and I thank them all for their enormous efforts and achievements in “creating possibilities” for the people we support.

# MESSAGE FROM OUR CEO



REBECCA  
FLETCHER

**Continuing to create possibilities with people – to live, grow and develop their own best life**

## OUR CHANGING LANDSCAPE

The roll-out of individualised funding and the impending NDIS, along with person-centred approaches, mark a momentous change in the way people with disability are supported in our community. Obviously this shifting landscape in the way services will be purchased will have a direct impact on the ongoing growth and development of all organisations in the sector. Sunshine needs to continually review its structure, systems, services and communications to adapt to new and unpredictable market forces so that we remain relevant, cutting edge and ahead of the field as an organisation. As identified in our current Strategic Plan, our key challenges in this light are:

**Relevant service models:** Sunshine needs to continue to develop service models with emphasis on individualised and consumer driven models, flexibility, evidence-based practice and continual improvement; we also need to partner with other providers and services while maintaining primary client relationships and stay closely involved with the NDIS so that we can influence and respond to the evolution of the scheme.

**Efficient financial processes:** As the funding model shifts from traditional block funding to individualised funding, Sunshine needs to map out its cash flow capacity to ensure that costs are still met as they fall due and that they can be controlled and managed while still maintaining best service quality in the event of withdrawal of all “core” or block funding. Sunshine also needs to maintain sustainable income streams as our markets continue to respond to the global financial situation.

**Effective marketing:** Marketing our services will be key to our success and it is critical that we know our “per unit” cost if we are to have meaningful conversations with clients and their families and carers about why to choose us over another service; we need to have presence in growth areas such as Penrith, the Hills District and Campbelltown; we need to engage with clients and families early and become their trusted provider, so that we can know and have the opportunity to provide (or broker) the exact services that they want; and finally, we need to be clear about our value proposition: what it is exactly that we offer, how we differentiate ourselves from others and what we will and will not do.

**Underpinning technology:** We must ensure that we implement the best technological solutions available to connect and engage with our communities, streamline our internal processes, maintain business efficiency and excellence and improve our internal and external data and communication systems.

**Workforce development:** As services become increasingly individualised, person-centred and consumer choice driven and move out of facilities and into people’s individual homes and communities, ensuring that staff have the necessary skills, aptitude and values and being able to attract potential talent, retain and sustain staff will be an ongoing but critical challenge.

## PROGRESSING OUR STRATEGIC PLAN

Our Strategic Plan maps out the ‘must dos’ for Sunshine over the next 3 years in order to maintain a resilient and sustainable organisation able to prosper in this increasingly competitive market with significantly changing rules of engagement. In 2012-13 Sunshine began to build the critical capabilities that we need to respond to this changing environment. Notably we have:

**Ensured Sunshine is focused on person centred approaches and continual improvement of support practice:** all of our leadership team (60+ people) have received extensive training in person centred approaches and have begun to roll this out across the organisation; this year, Sunshine also made the significant investment of sending Gail Jettes and Cathy Gauci to the UK, where disability services have been working with implementing person centredness for the last decade or so, to spend a week visiting services to explore how they were operating and to attend training and discussions with Helen Sanderson, a leader of research and learning around person centred practices; we are reviewing all of our policies and procedures to ensure that they support and enable person-centred practices; we have also participated in research projects aimed at improving the quality of our support practices.

**Enhanced our capability to price our services for a competitive market:** we have put in place experienced financial leadership and built a broader team with the required managerial and financial accounting skills to deliver the information and systems required by our services to provide families with accurate costing for services; I note in particular the recruitment of Mike Fryer in March 2013 as Sunshine’s new General Manager Business of Finance.

**Continued growing our traditional services and broken into essential new geographic areas:** We have exceeded our growth target for funded places in existing services for 2012-13 and taken over a new Flexible Respite service for Children, which has given us a new presence in the Nepean, Cumberland and Prospect region.

**Improved our leadership skills:** our supervisors have continued with further training in core leadership, coaching, performance support and mentoring skills and our HR policies and procedures are being thoroughly reviewed to ensure clarity and best practice is in place in the way we lead and manage our workforce. In addition, I was able to travel to Harvard this year to undertake further leadership training at the CEO level, a trip which was made possible by a generous donation from Mary Vernon, a long-term supporter of Sunshine. I extend my deep gratitude to Mary and the Board for this vote of trust and investment in my and Sunshine’s development.

**Stayed close to the NDIS:** While we’re out of area to be part of the NSW NDIS pilot in the Hunter region, our presence on the Central Coast stands us in good stead for gaining valuable insights into the experiences of the scheme and the shape it starts to take and we have remained very close to the process, being involved in many NDS initiatives around the roll out, from information forums to Workforce development program.

**Strengthened our support for our people:** we have put in place additional leadership for the Human Resources team and are broadening the team’s skills and functions, including additional recruitment support and training and support for the wider leadership team in conducting their roles; we have also conducted an employee satisfaction survey in conjunction with NDS to ensure that we know what our employees need to make Sunshine an employer of choice in the increasingly competitive recruitment market; and launched our first internal newsletter to enhance cross-organisation communication.

**Administered the organisation prudently:** We have administered our finances effectively with budgets and acquittals maintained within 5% of plan.



# 2013 SNAPSHOT

Sunshine provides services at over 70 locations across greater metropolitan Sydney, to support people to live, grow & develop their own best lives.

We employ over 420 employees and support over 600 people.  
We currently provide 4 different types of

services: accommodation & supported living, community access, employment, respite & children's services, each offering different service models to suit the individual needs of the people we support.

In the past year, more than 190 people attended Sunshine's various community access programs, 160 carers received

respite in their own home and another 83 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

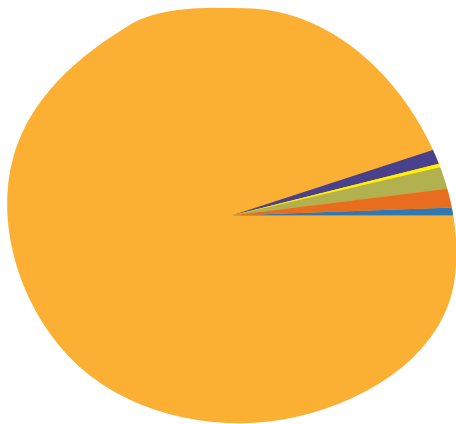
Service Type	2008 – 09 (Y1)		2009 – 10 (Y2)		2010 – 11 (Y3)		2011 – 12 (Y4)		2012 – 13 (Y5)	
Accommodation & Supported Living	127	133	129	143	131	151	133	155	145	163
Community Access	113	144	125	144	139	152	150	176	162	198
Respite	55	77	70	105	85	125	100	160	120	162
Employment & Vocational Development	109	94	109	94	112	84	115	84	120	96
Targeted	Actual									

## GROWTH OVER LAST 5 YEARS

	2009	2010	2011	2012	2013
Number of Employees	360	386	428	435	424
Total Revenue	14.916m	18.790m	21.774m	24.601m	26.805m
Private Funding / Donations	162,000	135,000	179,000	153,000	154,000
Investment Income	1.375m	1.162m	1.550m	1.437m	1.362m
Net Assets	22.676	24.886m	26.879m	28.547m	32.308m

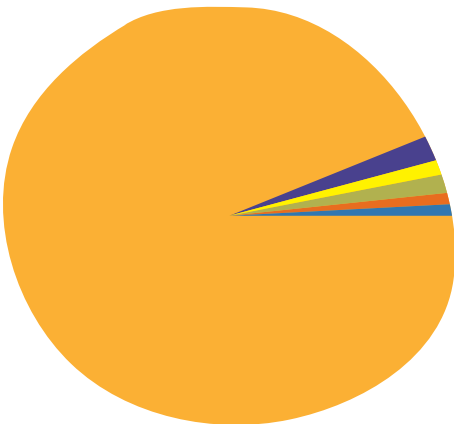
## WHERE OUR FUNDING COMES FROM

- NSW Government Funds – 82%
- Federal Government Funds - 4%
- Total Sales - 1%
- Fees etc. - 6%
- Interest, dividends - 5%
- Fundraising and other income - 2%



## HOW WE SPEND OUR FUNDS

- Staff Costs – 78%
- Care Related Expenses – 7%
- Property Costs – 4%
- Administration Costs – 5%
- Depreciation – Service Delivery – 3%
- Transport Costs – 3%



Simon Friend

# ABOUT US



## OUR HISTORY

*Dr Lorna Hodgkinson, the first woman to receive a Doctorate at the United States' prestigious Harvard University (in Education), was a remarkable Australian of great dedication and vision.*



*Dr Lorna Hodgkinson*

A teacher herself, Lorna's passionate belief that people with an intellectual disability should be supported to learn and lead meaningful lives, not be locked up in hospitals for the mentally ill, led her into direct conflict with the government (and broader social norms) of the day.

So strongly did Dr Hodgkinson believe these views however, that she took it upon herself to make the changes the government was refusing to make. First leasing, then later purchasing a large house and land at Gore Hill (on Sydney's Lower North Shore), in 1924 Dr Hodgkinson opened a residential school with just six children with intellectual disabilities, as the Sunshine Institute, Gore Hill.

At the time of her death in 1951, there were over 60 students living and studying at Gore Hill and Dr Hodgkinson had converted the institute to a non-profit organisation under a board of trustees, to whom she bequeathed the bulk of her estate. Renamed the Lorna Hodgkinson Sunshine Home, the institution continued to expand, whilst retaining her philosophy of individual care and development.

By the late seventies, early eighties, Sunshine was already looking at ways of moving away from institutional living, purchasing a number of units off site for people we supported to live in and, in 1990 establishing a Transition Planning Team tasked with the redevelopment of services to better meet the needs of individuals for the years ahead.

By 1992 Sunshine assisted another 19 people to move into group or independent (drop in support) homes established in the Hornsby area and in 1995 another 2 group homes followed with additional moves following in 1997.

In 2001 it became clear however, that without the sale of the Gore Hill site, funding would never be available to allow the continuation of devolution into community based living, so the long and difficult process of financial modelling, negotiating for future recurrent funding, sale and transition began in earnest. By July 2005 Sunshine had completely relocated into 4 regions in the community: Lower North Shore; Blacktown and the Hills; Upper North Shore (Hornsby); and the Central Coast, with our new head office located at Pymble.

Today, "re-badged" as Sunshine, we continue to grow and deliver services to over 580 people across Sydney and the Central Coast. As we look forward to our 90 year anniversary next year, we celebrate our history: of pushing boundaries, challenging what we're told to believe; and never giving up on Lorna's mission of demanding a better life for those we support. We also embrace our future, led by the people we support, as we head towards an exciting time for them, their families and the disability sector in general.

humanity of the people who are a part of Sunshine and contribute to making us the organisation that we are proud to be today.

As we head into a competitive market we will continually seek the feedback of the families we already support and others in our community to understand how, 7 years on, we are known and understood in the community.

**sunshine** *live, grow & develop*

## WHAT'S IN A LOGO

*In 2006, to reflect our metamorphosis into a community based organisation, Sunshine chose to stop using its full, legal name "The Lorna Hodgkinson Sunshine Home" and rebranded to just "Sunshine".*

Which, along with our new logo, better reflected the organisation's contemporary nature, warmth and strength. The golden 'sun', with its organic, not quite perfect shape also reflects the sincerity and

## CHALLENGES WE'RE FACING

As we move into a new and unpredictable market, one that will be largely consumer driven for the first time but will still, ultimately, be dependent on government funding, we recognise our greatest challenges for service delivery will be: providing greater flexibility in how, where and when we provide services to meet customer demands; continuing to grow to meet the increased demand for services at the same time as providing more personal, individualised support connected to our local communities at every point; developing our infrastructure supports and services to ensure they are able to provide us with cost efficiencies and effective solutions to meet customer demands; and ensuring our growing team of employees are customer focussed and able to deliver highest quality, person-centred services across a wide range of models and support needs.

As we prepare to compete in a customer driven market we must not only continue delivering highest quality services, but also be able to tell others about them – to get our story heard and known. For the first time, brand building activities will be critical to our future success and we must focus on communicating effectively across all areas to build both corporate and local brand recognition and understanding.

*We will continue to prioritise engagement with our current families*

We will continue to prioritise engagement with our current families and stakeholders knowing that not only will they keep us "on task" with delivering on quality, but that from them we will learn what we do well, what we don't do so well and where our opportunities are to further develop our delivery of services. Our challenge will be to find new and innovative ways to connect with families and customers in the future to ensure we are at the forefront of not only listening and understanding, but predicting and then delivering on expectations on a continual basis.

*Sunshine recognises that "people support" can only be delivered by people, not an organisation.*

Engagement with our workforce is equally important and offers its own unique set of challenges. Sunshine recognises that "people support" can only be delivered by people, not an organisation, and high quality, individualised, person-centred support can only be delivered by committed, skilled and engaged individuals who have confidence in their work and their value. Our industry already faces significant skill shortages, as do many across Australia and as the demand for all services, particularly flexible, personalised and person-centred services increases, this shortage is expected to vastly increase. We therefore continue to prioritise professional development and practice support for all of our employees and set ourselves the strategic goal of ensuring that each person working with Sunshine is supported to become the very best they can be at the work they're doing.

