



The
SBcare
Group

Annual Report

2022 – 2023



SBcare Incorporated acknowledges the Traditional Custodians of the land, and recognise their continuing connection to land, water, and community, and we pay our respect to Elders past, present and emerging.

In recognition – Passing of Life Member June Kimlin

REMEMBERING

KIMLIN,
June Grace

Late of Bundaberg, formerly of Kingaroy, passed away peacefully
Wednesday 26 th April 2023.

Aged 85 years

Beloved wife of Ray (dec'd).
Loved mother and mother-in-law of Brad & Judy, Stephen (dec'd) and Geoff (dec'd).
Cherished grandmother and great-grandmother.
Family and friends are invited to attend June's Funeral Service to be held in
Virgo's Funeral Home Chapel,
24 Pioneer Ave, Kingaroy on Friday 5th May 2023 at 11am.

To be followed by interment within the Taabinga Lawn Cemetery.
In lieu of flowers, donations to the Arthritis Australia may be
considered with envelopes provided at the Service.

Virgo Funerals – Kingaroy – Ph: 07 4162 7988
(Inc. South Burnett Funerals and Crematorium Pty Ltd)
www.virgofunerals.com.au



Front Cover

Picture – Photograph of the winners of the Biggest Morning Tea Big Bake Off 2023 and acknowledging the retirement of former Board Member and SBcare employee Jenny Gemmell (left) and long-term employee (16 years) Theresa Jensen (middle).

Our Vision

To be trusted by our communities as the premier community care service.

Our Purpose

To provide and manage a wide range of services and facilities for the community with a focus on those that enhance the quality of life for people who are aged, frail, people with a disability and their carers.

Our Values



Customer focused.



Innovation.



Making a difference.



Support our employees.

Our Story

We believe that the people who live in our communities are important. We are passionate about living our values and supporting people to live the life they want by empowering them to design their supports, creating and supporting independence opportunities. We offer a wide quality range of services and provide links to other services to meet people's needs. We are invested in a holistic approach that is consumer focused.

Our organisation is a community service not for profit, owned and operated by our community, we re-invest in our community, its businesses, our staff and our clients and we are genuine about what we do. We started as a welfare committee set up to provide community care and now for over forty-five years, we have serviced our region and grown into the largest locally owned and operated community care service, something we are proud of.

We provide most community care services across aged and disability care; our services are customer driven and customer focused.

Our values in action

→ Customer Focus

We provide quality services in a professional, responsive, and flexible way.

“I appreciate the quality of care I receive, thank you.”

“The Clean Team is wonderful, and I am very happy with my services.”

“My worker goes above and beyond what I ever expected.”

“I want to give feedback on my worker, I cannot praise her enough and she did a wonderful job and she is a really kind person.”

“She is a great worker, she just gets in and gets the job done, I couldn't praise her enough.”

”

→ Innovation

We encourage the development of ideas and practices that create a sustainable organisation of excellence.

“

“Our Support Coordinator has worked very hard and made a huge difference supporting my daughter with her NDIS plan implementation.”

“Thank you for my Covid Care Pack, it was a wonderful surprise and supported me during this time.”

“The items you suggested and purchased supported me so well – thank you.”

“The meals are wonderful and help keep my diabetes under control.”

”

→ Making a Difference

We are committed to action for and with our community to help create a good place to live.

“I want to express how much I love working at South Burnett Care, I am no longer doing my second job because I want to work here only.”

“Many thanks for the support of our mother, I also want to say I appreciate the support of our Aged Care Officer for her professionalism in keeping me informed, it makes a difference.”

“Thanks very much for all the help you give us, we understand it is very hard, but you all do such a great job and we appreciate it.”

“The family and the McGrath Foundation want to praise for keeping the family well supported through this challenging period.”

”

→ Integrity

We are honest and accountable in the way we act in our business and in our relationships.

“Thanks very much for all the help you give us, we understand it is very hard, but you all do such a great job and we appreciate it.”

“SBcare is amazing, and I love contracting to and working with the organisation, it is amazing, and you couldn't get a better community care organisation.”

I want to pass on many thanks and appreciation for all the support that you have given my brother over the time, it has been so welcomed and helpful for us all.”

“Thank you for all your support in keeping our young people safe in our community.”

”

About Our Services

The SBcare Group provides community care services in our service locations delivered by our locally focused business units including South Burnett Care, Toowoomba Community Care and North Burnett Care.

Queensland Plan Management and our Support Coordination Services are provided across Queensland, they are very personalized and responsive and operate in a consumer centered service delivery model.

