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3% Organic grow
A great custome
Be the Employer
Quality care & eff
Highlights



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Our Services

Our Goals



Supported Independent Living Explore our SIL vacancies in QLD, NSW & SA

Mental Health

Services **Mental health services**

supporting individual needs



Support Coordination **Support Coordination** streamlined to your needs



Plan Management

Plan Management providing clarity & peace of mind



Behaviour Support Positive Behaviour Support with person-centred care



Day Programs Fun & engaging day program in Coffs Harbour



Community Participation Flexible opportunities for engaging in the community



Assisted Daily Living

Maximising independence with assisted daily living



Deliver a great **customer experience**

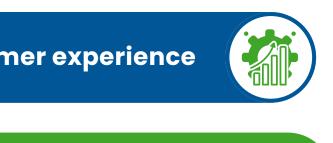


Be the Employer of Choice

Provide **quality care** supported by **efficient processes**



3% Organic growth rate per annum





Chairperson Report ROGER EMMERSON

I am honoured to report on the progress of United Disability Care over the last 12 months.

Our organisation has continued to prosper in this post Covid era and meet the lagging challenges of this period and successfully tackle new issues as they have arisen.

Your Board, Executives and our valued staff have all been dealing with challenges around recruitment in a difficult employment market and the impost of ongoing and significant changes by the NDIA including audits, policies and fees for services provided.

Other challenges such as cyber security, changes to requirements around some programs we administer and the ongoing task of retaining and winning market share in an ever increasing competitive market are ongoing.

Government approaches to the NDIS, particularly around funding and costs, have also changed significantly and I expect this will continue.

I am very pleased to report that our organisation remains financially stable and on a firm basis for the future. Without this we would not be able to deliver the high level of care that we do as represented by our client feedback.



Roger Emmerson Chairman

Most importantly, our clients and their families have been well cared for over the last year. As an organisation this is our purpose and one to which all involved are dedicated. Our surveys show a good level of satisfaction with what we do which is not an easy thing to achieve in disability care.

United Disability Care relies on our people. I cannot give enough thanks to our staff at all levels for your dedication to ensuring our clients are very well cared for through your dedication, skills and application to helping those in need. I particularly wish to acknowledge our dedicated CEO Sylvia Capps and her Executive Team who have handled the nuances and pressures of a changing NDIS with aplomb. The reputation of our organisation is high and this is because of your efforts.

The present environment as most will know is economically challenging and United Disability Care is not immune to cost increases, wage and salary pressures nor Government changes to the NDIS. United Disability Care is very well placed in terms of our finances, structures, staff and skill sets to deal with these issues.

Finally, I'd like to acknowledge our clients and their families whom we serve. Without you we would not exist, and I thank you for choosing us and for giving us feedback and how we can improve going forward.

Chief Executive Officer Report SYLVIA CAPPS

It is once again my honour and privilege to present UDC's Annual Report on behalf of our entire UDC family. It is not unusual for us to get caught up in the day-to-day grind of work, life, relationships and just our daily challenges. But each year, as I take the time to piece together the annual report, I am incredibly humbled at the achievements we have created together. As I share with our team each month in our company induction "Great things in business are never done by one person. They're done by a team of people" - Steve Jobs. This report is a reminder, each year, of the power

of a single purpose and mission and the impact We faced our share of challenges too. We had that we can have on our community, with the incredible staff shortages, as was experienced strength of our numbers. across the whole sector. The people we support, and their families expressed their Our focus this year was on the advancement of our concerns, as providing consistent staff was UDC goals and ensuring that everything we did, near impossible and our engagement of every decision we made, was a step towards brokerage hit an all-time high, spending \$1.7m. achieving our goals. Throughout the report we will We hit the media with some negativity thrown share with you some of our highlights including; our way due to a previous share holder and becoming nationally recognised as a 'Great place director being caught up in a political saga. to work', sponsoring the DSC Conference, assisting While the media will print what they like to get 7 people to live their dreams, the success of our the shock value they are looking for, we stood Service Delivery Conference, just to name a few. united, and our focus never waivered from the But there was so much more to our year and so reason why we are here. Our Vision and our many moments to celebrate. Mission is why we show up day after day, we revel in the fact that, in order to thrive we must • We also created new paths for the sector and also face the hard-hitting challenges too.

