



ANNUAL REPORT 2024-25



**Multicultural
Care**

Over 30 years
of Cultural Care
& Connection



**Multicultural
Care**

Over 30 years
of Cultural Care
& Connection

Contact

Phone: (02) 9718 6199

Email: admin@mc.org.au
CLO@mc.org.au

Office: Suite 2.01 Level 2 16-24 Elsie St,
Burwood NSW 2134

Hours: 9am – 5pm, Monday to Friday

multiculturalcare.com.au



Acknowledgment of country

Multicultural Care acknowledges the Traditional Custodians of the Country and recognises their ongoing connection to the land, sea, culture and community. We pay respect to Elders past, present and future, and with gratitude we celebrate the collective wisdom of our diverse community.

CONTENTS

About Multicultural Care	4
Our vision, purpose and values	6
A message from the Chair and CEO	8
Our year at a glance	10
Client survey results 2024	12
Our services and programs	14
Case studies	18
Andreas' Story: – HCP	20
Giuseppina's Story: – CHSP/CBR	22
Palma's Story: Volunteer	24
Sok's Story: NDIS	26
Denise and Robert's Story: STRC	28
Abdel's Story: Care finder	30
People and Culture	32
Total clients and service hours	33
Our Team	36
Current Executive Team	37
Financials and Committee Reports	40
Finance and Audit Committee Report	42
Risk and Compliance Committee	43
Annual Financial Summary	44
Annual Financial Position Analysis	45
Board and Committee Members	46
Our Advisory Bodies	49
Acknowledgement	50

ABOUT MULTICULTURAL CARE

Multicultural Care is a not-for-profit provider of aged and disability care services, proudly serving Sydney's diverse communities for over 30 years. We specialise in supporting people from culturally and linguistically diverse (CALD) backgrounds, ensuring inclusive care for individuals from all walks of life.

Funded by both the NSW and Federal Governments, we deliver services to older Australians and, through the National Disability Insurance Scheme (NDIS), to people aged 18 and over living with disability. Our support is also available through private funding.

We provide care regardless of cultural background, religious belief, gender identity, or sexual orientation including CALD individuals, Aboriginal and Torres Strait Islander peoples, people with disabilities, and members of the LGBTIQ+ community.

Our approach centres on promoting independence at home and beyond. We tailor care plans to each client's unique needs and continuously adapt them as circumstances change. For those facing additional challenges due to language or cultural barriers, living independently with the right support is especially vital to wellbeing and fulfilment.

Delivering high-quality, consistent care starts with our people. We recruit and retain skilled, compassionate, and culturally aware professionals who embody our values of compassion, authenticity, respect, and engagement. Wherever possible, we match clients with support workers who share their cultural heritage and speak their native language fostering not just effective care, but genuine connection and trust.





VISION

To be Sydney's foremost provider of home health care services, delivering tailored and respectful care to all communities.



PURPOSE

- Making time to get to know you, and creating care plans that are fit for your cultural, spiritual, physical, emotional, and social needs and goals;
- Working in partnership with you, your family, your community, and healthcare professionals;
- Investing in our people to bring you skilled care professionals, you can have confidence in;
- Providing a range of culturally specific direct care services to individuals from a range of diverse backgrounds;
- Ensuring we operate a sustainable business that optimises our people, physical and financial resources effectively and efficiently.

VALUES

COMPASSION

We show empathy and understanding in all our interactions.

AUTHENTICITY

We are genuine and true in every action and relationship.

RESPECT

We honour the human dignity, rights, and worth of every individual and treat others as we would want to be treated.

ENGAGEMENT

We foster meaningful connection and collaboration.





A MESSAGE FROM THE CHAIR AND CEO

A Year of Strategic Transformation

This year has been one of transformation and resilience for Multicultural Care. As we continue to serve Sydney's diverse communities with compassion and purpose, we've taken bold steps to strengthen our organisation and prepare for the future of aged and disability care.

A major sector-wide shift, the introduction of the Support at Home Program, was initially scheduled for July but has now been deferred to 1 November.

This delay has created uncertainty across the aged care landscape, impacting planning and service readiness. At Multicultural Care, we've used this time strategically to reshape our organisation, ensuring we are well-positioned to deliver under the new model.

We undertook a comprehensive restructure, starting at the Executive level, to build a structure that is fit for purpose and staffed by individuals with the skills and leadership capacity needed for the future. Our focus has been on capability, agility, and alignment with our values.

Staff workshops were held to increase awareness and understanding of the reforms, reinforcing our culture of transparency and shared accountability. These were initially led by the CEO and later continued by the COO to ensure consistent communication across all teams.