→About Us



234

employees as at 30-Jun-2022



321,050

hours of paid work



\$15,311,894

wages paid to workers in our communities

→Our Vehicles



All SBcare vehicles deliver client services



52

number of fleet vehicles



In excess of 1.3M

kilometres driven delivering client services

→Aged Care Services



813

clients supported



74,597

occasions of service provided

→NDIS Services



434

clients supported



119,125

occasions of service provided

→Meals On Wheels



309

clients supported

45,091

meals provided

→QPM



21%

growth in client numbers

→Supported Living



20,692

hours of support

→Allied Health



169

clients supported

→Our Services

Words commonly used to describe our service:

Caring

Responsive

Helpful

Knowledgeable

→Our Staff

Full-Time

50

Part-Time

61

Casual

123

Customer Focus - What Our Clients Say



"My worker goes above and beyond what I ever expected."

"The Clean Team is wonderful, and I am very happy with my services."

"She is a great worker, she just gets in and gets the job done, I couldn't praise her enough."

"I appreciate the quality of care I receive, thank you."

"I want to give feedback on my worker, I cannot praise her enough and she did a wonderful job and she is a really kind person."

Customer Focus

→ **Board Member Craig Lucas and Practice Manager Sonia Champney welcoming Provisional Psychologist Sharalyn Kerr to the Allied Health Therapy Group**



AHTG EXPANDS SERVICES

Initially offering Occupational Therapy services to the South Burnett, Allied Health Therapy Group has expanded its services to include Psychology. Psychology and counselling services are in demand in the South Burnett, with participants having to endure long waiting lists for appointments. and achieve their goals.



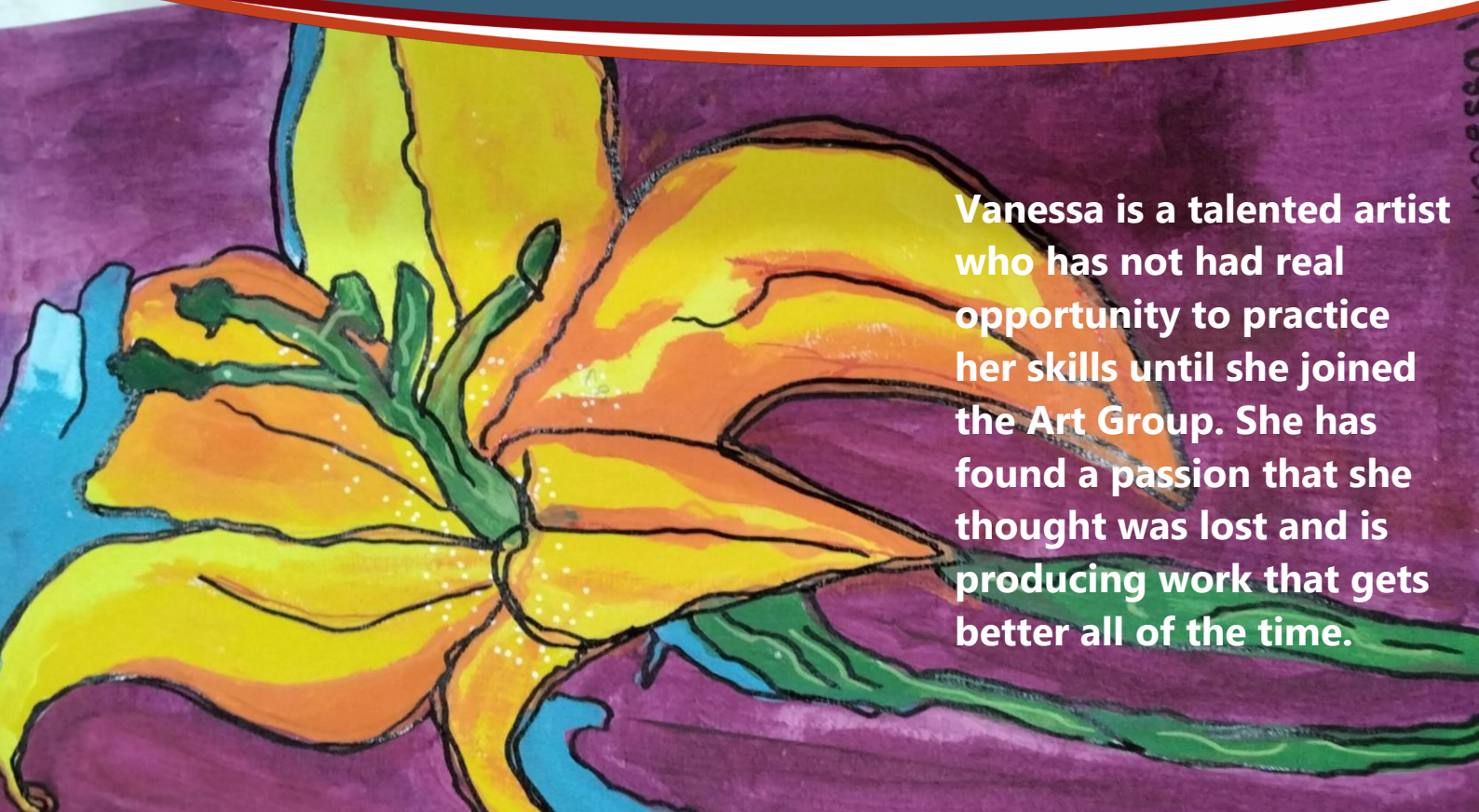
Queensland Plan Management client HG and mum have benefited from the caring support provided by Emily and the QPM Team getting much needed services in place to support them. Their plan was in place for eight months before mum was able to find someone to help her translate it into services.