- were recognised for our innovation as we commenced the first of it's kind partnership with So, this year, as we look back on the year that the platform providers Mabel and Kynd. was, we celebrate the incredible wins we https://blcw.dss.gov.au/thought-leaders-andachieved, and we embrace the challenges that <u>innovators/</u> made us stronger. To our 420+ support • We commenced support for 138 new people who workers, our support team, our senior leaders, chose UDC as their chosen service provider and the executive leadership team, the board, the with that saw the commencement of 4 new SIL people we support, their families, our partners; homes and 1 concierge. thank you for your contribution, support, belief and for being on this journey with us. Enjoy reading our Annual Report and all that we Sylvia Capps achieved together, and I look forward to seeing you all soon.





- We assisted 57 team members to obtain formal tertiary gualifications, expanding our teams' skills and knowledge to better support the people in their care.
- We passed on to our staff \$121,350 in higher duties payments in recognition of the challenges they face when supporting people infected with COVID. Not because we had to, but because we wanted to, this was our own initiative and was our small way of saying thank you.



Photo: Adrian, Gregory and Ross from NSW at the Moree show.



Board

Executive management team

Management team

Our Team



Board

Management team



Executive management team



Sylvia Capps Chief Executive Officer

Cheryl Craven Quality & Safeguarding Manager



Briony Cole General Manager People & Development







(Community)

Louise Janetski Area Manager (QLD GC & BNE)



Nardarh Warren **Finance Manager**



Rebecca Bannister General Manager Service Delivery



Mark Forrester Growth & Development Manager



Nicole Staff Intake Manager

Angela Hartley Supports Coordination Manager







Photo: Andrew at the Adelaide soaring club as a part of his dream with the Register Your Dream campaign.

3% Organic growth per annum

DSC's NDIS Conference

Biggest Achievements

Biggest Challenges





12

Achieving growth

UDC PROUDLY SPONSORED TEAM DSC'S ANNUAL NDIS CONFERENCE IN SYDNEY

Proud sponsor

Odsc Annual NDIS CONFERENCE

There is no greater recognition than that of your peers and industry leaders and what an honour it was to be selected to be a **Silver sponsor** of **DSC's Annual NDIS Conference**. DSC is one of Australia's leading NDIS peak bodies, specialising in industry training, education, and consulting, aiming to better the disability sector. As a long-standing provider of disability services, UDC is highly committed to providing the best possible service to the people we support enabling individuals with disabilities and their families live fulfilling lives. Doing this along side industry leaders who share your vision and values was a humbling experience. The DSC conference was a valuable opportunity for UDC to connect with other like-minded organisations, share innovative ideas and learn about the latest developments in the disability sector. This opportunity to be a part of a large-scale industry event was something we were extremely excited for.





Being about of the movement of nothing for us without us, aligns with our own service methodologies of person lead support. We share the belief of DSC, that by working together, we can create a more inclusive society that values and supports the contributions of all individuals. At the conference, UDC representatives had the opportunity to attend various sessions and workshops focused on improving disability services. We learned about the latest developments in the sector, innovative approaches to support, and ways to enhance the overall quality of life for people with disabilities. UDC's sponsorship of the DSC conference is just one example of our ongoing commitment to the disability community with the aim of increasing the already high quality of all our services. We are proud to have been a part of this amazing event with the DSC and look forward to continuing to work together to improve the lives of people with disabilities.

Overall, the NDIS conference was a huge success, and we are grateful for the opportunity to participate. We left feeling inspired and motivated to continue our work making this sector the best it can be. We look forward to hopefully once again sponsoring and attending next year's event and continuing to collaborate with other organisations to create a truly inclusive society.

Team DSC





Biggest achievements we accomplished



Biggest challenges the business faced



Better Support

With the increase in Domestic Violence across Australia and to support the changes to Domestic Violence leave, we trained all our leaders and staff support roles in how to identify and support people experiencing Domestic Violence.

UDC Assist App

We custom built our new and improved CRM system, in conjunction with our UDC Asist App, and Phase I rollout. Feedback from the teams has been great and acknowledged that it made our support workers role easier, with access and functionality of the systems.



Free training



We offered fee free tertiary training for all existing staff and all new starters this year.

On Call Team

We implemented above award wages for our emergency on call team members and recognise the importance of what they do.





Communications

We rolled out our new communications tool of Microsoft Teams with great uptake and feedback from our Teams.

Orientation

We introduced a new orientation and induction program to better support our new starters coming in to the business.



Therapeutic Support

Getting therapeutic support to our more rural and remote locations has been a huge challenge, in particular access to Speech Therapists and OT's.



