



The
SBcare
Group

Annual Report

2019 - 2020



Our Service in Numbers

→ About Us



153
total staff member



707,388
kilometres client service
vehicles travelled in 2019/20

→ Aged Care Services



486
clients



19,645
hours Commonwealth
Home Support
Program support

→ NDIS Services



400
clients



129,908
hours of support

→ Meals on Wheels



198
clients



33,033
meals produced by
Meals on Wheels

→ Our Services

SBcare clients were

98.59%

satisfied to very satisfied
with the quality of services.



98% of responses selected the
following descriptions:

GOOD VALUE **RELIABLE**
RESPONSIVE **HIGH QUALITY**
USEFUL

What Our Clients Say

“To all at SBcare, I am always grateful for the love and care you all gave to my mum and thank you for your warm words in sympathy. Love to you all.”



“You are amazing as always!!! Thanks for your chat today, the staff at SBcare really care and work to make the small things work in the oldies life.”

“Congratulations on the way you are offering videoconferencing to your groups. You have shaped your services to overcome any barriers to support clients during Covid19.”





"Helen is absolutely lovely, a very hard worker and she is lucky to have her as a support worker"

"The knowledge and understanding that Jenny has in Dementia is amazing, she was kind, helpful and really set mums mind at rest"

"My husband gets excited when we discuss going to his group program and waits expectantly to be dropped off, he is happy and so am I that he enjoys himself"

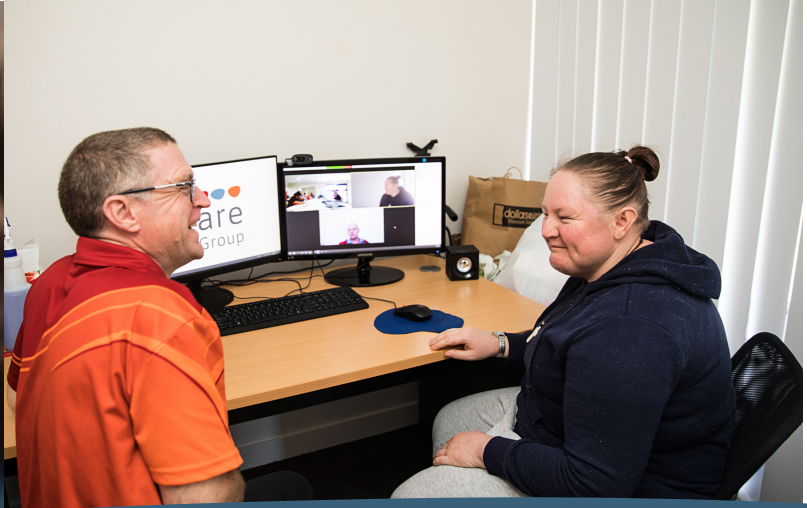
"Thank you for the excellent support for my son and assisting us throughout many meltdowns during support hours."



Andy has required 1:1 support and engagement throughout the Covid19 period and during this time he has become an important part of our online teams, often spending time in a "co-pilot" role with our main technical support worker. Andy's interests are in technology, music, art, building and craft and he has been able to have input on program content and has stayed largely focused on positive projects and building friendships throughout this difficult time. Andy is also a talented artist and worked hard in 2019 with his support team and a professional artist to create a suite of work to have his first art exhibition. Nearly all of the works he produced sold and the exhibition was a great success. Andy is now looking forward to support for his next exhibition.

What a great opportunity our Online Discovery Teams have been through this complex time. Toowoomba resident, Michael, sparked his inner creative soul when he joined the Create and Share Program alongside his South Burnett peers. Michael would wait in anticipation to log into the program so he could share his artwork and learn more about creating some wonderful pieces. Throughout this time, Michael worked with different mediums, such as watercolors and acrylics, this allowed him to explore his creativity and share what he was doing with the group, a great outlet for socialisation, which Michael loves. Michael's home is now filled with magnificent pieces of artwork, Create and Share provided him the chance to express himself and join in with those in our wider community.





NDIS Covid19 Success Snippets

Online Programs 2020

The Covid19 lockdown created an opportunity for us to innovate our group programs and within six weeks NDIS Group Coordinator Ian had built a range of online engagement programs. Some teams were so popular that up to fifteen people have been participating in a team (some with one on one support and others independently). People participating have taken part in a wide range of teams including exercise sessions, science experiments, model building, creative arts and building projects, games, armchair travel, cooking, cosplay and much more.