Lynda and Kens Story – Making a Difference



Sadly, Lynda lost her husband and carer Ken earlier this year. Lynda and Ken had no children or family that live close by so when Ken passed, she struggled to do the things that Ken had helped with. Lynda is deaf and although she can lip read, she was very reliant on Ken's support. Lynda had relied on him for things such as using an ATM or EFTPOS card for shopping and was forced to learn things very fast. SBcare community support workers have been able help Lynda build her confidence in accessing the community and learn to be independent. Although Lynda still has her down days, she says the kind caring support workers make a world of difference to her daily life.

Vanessa's Story – Making a Difference



Vanessa is a talented artist who has not had real opportunity to practice her skills until she joined the Art Group. She has found a passion that she thought was lost and is producing work that gets better all of the time.

Awards Night – Pride of Workmanship



SBcare Team members proudly supporting our colleagues Cara Heness (middle left) and Deb Livingstone (middle right) when receiving their Awards at the Kingaroy Rotary Club Pride of Workmanship Awards - Celebrating workplace excellence in our community.

Cara Heness is the Manager of the Logistics Team which has grown in the past nine years from one person to eleven dedicated personnel who manage the logistics for nearly 6000 staff roster hours per week. The complexity of this role has grown inordinately as has the size of the team. Cara commenced in 2019 when there were two people dedicated to rostering and has been an integral part of this team growth, supporting, designing and implementing the systems that have allowed it to flourish and the building of a multiskilled and talented group of people who are professionally managing rosters for the whole organisation. Cara has grown in her role and has helped her team develop as well, a testament to her capability, determination, and dedication.

Deb Livingstone has worked with SBcare for the past 19 years as a Community Support Worker and during this time has persistently embraced and demonstrated the values of the organisation by supporting her clients with dignity, respect, and care. During her 19 years working with SBcare Deb has seen a lot of change and has been supportive when new technology needs testing. She is valued for her insights and the way she does her work; her notes are relevant, informative, and timely and she escalates concerns about clients when necessary. Deb is a kind person who sets an example to her peers and colleagues and deserves recognition for her skills and longevity in an environment that can be equally challenging as it is rewarding.

Clean Teams

In early 2022 we noted that staff shortages and client demand was creating a shortage of capacity to be able to provide household tasks such as cleaning, laundry, etc. We decided to implement a “Clean Team” concept which was a small team that can service our clients to ensure that we have continuity of service, a team that is trusted and a great service. There was some fear internally and externally with this change but after the initial eight-week trial we were amazed at the feedback and acceptance from clients and staff alike, now this is how we do business. We have four “Clean Teams” in place with two more nearly ready to roll out.

Clean Team Number One – Jane, Mel and Team Leader Bec.

Benefits of the Clean Team

Quality is great as the team hold each other accountable to do the best they can..

Travel is confined to one vehicle rather than multiple vehicles.

Recruitment is easier as this is a specialist position without the need for support worker qualifications.

This is a development opportunity for new workers to be introduced into our business.

Rostering is structured and stable.

Clients and staff are happier.



Quality Programs

Audit Feedback NDIS 2022/2023

SBcare has systems and processes appropriate to the size and complexity of the organisation. Based on the audit process and available evidence, SBcare was found to be fully compliant with Division 2 of the NDIS Practice Standards. There were no nonconformities raised during this audit.

Two areas were identified as demonstrating elements of best practice.