*With all these challenges comes an ongoing commitment to the learning and practical implementation of person centred approaches.*

With all these challenges comes an ongoing commitment to the learning and practical implementation of person centred approaches. Recognising the many complexities and nuances of person centredness, we are committed to the long journey of changing our organisation across the board, from our recruitment and practice support processes to the way we engage with each other, the people we support and their families. We are determined to continue to push the boundaries of "best" practice and challenge ourselves at a personal and professional level to deliver on our Vision, Purpose and Values.

While the changing environment poses challenges for us as an organisation, we have strongly advocated for these changes for many years because we hope that they will hand back choice and control over support delivery to people with disability and we look forward to a future where the people we support can use that choice and control to live their own best life.

# BOARD OF directors



**STEVEN  
GREGG**

B COMM

## CHAIRMAN

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.



**DAVID  
HARDY**

B COMM, MBA

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 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 supported by Sunshine 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 the people it supports into the community without losing the distinctive family warmth that has always been part of Sunshine.



**PETER  
HORTON**

B BUS, A.C.A

Peter had a long career as a Chartered Accountant prior to his retirement as a partner of KPMG in 2001, 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 of 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.



**JANET  
KNEESHAW**

GRADDIP HEALTH SCIENCE (GERONTOLOGY)

Jan trained initially as an infants' teacher and had an extensive career working with children with intellectual disability before becoming a Diversional Therapist, working in retirement villages and achieving her Graduate Diploma in Gerontology. Jan's contact with Sunshine began when her brother Peter came to live 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.



**DR BEE HONG  
LO**

MBBS, M.PAED., MA

Bee Hong is a Developmental Paediatrician, currently working as Visiting Medical Officer to the Children's Hospital Westmead and Allowah Presbyterian Children's Hospital. Her medical work involves assessing and caring for children with intellectual disability and she has 30 years experience in the field. Bee Hong was introduced to the Sunshine Board by Dr Verne Caradus as her successor and 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**

CSC, MBA

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



**GEOFFREY  
TEBBUTT**

BEC, FCA

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.



**ETHEL  
MCALPINE**

DIP TEACHING, B.ED, GRD DIP EARLY  
CHILDHOOD ED, M ED STUDIES

Ethel McAlpine has more than 30 years' experience working in disability services. This has included working in both the non-government sectors in government New South Wales and Victoria. During this time she has worked in service delivery as well as service program and systems management. Her last position was with Ageing, Disability and Home Care where she was a Deputy Director General for almost a decade. During that time she managed the Home Care Service of NSW, as well as Aboriginal Home Care. She supported the Aboriginal Services Branch in the introduction of 'Services my Way', a program of individually packaged support for people with a disability in Aboriginal communities. Ethel was also instrumental in establishing the community justice program for people with an intellectual disability involved with the justice system. In 2013 Ethel received the Public Service Medal for services to people with disabilities in New South Wales.



**JOAN  
NAPOLI**

LLB

Joan works as a solicitor in the firm of Robert Napoli & Co, a general practice established by her brother Robert in 1978. Joan initially worked as a legal editor with a large law publisher, Joan specialising in publications dealing with equal opportunity and discrimination law. She then worked as a consultant solicitor in the areas of discrimination and employment law for an employer association. Joan joined Robert's firm in 2003 and provides legal services to clients in a range of general practice areas. Joan has only recently joined the Sunshine Board and in March of 2013 commenced AICD Board Development training.



# EXECUTIVE & SENIOR management

## EXECUTIVE MANAGEMENT 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, Teaching and was recently accepted as a Fellow with the Australian Institute of Company Directors. Rebecca's professional experience includes working for a number of years within the Asia Pacific Region. In her spare time, she serves as a Director of an Aged Care facility based in Sydney. Rebecca is passionate about continuing the legacy that Dr Lorna Hodgkinson commenced in 1923 so far as enabling people with disabilities to be contributing and valued members of their community.



GAIL  
JELTRES

### 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 support worker in accommodation after a previous career in motivational training and sales, Gail moved on to establish and manage one of the first individual supported jobs agencies for people with an intellectual disability in Sydney's west. Since then her roles have focused on operational and strategic directions and she joined Sunshine in 1994 specifically to close the institutional accommodation and move the organisation into a community based service model. Gail was one of the founding members of 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.



MICHAEL  
FRYER

### GENERAL MANAGER BUSINESS & FINANCE

Mike is a Fellow of CPA Australia as well as a qualified Company Secretary. Having first qualified as an accountant in 1981, Mike has held various senior positions in the corporate, not for profit and service sectors, working across a variety of industries including manufacturing, telecommunications, transport, banking, insurance and management consulting. Mike has worked extensively in the disability sector for a variety of organisations and joined Sunshine in 2013 following four years' operating his own consulting firm specialising in financial management. As GM Business and Finance Mike is responsible for Sunshine's administration, IT and finances.

## SENIOR MANAGEMENT TEAM



CATHY  
GAUCI

### GROUP MANAGER ACCOMMODATION & SUPPORTED LIVING

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 & SUPPORTED LIVING

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. Linda 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.



NICOLE  
ASH

### GROUP MANAGER COMMUNITY ACCESS

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 & VOCATIONAL DEVELOPMENT

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 and life skills to children and then later adults with disability. She has also worked in the UK, primarily in accommodation and employment services for people with a disability. In the late 90's Jennie worked with Sunshine coordinating a joint Employment Skills Development project with another not for profit. She re-joined Sunshine in 2009 leading our supported and open employment programs and has recently also taken on 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 looks forward to a time when people can get the support they choose from a diverse range of flexible services.



NICOLE  
JOYNSON

### GROUP MANAGER RESPITE

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. Nicole became the Group Manager for respite services in July 2008. Nicole enjoys the variety of meeting 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.



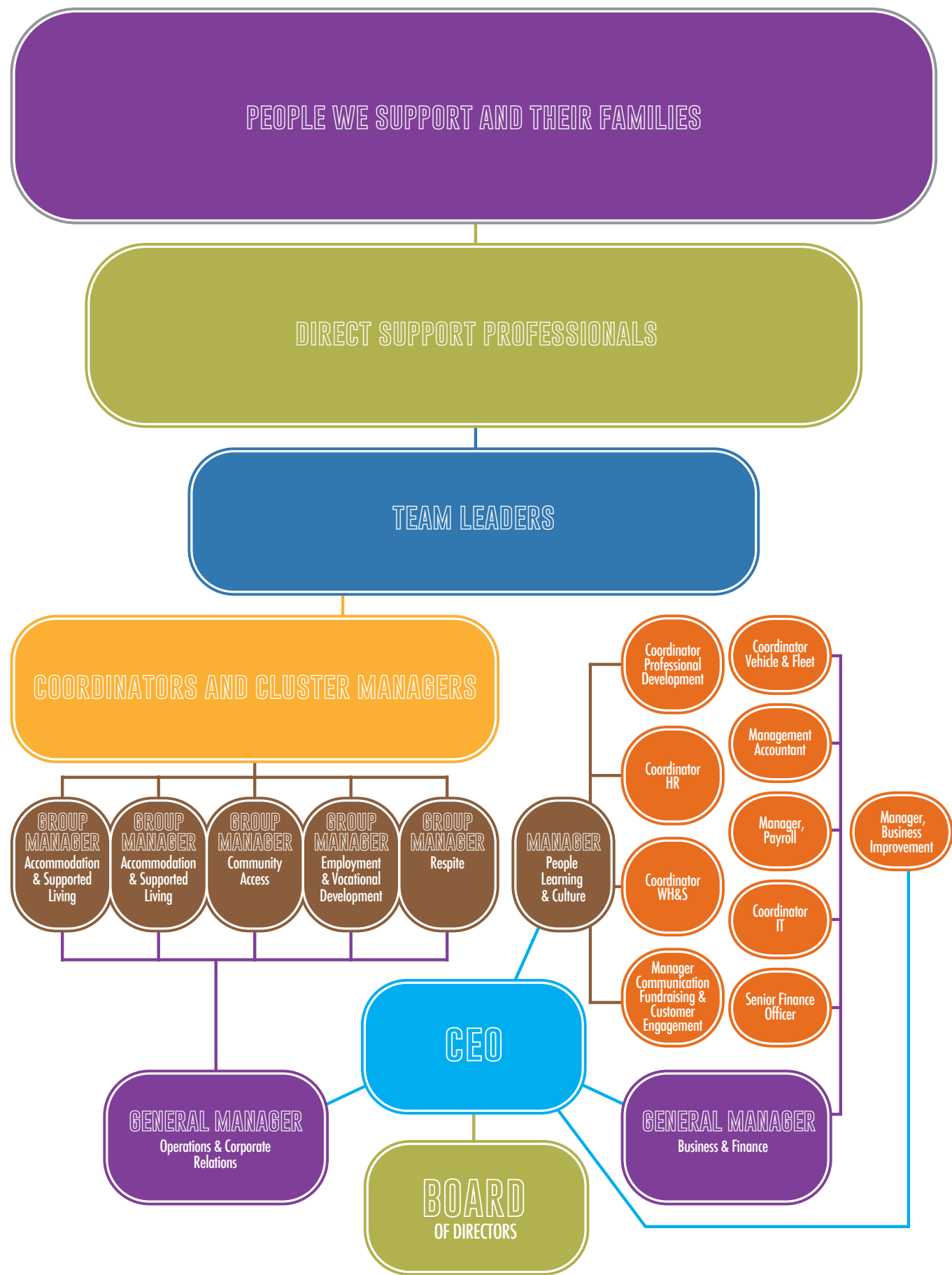
JACQUELINE  
WILLIAMS

### MANAGER PEOPLE, LEARNING & CULTURE

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.



# OUR ORGANISATIONAL CHART



## HOW WE'RE TRACKING

Nick Van der Wiel  
& Robert Waterman



# STRATEGIC PLAN 2012 - 2015

## ONE YEAR IN – WHAT DOES OUR PROGRESS LOOK LIKE?

As we reflect back on the past year and evaluate our performance against our Strategic Plan, we believe we're making good headway in progressing our goals and know that we have the vision to continue achieving what we have set out to do.

## OUR STRATEGIC PILLARS OF FOCUS

### 1 : OUR CLIENTS

#### WHAT SUNSHINE WILL LOOK LIKE

Our clients are at the centre of service and support to enable best possible quality life according to their choice and control

#### OUR STRATEGIC GOALS

- 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

### 2 : OUR PEOPLE

#### WHAT SUNSHINE WILL LOOK LIKE

Our people are skilled, capable and supported by effective systems to enable them to do their jobs to the best of their ability

#### OUR STRATEGIC GOALS

- 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 and healthy work places

### 3 : OUR ORGANISATION

#### WHAT SUNSHINE WILL LOOK LIKE

Our organisation has effective governance, competent leadership and management who are familiar with the development and trends in the sector

#### OUR STRATEGIC GOALS

- 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 maintain Sunshine's position as a thought and practice leader within the industry