Anna has always been reluctant to engage in social groups and often separates herself to use a laptop so that she could do her own thing. Delivering online programs has met her needs and she is more comfortable participating in social learning activities via the online option. She participates regularly in exercising with other clients as part of our online Move Your Body Team. She feels more comfortable and has increased the teams she participates in since Covid19 restrictions on gatherings have relaxed.

Ruth lives independently and is keen for as much social engagement as possible but has been unable to participate in her community as much as she would like because of the lack of transport options available to her, which are expensive or limited. The online program has allowed Ruth to have much more access to our online programs. Ruth attends centre and group programs and she now also logs in to the evening Foodie Night and Friday Night Movies. She also attends the Games and Nature Explorer Teams on two mornings a week. A great outcome with little cost and this meets Ruth's needs.

At the start of COVID19 lockdowns John engaged in online group programs with SBcare and became a regular user and supporter of the programs. Highlights in the online program for John include the Armchair Travel Team where John presents a weekly weather report about a different part of the world including the use of his green screen and weather maps at home. After the Covid19 restrictions were eased and the day centre reopened John felt familiar enough with support staff and other clients to start attending the centre in person, he is now in the Making Movie Magic, Photography and Cosplay Teams.

KPI Outcomes for 2019 – 2020

Goals 2019-20	Outcomes
Complete merger with Toowoomba Senior Citizens Day Respite Centre	A successful merger was completed this year with the business in Toowoomba expanding to include more day respite, Home Care Package and NDIS services
Meal on Wheels kitchen	Opened the new Meals on Wheels kitchen in August 2019. A purpose built kitchen to meet the growing needs in our communities.
Build new community partnerships in and external to our region	Partnership options with Gunther Village was initiated in January 2020.
Supported accommodation	Wondai house plan renovations were approved by council and tender has been awarded. Contract in place for a house in Kingaroy that will be utilised for supported independent living.
Grow our customer services	We have added HCP and NDIS in Toowoomba. Commenced NDIS in the North Burnett. Plan Management Services has continued to grow rapidly. Our NDIS services have doubled in the South Burnett Region.

Desired Outcomes for 2020 – 2021

Goals 2020-2021	Desired Outcomes
Infrastructure	• Increase the supported living property portfolio • Build suitable spaces for our staff and clients • Renovate our senior living units
Operational Systems	• Establish cohesive data systems across the organisation • Maximize fleet utilisation • Introduction of staff intranet • Streamline our operation systems
Build new community partnerships in and external to our region	Continue to grow our partnership with Gunther Village.



"Thank you for the opportunity to participate in the 'Arm Chair Traveller' group I am getting to see places that I would never get to in my life time."



Strategic Plan 2020-2024

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 Focus
- Making a Difference
- Innovation
- Supporting Our Employees

Key Success Factors

We will do this by:

1

Excellence in Person centred services:

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

Embedding person centred principles and service delivery design across the organisation

Being an evidence informed and continuous improvement focused organisation

Building our capacity to meet the needs of our consumers

Promoting high quality customer service experiences

Developing appropriate services and facilities for and with our communities

Sharing our knowledge and expertise with our consumers

2

Boldness and Innovation:

Demonstrate boldness and innovation in our work.

Developing and operationalising a hub and spoke model of business

Ensuring business design and delivery meets the needs of our different communities

Structuring our business with reliable, integrated, cutting edge organisational systems

Building a recognisable and trusted brand in our communities

Challenging traditional thinking



3

Sustainable Development:

Grow and develop our business through sustainable and new opportunities.

Building a strong financial position for re-investment in our services and community

Growing relationships across the sector at all levels of government and in our communities of interest

Increasing services and facilities in line with community needs

Identifying and responding to key business opportunities

Ensuring robust systems are embedded in practice

Managing consolidation and growth in a sustainable way

Developing an organisational structure that will strengthen the delivery of consistent, high quality services

Delivering services in areas of identified need

4

Support Our Workforce:

Be an employer of choice in our community.

Creating an environment of openness and transparency in our employer/ employee interactions

Providing professional development opportunities to grow the skills of our employees

Developing career pathways and opportunities for growth and advancement

Promoting a culture of safety, health and wellbeing

Building resources and processes to support our employees

Developing a diverse and inclusive workforce

Creating a flexible, adaptable and highly responsive workforce

5

Social Responsibility:

Promote and influence positive social actions.

Practicing good governance and supporting best practice in our organisation

Supporting our sector for success

Advocating and supporting local connectedness through our service delivery

Implementing and utilizing environmentally sustainable resources and processes

Embedding our values in all we do

Engaging with the external policy and reform agenda

Chairman's Report



**Dear Members of SBcare,
Staff and Clients,**

This year has seen another year of exceptional growth in our organisation.