- ***Governance and Operational Management***
- ***Human Resource Management***

The Board of Management (Board) demonstrated ongoing review and continuous improvement across its governance and management systems including under the NDIS Practice Standards, with evidence of best practice. The skills and qualifications of the Board are of a very high level with extensive governance.

SBcare has a comprehensive suite of manuals, policies and procedures and IT systems.

The CEO and Leadership Team have extensive experience in business and finance as well as 'people' and staff, including the CEO and Leadership team have been with SBcare for many years and their passion and commitment to their clients and staff was observed throughout the audit.

Clients/family feedback to the auditor included:

- "We all work together; I can give positive and negative feedback and it's all welcomed"
- "I live alone, and they check in with me all the time."
- "Keep up the good work, I can't fault them."
- "They keep me updated on everything."
- "We are very happy, and all staff are approachable."
- "The staff really know their job."
- "If we want to ask anything we can go to anyone."

Staff feedback to the auditor included:

- "(the centre) is a very comfortable, relaxed space to be in, each space has its own clients and vibe."
- "There are so many opportunities for clients, this is the best organisation I've seen in all my years as a support worker, it's always changing and improving";
- "There is a focus on innovation, and I can make suggestions."
- "This is the first organisation where I really believe the focus aligns to my values".

What Our Staff Say

"How do I even say thank you for this special, well thought-through Covid care package, most employers would not even think of this."

"I want to express how much I love working at South Burnett Care, I am no longer doing my second job because I want to work here only."

"You would not know how supported I feel working at SBcare, it is amazing."

"It is just a great atmosphere working here with staff and clients."

"My induction training was relevant and informative; I am sure that I am going to like working here if the example is today's knowledge and passion."



Strategic Plan - The building blocks for the way we support our communities

1

Excellence in Person Centered Services

Be an organisation that leads by ensuring that the person is at the centre of what we do.

2

Boldness and Innovation

Demonstrate boldness and innovation in our work.

3

Sustainable Development

Grow and develop our business through sustainable and new opportunities.

4

Support Our Workforce

Be an employer of choice in our community.

5

Social Responsibility

Promote and influence positive social actions.



Chair's Report

I would like to acknowledge the traditional owners of the lands on which SBcare operates and the Elders, past, present, and emerging. I acknowledge the ongoing connection that Aboriginal people have to this land and recognise Aboriginal people as the original custodians of this land. I would also like to acknowledge any Aboriginal people that are part of SBcare, either as staff, volunteers, or clients.

Yet again, this has been a year of growth and expansion for SBcare.

We have seen improvements made to the buildings and car park at Avoca Street, increase in the number of staff as well as increases in the number of clients.

Last year, SBcare worked closely with the Senior Citizens for their move to the Town Common Hall while the offices at Avoca Street were being refurbished and we will continue to work with them for their continuing use of the Town Hall Common.

The growth of SBcare has also led to further changes in the structure of the management of the organisation, both for South Burnett care and Toowoomba Community Care.

The ability of management, and the organisation, to meet the growing and changing needs is one of the strengths of SBcare and without that ability, the organisation would not have been able to achieve as it has.

Although the restrictions regarding COVID-19 has somewhat eased, it has continued to present challenges for SBcare, both in terms of ensuring staff wellbeing and the wellbeing of our clients and SBcare have been careful to minimise the risk to all concerned.

The Board and the staff will continue to build their knowledge base and capacity along with resources, appropriate policies and procedures

and community support to navigate successfully through change.

The Board of Management will continue to be committed to ensuring the strong governance and transparency of SBcare and to ensure that we continue to deliver excellent service options for our community.

I have stated this in previous Chairman's reports however I again emphasize that without the dedication and professionalism of all the staff, whether management, support workers, maintenance teams, volunteers, etc. SBcare would not be the organisation that it is today.

I would like to take this opportunity to thank the members of the Board of Management and the Chief Executive Officer for their work and dedication and their continuing commitment to made SBcare the benchmark for the provision of services to the aged and those with disabilities. I have now been Chairman for seven years and in that time, the changes in our organisation have been staggering.

I would like to thank my fellow Board Members for their expertise, dedication, and genuine commitment to our organisation, this is a big role for a volunteer and much appreciated. I would also like to acknowledge the work that all our staff do to ensure the success of everything we do.