### 4 : OUR STAKEHOLDERS

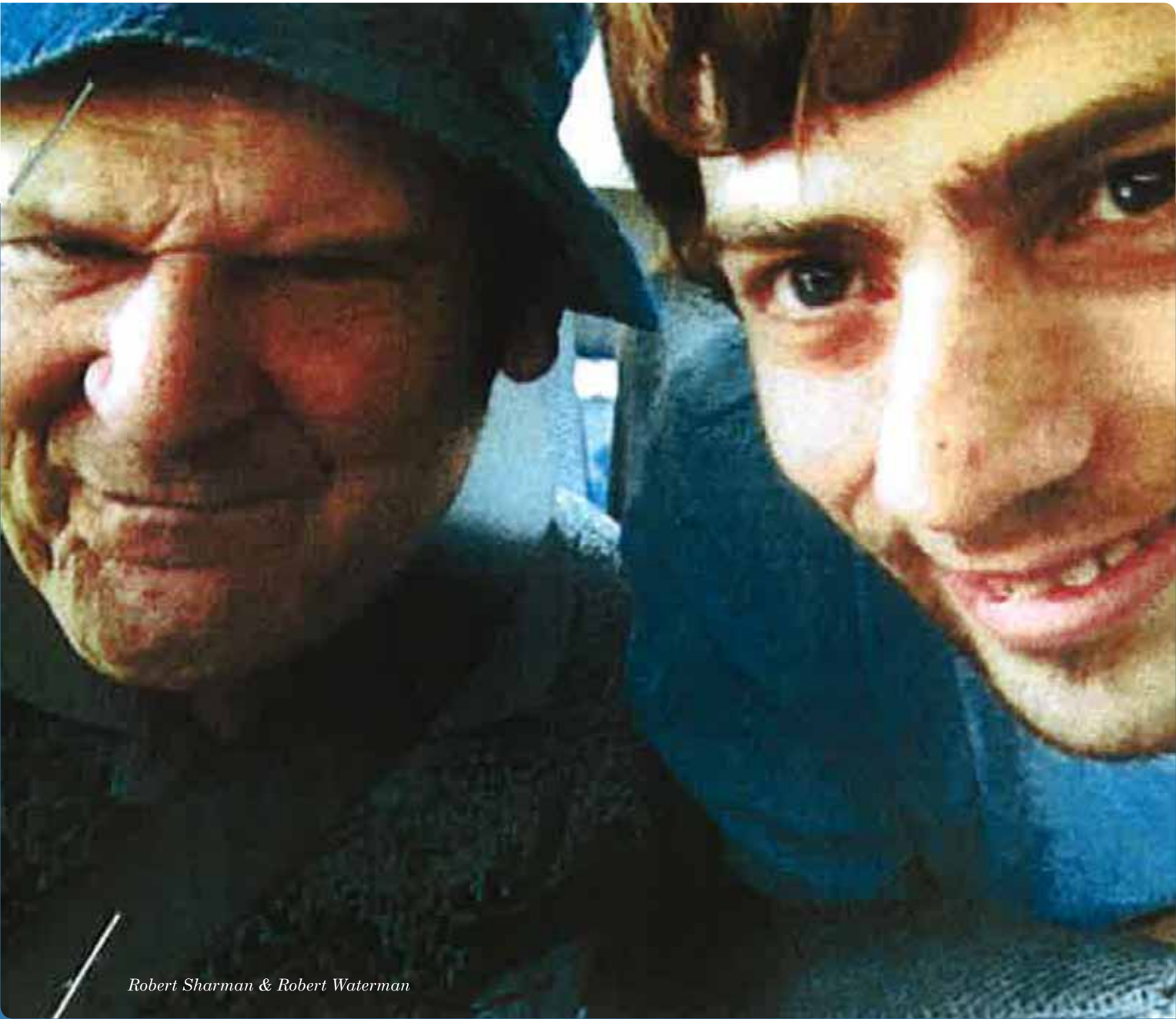
#### WHAT SUNSHINE WILL LOOK LIKE

Our stakeholders are engaged in supporting Sunshine to build community awareness and connections to further enhance client, family and carer support

#### OUR STRATEGIC GOALS

- 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 To increase the reputation and recognition of Sunshine as an industry leader
- 4 To enhance our engagement with families and our community

## OUR CLIENTS



Robert Sharman & Robert Waterman

Our Clients are at the  
centre of service and support  
to enable best possible  
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#### OUR STRATEGIC GOALS

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Implementing person centred thinking and practice across the organisation and delivering on the choices and control of the people we support is fundamental in our approach to service delivery. [For more on our person centred journey see that section later in this Review].

Despite the fact that Sunshine, like most organisations, still receives a significant proportion of funding as 'block funding' we are passionate about ensuring that we create

opportunities to facilitate greater choice and control for the people we support and are determined to push the boundaries of what is possible with person centredness in a block funded/ group home or cluster model setting.

As new service & funding models, such as the Supported Living Fund, become available, we also enthusiastically grasp those opportunities to implement person centred thinking and practice.

## SUPPORTED LIVING

**At last families and people with disabilities will have more flexibility and control over their support.**

Supported Living, working together with people, their families and support networks is about creating options that enable people to live a good life, rather than expecting the person to fit within established service models. The flexibility of the model is able to accommodate people's changing needs over time and can be adapted to a range of funding programs within the continuum of in-home and other types of accommodation support including a 24hr model.

It is a model of support that encourages community connections, interdependence and the right levels of support to enable people to live, grow & develop their own best life.

Sunshine currently supports individuals under four different supported living funding streams, being: ILSI (Independent Living Support Initiative), DHASI (Disability, Housing and Support Initiative), ILDIS (Independent Living Drop-In Support) and SLF (Supported Living Fund).

During the last year two new families with Supported Living Fund packages have selected Sunshine to deliver support and we have also supported a number of families to develop and submit funding applications. More importantly, we have seen real outcomes happening for the people we support.

Our team has applied themselves with commitment and passion to developing the strong partnerships necessary with each individual to assist them to plan and direct their support in a way that has enabled the outcomes we are seeing

today. These include people building relationships within their local communities; moving out of home; cooking their own meals; doing their own laundry; and making their own decisions. These everyday tasks that many of us take for granted as being within our own control are often not experienced in the same way for people with a disability and the point for people receiving flexible, "supported living" support is to see their independence grow and strengthen and their individual, personal goals for living their life become a reality. These models of support are a great step forward in person centred thinking and practice.

## CAROLINE LEAFE'S STORY

**A 'ILSI' EXPERIENCE  
- in Carolines own words**

*"It has been 5 months since I moved into my own flat. Having my own space feels like I just want to have my own place, doing things myself, like spending time with myself.*

*I'd like to learn to go places myself and make new friends then we could do things together and I could travel to meet them like if they were having a birthday party.*

*In my new flat I clean my own place, fold my clothes and cook dinner for my family once a week. I'd like to learn how to cook dinner for myself if I'm by myself. I'd like to learn lots of new things so that one day I can move out. I think about the future and doing my own things in my time, my place, my space."*



Caroline Leafe



## WARREN HOLLAND'S STORY

**An 'ILDIS' EXPERIENCE  
- from a parent's point of view**

*"As ageing parents of a child with a disability, you often wonder what will happen to your child when you can no longer provide full time care for them.*

*Our son, Warren, who is coming up to his 49th birthday in November, has Down Syndrome, has been diagnosed with Alzheimer's disease and is being treated for depression. All that, together with Sleep Apnoea, means there have been many challenges placed before us as parents and, of course, before Warren.*

*In April of 2012 Warren was fortunate to be included in the ILDIS programme with Sunshine as he had been living alone for some time. During the time he's been living independently we have, of course, continued to spend many hours supporting Warren, which is natural for a parent to do. The support he now gets from Sunshine however, has meant that we have had more time to ourselves, as that assistance is now being provided by very able direct support professionals. We still, of course, spend much time with him both in and away from his own home.*

*Of course this is really just a sideline to what the ILDIS support has really meant; that it has enabled Warren to progress in his independence, self-esteem and in his general demeanour. Through the time he's had this additional support,*

*Warren has found added meaning to his life, he has become increasingly sure of himself and has opened himself to suggestions put to him by the support staff that he would not even consider if they'd been made by us, his parents.*

*Warren's confidence has grown in a variety of ways and he is now doing things that he previously wouldn't attempt; looking forward with much eagerness to events like bowling, football, swimming, discos and the like, all of which he previously would not have been willing to attend.*

*He has become more self-assured in almost everything he does. His social life has been enhanced and he has gained greater community access through just being with someone other than family.*

*Warren will listen to and be guided by the support workers in a way he won't with us, his parents: for example he now frequents the Gosford Library at Erina Fair each Friday with the person supporting him and*

*He now uses the card (with some support) at the supermarket in the self-serve section when checking out.*

*Warren has also developed a network of associates in the Gosford shopping precinct, which provides him with added confidence as he moves around the shopping area and means that when he shops he can communicate with people who understand him and what he requires in terms of his shopping and at the same time recognise his limitations.*

*For us as parents and carers, having Sunshine assist with supporting Warren is a blessing, as we know that he is secure in his environment, connected to his community and he has the kind of support that will serve him if anything happens to us, and*



Warren Holland with his parents Allan & Joan

*undertakes computer training. If we had tried to suggest such a thing Warren's reaction would have been totally different. In another example, Warren recently went to the bank (without any prompting) and organised a Debit Card so he could use a card like everyone else when he went shopping.*

*that he already has someone he can relate to in time of need. This knowledge frees us mentally and emotionally from a huge burden of stress, while understanding that we are still an integral part of his everyday life."*

ALLAN HOLLAND





## THINKING ABOUT RETIREMENT

**One of the most significant issues many of us fail to take into account in our own lives is planning for retirement.**

The issues to be considered are not just how we will support ourselves, but how we will: maintain our social connections; sustain our physical and mental health; participate in activities or interests; and

enjoy a satisfying, meaningful life after our work-life finishes. For people with intellectual disability, these issues are just as important to address and, given that support may be needed to address them, it is particularly critical that appropriate planning occur. In an attempt to inform people about retirement and help them to identify community based, non-work interests,

FaHCSIA (C'th Department of Families, Housing, Community Services and Indigenous Affairs) has funded a Case Management program for people working in our ADE (Disability Enterprise) who are 55 years of age or over. We're really looking forward to seeing this program unfold, and supporting people who are ready for retirement to enter into this new chapter of their lives.

## SPRINGFIELD

**This year Sunshine established a cluster model accommodation service to provide support to younger people (under 65) with a disability, living in, or at risk of entering, residential aged care (in a joint initiative with the Commonwealth and NSW governments: Younger People in Residential Aged Care, 'YPIRAC').**

The issue of younger people with acquired brain injury being forced to move into residential aged care because of a lack of any other residential setting where they can receive the support they need has long been a contentious one. This project has been an exciting new challenge for Sunshine and we are passionate about the opportunities it offers to provide more meaningful,

connected and personalised lives for the people we support here.

ADHC purpose built the villa "cluster" model site at Springfield on the Central Coast for the people they had selected for this project and it includes 1x1 bedroom villa and 3x2 bedroom villas, providing accommodation for seven people. Due to the high health support needs of most of the people who have chosen to move into their new homes there, the service has been classified as a complex health model.

While the people living here have support needs that require assistance in most aspects of their life, the move from a nursing home environment has provided them with far greater opportunities to lead their own choice of a good life. Having their own home means, for some people: reconnecting with family; establishing a sense of ownership and privacy in their own homes; and participating in daily life activities more connected to their own interests and lifestyle. One man living here, for example, has ageing parents living in Sydney who were no longer able to travel to the Central Coast to visit him. Since moving to Springfield, he is now supported to visit them regularly and reports feeling a sense of belonging to his family that he had missed in the past.



Colleen Ryan & Andrew Bearra



## CHOICE AND FLEXIBILITY IN RESPITE SUPPORT

### INDIVIDUALISED SUPPORT

ADHC has responded to what they refer to as the "indisputable international trend, supported by a growing evidence base, for people with a disability and their family and carers to have greater control over and choice in the services they receive", by progressing the provision of individualised (packaged) support for some families and individuals. According to ADHC, those families who

are able to access such a package will have "a key role in determining the services they receive and how they receive them, which may include formal and informal supports from traditional and non-traditional providers" and packaged support will "allow families to tailor their own respite support services to meet their individual needs". Respite services may also be combined with other support options to provide the right mix and balance of available services.

Sunshine's Respite service has been delighted that over the last year five different families who have accessed Individualised funding have selected Sunshine as their "provider of choice". We are proud that carers are voting with their feet and choosing to book overnight respite for the person they care for with us, knowing they are in a clean, supportive, happy and "holiday-like" environment.

### YOUNGCARE AT HOME CARE GRANTS

Introduced in Queensland in 2009 and extended into NSW in 2011 (thanks to the support of GIO Insurance) and Victoria in 2012, Youngcare At Home Care Grants assist young people (aged 18-65) with high care needs who are living at home and are at risk of entering aged care facilities. By providing funding for equipment, home modifications, and emergency respite care, Youngcare At Home Care Grants aim to enhance the standard of living for young people with disabilities and their carers to prevent

further admissions of young people into aged care facilities. The Grants provide one-off funding between \$2,000 and \$10,000, and are issued for the provision of essential support items such as hoists, wheelchairs, emergency respite care and renovations to make homes disability friendly.

Since the program was established, over \$439,000 has been distributed to young Australians and their families in need of urgent assistance, with examples of successful application items including: Respite support, Water powered hydraulic lift; In-home support;

Wheelchair ramp; Air conditioning; Power wheelchair and pressure cushion; Electrical adjustable bed; Motor vehicle wheelchair modification.

Sunshine assisted a number of families who we support with respite services to apply for Youngcare At Home Grants NSW this year and one of those carers was successful in receiving a grant. The carer expressed her gratitude for the assistance given by Maryam Shiraz, the Team Leader at our Respite Cottages and Rebecca Fletcher, CEO, for assisting her with the application process.

## RESPITE RENOVATION REVAMP

Sunshine is always committed to providing a high standard of facilities for the people who access our services and the cleanliness and high quality of our accommodation has often been remarked upon by families who value such an environment for the person they care for. To this end, we recently renovated the kitchen at our Turrumurra cottage and clients and employees alike who have arrived ever since have been very keen to make use of the new, high class space it offers for activities around cooking and planning meals.



Bruce Churchill





## NEW CHILDREN'S SERVICE

**Recently we were selected to take over a flexible respite service for children and young people in the Cumberland, Prospect and Nepean regions.**

This aligns with our objective to broaden the scope of our respite services in response to the vast unmet needs within

our community, offering care and support to children and young people with disability. We are currently providing support to 49 carers with a range of flexible respite options that include in-home respite, after school care and vacation care programmes.