We continue to see the results of the work and dedication of the staff and volunteers of SBcare, and, in particular, with changes in the aged and disability sectors.

The partnership with Toowoomba Senior Citizens Welfare Association Incorporated (Brightside on Victoria) has been one of great co-operation designed to achieve the best outcome for the clients of Brightside on Victoria. SBcare has worked diligently to establish itself in the Toowoomba marketplace and will continue to do so in the years to come.

The decision by SBcare several years ago to get onto the front foot and do the hard work to be ready for the implementation of NDIS is now paying off and we are seeing the fruition of that work.

This year we saw a variety of construction projects. This included the building of the new kitchen for Meals on Wheels. That kitchen has enabled SBcare to provide quality and nutritious meals for people who would not ordinarily have such meals available to them. We have also seen further construction of office spaces and a new building for the use as a day centre's for our clients.

SBcare provides a vital service to enable people with disabilities and the aged to live as fulfilling and independently and as possible. In order to facilitate the needs of our clients, SBcare is in the process of buying houses to be adapted to provide supported accommodation for people with disabilities.

The Board of Management has played a strong role in the area of governance in 2019/20 and in the continued development of good governance by ensuring that we have an oversight at the strategic level of the organisation, all of which has been well supported by the operational arm of SBcare. Setting the strategic direction and governing mechanisms to translate our strategic direction into operational outcomes is the key; policy development, responsiveness to change and ensuring appropriate guidance through policy is the aim of good governance.

Our organisation needs to continue to ensure that our decisions are based on good governance principles along with alignment to the Strategic Plan.

Firstly, I wish to thank all the staff and volunteers of SBcare for helping make us the organisation that we are today. No matter how good the Board is or the decisions they make, none of the outcomes would have been possible without the dedication of the staff and volunteers.

Secondly, I wish to thank our CEO, Cheryl Dalton. She is the conduit between the Board and the people of the organisation and it is her drive and enthusiasm which makes all of this possible.

Lastly, I wish to thank my fellow Board of Management Members who have contributed time, expertise and created an atmosphere of comradeship over the past year. Last year Des Crane left the Board and this year we welcomed Darren Schmidt onto the Board.

The Board members volunteer their own time and knowledge because of their belief in what SBcare is attempting to achieve and the benefit derived by our clients.

We look forward to another exceptional year for SBcare and again thank you

**Paul Laurentiussen
Chairman**

Treasurer's Report



SBcare has managed to achieve a substantial operating profit of \$1,441,960 in this, the Covid year, even before the JobKeeper and ATO Cash Flow Boost payments.

It speaks volumes for our CEO and her staff that clients maintained their faith in SBcare to provide safe and caring services during the pandemic period. You will also see that we continue to employ more staff and contractors to service our ever growing number of clients and our expanding range of services for those clients-our net income was \$13,421,983, the two biggest costs being wages totalling \$6,510,486 and contract services \$3,400,764.

We can no longer rely on Governments giving us large sums of money in advance and asking us to deliver services to worthy people as was done in the past. Instead, the package is given to the client and they get to select the provider they prefer. We believe that we are doing "the right thing" by clients as they continue to use our organisation in increasing numbers to provide the essential services they are entitled to.

You will see from the Balance Sheet that we have a high dollar value of Receivables \$643,439. This comes about because SBcare has to provide and pay for services and staff before we can claim the money back from NDIA and Home Care Packages. As your Treasurer, I am only comfortable with this claiming after the event because of the reserves SBcare has built up over the years. The cash and investments shown in the Balance Sheet give us the financial muscle to fund these services and wages until the Government refunds our claims.

Our continued profits also give me comfort as we seek new and improved ways to service our clients' needs.

We have renovated and extended the facilities for clients at the Kingaroy centre and these improvements allowed our CEO and staff to deliver our services differently during Covid 19 lockdowns. We borrowed \$300,000 from a local Kingaroy bank to fund these renovations and are comfortable in repaying the loan.

We have also committed to renovating some of our residential accommodation at a cost of approx \$350,000. The Board has agreed to our CEO's proposal to buy two houses to allow several clients to move in to Supported Independent Living at approximate cost of \$750,000. Supported

Independent Living will be, in my opinion, life changing for these clients, their parents/guardians/carers and our staff.

The Balance Sheet shows that we hold a considerable "Provision" of approximately \$500,000. To employ the expanded number of staff, now in excess of 160 employed people, we need to put aside money for leave, sick pay, long service leave and other provisions. This is done in consultation with our accountants. It means your Board and CEO are being financially prudent in providing for future staff costs as they accrue, rather than let an unfunded debt build up.