The lack of suitable and **affordable housing** has been a huge hurdle and often, where the people we support live in general rentals, market rent does not accommodate the reasonable rental contribution for those on the disability support pension.

Workforce challenges

Workforce challenges have continued post COVID with **not enough staff available** to provide the necessary supports we need.



The increasing demands on technology use, to meet legislative demands, and the challenge this brings to stay ahead of cyber security threats.

United Disability Care Annual Report 2023





Affordable Housing



Technology Demands

Photo: Renee at bowling competition in Armidale where she got 1st place in a Special Olympics event.

Deliver a great customer experience



Register Your Dream

Good News Stories



Register Your Dream



At UDC our goal is to assist individuals in achieving their aspirations and living a fulfilling life.

We encourage those receiving support from us to share their dreams and aspirations, and we will do our best to make them a reality.

We aim to enable the people we support to Love their lives and Live their dreams.

In 2022-2023, our **Register Your Dream** -campaign made **7 dreams** come true for the people we support. This campaign is purely run with donations only, with some of our dedicated staff members donating weekly from their wages.

If you receive support services from UDC or would like to help make more dreams a reality, you can head to our website to **donate** or **to submit your dream**.

To ensure a steady stream of funds, we utilise our **t-shirts**, which are our fundraising tools to ensure there is enough money to cover each dream item or activity as needed.

We will do everything we can to make sure the people we support can have their dreams come true.

www.uniteddisability.com.au/register-your-dream





Deliver a great **customer experience**





Mary Valley rattler

Lynn - QLD

Lynn fulfilled her dream of going on a dining train tour on the Mary Valley Rattler in Gympie with the help of UDC's Register Your Dream campaign. The staff at Mary Valley Rattler donated a ticket for Lynn, and she was accompanied by support workers Casey and Maureen. The 40km return journey to Amamoor took them across the Mary River through picturesque small towns. Lynn had a fantastic time and found the dream journey perfect from start to finish.



Julia, who had relocated from South Australia to Queensland, fulfilled her dream of visiting the Meerkats at Paradise Country Gold Coast, accompanied by Service Leader Deb. She fed them vegetables, learned about their diet, and took photos with them. They also explored and admired other wild animals in the park, such as koalas, dingoes, horses, and sheep. "I finally got to pat the meercats, best day ever", Julia said at the end of the day.



Meercats at Paradise Country





Andrew from South Australia had always dreamt of soaring through the skies in a glider. These sophisticated small aircraft can reach incredible speeds of up to 300kph. Thanks to our support worker, also Andrew, his dream became a reality. Andrew the support worker donated his time, and with the help of the skilled pilots and volunteers at the Adelaide Soaring Club, Andrew's experience was unforgettable. We extend our heartfelt gratitude to everyone who made this possible.



Reg absolutely loves all superheroes, especially Superman and Spiderman! With the help of the amazing support worker Kristy, we were able to give Reg's room a superhero makeover.

Kristy did the decorating and Reg was so happy with the result. The first thing he now does with all visitors is showing them his new room.

Bedroom superhero makeover

Rhonda - NSW

Rhonda celebrated her 40th birthday by fulfilling her dream of having a night away. Rhonda and service leader Amy stayed at Mantra on Salt Beach resort, enjoying a spa treatment, and a two-course lunch. Rhonda had an amazing experience, with a fantastic room that had its own spa and a lovely view. Rhonda and Amy also enjoyed a dinner at the bistro, followed by a walk and buffet breakfast at Salt Village. What a perfect getaway.



Dale - QLD

Dale, from QLD, had a long-standing dream of revisiting his former hometown, **Toowoomba**, to reconnect with old friends. Dale's wish came true, and he was accompanied by service leader Peter and support worker Mick on his journey. It was a day filled with joy as Dale visited places that held cherished memories and reunited with dear friends. The perfect day was topped off with a delicious lunch at the Meringandan Hotel.

Toowoomba trip

Gavin - QLD

Gavin from Queensland visited the Gold Coast Car Museum with support worker Mick. Gavin was impressed by the vast collection of vintage and modern cars. The museum enabled him to enjoy his passion for cars and Australian motorsport history. The highlight of his visit was seeing Peter Brock's actual racing car, which is one of his all time favourites.









Getaway at Mantra



Good news story





THE CARTWRIGHT BROTHERS ACHIEVE MAJOR LIFEGOAL

Dane and Matt are our Cartwright brothers. They first started receiving support from UDC in 2013 when they were just teenagers still living with Mum and Dad. They would come for respite on the school holidays and Mum and Dad would get some time to breathe and find themselves a little again.