Beyond structural reform, we advanced key initiatives across our operations:

- A Finance Processes Manual was drafted to enhance standardisation and transparency.
- We initiated the formation of an ICT Committee, leveraging the expertise of our Board Directors to guide our digital transformation—an essential enabler for future service delivery.
- Our commitment to governance remained strong, with regular updates to the Board on regulatory changes, timely documentation, and active succession planning for key committee roles.

We also celebrated growth and recognition:

- Our client base expanded, and we deepened our partnerships with community organisations and sector stakeholders.
- Multicultural Care was named a finalist in the 2024 Western Sydney Awards for Business Excellence (WSABE) in both the Diversity and Inclusion and Outstanding Community Organisation categories.
- We were honoured with awards recognising the invaluable contributions of our volunteers.

Diversity and inclusion remain at the heart of everything we do. We continue to provide culturally responsive care to CALD individuals, Aboriginal and Torres Strait Islander peoples, people with disabilities, and members of the LGBTIQ+ community. Our workforce reflects the communities we serve, and we are proud of the empathy, cultural awareness, and professionalism our staff bring to their roles every day.

We extend our deepest thanks to our staff, whose dedication and compassion are the foundation of our success. To our Board members, thank you for your strategic guidance and unwavering support. We also acknowledge the NSW and Federal Governments, and our funding bodies, for their continued investment in our mission.



Emanuel Valageorgiou

Chairperson of the Board

Dr. Rosy Walia

Chief Executive Officer

Looking ahead - our Vision for 2026

As we move into 2026, our focus will be on:

- Seamless implementation of the Support at Home Program
- Continued investment in workforce capability and digital transformation
- Strengthening partnerships and community engagement
- Enhancing governance and operational excellence
- Deepening our impact through inclusive, person-centred care

Multicultural Care is ready for the future – grounded in purpose, guided by values, and driven by the belief that everyone deserves care that respects their culture, identity, and dignity.

OUR YEAR AT A GLANCE

We are so proud of our staff for being recognised as finalists in the Western Sydney Awards for Business Excellence (WSABE). Our team was nominated in both the Diversity and Inclusion category and the Outstanding Community Organisation category, and we are honoured to receive this acknowledgment.



Proud 2024 finalists Western Sydney Awards for Business Excellence (WSABE)

In addition to our success at the WSABE Awards, we were honoured to be named Volunteer Team of the Year by the City of Burwood.



Inc.1874



***Successful NDIS audit**

In late 2024 we passed the NDIS Extension Audit for the additional service codes we required to expand our service to people with a disability. Our team successfully met every requirement within the timeframe provided. It was a great effort, and thanks to the team for all their help. We also want to acknowledge Rameesha for her in-depth knowledge of the NDIS system and procedures. **If you know anyone who needs disability services, please contact our team.**



2024

July 2024

Finalisation of the new Strategic Plan for 2024–2027

August 2024

- First iteration of Strategic “Plan on a Page” finalised
- Values Workshop conducted by independent consultant with BSS and office staff with the aim of developing values that authentically represent our commitment to each other and the community
- Additional funding received for Care Finder, enabling recruitment of additional positions and expansion of language services

October 2024

- Successful application for CHSP Growth Funding Round commencing services from 1 November 2024
- Secured subcontractor role in Single Aged Care Assessment System tender
 - Agreement signed with one organisation; scope confirmed for NSW Regions 1 and 2
 - Six positions allocated: 2 clinical and 4 non-clinical
- Participated in pilot program for Quality Indicators until mid December 2024

December 2024

NDIS Scope Extension Audit passed*

2025

January 2025

- We began an independent consultation for our business restructure to get ready for the new Support at Home program
- Unit costing completed for STRC
- Execution of subcontract with CHL for Single Assessment Service