The expansion of the business to its present state with such solid financials doesn't just happen. It represents the solid work of the Board chaired by Paul Laurentiussen and the business run by our extremely conscientious CEO Cheryl Dalton and her team. All their work puts me in a position to present the financials showing SBcare to be in a very strong financial position that will see us able to operate in to the future.

**Bruce Jay
Treasurer**

Chief Executive Officer's Report

First and foremost I want to thank the SBcare Board for continuing to have faith in me and my team to deliver the amazing services that we do within the SBcare Group of businesses.

Secondly I want to pay tribute and my heartfelt thanks to the incredible team that we have in the South Burnett, Toowoomba and the North Burnett who have done the hard yards to get us to the position we are in today. The staff work hard and continue to change lives with the work that they do every day. Thank you.

We have doubled our business during 2019/2020, a huge feat whilst developing our NDIS services, cementing our changed aged care service streams and learning together as we grow our services. The continued expansion of NDIS in all regions put inordinate pressure on our systems, processes, procedures and staff but the teams in all areas have worked hard to support our clients and help our organisation succeed.

Covid19 was both a potentially devastating proposition for us and a great opportunity for innovation and change. Both situations were handled with due care and respect. On the 4th of March 2020 the staff memo issued a hand hygiene warning and as the month progressed the enormity of the effect of the Pandemic came to light and the next communicate saw our Emergency Management Committee put in place to manage protocols and plans in order to effectively

manage the Covid19 situation. We were and still are guided by the Queensland and Australian Government requirements, legislation in place and newly mandated requirements in establishing these plans and protocols.

In response to Covid19 we were forced to shut down some services the flow on effect was that we had to repurpose some staff and innovate in the way we delivered services. Unaccompanied shopping, zoom groups and modified in home services all of which were a consequence of service redesign to meet the pandemic challenges and some of these services continue to be a feature of what we do every day now.

Our staff were concerned for themselves (health and jobs), our clients and our organisation and the spirit of working together came to the fore with the communication at all levels flowing well. Clients were consulted every step of the way and the roll out of 'operation toilet paper' saw us deliver over 1000 information packs about Covid19 and about our services to clients. The toilet paper got everyones attention and was a way that we could show we cared and obviously supply a much desired commodity.

Meals on Wheels officially opened their state of art kitchen in August 2019 with a final fitted out cost in the vicinity of \$450,000.00. The Tarong Community Partnership Fund supported this much need community facility and service and we are grateful for their help. The kitchen is purpose built and fitted and this year we saw over 33,000 fresh cooked meals prepared and delivered chilled to our clients across the South Burnett.

Covid19 also presented challenges to the Meals on Wheels services where we have a large volunteer contingent who predominantly fall into an at risk age group for Covid19. Due to these risks a decision was taken to stand down our volunteer workforce and although this was difficult we had to look at protecting clients and volunteers alike. Staff who may have been underemployed due to Covid19 were repurposed into these roles and this has been ongoing and we are unsure when we will be able to safely reactivate our volunteers. To help us deliver meals in a safe way the Commonwealth supported us to lease a refrigerated delivery vehicle which has been greatly appreciated.

We have opened our new day centre in Kingaroy with little fanfare as we were just about to arrange the official opening of the building and then Covid19 came to bear so this was delayed and has not occurred to date. We gained new office space in Kingaroy which are now full and we are in planning for our next extension of the day centre to include a Zoom Room, Art Room and Home Away from Home Room. Again we have run out of suitable office and meeting space so this is in the plans for further expansion. The Toowoomba expansion has also been delayed due to Covid19 but we are progressing a plan to gain more day centre space and some new offices as well.

Supported Independent Living has been increased this year with plans in place to purchase a new house in Kingaroy for four residents and a \$350,000.00 refurbishment of the Wondai house has also been approved.

SBcare has been exploring a partnership opportunity in aged care services which arose

from our strategic mandate of Sustainable Development: Grow and develop our business through sustainable and new opportunities. This project will come to fruition in the next financial year if the Board and other stakeholders decide to move ahead.

In reflection this has been a busy and challenging year for everyone, we saw the Board and Leadership come together to revise and update our strategic plan, we opened two new facilities in the South Burnett, we saw Toowoomba start to experience growth in NDIS and our relationship development in the North Burnett commenced in earnest. The Covid19 Pandemic has shifted the way we do business and protocols are entrenched in our business operations, this has been a year of hard work and ultimately one that has seen us continue to flourish in extreme circumstances thanks to working together and caring for the people we work for and with.