It was in 2015 when Dane transitioned into our **Nunyara Supported Independent** Living home, and Matt stayed at home with his family. When it was Matt's time to also move into a Supported Independent Living home, UDC was unable to place him, and Matt was moved to a home separate from his brother.

For years the family worked tirelessly to spend equal amounts of time with both brothers and did what they could to bring them together as much as possible, always with the vision that one day they could again live together. At one point, the family considered building their own home as they tried to finds ways to find a family approach to living in supported accommodation.

After 9 years of living in separately, the Cartwright brothers were able to achieve their family dream of living together once again, in one of UDC's in Northern New South Wales, Support Independent Living homes.

Their reunion on May 1st of this year compassed pure joy, as the brothers have the ability to spend time together every day. This new arrangement has allowed them to strengthen their sibling bond, share meals, and enjoy movies together.



The brothers' parents are also thrilled with the change as it's now easier for them to visit and spend quality time with their sons. No longer having to split their time between two homes more than 30mins apart. The Cartwright's can now enjoy meals and movies together in Matt's spacious room, with less time travelling back and forth, their family time is now quality as wells as quantity. Now don't get us wrong, like any siblings Matt and Dane share good times and bad, they laugh, they argue, they enjoy each other's company and then they get sick of each other. But that is the beauty of family, friendships and the unique bonds that brothers have.





This story and others like it, is a reminder of the importance of family and how much joy can come from being able to spend time with loved ones. It is the reality of choice and control, and of choosing who you live with. The Cartwrights' new living arrangements have allowed them, as a family, to make up for lost time and enjoy each other's company every day. The reunion has not only benefited the brothers but also their parents, who can now easily visit them and create lasting memories together. It's heartwarming to see how this reunion has brought the family even closer, and we wish them all the happiness in the world.



Good news story

CREATING A WELCOMING HOME AT OASIS: KEELY'S STORY

This year we commenced supports to a new Supported Independent Living home called Oasis.

Keely had recently moved out of her family home and was living alone and things were really not going as well as everyone had hoped. While Keely was excited to move out of her family home and be independent, it was a big empty house and finding regular workers was tough on the family. UDC quickly worked on finding Keely some suitable housemates which had Keely extremely happy.



When she met her house mate for the first time, she couldn't wait for them to move in and wanted to make them a special house warming gift.

Keely learnt that her new house mate loved cats, so she brought blanket making kit that had cats on it. Keely loved spending time making a heartfelt gift for her new house mate. The blanket kit required her to sew 2 fabric pieces together attach the fabrics together and finish it off with tassels.





Keely also drew on a blank canvas a sign saying "welcome to your new home" and presented to her new house mate on her first day in the house. Not only was this a memorable moment for Keely with happy memories, it is a reminder of what it means to love where you live, who you live with and getting to reach your goals of living independently and creating lasting friendships.

Be the Employer of Choice



Star employees of the year

Great Place to Work

Photo: Reginald in his new superhero themed room with support worker Kristy.



Our outstanding staff

THE STAR EMPLOYEES OF THE YEAR

In appreciation of our amazing staff, we regularly recognise the amazing work they do. These amazing staff members were nominated and recognised for the excellent work they do on a daily basis.

Margarita **Support Worker**

Margarita is the most beautiful and kind person to speak to - you can feel her passion and empathy when you talk to her, and her face lights up when she talks about her job. She is a true asset to UDC and deserves to be recognised for her selflessness and love for her job. There couldn't be a more worthy candidate for recognition!



Sharon Support Worker

Sharon has a strong work ethic and a kind, caring nature that shines through in her work every single time she comes to work. Sharon takes time to teach and guide new staff and enjoys learning new skills that help the services to run efficiently. Always here with a smile and a laugh she brightens everyone's day all whilst doing her job to the highest standards every single time.

Julie **Service Leader**

Julie works by UDC's values it is very apparent in her work and work ethic. Any work is always done to best of her ability Julie and always more than happy to inject her knowledge and skills as an experienced Service Leader to help make a difference. Julie has created a wonderful rapport with the people we support and her teams and office staff with great communication skills which has created trust and enjoyment with all those she works with.



Damian **Support Worker**



Damien has been an outstanding member of our team since his arrival last year. His unwavering awareness of person lead approach is truly inspiring to us all. Damien effortlessly includes the people he supports in their own pursuits of happiness, individual expression and advocates on their behalf for a consistent standard of care. Damien's level of awareness and critical thinking is highly valued, with his outstanding dedication to UDC's values.