Paul Laurentiussen
Chair

Treasurer's Report

It's my pleasure as Treasurer to present such a strong financial report. The Board and Executive have overseen another strong year. We have grown the number of clients we serve and we have expanded the range of services we can offer to all clients. We have improved our facilities and added more cars to the fleet to transport the growing number of clients safely and in comfort. One of the other exciting things we have been able to do is to purchase a wheel chair accessible vehicle which has been lacking our fleet and in the South Burnett. All of this has been done to enhance the quality of life for people who are aged, frail, people with a disability and their carers.

None of this would have been possible without SBcare making a profit and being able to utilize our substantial reserves.

Highlights

- We made an operating profit of \$72,055 which is substantially down on last year. Major cost increases have been in wages +\$656,482 and depreciation \$108,135. More clients and more major assets will always reflect in increases here.
- We increased gross income by approximately \$4,000,000. This looks great until you realize we are purchasing more goods and services for clients and this cost us approximately the same \$4,000,000 shown as an increase in Cost of Goods Sold. This is a good reflection on the increased work we are doing for clients through our Queensland Plan Management Service.

- We spent \$1,400,000.00 on completing new buildings, \$524,000.00 of which was a Government Grant and the balance from our reserves. You can see the new facilities adjoining the car park. Clients are actively using these.
- We had to renovate the Car Park at Youngman Street. It was no longer "fit for purpose" and was difficult for some clients to move on.

Income

You will see from Part C of the financial that our revenue from NDIS is down somewhat (Approx -\$480,000). However, this is more than offset by increases in Home Care Packages (Approx +\$1,300,000). Home Care Packages continues to be a growth area, only limited by our ability to hire, and retain suitable staff to service our client needs.

Qld Plan Management cost recovery income was up by approx. \$3,300,000. This was offset by more spent on Contract Payments +\$4,100,000 approx. The difference is mostly an outstanding claim against client packages. Basically, we buy goods and services for clients and non-clients. We then claim this back against their packages.

Government Grants remained the same- Approx \$2,300,000. Our income is now at the discretion of clients and their carers who decide which organisation they want to handle their packages.

Treasurer's Report continued

Expenses

As will always be the case with SBcare, we can't deliver on our client needs without staff. Salaries and wages are clearly our greatest expense. It is a credit to our CEO Cheryl, her Executive and supervising staff that salaries and wages have only increased by approx. \$650,000 to \$14,863,049. CEO has come to Board several times this year with practical methods to ensure staff spend more time working with clients on their needs and avoiding down time. We have had better rostering of staff times, positioning cars to avoid travelling time and use of better and more convenient buildings. We have also improved our technology so staff can stay with clients longer and don't need to come in to the office to complete paperwork. Client use of technology continues to grow.

Materials and Services costs actually reduced approx. \$100,000 to \$1,677,056. We all know the cost of living has gone up so this is a "sterling" effort driven by CEO and Executive.

Balance Sheet

As I said last year, SBcare is in an enviable position. We have Total Members' Funds of \$8,046,558. This is a very small increase on last year's result. We also have a very strong cash position of \$3,066,664 with Receivables to add to that of \$1,069,396. It is this strong financial position which has allowed the Board and CEO to complete all the building works and car purchases to better service client needs. It also allows us to confidently state we are a "Going Concern". We have the financial strength to say we will be here in future years to continue serving clients.

We constantly monitor the age of debtors and creditors. We seek to have a reputation with our suppliers as good people to work for and who pay promptly. We also want to collect money owing to us promptly.

Trade and other receivables \$1,069,396 are current but increased by approx. \$400,000 on last year. This is a timing issue with claims.

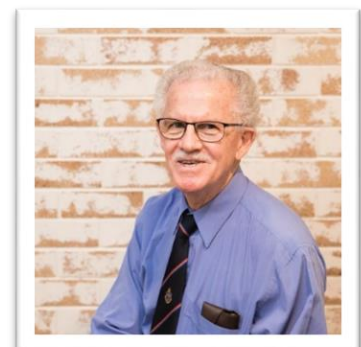
Trade and other payables \$1,382,969 is approx. \$180,000 less than last year but again this is only a timing issue-we pay promptly.

Even with claiming every day and paying every day, these figures will fluctuate, generally upwards, as our business grows.

We have made Provisions as confirmed by Auditors for Long Service Leave, Annual Leave etc. These expenses built up this year but staff won't draw them until later years, hence "Provision" is made this year.

Audit

Our external auditors work with our internal accounting staff and CEO throughout the year to confirm the accuracy of our bookwork. They have again given SBcare an unqualified Audit. As Treasurer for SBcare, I have pleasure in presenting this report for adoption.