Cheryl Dalton
Chief Executive Officer



Client Stories

Jacquelin's Story in her words



My name is Jacquelin. I am 22 years of age. When I was 16yrs old (2014) I acquired a TBI (traumatic brain injury) from a fall off an ex race horse. I hit frontal left lobe. My dad was first on scene. He saved my life by moving me into recovery position and getting me to breathe. Dad was on the phone to ambulance while my good friend held my head.

From impact I received a fractured cheek bone and right rear of my skull. Suffered many bleeds to the brain. Piece of brain that prolapse was later removed by a surgeon at the royal Brisbane hospital.

I was in an induced coma for 1 week. ICU duration was approximately 19 days. Wasn't expected to live. Family was told that when I maybe just a body that breathes.

I was in hospital for 6 weeks. In that time frame I had to relearn to swallow, think, talk, stand and walk.

I was later transferred to BIRU (brain injury rehabilitation unit) princess Alexandra hospital for 3.5 months. I had to learn to walk, write and do everyday activities.

I have no taste or smell. The accident has affected my hearing. I require hearing aids during the day.

Some days are a challenge because I have structural interruption of the brain due to scarring from the bleeds.

Over the 6 years, I have had to reteach myself many every day activities that an average adult takes for granted. I am still learning .

SBcare has been an excellent help for me in regards to learning to live independently, by providing social, emotional and overall general support and knowledge that is helping me to retrain. They are a friendly and supportive and go beyond my expectations. I couldn't ask for a better organisation.

Positive messages I remind myself

1. When feeling down is to always be grateful for how far you have come.
2. In order to move forward into the future you must let go of your past.
3. Everyday is always fresh



Reena's Story

Reena is a garden enthusiast with a particular passion for Orchids. She has been a client of SBcare for many years and during this time she has formed a great relationship with our home maintenance worker, Mark. This bond has given Reena peace of mind as she leaves her home for medical treatment, knowing that her lawns and gardens are well looked after and beautiful. Over the years Reena has had a reduction in her mobility, to accommodate this SBcare has worked with Reena to reduce her garden to a manageable level whilst still maintaining her enthusiasm.

Fred's Story

Fred, one of our aged care clients from the South Burnett community, contacted SBcare looking for help.

Fred has a twin gas bottle set up for his stove which he relies on for cooking, however, once the bottles are empty he was finding it impossible to manoeuvre the bottles himself and was concerned he may cause himself an injury. Fred had approached multiple gas companies to help but they were unable to meet his needs.

SBcare were able to facilitate Fred's needs. He is able to call the office when his bottle is empty and one of our staff members happily exchange the bottles. This has alleviated the stress for Fred and ensured that a member of our community is well looked after.

"Thank you for a great service provided the support worker did a great job in my garden and also blocked a hole in the fence that the neighbour's dog was getting through, I will be happy to have him support me anytime."

"I called to say that I observed one of your workers with a client in the fish shop today. The worker was absolutely beautiful with the young lady and was totally focused and committed to her care. You would have been proud too if you had seen this support."



Olga's Story

Olga attends Brightside in Toowoomba twice per week, it is evident the difference being in a social situation makes to Olga's wellbeing.

When she is surrounded by peers she is happy, vibrant and likes to chat when she can. Here at Brightside we were lucky enough to have some life like baby doll's donated, they are similar in weight, appearance and texture to real babies.

The use of dolls for Dementia patients is widely practiced as a therapeutic intervention, and this is something that Olga loves. She will cuddle, rock and touch the baby, all the while beginning to have a conversation about her younger days. It seems that the use of the baby allows Olga to relax and be present here at Brightside.

Phillip's Story

Phillip is one of our NDIS participants who accesses the Brightside on Victoria Centre each and every week. Phillip brightens everyone's day who has the good fortune to interact with him. Phillip would tell you "that he gets on well with all of the people at Brightside and it has helped with his socialisation". Throughout his time at the centre, Phillip has also been a part of a create and share small group, as well as our new pool competition.

Phillip has said "My time at Brightside has brought me more confidence and peace of mind and I hope to keep coming here indefinitely". Phillip welcomes new faces to Brightside with a big smile and is always up for a good chat with all of our participants. Phillip loves to engage in activities and will give anything a go, some of his favourite activities that have been offered each week are, Brightside outings, Mind Body and Soul and musical entertainment by our wonderful volunteers.



"I was very impressed with the SBcare staff for their care and contact through welfare checks during the COVID-19 isolation period."



"I am very appreciative of the services SBcare provides for my mother, she was feeling quite isolated and in a great deal of pain so I just want to say thank you for the support that you are providing her"



"We are appreciative of all the services that we been provided with and all of the staff have who been so wonderful with our father"



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