Erika **Support Worker**

Since joining our team in March, Erika has demonstrated exceptional adaptability and a fantastic collaborative spirit. Despite being new to a disability structure with no prior experience, she jumped right in with enthusiasm and eagerness to learn. Erika's been an incredible asset to her team, providing support wherever it's needed. Her colleagues and those she's helped support have had nothing but positive feedback since she started.



Support Worker During a hospital stay, Jonathan compiled a list of ways to assist one of our clients. Drawing on years of personal interaction and careful observation, Jonathan displayed a touching level of sensitivity to the individual's needs. His suggestions included practical measures to educate other staff members, helping to provide a comfortable and familiar environment for the person in question. This approach perfectly aligns with many of UDC's values, and serves as a positive reminder of the power of empathy and compassion. Despite the unfortunate situation,

Helen **Support Worker**

Helen's dedication and willingness to assist are unmatched. She's always available to lend a helping hand when needed. Helen remains optimistic and inspires those around her. Helen is always willing to take on additional shifts and our clients are eager to see her when she comes on shift and look forward to enjoying her amazing cooking. Helen is a valuable addition to our team, and we're fortunate to have her.

Kristy

Support Worker

Kristy is a highly valued member of our staff who demonstrates our values and offers exceptional support to the other staff and the people we support. Kristy is always willing to take on new challenges and offers assistance without being asked.

She consistently has the best interests of our clients and fellow support staff in mind, making her an invaluable member of the team.





Jonathan

Jonathan's effort was a true highlight.

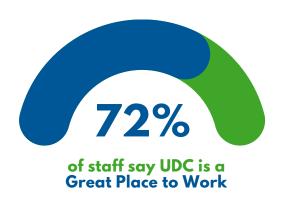


Joyce **Senior Coordinator**

Joyce has recently taken on the Senior Coordinator role for the Mid North Coast and seamlessly embodies all of UDC's values. Her impact on the team's culture has been significant and her positive attitude is contagious. Joyce's leadership drives the team forward, and her ability to motivate and inspire her colleagues has been truly remarkable. Joyce has been an outstanding addition to the team and we are incredibly lucky to have her as our Senior Coordinator.

Be the Employer of Choice

UDC'S JOURNEY TO "GREAT PLACE TO WORK" CERTIFICATION





of staff say their work has special meaning: this is not "just a job" People will often ask what the key to success is, in operating as a disability service provider. The answer for UDC is and has always been our staff. When people choose to work or receive supports from UDC it may have started from a marketing campaign, word or mouth, an event, but you can guarantee that the reason that they stay is because of the incredible team of caring and dedicated staff we have.

Become an Employer of Choice

This is an amazingly rewarding yet challenging industry to work in, it has extreme highs and extreme lows and often the unsung heroes of our workforce can get lost in the care, legislation and even politics of a government run, care driven insurance scheme. At UDC we not only understand, we want to shout it from the roof tops, the importance of the role of our staff.

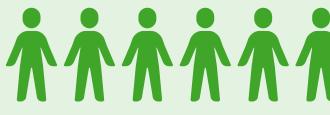




Become an **Employer of Choice**

The planning to **'Be the employer of choice'**, started in 2019 when we were resetting the organisations strategic directions and goals. Throughout the 2 day workshop, there was never a doubt about the importance of making sure that everything we did, was to embrace the goal of being the employer of choice. We took some time in the next few years to really focus on our culture and understand what we do well and where we need to improve. While we recognise that have come a long way and we are proud of our achievements, we are only still part way there.

8 in 10 UDC staff say they feel good about ways they contribute to society



In April 2023 we hit a huge milestone, we were certified as a "Great Place to Work". This certification is a formal and nationally recognised process in which our staff participant in detailed surveys, facilitated by the <u>Great Place to Work</u> team to rate us on every aspect of our business and our focuses. Our staff told us that UDC is a great place to work for many reasons:

- Our connectiveness to what we do and the community
- Ingraining a family vibe amongst the whole team
- Being agile in responding to the many political and environmental changes the industry experiences
- Having a clear vision and knowing who we are
- Living by our values, promoting kindness and support
- The gift of providing regular feedback with communication vital to our workplace culture
- Providing efficient processes and service that we can be proud of and
- Most importantly, having great people! Ultimately, our people are our greatest asset.