**We are currently providing support to 49 carers with a range of flexible respite options**

## TRANSITION TO WORK

**In March this year Erica Jackel joined Sunshine's Transition to Work (TTW) program as our Team Leader.**

Erica has taken on the challenge of connecting with our local community to promote the program and gain support

from local businesses for employment experience and placement opportunities. As this financial year closes, two new people are about to transfer into the program, bringing us up to four young men we are supporting as they explore their options for future work;

we have some new school relationships in place; a commitment to provide work experience from local businesses; and interest from further people for next year's intake. We look forward to an exciting year as this program grows from strength to strength.

## COMMUNITY JUSTICE PROGRAM (CJP) / TRANSITION TO WORK PROGRAM

**The initial pro-social CJP program saw some tremendous outcomes for the individuals participating, leading to ADHC recommitting to this Sunshine program under the two year Transition to Work (TTW) program funding.**

**Whilst very different from the traditional TTW program it shares the same belief that with the right support people**

**can make the changes they need to achieve outcomes that they choose for themselves. The team are true believers in the pro-social model of support and will continue to work alongside people as they overcome extraordinary obstacles and change their patterns of choice.**

### BEN'S STORY

**Earlier this year, Ben<sup>1</sup> had just turned 18 and was facing criminal charges that could see him incarcerated in an adult prison for the first time in his life.**

**A young man with an intellectual disability and almost no natural supports or networks in his life, he was about to appear in Dubbo Local Court applying for bail his lawyers were convinced he would not be granted.**

Having known Ben through other clients we had supported, when we heard of

his dire situation, we approached ADHC's CJP<sup>2</sup> team urgently to ask them to refer Ben to Sunshine's CJP/TTW program immediately so we could support him at court and advocate on his behalf. Thankfully, ADHC agreed and Stephen and I made hasty arrangements to travel to Dubbo for the hearing.

When we arrived in Dubbo on the morning of the hearing, we contacted the local police and were able to arrange (not without difficulty!) a brief pre-court meeting with Ben to offer him some support and reassurance. Ben recognised us when we arrived and was

clearly emotional and pleased to have us there, telling us how frightened he was. We were able to explain the impending court proceedings and possible outcomes and assure him that we would continue to support him regardless of what happened that day and Ben was obviously relieved to know he wasn't on his own.

We then met with the Aboriginal Legal Service team (ALS) to introduce ourselves and offer any support we could. Lucinda and her assistant Keith welcomed us and embraced the opportunity to work collaboratively with us to support Ben, so we set to work

frantically organising reports and documents to be written and faxed from Sydney for the hearing.

Unfortunately, once the hearing started, it was obvious some of the documents hadn't arrived in time, so we decided to address the court ourselves, to explain Sunshine's CJP / TTW program and the documented positive outcomes for the people we'd supported through the program to date. We hoped to convince the magistrate to give Ben another chance on the basis of what he may be able to achieve if he was supported through our program.

At the end of the hearing, the Magistrate thanked the CJP team specifically for supporting Ben and then told him how fortunate he was to have such a dedicated and professional team supporting him through such a unique and important program, especially so far from home. However, due to those crucial documents not arriving on time the hearing was adjourned to the following day.



The next morning we continued to work to get the documents to the court and we finally succeeded! This time when Ben arrived in the courtroom, his support team also included the unit manager and a support professional from his accommodation provider. After another anxiety ridden 40 minutes Ben was finally granted bail and within the hour he was to be supported back to Sydney by his accommodation providers.

At the end of the hearing, the Magistrate once again thanked the Sunshine team for their extended stay in Dubbo and stated that Ben was only being released because of the intensive support we had demonstrated we could provide for him. Never before in his time as a Magistrate had he experienced such support in his court, he said, and he reiterated this to Ben who acknowledged that he understood what it meant.

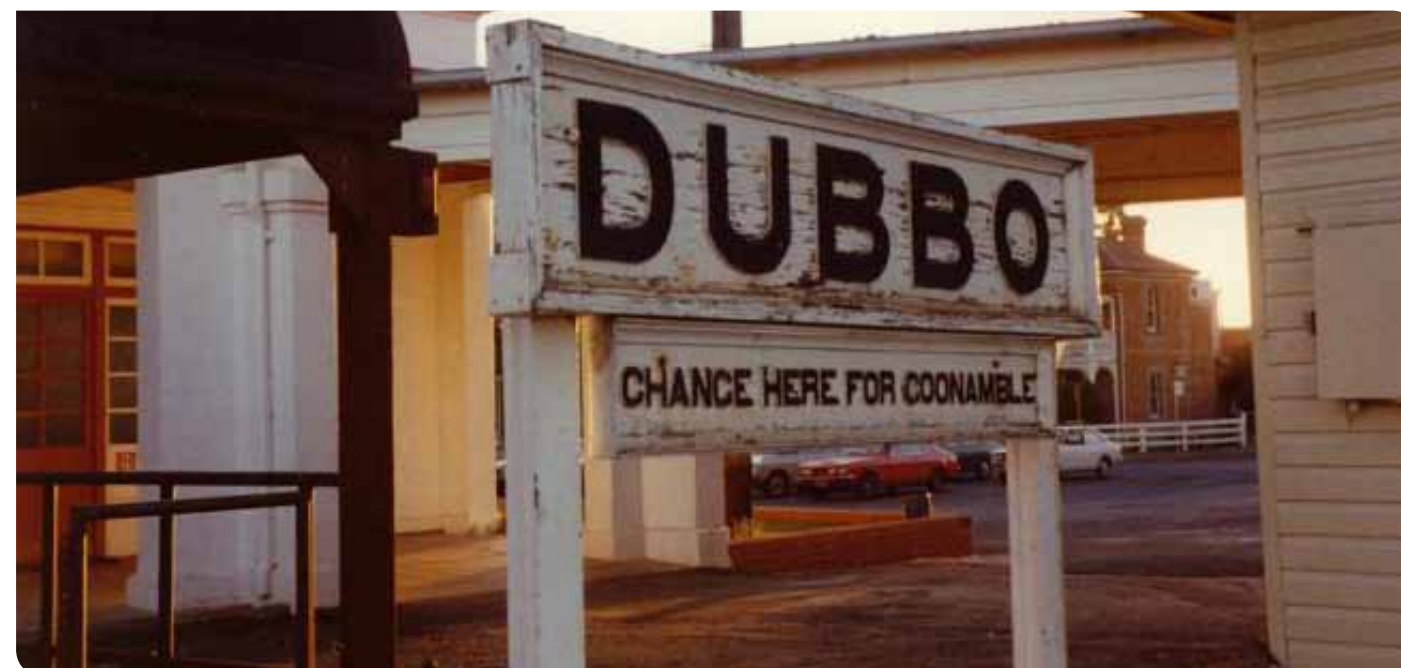
We also received thank you messages from the ALS, who said they believed Ben would not have made bail without Sunshine's involvement and that they would love to have a program like Sunshine's CJP program in their area

having seen firsthand how instrumental it can be in changing the direction of a person's life.

The message I got from this whole experience however, was of just how much could be achieved when we put aside our own interests and are willing to work together with ANYONE who can help us achieve an outcome for the person we are supporting. By collaborating with others back in the office at Sunshine, with the ALS, with other services and with Ben's accommodation provider and by working so closely together, we were able to create a possibility for Ben that just hadn't existed before that collaboration began. The experience will live with me for a long time as a real example of what can happen when service systems and structures are seen as secondary and the person we support is placed at the centre of truly collaborative, outcomes focussed efforts.

**Terry (Coordinator CJP/TTW, Sunshine)**

1. Name has been changed to protect "Ben's" privacy  
2. CJP: Community Justice Program







## WHAT'S IN A WHITE CARD?

**White Cards are a verification that people have been assessed as competent with commercial building / landscaping work, health and safety requirements and are therefore authorised to enter a worksite (where such a White Card is required).**

Whilst it's not a requirement of the worksites where our Mowmentus employees operate to hold this qualification, occasionally customers have asked us whether the team hold White Cards and we realised it would be an excellent opportunity for their skills to be developed and recognised, so we arranged for a number of staff and supported employees to complete the accreditation course together.



*Raeffe Farmer, Bradley Banister & Chris Murphy*

## CONTRACT TO 'CUT' CONTINUES

**The great work done by the MowMentus crew has been appreciated by ADHC who are one of our largest customers.**

ADHC recently surveyed all of their supported accommodation houses and reported that what they saw made them extremely pleased with their decision to contract Mowmentus for their ongoing lawn and garden care. So much so, in fact, that they extended Mowmentus'

contract for another 3 years, which is a fantastic outcome, demonstrating Mowmentus' ability to successfully fulfil customers' ongoing expectations and Sunshine's strong relationship with the NDS procurement program.

## EMPLOYING PERSON CENTRED PRACTICE

**In the past twelve months the Employment and Vocational Development team have been strongly focussed on increasing our knowledge, skill and implementation of person centred practices;**

including by attending some terrific workshops from internationally renowned practitioners in the field of person centred thinking and practice and bringing the Centre for Disability Studies (CDS) in to develop and run

a four day training program for our whole team.

Whilst operations were necessarily closed for four days, this was an invaluable opportunity for the whole team to get together and tease out what person centeredness really means in the context of employment.

More than just a training opportunity, it was a chance also for us to look at what we have been doing and identify ways we could do things a little

differently with the people we support. Recognising that we can always do better, we intend to continue to challenge ourselves to become increasingly more person centred.



## ACTIVE SUPPORT RESEARCH

This year, Sunshine's research partnership with Latrobe University in Melbourne to explore embedding Active Support approaches kicked off.

Active Support is about how we engage and support people with a disability and is grounded in the philosophy that when people are engaged in meaningful activities and develop meaningful relationships, their quality of life will be enhanced. In practice this means providing support in a way that enables individuals to participate as much as possible in the activities of their own life, both at home and in the community.

Sadly, La Trobe's initial research showed that, despite Active Support having been considered best practice for at

least a decade in Australia and most services here (including Sunshine) enthusiastically embracing its philosophy, it has proven difficult to implement in practice. The aim of this further research, then, is to investigate how to improve and sustain the delivery of Active Support. Latrobe University in collaboration with nine 'partner' disability service organisations have determined that the research will:

- 1. Identify the organisation structures and processes associated with the successful implementation and sustained delivery of Active Support;**
- 2. Provide annual feedback on staff practices and client outcomes in each organisation, and promote collaboration among organisations to improve the level of Active Support they provide.**

The knowledge gained from this research will enable organisations to understand and put in place the elements necessary to deliver and sustain Active Support, and thus provide the type of assistance to people with a disability necessary to support a good quality of life.

In this first year, data was collected using surveys, observational methods and interviews. The findings from this data will now be used to develop the action plans for the coming year.

## OPENING OF FRENCHS FOREST COMMUNITY ACCESS

**In January this year we were pleased to open the doors to our new Community Access site at Frenchs Forest.**

After 2 years of searching for an ideal site we were thrilled when a vacant building became available in an area that ticked all the boxes regarding space and accessibility.

The building required a complete renovation which took just over 3 months and by January we were pleased to be opening our doors to the community. The site is one of a kind with a sensory room, a number of large spacious areas, an art room, a state of the art kitchen, tennis courts, and a BBQ with an outdoor eating area. It is wonderful to be able to offer the people who access this site such premium facilities and cater for the choices and needs of so many different people.



*One of the many spacious rooms at Frenchs Forest*





## ART & PAPER STUDIO

**The love of all things art was enjoyed by over 100 guests at Sunshine's 2013 "Art of Life" Art Exhibition on May 24.**

This exciting evening, hosted by our Ambassador Paula Duncan, was to showcase the artworks created by the artists who attend Sunshine's Art and Papermaking Studios and was also the launch and celebration of the opening of our new, innovative and premium Community Access site at Frenchs Forest, where it was held.



*Various ceramic artworks*

The night was the perfect evening to unveil the artists' year of artwork and we were joined by the Honourable Victor Dominello, Minister for Citizenship and Communities and Minister for Aboriginal Affairs who officially opened the premises. The artwork covered a range of mediums including; painting, drawing, handmade paper, ceramics, and sculptural work. The exhibition was spectacular and the artwork sold like hotcakes; the artists in attendance were clearly proud and delighted to see their work on display, and delighted to see all the red spots indicating 'sold'!



*"Agapanthus"*  
by Penny Howe

**sunshine** *live, grow & develop*  
presents  
**'The Art of Life'**  
EXHIBITION



*Rebecca Fletcher, Jacqueline Williams and Paula Duncan*



## EXPLORING IDENTITY

The Art and Paper studios also participated in the art exhibition "Exploring Identity" at the RANZCP (Royal Australian and New Zealand College of Psychiatrists) Congress at the Darling Harbour Convention Centre from May 26 to May 30, together with Studio Artes and Miroma. Our participation in events like this contributes to our ability to raise the profile of Sunshine's Art and Paper Studios within the art community.