April 2025

Executive level restructure commenced

May 2025

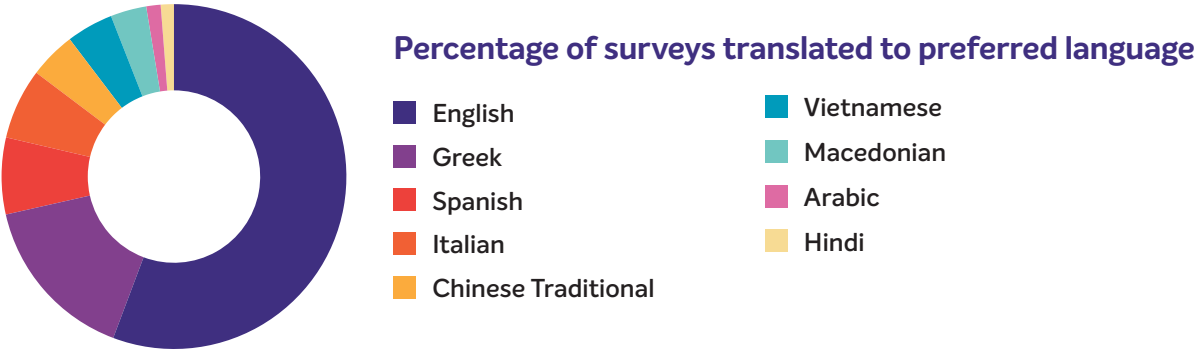
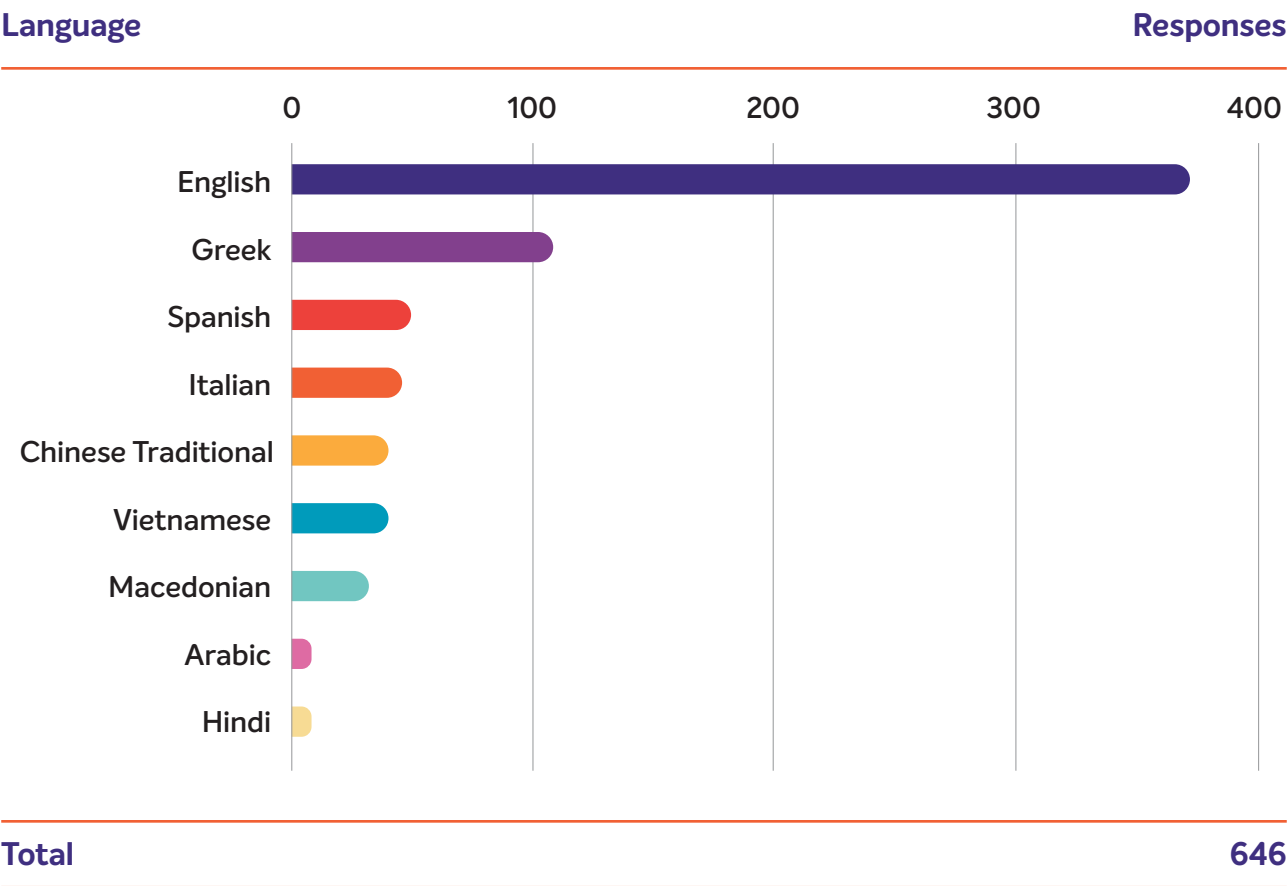
We had our Commonwealth Home Support Programme funding officially extended for 2025 – 2027. This meant we could continue providing much needed care services to the community.