Bruce Jay
Treasurer

Chief Executive Officer's Report



Cheryl Dalton
Chief Executive Officer

"You can't build a reputation on what you are going to do."

Henry Ford

What type of reputation do we want? what reputation do we have? We have a strong organisation with a good reputation because we do what we say we will and base our desired outcomes on our mandated purpose, working where we can serve best is an imperative. Our midterm NDIS audit this year confirmed our ability to perform well with two best practices awarded for Governance and Human Resources.

Thank you to the amazing team that I have had the privilege to lead this year and to the Board whose trust, support, and oversight of this complex organisation is done with compassion, insightfulness, and genuine care for our communities. I would also like to acknowledge my Executive Team, although a relatively new team who have provided me with expert support to do my job well and lead this organisation.

We cannot do what we do without all the incredible Community Support Workers working with us, they are the backbone of what we do and the face of our organisation – ***thank you for making a difference to the lives of the people we support.***

Last year my question was "do we grow, or do we settle?" To grow and meet demands from consumers we need to build and increase our teams. In Toowoomba we could and still do see an opportunity for growth but unfortunately, workforce concerns were realised, and growth could not materialise because of the lack of available staff. Despite us planning and putting appropriate strategies and the best efforts to lead Toowoomba in the direction we needed to go, the lack of workforce was a barrier that we could not overcome in 2022/23. My Deputy Celina Branch is the General Manager Finance and in the past year has led her team to undertake the following projects with success.

- new accounting software implemented.
- digital approval processes for invoicing in accounts payable.
- commencement of new payroll software implementation project.
- Streamlining of accounts payable processing
- Development of new financial reporting systems
- Redevelopment of Board financial reporting

We have also managed cashflow challenges well. Changes have occurred to the Commonwealth block funding which is now monthly in arrears rather than quarterly in advance. This change coupled with our infrastructure project increases in costs due to building and labour costs skyrocketing is a good outcome.

A joint project between the Finance, Executive Services Data Management Team and the Customer Service Team has seen the implementation of the travel project. This work has seen us recoup revenue costs for the travel we do supporting our clients, the project will be ongoing in the next financial year, finessing the processes. If we do not fund our travel and vehicle costs, we will not be able to support our community.

The Executive Services Team led by General Manager Kristy Holt who has managed our business units, Allied Health Therapy Group and Queensland Plan Management as well as provides and manages integral services like Administration, Information, Communication Technology and Data Management. Each of these units function independently but all play a role in supporting the work we do to meet our community needs.

The Allied Health Therapy Group has added a psychologist to the team, and this helps fill the need for counselling and psychological services in the South Burnett and Queensland Plan Management continues to grow attracting new customers daily due to their ability to respond well to both consumer and provider needs and the automation of processes helping this small team succeed.

And we must acknowledge the front face of the organisation in our Reception Team members who do more than we see on the surface and the background work that is done in Data Management to ensure smooth operations. Projects delivered this year have included.

- Implementation of Worknice human resource management software
- Travel project for our Logistics software and claiming.
- Design of the Plan Management business media campaign.
- Codesign and commencement of a digital transformation project with Cloud Servers.

The Corporate Services Team led by new Executive Team member Steve Conner encompasses Human Resources and Operational Services, two essential and busy functions within the organisation. Steve has been thrown in at the deep end and has used his calm approach to manage his teams and services. Corporate Services has been involved in and driven the following projects on behalf of the organisation.

- Finalisation of the refurbishment and new build in Kingaroy.
- Change Management in Human Resources in inductions, onboarding, work health and safety and supporting our teams.
- Commencement of a Workforce Plan and training plan for the organisation.

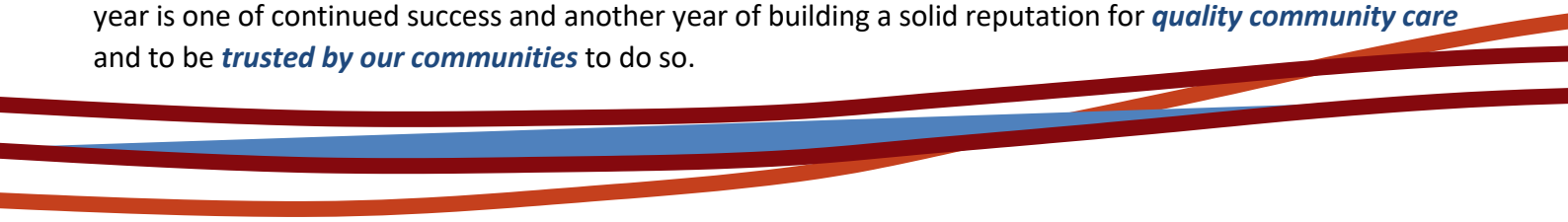
The Customer Service Team saw a change of Manager mid-year and former local Shannon Exelby has brought his transferable skills from the hospitality industry into our team. Shannon has worked to bring a large team together and support them to succeed. Projects delivered include.