*'Ripples' by Bettina Anderson & Robert Sharman*



*'My Garden' by Michael Coulter*

## ELENA REDAELLI

### THE PAPER STUDIO & THE ITALIAN MONZA BIENNALE

**Earlier this year artists attending the Art and Paper Studios had the opportunity to work with Italian artist, Elena Redaelli.**

During this time she was invited to exhibit in the Monza Biennale exhibition in Italy in June with her installation "Eumarella". Kim Merrick and Bettina Anderson, who attend the Paper Studio, were invited by Elena to participate in the making of some of the paper sculptures that formed part of her artwork, celebrating the idea of diversity. The Paper Studios involvement in the project was acknowledged in the exhibition catalogue.

Elena worked with Kim and Bettina for several weeks in the Paper Studio to make sheets of handmade paper, which were then placed over seed pods and pine cones and gently pressed onto them to create paper casts of the natural objects. These were then placed among Elena's other paper pieces to form her installation.



*Elena Redaelli and Bettina Anderson working together on the art installation*

Elena also worked with Kim and Bettina on a paper artwork which was shown at the Peacock Gallery in Auburn, Sydney, together with the work she produced during her artist residency at the Auburn Arts Studio.

The opportunity to have artists like Elena work with people in the studios at Sunshine provides the chance to experience different perspectives and techniques and spark renewed creativity. It is an enriching experience for all involved.





## IN OUR MEMORY

### YVONNE PATRICIA WILSON

Yvonne, who was born on 19 November 1953 and died this year on 22 May, first came to live at Sunshine 52 years ago at Gore Hill and has continued to be supported by us ever since, including the last 8 years in her own group home in the community.

Needless to say, this means that she developed relationships with many people here and will be very sadly missed.

*Yvonne had a beautiful smile that lit up the world*

Yvonne had a beautiful smile that lit up the world and many loves in life, including craft work, keeping herself busy and most of all, she loved to sing, especially old wartime favourites and Australian classics, like "Click Go the Shears", "What do you do with a drunken sailor?" and "Waltzing Matilda". Yvonne also always liked to look her best, insisting that her hair be done prettily with a hair ribbon or a clip and that she be adorned with her favourite jewellery, her preference being as many bangles as she could possibly fit on her arm. Yvonne maintained a close and loving relationship with her family throughout her life, loving going home to visit them in country NSW more than anything else and always being very excited when it was holiday time.



Yvonne will be remembered and missed by many.

### RODNEY CLEM POWER

Rodney, who was born on 21 February 1954 and died late last year on 8 December 2012, came to live at Sunshine when he was a child 52 years ago and had been supported by Sunshine since that time, for the last 8 years or so in his own home in the community.

Rodney was proud of his many abilities and achievements throughout his life. He was a valued employee of Mowmentus for many years and took great pride in this work, as he did in everything he did, being a person who just loved to be involved.

*Rodney was a quiet, gentle and loving person and also a gifted artist, whose work was exhibited at the Opera House*

Rodney was a quiet, gentle and loving person and also a gifted artist, whose work was exhibited at the Opera House, among other places. He also loved to perform and was in the stage production "Stepping Out" at the Opera House in 1980, the subject of a much-loved and unique film about the participants and process of creating the production.

A multitalented man, Rodney also loved his sport, participating in the early days of YMCA athletics; Northern area

Disabled Sports and Special Olympics; and representing NSW in athletics at the National Special Olympics.

Rodney had a close and loving family who maintained an active involvement in his life always and his presence will be missed by all those who knew and loved him.



### GEOFFREY DAVID SIDALL

Geoffrey, who was born on 1 January 1963 and died earlier this year on 23 April, came to live at Sunshine 45 years ago when he was only 5 years. Geoffrey continued to be supported by Sunshine, since devolution in his own home in the community, until his death.

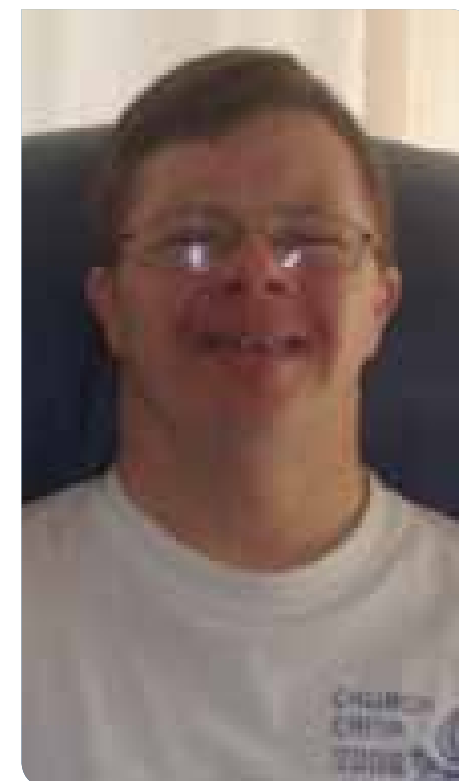
A man full of charm and life, with a smile that lit up the room, Geoffrey had a passion for music, but particularly for his all-time favourite band; ABBA!

When Geoffrey turned 50 in January this year, to his great delight, his family threw him an ABBA-themed party at his home in Parklea. Geoffrey was an enthusiastic

and valued employee, working at the Novatel at Brighton Le Sands for 10 years before going to work with Mailplus.

His cheeky, wry personality was loved by all who knew him, including his close-knit family who maintained a loving, supportive relationship with Geoffrey throughout his life. He will be sadly missed by all who had the pleasure to know him.

*When Geoffrey turned 50 in January this year, to his great delight, his family threw him an ABBA-themed party at his home in Parklea*



### YVONNE BLADEN

Yvonne, who was born on 27 December 1958 and died on the 28 August last year, came to live at Sunshine 40 years ago and has been supported by Sunshine at Gore Hill, and now in her in her own home, since that time.

Yvonne was very softly spoken but had a beautiful, radiant smile and loved to dance, particularly embracing belly dancing with its beautiful costumes, exotic colours and textures of chiffon and rhinestones and the tinkling jingle of the decorative coins as she swayed her hips and danced through her classes.

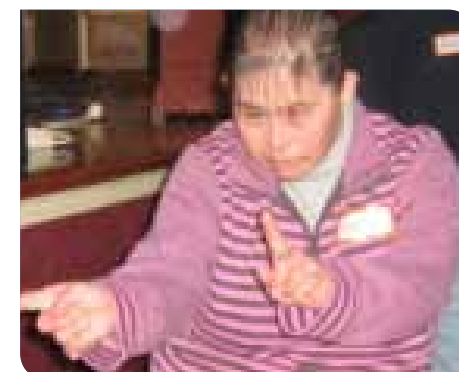
Yvonne also loved and had a great talent for arts and crafts, often creating beautiful paintings which she gave to her loved ones.

Yvonne was self-assured and had great determination, taking pride in herself and her appearance and enjoying shopping for clothes and occasionally pampering herself with facials and foot massages.

*Yvonne was very softly spoken but had a beautiful, radiant smile and loved to dance, particularly embracing belly dancing*

Yvonne enjoyed the outdoors, picnics in the park, feeding the ducks, walking and feeling the breeze on her face and maintained close and loving relationships with her family throughout her life, particularly loving to go on holidays to see her sister.

Yvonne was much-loved and will be missed by her family, friends and all of us whose lives she has touched.







## A DIFFICULT DECISION

**Last year the Department of Education, Employment and Workplace Relations (DEEWR) undertook the largest public tender process ever held in Australia, requiring all existing and potential providers of open employment services to tender (or re-tender) for future service provision.**

At the time, Sunshine had been providing support to a small number of people seeking open employment for the past 18 years, so we were forced to make an incredibly difficult decision about whether to tender or not.

Historically Sunshine's "Employment Solutions" service only provided open employment support to people already participating in Sunshine's other supported employment and / or accommodation services.

***This meant our numbers were very small and the service could be provided in a manner that reflected a deep understanding of the people we supported***

While other services were opening their doors to community clients, Sunshine (like several other services) chose to remain a service solely for Sunshine clients. This meant our numbers were very small and the service could be provided in a manner that reflected a deep understanding of the people we supported and a 'doing whatever it takes' approach to achieve the outcome they wanted. Unfortunately, it also meant that those services who

were taking referrals from the general community were developing strong ties with their communities and robust management and financial management systems that gave them strong commercial advantages when it came to meeting the incredibly difficult challenges of this kind of service.

***a steady increase of economic rationalism and "competitive marketplace"***

Over the last 18 years there has also been a significant shift in the delivery and even the philosophy of this type of program, with a steady increase of economic rationalism and "competitive marketplace" philosophy slowly eroding the capacity of services to provide genuinely individual, ongoing employment support. Sunshine, for example, had a strong history of not just placing, but of keeping people in their jobs, yet this aspect of the program doesn't receive the funds necessary to provide the ongoing support needed to make it happen, focussing on rewarding only repeat "placement" of people in roles.

***Sunshine had a strong history of not just placing, but of keeping people in their jobs***

In assessing our capacity to compete in the new marketplace, we also calculated that we would need: a presence in 2-3 Employment Service Areas (while we operated in only one);

about 100 jobseekers in each area (while we had 18 in total); and to move from being specialists in intellectual disability to offering support for people with all types of disability. We knew that existing services (who already met these criteria) would tender in our ESA area and at least one new national not-for-profit service would be entering the arena. To be successful, our tender would also have to address other significant factors such as: stronger marketing and PR budgets (our competitors use the internet, social media, print, radio and television to varying degrees); a new location and 'presence' in the community; programs tailored toward schools and school-leavers; and additional corporate support resources (such as admin, training, HR, finance) to work closely with the employment team and focus on its unique requirements.

After much angst and deliberation, the Executive and responsible Group Manager decided, with great sadness, that Sunshine would not tender to continue to deliver its Employment Solutions program. This was a difficult decision to make and one that was overwhelmingly based on what we saw as a cultural difference between the program now up for tender and Sunshine's 'doing whatever it takes to keep someone in a job' approach. It will be a challenge for the people we have been supporting as they have been transferred over to other service providers who will not be able to offer this kind of ongoing support. Our accommodation support workers are well prepared, however, to advocate on their behalf!



## MAJOR EMPLOYMENT CHALLENGE

**A further blow to the sustainability of Australian Disability Enterprises ('ADEs' - businesses established by Disability Services to employ people with disabilities) was dealt early this year when, in a case brought by two men employed by an ADE, the Federal Court held that the tool used to determine the men's wages (known as the "Business Services Wage Assessment Tool" or BSWAT) unlawfully discriminated against the Applicants (and therefore, by extension, all ADE supported employees who use this tool to have their wage determined) in contravention of s15 of the Disability Discrimination Act 1992.**

The C'th government's application for leave to appeal the decision was denied, leaving the C'th (who provides the funding to ADE services as the wages of ADE employees) struggling to determine how to manage the potential consequent exposure to claims for increased wages across the board.

Sunshine, like all other services using the BSWAT tool is extremely concerned about the uncertainty this decision introduces as we know that immediate application of the BSWAT decision would decimate the jobs of supported employees and lead to the immediate closure of ours and most other ADEs. Our peak body NDS, is currently applying to the Human Rights & Equal Opportunity Commission for a three-year exemption to reduce the high level of uncertainty and anxiety in the sector and allow time to develop wage setting arrangements that are fair, comply with the DDA and retain viable jobs for supported employees. Legal opinion continues to differ about the scope of the Federal Court decision - in particular, its implications for competency-based wage assessment

beyond the BSWAT. Adding to the sector's unease are reports that a high-profile law firm is pursuing a representative action to gain unpaid wages on behalf of supported employees paid under the BSWAT. The Commonwealth wrote to ADEs earlier this year indicating that it would accept any financial liability that may arise from past use of the BSWAT.

Until this issue is resolved, Sunshine is developing an action plan which includes joining the exemption application, investigating alternative wage setting tools and keeping supported employees and their families informed.

***Sunshine is developing an action plan which includes joining the exemption application, investigating alternative wage setting tools and keeping supported employees and their families informed.***



Bradley Banister



# OUR PEOPLE



*Dinno Tanseco and Michael Simpson*

Our people are skilled, capable and supported by effective systems to enable them to do their jobs to the best of their ability

## OUR STRATEGIC GOALS

- 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 and healthy work places



## A GREAT PLACE TO WORK

*Sunshine recognises that the only way we, as an organisation, can have impact on our community, our world or the lives of the people we support, is through the people we employ.*

We are blessed to have many wonderful, dedicated and passionate people working with Sunshine and we recognise the need to ensure that we continue to attract, develop and retain the very best people for the particular work that we do and will need to do in the future.

We set ourselves the strategic goal of ensuring that each person working

with Sunshine is supported to become the very best they can be at the work they're doing and is able to achieve

their own professional dreams and goals at Sunshine.