ways they contribute to society

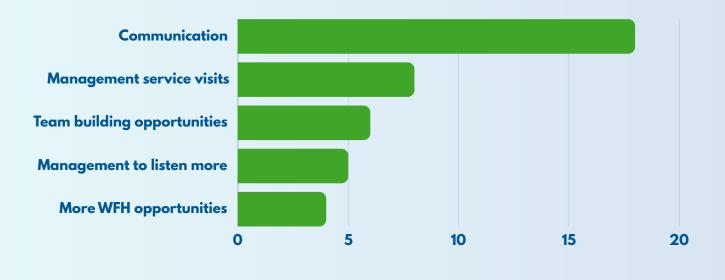
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Become an **Employer of Choice**



This recognition signifies that we are more than just a disability service provider. We are committed to creating a workplace that is focused on Integrity, Collaboration, Respect and Empathy, as well as providing exceptional support to the people we care for.

163 staff responded to what they would like to improve in their workplace:



The dedication, commitment and the passion of our teams is what make UDC what it is—a Great Place to Work. Our journey to becoming a "Great Place to Work" is an important step in our journey of becoming an Employer of Choice in the future.

With this recognition also assisting us in ensuring our organisational vision of helping the people we support to love their lives and live their dreams is endorsed in the best possible way.

Here's to UDC - a Great Place to Work!

⊕ Great Place to Work

Photo: Doug from SA visiting the South Australian Aviation Museum.



Quality care & efficient processes



Service Delivery Conference







Quality care & efficient processes

UDC'S ANNUAL SERVICE DELIVERY CONFERENCE



UDC's Annual Service Delivery Conference: Improving service delivery across Australia through Active Support and empowered leadership.

This year marked our 4th UDC Annual Service Delivery Conference bringing together over 50 service delivery leaders across Australia to exchange ideas, share their experiences and learn from one another as well as our wonderful speakers. The conference featured a range of keynote speakers, presentations, workshops, and panel discussions all aimed at enhancing the quality-of-service delivery across the country, enabling the people UDC supports to live fuller and more independent lives.

In line with our goal to 'Be the employer of choice', we realise that great leaders are not born, they are made. Like a muscle, leaderships needs to be developed on a regular basis, we need to get uncomfortable to grow and continue to re-define the shape of our leadership team. We also recognise the continuous need to adapt and change our approach, so that we don't plateau in our journey to reach our goals.



The attendees were all in agreement that the Executive Panel, was one of the highlights of the conference. We placed the executive leadership team in the spotlight and allowed the attendees to ask the UDC's executive's robust questions and challenge the the way we do things. There was nothing off limits and the service leaders demonstrated great leadership skills and courage by raising challenging matters for discussion. Many valuable insights were shared, and attendees walked away with different perspectives and a greater understanding of the business and the insurance scheme behind the care.



Overall, the 4th Annual Service Delivery Conference was a huge success and an excellent example of the dedication and hard work of our service leaders. The value we get from this event each year is priceless and it has fast become the most valuable event on our annual calendar. It is inspiring to see the passion, commitment and huge potential that our leaders have to offer. We can't wait to see what next year brings.

⊕ Careers at UDC ■

Photo: Ben from QLD visiting the Ipswich Nature Centre.



Highlights

2022-2023 Highlights

United Disability Care Annual Report 2023

40

2023 Highlights

3% Organic growth rate per annum

We performed

Introduction of

new

.ivina

Supported

homes and

Independent

orientation hours for our ew workers

5

155

was achieved

\$5.1m

in new

business

New team members hired

2023 Highlights

Be the Employer of Choice



We reduced excessive leave by

for better work life **balance** reducing burnout amongst our teams

\$121,350

paid in higher duties to our staff for providing support to COVID positive people

Ireams

came true

quotes for service

2,212

completed in 12 months

United Disability Care Annual Report 2023



concierge

Number of people we support



615,000 hours of support

provided

Continuous improvement items increased by

35%

Our IT team made 22206



calls of support to assist our staff and responded to



41



Our **Payroll team** accomplished

7,900

different audit items supporting efficient and accurate payroll outcomes

10,422

training courses completed via our

U-Learn system





people to more senior roles for succession planning

2023 Highlights Quality care & efficient processes

After hours and emergency calls in the year

3.494



compliance with restricted Practice Reporting

Photo: Ladies from two Supported Independent Living homes in NSW got together to celebrate Amber's birthday.





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United Disability Care