- Redesign of the team structure
- Focus Project for NDIS Support Coordination
- Connection with the Community Service Workforce

The Toowoomba Business Unit has been led by Karleigh Melbourne who has come in with a new approach to business but has been hindered by the workforce shortages in Toowoomba. A “Clean Team” was implemented in Toowoomba to help with the shortages and the Toowoomba NDIS Team participated in the Focus Project for NDIS and the changes that have been implemented in the aged care sector. Toowoomba also had some refurbishments to meet our team’s needs.

Our building projects in Kingaroy are nearly finished and we anticipate the opening of our refurbished and new complex later this year, a project similar in size to the original build, which was opened on 5th November 1977, forty-six years ago.

This has been a huge year for everyone, and importantly in amongst the building work, growth and service re-design we have continued supporting our community and staff. Thank you to everyone and I hope the next year is one of continued success and another year of building a solid reputation for **quality community care** and to be **trusted by our communities** to do so.



Client Stories

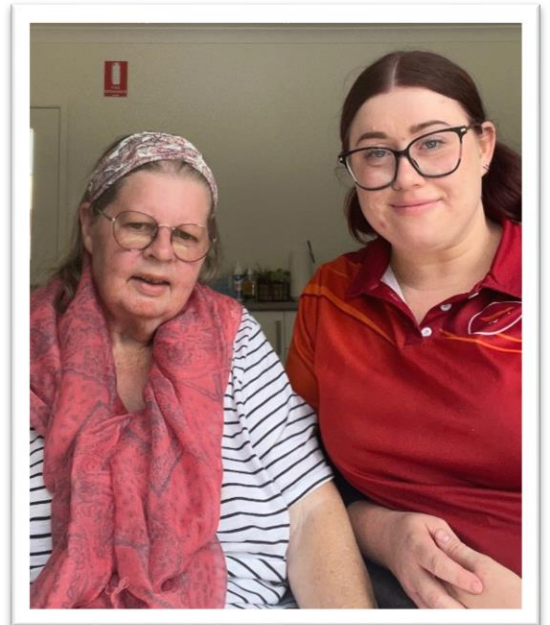
→ Bill shares his talent!



Bill is a Home Care Package client of Toowoomba Community Care and receives some in-home support. Bill has arranged to attend the centre social program in the capacity as a volunteer sharing his musical talents with the social group attendees twice a month. Bill is a born performer, and he sings and plays guitar and engages well with the social group making it a fun experience for all. Bill remains as independent as he can and grabs his guitar and catches the public bus to and from the site. Thank you, Bill for all you do bringing your talent to our social group.

→ Heather maintains her independence and cooks up a storm.

Heather has osteoarthritis and a movement disorder which causes hand tremors and involuntary hand movements. This combination makes it very difficult for her to use her hands to do everyday tasks. She is a strong and determined woman and wants to keep active and be as independent as possible.



Heather attends the cooking group in Kingaroy and her regular attendance has supported her to re-build confidence and a level of function that she can use at home. Heather is appreciative of the opportunity and care she receives and the support to gain her confidence.