*Employees and people we support at Pymble Community Access*

## NDS EMPLOYEE ENGAGEMENT SURVEY

We knew that in order to be a "great place to work" or an "employer of choice" we first needed to know what our employees wanted and needed in their workplace to feel satisfied and to want to stay. To see whether we improved, we also needed to find out what our current benchmark was, so when the National Disability Service (NDS – our sector's peak body) proposed an Employee Satisfaction survey to be partially funded by their Industry Skills Development Fund, Sunshine jumped at the opportunity to participate. We wanted to learn how Sunshine employees view their organisation; what is working well and not working well

for them; how they feel about their role and their working environment; what they think about the way the company is managed; and importantly how we are positioned to meet the challenges ahead.

Over a 3 week period, over 189 Sunshine employees responded, which was approximately 45% of our 420 or so employees and considered an excellent response, particularly considering the wide geographic spread and limited access to IT resources of our workforce. In early September we received the results back from that survey and were delighted to find that, across the board,

Sunshine scored higher in employee satisfaction than both the sector average (i.e. other disability service providers) and the general workforce.

The areas of particular satisfaction were: role clarity; diversity; job satisfaction; organisation direction and safety.

Unsurprisingly, the areas that employees were least satisfied with were rewards and recognition. Sunshine is already seeking specific feedback from all employees about how they would like to be better rewarded (with other benefits perhaps?) and recognised for the excellent work that they do, as well as developing Action Plans to address these and other areas across the organisation.

# REWARDS & RECOGNITION





## THE SUN LOUNGE

In response to a previous survey we conducted internally (a Communication survey asking employees what information they wanted/needed and how they'd like to receive it) – we have finally been able to launch our monthly internal newsletter, The Sun Lounge, providing a forum for spreading Sunshine and industry news, information, practice support stories and ideas – and to draw feedback and participation from everyone working at Sunshine. We are hoping this will become a powerful tool for cross-team communication and culture building across the organisation as we continue to grow in the future.



## ROBUST, EFFICIENT AND EFFECTIVE SYSTEMS

**Since the devolution from Gore Hill, Sunshine's workforce has almost quadrupled in size and is now spread across more than 70 sites over a distance of more than 150km apart.**

Yet some of our internal systems haven't yet caught up to support the work that we do.

Our payroll, for example, is still using paper timesheets to record employee work hours and to calculate their pay.

### ROSTERLIVE

This year we have begun the rollout of an excellent, modern, online rostering

system that can handle the complexities of various service models across over 70 sites, our increasingly complex Award requirements (including Individual Flexible Agreements for every employee who has requested one) and overcome the tyranny of distance for those employees who work offsite.

We look forward to the enormous release of 'person hours' from tedious timesheet processing, along with much more accurate and consistent application of all Award and other HR/IR entitlements for our employees, as well as the excellent and accurate budgeting information this tool will provide us.

### A'HUB'

We are also working on a new internal website (intranet), which we have now contracted an expert to build for us.

This will be a dynamic and critical communication and quality management tool for all employees at Sunshine going forward and allow us all to remain connected, to each other and to our common Vision, Purpose, Values and goals in the increasingly individualised working conditions we will all experience in the future.

## STRENGTHENING LEADERSHIP

Along with implementing HR training for our leadership team, we continue to

develop our leaders' skills as both disability support providers and leaders

within the organisation.

## HR POLICIES & PROCEDURES

**More than just IT 'systems' though, we're also reviewing all of our "people" processes so that we can ensure we are treating all of our employees fairly, equally and with the appropriate respect and care employees are entitled to.**

This year we have completely reviewed our Disciplinary policy & procedures and implemented training around them for the whole leadership team to ensure

they are applied fairly and employees are afforded due process at all times. We have also developed an initial draft of our new Practice Leadership and Support policy and procedure, which will implement contemporary, person-centred supervision and support practices for all employees to enable them, in 'partnership' with their supervisor to develop their skills, abilities and career paths to the best possible

effect. We are also currently reviewing our Workplace Bullying and Harassment policy and procedure and developing training to ensure it clearly sets out Sunshine's absolutely zero tolerance towards inappropriate workplace behaviour and provides best guidance to both the leadership team and all employees about what behaviour is and isn't acceptable.

## CHAMPIONS

**Just over 2 years ago Sunshine introduced a Champions project, focussing on providing professional development opportunities for our leaders at all levels of the organisation as well as increasing our capacity to share knowledge internally to support our own practice.**

Members of the leadership team were able to select (in consultation with their own supervisor) a particular area of practice that they wanted to develop their expertise in and/or to join a Committee, Panel or Group operating

at a strategic level. Some of the areas of practice were: Person Centred Approaches, Positive Behaviour Support; Alternative/ Augmentative Communication; Active Support and Mental Health. Over the last 12 months some of these groups have made significant progress in relation to their key goals of developing their own expertise and the organisation's internal resources.

The Alternative/Augmentative Communication Champions, for example, identified that we needed additional leaders to become accredited trainers in Key Word Signing, in order to pass on and support those skills in employees

across the organisation. This group also spent time investigating new technology and identifying resources that will assist Direct Support Professionals and leaders to enhance communication opportunities for the people we support.

We intend to continue the great work of these Champion groups in further developing their own practice skills and supporting practice development for all our employees across the organisation with the goal of continual improvement in active and person centred support delivery.

## SAFE, SECURE & HEALTHY WORKPLACES

**Having identified driving as a major risk area for our employees and the people we support, this year we implemented additional training.**

This included 'Transporting People With Disability' and 'Driving Risks and Responsibilities', both of which have been hugely successful in engaging our employees with their responsibilities when driving for work.

In the area of policy and procedure we have continued to: review and develop

new policies (including "Safe Work Procedures"); amend existing ones to reflect changes in current 'best practice' (including completely redrafting our former "smoking" P&P with the aim of making our workplace completely "Smoke-Free"); and update all of our existing "OH&S" policies to reflect the recent new "Work Health & Safety" legislation.

Sunshine also conducts regular internal WH&S audits across the organisation as part of our quality control and

continuous improvement program, which helps both to uncover unnoticed risks and to keep workplace risk identification and management front of mind for all our employees.

Our Mental Health Champion group, in addition to their primary consideration of supporting clients with mental health issues, also started to look at the issue of supporting the mental health of employees in the workplace and we see this work as critical for the future.





# OUR ORGANISATION



Corporate Support Office  
at Pymble

Our organisation has effective governance, competent leadership and management who are familiar with the development and trends in the sector

## OUR STRATEGIC GOALS

- 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 maintain Sunshine's position as a thought and practice leader within the industry



**In March 2013 Michael Fryer was appointed as Sunshine's new General Manager, Business and Finance, a position that had been held by Les Torok for 16 years until he retired in March.**

Since Mike joined Sunshine in March this year, the Finance and Admin team has been hard at work reviewing our finance and administration structures, resources and processes against the "organisational" pillar of our strategic plan and making necessary changes so that we can deliver those goals.

One of the most significant first steps was restructuring our team and recruiting additional, more highly qualified resources to ensure the right mix of skills and responsibilities, including bringing on board a Management Accountant to provide budgetary control, management reporting and service costing support to operations and a new senior accounts role responsible for overseeing the team in processing payments and receipts and ensuring compliance with accounting standards and all appropriate legislation.

This "revitalised" team has since been busy making significant improvements, including:

- Implementing a new fixed asset register
- Commencing a review of information requirements and systems across the organisation
- Researching the options for an organisational intranet and a document management system
- Implementing a new rostering/ payroll system
- Researching finance systems capable of coping with individualised funding models and the other changes we will need to make to our internal systems to manage this shift.

We've also continued to focus on maintaining Sunshine's diverse portfolio of investments so that they continued to provide above benchmark returns for the year and on putting appropriate processes and systems in place to deliver on the corporate governance,

regulatory compliance and financial management goals of our strategic plan, including:

- Receiving an unqualified audit report
- Implementing regular meetings of the 'Finance & Investment' and 'Governance' Sub-Committees of the Board
- Commencing a review of all finance processes and procedures
- Implementing a new budgeting methodology to help provide improved financial management of service programs and other expenditure
- Restructuring the general ledger to support the new lower level cost centres and new monthly actual v budget reporting
- Implementing new financial management reports across the organisation including the Board
- Containing administration and management costs to 12% of revenue

We believe we have moved ourselves into an excellent position for continued growth and improvement over the coming year and that we have an excellent team in place, who have the right mindset and are asking the right questions for us to take Sunshine into the uncharted waters of future disability service delivery.

# LIVE GROW & DEVELOP



# OUR STAKEHOLDERS



Jennifer Rees

Our stakeholders are engaged in supporting Sunshine to build community awareness and connections to further enhance client, family and carer support

## OUR STRATEGIC GOALS

- 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 To increase the reputation & recognition of Sunshine as an industry leader
- 4 To enhance our engagement with families and our community



In December of 2012, Katrina Jackson stepped up from her existing role supporting our Employment services to become Sunshine's new Coordinator, Communications and Customer Engagement.



KATRINA JACKSON

Before coming to Sunshine, Katrina worked in the corporate sector in the retail industry and has over 7 years' experience in Marketing, Communications and Events. Katrina is driven by being part of an organisation that embraces innovation and integrity and has a sincere commitment to providing quality support to the people accessing our support services. She has a personal connection to working with people with a disability and is motivated by being part of real change and equality for all people regardless of their abilities.

Now as the Manager, Communications, Fundraising & Customer Engagement Katrina's role in relation to the Strategic Plan is a hugely significant one, as she seeks to meet each of these strategic goals by:

1. **Increasing Sunshine's reputation and recognition by ensuring that it is consistently and positively represented and promoted in the public domain in all written, verbal and electronic forms;**
2. **Implementing and managing effective communication of internal messaging and ensure that the communication strategy is consistent and reflects Sunshine's strategic vision and the objectives of the team;**
3. **Developing and executing a fundraising strategy that ensures strength in corporate partnerships, individual giving and major gift campaigns and demonstrates an effective ROI;**
4. **Developing and implementing strategies for maintaining a high level of engagement with existing customers and families.**

Working with the Family Liaison Officer over the last 12 months, Katrina has focused on new developments in the areas of:

- **Improving Sunshine's branding and promotional materials, including developing our new business cards, stationery templates and brochure**



- **Aligning our corporate message through the creation of new corporate materials**
- **Designing and building a new website**
- **Improving the accuracy and functionality of the family and stakeholders communication database.**

Over the next 12 months, the team will be continuing to focus on:

- **Building community partnerships and relationships that will further enhance our profile in the community so that people know exactly who we are and what we do;**
- **Launching our new, interactive, highly accessible and engaging website;**
- **Developing a comprehensive Style Guide which will be applied to our branding and promotional material;**
- **Updating our donor database to enhance the functionality and ROI of our fundraising initiatives;**
- **Identifying new opportunities to connect with the community through new online communication channels;**
- **Undertaking market research to better understand our current market position;**
- **Developing an events calendar to further establish opportunities to connect with community, increase brand recognition and understanding;**
- **Establishing a community presence within the Hunter region, the NDIS launch site; and**
- **Establishing new and improved communication and engagement opportunities for the families of the people we support.**





# OUR NEW AMBASSADOR

Earlier this year, Sunshine was delighted to announce that Paula Duncan had rejoined our team as an Ambassador.

Having previously worked at Sunshine many years ago, Paula returns to assist us with promoting our work, upcoming events and fundraising initiatives.

Paula has been a household name throughout Australia for over half of her life, not only for her extensive acting work on stage, film and television but also as one of Australia's most loved personalities. Paula has also been widely recognised for her tireless work in the community, working to improve people's lives and make a difference in her world.

Such recognition includes being: nominated for the Australia Day Award and awarded an Australian Achievement Award for her work with people with disability; awarded the Executive Woman of the Year for Contribution to the Arts and the Community (1997); and, most notably, awarded an Order of Australia for Outstanding Contribution to the Entertainment Industry and the Australian Community.

We look forward to working with Paula in the coming months as we renew our focus on establishing and strengthening our corporate and community partnerships.



# NEW CLIENT / CUSTOMER BROCHURE

In May of this year we launched our new brochure aimed at informing people seeking support and their families about our range of services and support options.

These new brochures were the first of what will be a suite of communication materials being developed to communicate who we are and what we do consistently across the organisation and to enhance people's recognition and understanding of us in the community.