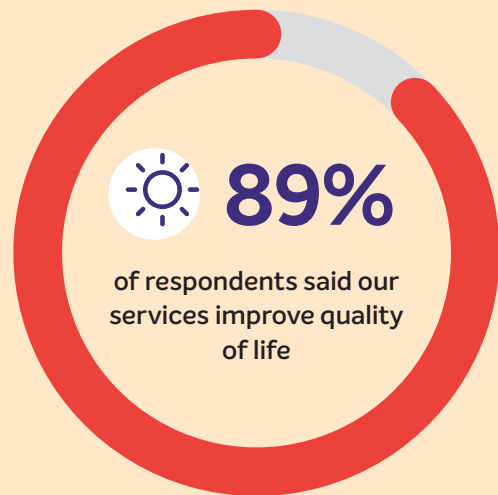
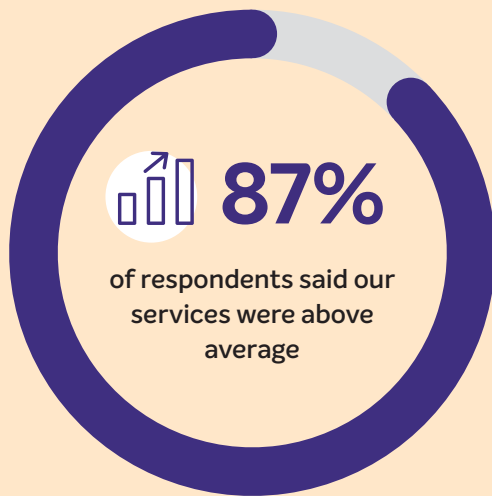
June 2025

Operational Roadmap and Enablement Services Roadmap developed for Support at Home readiness

2024 CLIENT SURVEY RESULTS

In December 2024, Multicultural Care distributed over 700 surveys to clients. As of 12th February 2025, we received 169 responses out of 646 sent. The surveys contained 24 questions pertaining to Multicultural Care’s services and were translated into 9 separate languages:







MULTICULTURAL CARE

OUR SERVICES AND PROGRAMS

GOVERNMENT FUNDED

*non-government funded



Home Care Package Program

Home Care Packages are one of the ways that older Australians can access affordable care services to get some help at home. They are designed for those with more complex care needs that go beyond what the Commonwealth Home Support Program can provide. There are four levels of care, which provides greater flexibility of services.



Commonwealth Home Support Programme

The Commonwealth Home Support Programme (CHSP) supports older Australians to maintain their at-home independence and community connections for as long as possible. It can also support carers of older Australians by providing opportunities for respite. Support provided at home is for entry-level needs, focusing on daily living requirements like personal care, domestic assistance and transport.



Aged Care Volunteer Visitors Scheme

Volunteering is a way to give back to the community, to extend your social network, and to utilise your skills and experience in new and exciting ways. At Multicultural Care, our aim is to offer volunteering opportunities that deliver real community change whilst celebrating diversity. We offer opportunities for training and development, and ensure all our volunteers are supported to reach their potential. Multicultural Care delivers the program in Inner West Sydney, South West Sydney, and South East Sydney.



Disability Care Services

One in four Australians living with disability do not speak English. Multicultural Care is registered to provide services and support to people 18 years and older living with a disability who have a funding package under the National Disability Insurance Scheme (NDIS). We can pair you with someone who understands your specific cultural needs and communication preferences. Some of our available support services include: support coordination, assistance with household tasks and personal care, social outings and activities, everyday life skills development, in-home respite and occupational therapy.



Short-Term Restorative Care

This program provides early intervention to reverse or prevent functional decline and the loss of independence for older people. STRC is culturally tailored, focussed on an individual's goals and particular therapies. It is available in 8 week blocks.



Care finder Program

Our Care finder program is funded through the South West Primary Healthcare Network. Our Aged Care Connectors can help you access aged care support in your language. The service is free and independent. Care finders help eligible older Australians access services and other relevant community supports. The program, available to South West residents, helps vulnerable older people navigate the aged care system and find support services. Our care finders can help with talking to My Aged Care and arranging an assessment, providing support at the assessment, finding and short-listing aged care providers in their area, completing forms and understanding aged care service agreements, checking-in to make sure everything is OK, solving other challenges and connecting to supports in the community.



Veteran's Home Care Program

The program provides a small amount of practical help at home for eligible Australian veterans and their family members who wish to continue to live independently. If you are a Gold or White Card holder living at home and have been assessed as needing Home Care assistance by a VHC Assessment Agency, you may be eligible for support through VHC.



*Privately funded services

If you're not part of a government funded program, our specialist Care Partner team receives your homecare enquiry directly from you, a referral or family member. We will discuss your specific care requirements with you and get to know your needs and wishes. We will provide information on the package of services that are available to you depending on your level of care needs, as well as an outline of costs.