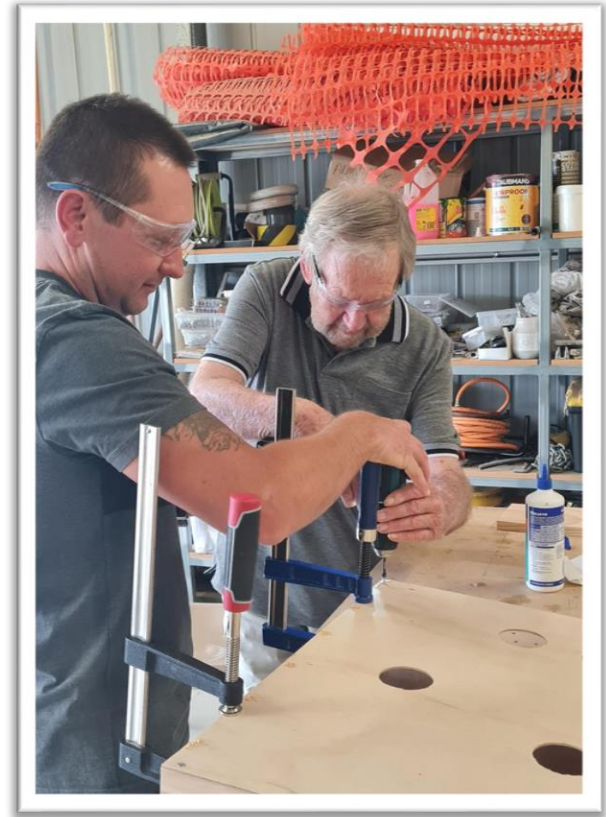


Client Stories

→ "The Workshop" Cols Story

Col has Parkinson's and Dementia is an intelligent man with a lot of knowledge to share. When Col first attended the Kingaroy Social Group Program he was in denial about his condition and thought that it was all a bit silly. That did not last long as in no time at all Col formed friendships within the group and now attends twice a week. Recently he had some timing issues getting to the program and his wife and carer Alison said to him "do you just want to give today a miss" the answer was a resounding "No way' "

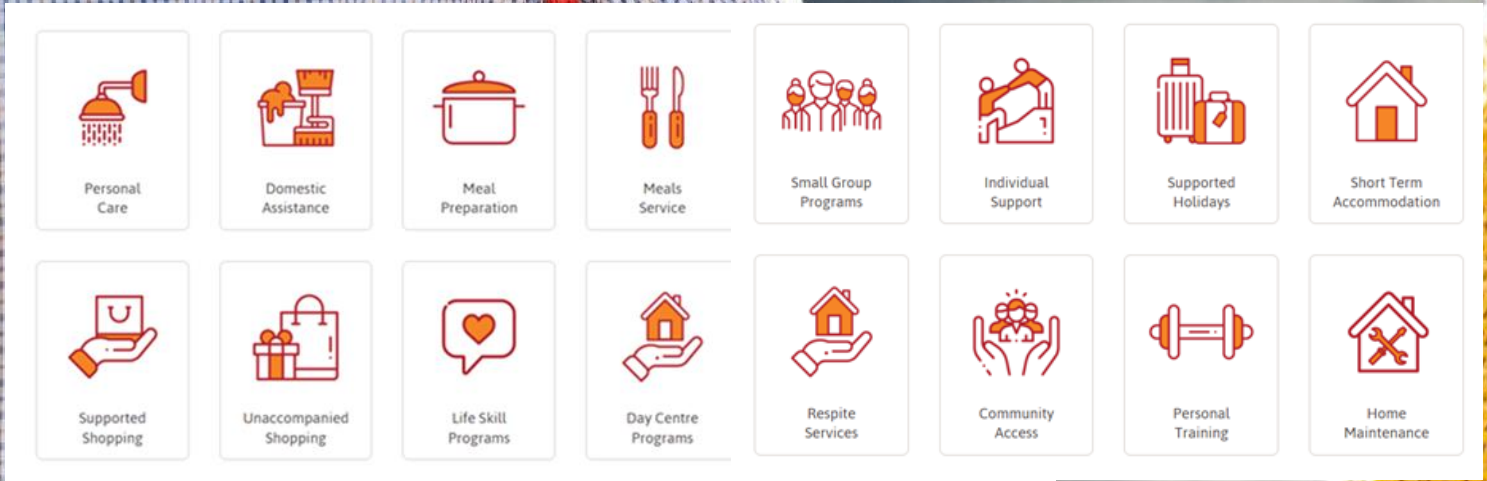
Col is now a part of two focus groups, the "Use It or Lose It" (Dementia specific group) and the "The Workshop" group.



Col's attitude and demeanor has changed, and he now smiles, laughs, and joins in with group discussions. Clients are encouraged to bring things in that relate to the daily "Theme" and Col asked if he could arrange to have his friend an ex-helicopter pilot and author to be a special guest, Col organised this and it was a great way to share and was a very fascinating chat that everyone thoroughly enjoyed.

→ Michael's journey

Michael has had a year of challenges and successes. Repeated admissions to hospital saw a big setback for Michael's independence, as he needed to be in hospital for six months as he had no at home support. Michael's Support Coordinator Lisa made a NDIS Home and Living application and it was approved for him to gain Supported Independent Living funding in his plan. Michael now has the safety and security of a supported living arrangement but has also has a new power wheelchair so he could retain as much independence as possible despite his Parkinson's causing hand tremors. Michael is a resilient man living independently with the support he needs and deserves.



**What do we do
and why?**

**We care about and
for our community,
because we are
community.**

The SBcare Group



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