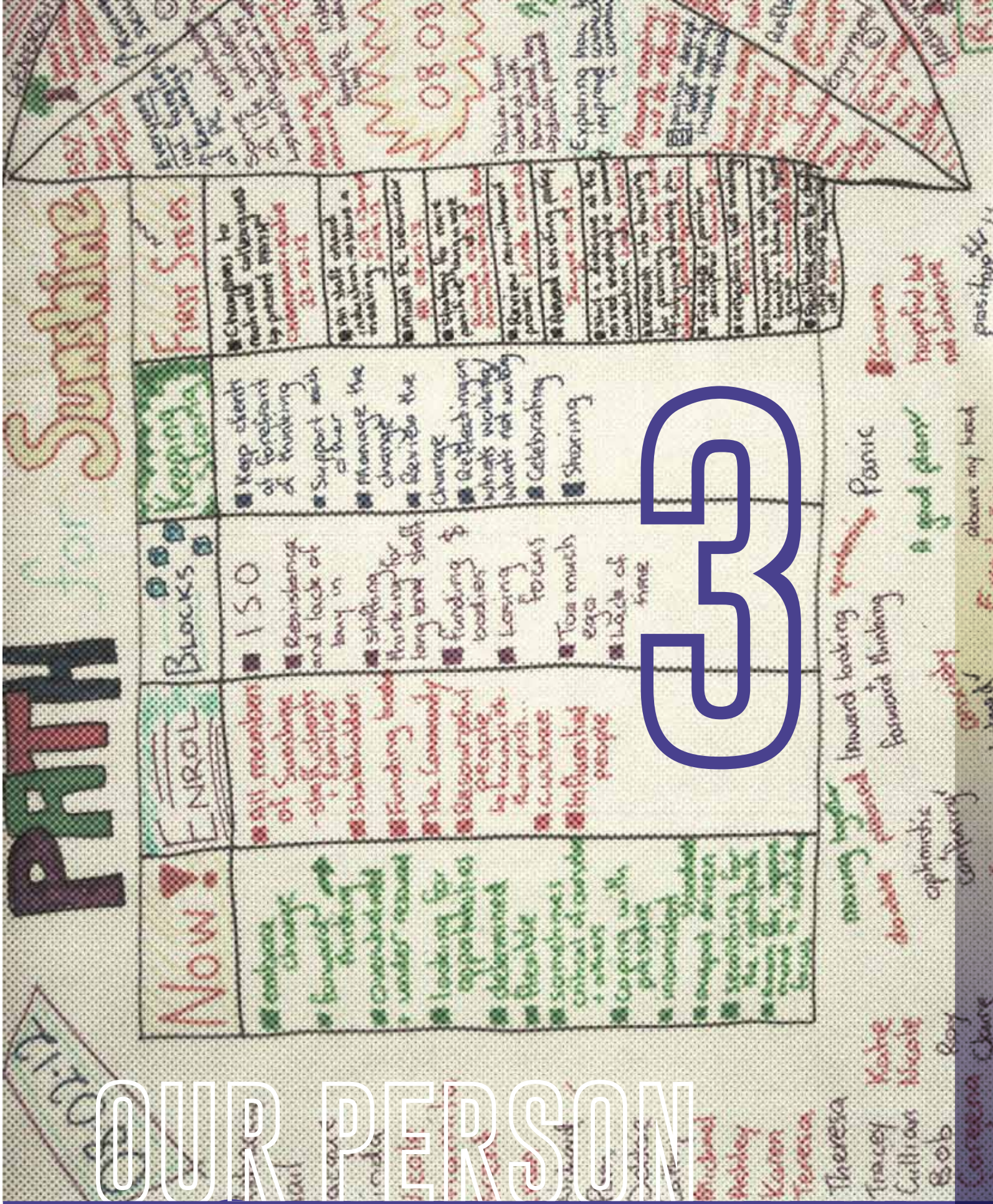
The result was a concept that we think showed we're able to have a bit of fun! After all we're in the business of "creating possibilities with people – to live, grow & develop their own best life" and there has to be a bit of fun involved in that!

But we also wanted to convey the warmth, sincerity and serious nature of what we do and the serious issues faced by the people we support in their efforts



to live their own best life. We are pleased with the result and from feedback we've received from the community, we believe our customers connect with it as

much as we do. We look forward to continuing this concept across all areas of our printed and online communication channels.



# OUR PERSON CENTRED PATH



# HUMAN RIGHTS AT THE CORE OF OUR WORK

**“[cutting edge work in human services should] be judged by its outcomes: people with disabilities are enjoying lives pretty much like other citizens, in terms of work, education, home life, participation in the community and so on, then you would have to say that is a huge improvement in**

**quality of life. You judge it by the outcomes in the lives of people.”\***

Sunshine is committed to delivering services that assist people to create their own best lives; working with people to develop services that are holistic, proactive and most importantly person centred. We have developed our approaches based on national and

international research and they are founded strongly in the legal and ethical principles of upholding the human rights of all people. We combine a number of approaches that complement each other to provide support that upholds the fundamental human rights and dignity of each person being supported. These are as follows.

## PERSON CENTREDNESS

**Discovers and acts on what is important to a person and is a process of continual listening and learning; it is a philosophy of absolute respect for a person’s right to exercise choice and control over their own life and to be heard in relation to all aspects of it.**

For people being supported by services, person centred planning is important, as a way of assisting people to work out what they want, the support they require and how to get it, but if people are to have positive control over their lives, if they are to have self directed lives within their own communities, then everyone

involved in supporting that person must be skilled in person centred **thinking**, which means at all times being actively engaged in the looped process of 'listening and responding' to the dreams and aspirations of the individuals we work with.

## ACTIVE SUPPORT

**Where support is provided not by doing FOR people, but WITH them.**

This approach focuses on making sure that individuals are engaged and participate in their own life and support

and fits hand in hand with person centredness.

## STRENGTHS BASED

**Founded on the truth that all people have strengths and capabilities through which they can change and grow,**

at the heart of the strengths based approach are social justice principles of: 'power with' (not 'power over'), respect and ownership by the person of their own process of change.

We focus on what a person wants to achieve rather than the problems or difficulties they are facing and support people to develop strategies to achieve positive change, now and into the future.

## CELEBRATING DIVERSITY

**This approach starts with valuing and accepting the inherent diversity of all humans,**

both the diversity within a person's life and between different people;

whatever a person's diversity, including functional diversity, a person's intrinsic dignity (the equal value of every human life) and extrinsic dignity (equal rights for every person) must be guaranteed.

Together we believe that these approaches support and protect the inherent dignity and rights, value and quality of life of every person we support.

\*Dr Michael Kendrick, in interview with Ben Weinlick of Think Jar Collective, 18 March 2012 at: <http://thinkjarcollective.com/interviews/interview-with-world-renowned-human-services-consultant-michael-kendrick/>

# CDS BREAKFAST SERIES

**“Transformation occurs when leadership shifts the context within which people gather, name the debate, ask powerful questions and listen”.\***

A number of Sunshine's senior leaders participated in a series of Breakfast Conversations organised by the Centre for Disability Studies (CDS) and inspired by the work of Peter Block. The group of 25 stakeholders of DisabilityCare, the National Disability Insurance Scheme (NDIS) and person centredness generally, came together over six breakfasts as a community of practice and engaged in the following series of Conversations:

- **Naming the issues conversation (with catalyst speaker Michael Goldsworthy)**

- **The possibilities conversation (with catalyst speaker Michael Kendrick)**
- **The ownership conversation (with catalyst speaker Darren Ginnelly)**
- **The innovation conversation (with catalyst speaker Lorna Sullivan)**
- **The commitment conversation (with catalyst speaker Stephen Stirk)**
- **The redefining organisation conversation (with catalyst speaker Ken Baker)**

The Breakfast Series was framed by CDS around Peter Block's assertion that questions are of critical importance when framing a change agenda and that the power lies in the asking, not in the answers, so the real challenge is to develop a set of questions that align with the agenda for change. On this basis, the group of 25 or so of us, holding

different roles in different organisations got together to hear challenging and provocative speakers and to work together through challenging questions about what the changes would mean for the people we support, the organisation's we work in and ourselves as individuals.

CDS has created a wonderful resource by recording each of these conversations and uploading them onto their website and, while that conversation series has finished, we know the questions will continue with the challenge of change and that this spirit of true collaboration, curiosity and continual learning is the only way that we, as an industry can rise to meet its challenge.

\*Block, Peter, Community: The Structure of Belonging, 2008

# LEARNING FROM OTHERS

**HOW DID THEY DO IT IN THE UK?**

**The UK has been working with implementing person centredness and Active Support across services for the past 5 -10 years now and we knew they could teach us a thing or two about their successes and perhaps tell us about some of the traps to avoid.**

We were keen to learn from examples of leading practice and innovative service provision, so Gail Jeltres (General Manager, Operations & Corporate Relations) and Cathy Gauci (Group Manager, Accommodation & Supported Living) travelled to England and spent just over a week meeting with several service providers to explore how these services are operating and hear how they have moved towards implementing person centred approaches and Active Support.

Cathy and Gail were also able to attend two days of training with Helen Sanderson and Associates and to join the delightful and inspiring Helen in a conversation

over dinner. Helen Sanderson has been immersed in the development of person centred thinking and planning in the United Kingdom for the last 15 years and now heads up Helen Sanderson Associates. She has written 15 books on person centred thinking, planning, community and personalisation drawn from her extensive research and advises to the Department of Health in England.

The great news Cathy and Gail brought back is that we are absolutely heading in the right direction; that we were investing our time and resources in the right places and focusing on strategies that will have a long term effect.

Their learning also reinforced that we still have a long journey in front of us but we are on the right path.



Gail Jeltres, Helen Sanderson and Cathy Gauci in the UK



# SUNSHINE'S JOURNEY TOWARDS PERSON CENTRED PRACTICE

*“If there isn’t a vision [for people with disabilities to be valued and connected in community – to have ordinary lives like everyone else] then there won’t be the ways to do it... these things begin with people imagining what is possible.*

*If people are unaware of what’s possible, or unconvinced of what’s possible, then they aren’t likely to stick their neck out and try to do something. There is a process both of expanding vision and then people becoming convicted of the vision. Once people are convicted of something, then the issues become more technical, like how do I do it? what methods work best? ... [and] vision can continue to evolve.*

*You can, in a sense, keep raising the bar in terms of how to benefit people’s lives.\**

# RAISING THE BAR

## RAISING THE BAR WITH PERSON CENTRED SUPPORT

**As we set out in our Annual Report last year, implementing Person Centred philosophy and approaches across Sunshine was a fundamental goal identified in our (then) new Strategic Plan and we commenced our transformational journey towards being a “person-centred organisation” two years ago with a Person Centred Championship program working in alliance with the Centre for Disability Studies.**

Having identified right from the start that our aim was not merely to “bring in a new model of support”, but to create a complete cultural shift, a new “vision” of what was possible for and with the people we support, we realised that developing a culture of continual, lifelong learning across the organisation was key to embracing this change and that the organisation’s tag line of ‘live grow and develop’ must apply not only to the people Sunshine supports but also to the employees who provide that support. Only with this long term, ‘overall’ approach, we believe, can we create an environment that encourages person centred thinking, critical analysis

and reflection on what is better than “best practice”. In that first year (related previously) the leadership team and our Person Centred Champions identified key areas to focus on to be able to bring about this change



effectively. These included: leadership, values and beliefs, outcomes for individuals, person centred tools, community focus and partnerships, the empowerment of staff and individual and organisational learning.

Continuing on from that, over this last year we have:

- concluded the roll out of the initial person-centred training developed by our Champions across the organisation. This training has been very well received and our teams of Direct Support Professionals are very excited about understanding more about what person-centredness is and challenging themselves to think about the people they support, themselves and their work differently. Slowly we are becoming familiar with Person Centred tools and learning to use them to have creative conversations and meetings.

*As employees have attended training and started to discuss “practice” in their team meetings rather than just administration, they have all had the opportunity to complete their own one page profile, both as a method of practising using the tool and understanding it better and as a way of team building through better understanding team members’ needs and values;*

- developed a policy and procedure for person-centred planning;
- developed a policy and procedure for person-centred Practice Leadership and Support (including individual practice support meetings, team meetings, performance appraisal etc);
- been gradually developing person centred individual plans using the person centred tools;

- continued to meet monthly to participate in practice support and co-mentoring with each other and to monitor the progress of the 5 key action plan areas: policy development and review; person centred thinking tools; quality service outcomes measurement; person-centred training; and practice support groups – to be implemented across the organisation for ongoing practice reflection, learning and analysis.

Our senior leaders have also been actively participating in collaborative learning experiences, developing not only their own knowledge and skills in person centredness which they can then pass on through Sunshine, but also contributing to the industry wide “knowledge-pool” as all services wrestle with what person centredness and individualised funding means for services of the future.

\*Dr Michael Kendrick, Ibid.



Employees at a ‘Person Centred Thinking’ workshop hosted by ADHC



## BUT WHAT ABOUT 'OUR PEOPLE'?

**"A person centred organisation has people at its heart – both people it serves and people it employs" \***

As understanding around person centred approaches developed within the sector, both here and overseas, it became apparent that organisations providing support services also need to change themselves. This year, some of our senior leaders were lucky enough to attend a two day workshop at CDS with Stephen Stirk & Professor Patricia O'Brien, on 'Creating Person Centred Organisations', which greatly assisted us in looking at and learning about what it really means to be a person centred organisation.

We believe that there are two primary reasons that delivering great outcomes for people can only be delivered through using the same person-centred practices throughout our organisation. Those reasons are:

- 1. If our systems, structures, processes, procedures and documentation don't match up with our philosophy of person-centredness, they will prevent us from implementing it; and**
- 2. Person-centredness is a way of being; it is a life approach to how we see and treat each other, and it is fundamentally grounded in human rights. Unless it applies to all of us, it can never truly apply to any of us and our "approaches" will be meaningless.**

To become a person centred organisation then, we must operate according to the fundamental values and principles of person centredness, including: unconditional positive regard; valuing every individual and their contribution; supporting every person's strengths and development; and practising deep listening. But we must also review and, where necessary change all of our processes, systems and procedures to ensure that we aren't creating our own impediments to being person-centred.

Members of Sunshine's HR team and Person-Centred Champions have, for example, created a new policy and procedure about how we do what used to be known as "supervision". Because we're aiming for happy, well-supported and highly motivated employees and because, through our person centred reflection we've realised that we need to focus more on "the questions we ask" and less on the answers, we've now developed a policy and procedure framed entirely around Practice Leadership and Support, requiring leaders to "lead by example" in the way they conduct themselves and teach others about their practice; mentor, coach and otherwise "support" the development and learning of the people they supervise; and encourage ongoing reflective practice and learning.

Using person-centred thinking tools with employees and teams enables leaders to answer these questions:

- What are the gifts and strengths of each team member and how can we apply these to provide the best support to people?**
- What is important to each team member about their work? What does this mean for the way that I work with them?**
- Specifically, what support does each team member need to do their best work? What does this mean for me and how I support and communicate with them?**
- What do I expect from each team member – their core responsibilities? Where is the space for them to use their own judgement and be creative?**
- How can we as a team keep learning and acting on what we are learning? What to build on/ what to change?**
- How can I get the best fit between team members, and their role or the people they support?**

We see being able to answer these questions as vital to being able to provide person centred services to the people we support. In another example, Sunshine's HR team has been recruiting this year for a new team member to work with our services to develop and implement more person-centred recruitment processes at Sunshine. The aim is to attract and recruit people who share the values of the organisation and who are passionate about its purpose and vision – but more importantly, for matching employees with a person we support, it's about finding the "right" employees to match that person's particular needs, interests and personal characteristics.

### WHERE TO NEXT?....

We continue to be extremely passionate and excited about our person-centred progress and are already well into plans and action for the coming year.

We have engaged an external expert on coaching and team building and have already started working with her to develop our leaders' skills in individual coaching and building high performance, collaborative teams and will continue: rolling out further training for employees on the philosophy and practice of person centredness; reviewing all of our other policies and procedures and service documentation to ensure they support person centred practices; as well as continuing to support all employees to participate actively in a Practice Support Group (in their own work team or across teams) that will provide an opportunity for them to reflect on their practice.

While we see that the "path" to person centredness is long – and definitely winding - we are celebrating changes in attitude and outcomes already and we know that our journey is well and truly on the way.

\*Sanderson & Lepkowsky, quoted in: Stephen Stirk & Helen Sanderson, Creating Person-Centred Organisations: Strategies and Tools for Managing Change in Health, Social Care & the voluntary Sector, 2012



*Premier Barry O'Farrell and Susan Onions*

# OUR SUPPORTERS



OUR VOLUNTEERS

Since Sunshine began in 1924, volunteers have played a vital role in our organisation's success and in our ability to continue providing highest quality support to people with disability and their families.

Volunteers add incredible richness and diversity to the community of people engaging with and supporting the people we support and bring vital community engagement by developing unpaid relationships with them.

While they are also a much welcome additional resource in providing more individualised, person-centred supports than we would be able to without them, it is this unpaid, relationship of "choice" that they bring to the people that they work with that is their most valuable gift.

Over the coming year, we look forward to focusing on further engaging with our existing volunteers and on recruiting new volunteers from a diverse range of backgrounds, with diverse skills and interests to share with the people they spend time with or to contribute to our organisation's capacity. With such a wide range of opportunities available for people to participate in our organisation, we hope to increase our preparedness to take up any offers we can find for people to make a contribution and be valued for their efforts.

When looking back over the past year it is impossible to single out individual volunteers for special mention, because we value and appreciate every person and every hour that is volunteered to our organisation. Amazingly over the last year volunteers have donated over 2500 hours of their time to the people Sunshine supports and we would like to say a big THANK YOU to each and every one of them for their generosity and time over the past year.

2500 HOURS  
THANK YOU

OUR FUNDING SOURCES

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

We pride ourselves on the relationships we have developed through working with government, knowing what government funded projects are best

suited to our business and applying the necessary skills and resources to submitting detailed tender applications. We have, over the past year, experienced success in a number of tender applications and believe that our long standing reputation with government agencies and our forward thinking

approach to service delivery contribute to our success time and time again. We acknowledge the support of the State and Commonwealth Government departments and agencies below in delivering our services to the people we support.



Family & Community Services  
Ageing, Disability & Home Care

New South Wales Government  
Family & Community Services -  
Ageing, Disability & Home Care (ADHC)



Australian Disability Enterprises  
More than just good business

(FaHCSIA) – Australian Disability Enterprises (Employment) funding



Australian Government  
Department of Families, Housing,  
Community Services and Indigenous Affairs

Commonwealth Government  
Department of Families, Housing,  
Community Services & Indigenous Affairs



Australian Government  
Department of Industry  
Innovation, Science, Research  
and Tertiary Education

Department of Industry, Innovation,  
Climate Change, Science,  
Research and Tertiary Education  
(DIICCS RTE) – Workplace English  
Language & Literacy training funding



Australian Government  
Department of Health and Ageing

Department of Health and Ageing  
(DOHA) - Home and Community Care  
program (HACC) – joint flexible  
Respite program initiative with ADHC



hacc  
home and community care

Department of Education,  
Employment and Workplace Relations

THANKING OUR SUPPORTERS

We would like to express our sincere and profound thanks to all of our donors.

Your commitment to supporting what we do is inspiring and directly impacts our ability to continue providing services to the people we support. – Thank you.

We are also extremely grateful to our many supporters who provided pro bono goods or services to Sunshine throughout the year.

THANK YOU

Terese Abbey	Adrienne Burgess	Phillip Elphick	Mariette Maclurcan
Marjorie Aiken	Kathy Burleigh	Ellen Fahey	Amanda Buckworth
Andrew Alcorn	Mary Burns	Connie Fead	Scott Dawkins
Ian Alter	Patricia Campbell	Stan Fildes	Renna Denelutti
Keith Anderson	Lisa Chadwick	Helen Fillery	Phil McCarroll
Philip Sunshine-AON	Shirley Chan	Noela Fisher	Ian & Morna Scott
Glennis Avar	Lindy Chapman	Anne Fitzgibbon	Valyn Williams
Brett Backhouse	Paul & Jennifer Clark	Barrie & Jan Frost	National Australia Bank
Pat Ball	Alan Cole	Lillian Gin	Grill'd – Macquarie Centre
Sheen L Barron	Judy Collinge	Ian Halliburton	Pages Hire
Frances Beaulock	Peter Coskinas	Sir James & Lady Joan Hardy	Forest Flowers
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Sandra Blazek	Domenico Costa	Amanda Harrison	Lisha's Catering
Kerry Blight	David Crawford	Michelle Kurtz	Nightingale Winery
James Blomfield	Sinclair Currie	R G & D E Lampert	Princess Candy Buffet
Jocelyn Blow	Patricia Cutcliffe	Jeremy Layman	The Cup Cake Factory
Gerrie Boeyen	Robin Daffer	James R Le Huray	Bunnings - Belrose
Andrew Boldizs	Alex Danilov	Jennifer Leonard	Virgin Airlines
Stephen Booth	Olive Davey	George & Robyn Lilley	Sony Foundation
Fred Bott	Graeme Gardiner	Janelle Lillis	Accor - Sebel Resort & Spa
Don Bowron	Wycliff Desouza	John Loebenstein	Hunters Hill Quilters
Greg & Kerry Breen	Walter Dohan	John Long	
Helen Brennan	Christine Doonan	Ian Lothringer	
Audrey Brennan	J A Douglas	Pat Lynch	
Georgia Bretherton	Julie Easton	A Mackaway	
Colin Bull	William Eckersley		



# HOW YOU CAN SUPPORT US

By showing your support or becoming involved at Sunshine you can contribute to our ability to

achieve our purpose of 'creating possibilities with people – to live, grow & develop their own best life'

## PARTNER WITH US

As any person in business knows, it's often the back end resources that cost the most: staff wages, systems, IT infrastructure, professional development, HR practices and programs, advertising, and much more.

While these things don't appear to be "directly" relevant to the provision of support to people, they absolutely come to bear on our capacity to conduct our "business" efficiently, effectively and to the highest quality. If we are poor or incompetent in these areas, wasting time and resources through lack of investment in highest quality systems, training and "people resources" then we cannot deliver quality services.

It is in this vital area of our business (that receives no direct funding or support from government) that the greatest potential lies for professional, commercial organisations to partner with us with the aim of assisting us to 'build capacity' within our business.

*If you know that you have what it takes to succeed in "business", please consider sharing your expertise with us*

If you know that you have what it takes to succeed in "business", please consider sharing your expertise with us through: a

volunteer placement or project; a leadership mentoring program; including us in your workplace giving program; sponsoring our website, a training program or a major event (with the added bonus of advertising your own business to our employees and customers); or perhaps you can fund a benefits or recognition program for our staff.

The possibilities for contributing to capacity building for Sunshine, a community based service providing services to people living in your community, are endless and we invite you to talk with us more about how the strength of your organisation can contribute to the growing capacity of ours.

## FUNDRAISE WITH US

By fundraising for Sunshine, you can assist us to bridge the gap between funds received by government and the real cost of individualised, high quality service delivery.

No matter how large or small, every dollar really does count, and whether directly or indirectly, it will make a difference to the lives of the people we support.

*There are many ways you can fundraise on our behalf*

There are many ways you can fundraise on our behalf, including:

### PARTICIPATE IN AN EXISTING EVENT

(like the 'City-2-Surf') and ask your friends to sponsor you;

### RUN AN INDEPENDENT FUNDRAISING INITIATIVE

like a regular soup day, morning or afternoon tea in the office, or a trivia night at your local club;

**DONATE IN MEMORY** ask your loved ones to donate to Sunshine in lieu of flowers after you're gone, as a way of saying goodbye in a loving and ongoing way;

**DONATE IN CELEBRATION** ask your guests to celebrate a special occasion (perhaps a wedding, birthday or anniversary) with you in a unique and meaningful way, by donating to Sunshine instead of giving gifts.

We can provide balloons and any information you would like to display at your event and of course all donations are tax deductible.

*...ask your loved ones to donate to Sunshine in lieu of flowers after you're gone*

# VOLUNTEER WITH US

Our volunteer opportunities are diverse and we like to approach every opportunity with a focus on the individual or the organisation offering their support to ensure we offer opportunities that benefit both the people we support and you the volunteer.

Our volunteer opportunities are diverse and we like to approach every opportunity with a focus on the individual or the organisation offering their support to ensure we offer opportunities that benefit both the people we support and you the volunteer. Being a Volunteer with Sunshine is an opportunity for you to

share your life skills, expertise or simply your 'self', as an 'unpaid' friendship is a gift that simply cannot be bought.

Some examples of how you can volunteer with us include:

**TEAM CORPORATE DAYS** within our services; painting, building projects, garden makeovers etc.

**ADMINISTRATIVE SUPPORT** - offer us your expertise – let us identify an area that we lack resources and help us to bridge this gap, perhaps you can develop our next social media campaign!

**OFFER AN EXPERIENCE EVERYONE WILL REMEMBER!** Like to do something different? Have some funds you can use to contribute? Why not spend the day just having fun with some of the people we support! Together with some support from Sunshine staff perhaps you can all go on a cruise together for the day, or visit Luna Park!

**SPEND TIME WITH A PERSON WITH A DISABILITY** - get to know them. What they like to do in their spare time may be similar to you. Perhaps together you can go see a band, go shopping, or catch up for a meal at your local club.

## LEAVE A LEGACY WITH US

Once you've taken care of your family and friends; think of us.

A donation to Sunshine in your will is a

way that you can leave a legacy that will directly benefit the people we support. A donation to Sunshine will help us continue to offer support to people

who need it and strive for our vision of a world where every person is welcomed, valued and able to seek their own best life.

# SEEK THEIR OWN BEST LIFE

## DONATE

Your donation will make a difference in the lives of the people we support.

To donate online, visit our website [www.sunshinelgd.org.au](http://www.sunshinelgd.org.au)

To donate via post – Post a cheque or money order to...

**Fundraising Department  
PO Box 847  
Pymble NSW 2073**

To donate by credit card - phone our Fundraising department on...

**9496 8704**

or visit our website to print a form, complete your details and post to us at the above address. Alternatively you can donate via credit card by following the links on our website.