MULTICULTURAL CARE

CASE STUDIES



Home Care Package Program

ANDREAS' STORY

Reconnecting Through Care

For more than four decades, Andreas has been part of the Earlwood community in Sydney's inner west. As the proud owner of a Greek biscuit shop, he was known for his kourabiedes – a buttery shortbread dusted with sugar, that brought joy to generations of local families. One of those families ran the milk bar next door, and as a child, Rouba remembers pressing her nose against the shop window, waiting for her father to buy her and her siblings a treat.

Life has a way of circling back. More than 40 years later, Rouba met Andreas again only this time not as a neighbour, but as his support worker through Multicultural Care.

Rouba, now a team leader with over ten years of experience at Multicultural Care, recalls the moment clearly.



“One Friday afternoon, I was asked to provide support to Andreas. As we walked along Homer Street, I pointed to the Greek biscuit shop and said, ‘Look, it’s still there.’ To my surprise, Andreas walked straight inside and said, ‘Follow me.’ The people inside knew him well. That’s when he told me it was his shop, the same one I remembered from my childhood. After forty years, here we were, reunited. He gave me kourabiedes and said, ‘Share them with your family.’”

For Rouba, the experience was more than a coincidence. It highlighted the deep, personal connections that Multicultural Care helps foster across cultures and generations.

Support at Home: Independence with Dignity

Andreas receives services under the Australian Government's Support at Home program (Formerly known as the Home Care Package Program). These services are designed to help older Australians remain in their homes and communities for as long as possible, with the dignity and independence they deserve.

Through Multicultural Care, Andreas receives tailored assistance that respects his cultural background and personal needs. This includes support with daily tasks, companionship, and access to social activities, services that not only meet practical needs but also nurture emotional wellbeing.

Rouba explains: “It’s not just about the tasks we do; it’s about building trust and relationships. For Andreas, sharing his story and his culture is as important as the care itself.”

“

It really is a small world,
and it's a privilege to be
part of these journeys.

”

The Human Side of Care

For Andreas, having access to a Home Care Package has provided more than assistance it has provided continuity. It allows him to keep living in the community he helped shape, surrounded by familiar streets, neighbours, and memories.

For Rouba, the program highlights the importance of culturally responsive care. As someone from an Arabic background, she understands firsthand the importance of food, tradition, and storytelling in creating a sense of belonging. “We don't just care for clients,” she says. “We connect with them as neighbours, as friends, as people with shared histories.”

The Home Care Package program is built on a simple but powerful principle: that older Australians, no matter their background, should be able to age with dignity, choice, and connection. Multicultural Care brings this to life by pairing government funding with a personal, culturally sensitive approach.

Andreas' story is a reminder that aged care is not just about services delivered, but about lives touched. Through programs like Support at Home, clients can remain active participants in their communities and sometimes, as in Andreas and Rouba's case, to rediscover long-lost connections.

“It really is a small world, and it's a privilege to be part of these journeys.”



Commonwealth Home Support Programme

GIUSEPPINA'S STORY

Finding Connection, Culture, and Care

When Giuseppina (Gi) first arrived in Australia from southern Italy in 1965, she carried with her the resilience of her Calabrian upbringing and the hope of building a better life. Like many migrants of her generation, she followed a family pathway: her brother migrated first, then her father and sisters, and finally she joined them in Sydney. Over the years, she worked hard as a machinist in the clothing industry, often enduring 12-hour days sewing men's trousers. Reflecting on those years, Giuseppina marvels at her own stamina and determination, saying, "I don't know how I did it."

Now in her later years, Gi enjoys a different rhythm of life. Living in Croydon Park, she has embraced the support available through the **Commonwealth Home Support Program (CHSP)**. For more than a decade, she has been receiving weekly services that help her live independently while staying connected to her community.

The Value of Support

For Gi, support is more than just practical assistance. It is companionship, cultural connection, and a way of keeping life joyful. Each week she looks forward to seeing Gina, her support worker, who not only helps with personal care but also cooks authentic Italian meals. "She's lovely, wonderful – her cooking reminds me of home," She shares. Favourite dishes like spaghetti, lasagna, cannelloni, and slow-cooked Bolognese are not just meals but moments of comfort that connect her back to her heritage.

These experiences go beyond obligation. The care worker explains that she often volunteers extra time to cook traditional Italian dishes because she sees how much joy it brings to clients. This spirit of generosity, combined with Multicultural Care's supportive leadership, creates an environment where workers feel valued and clients feel respected. As Gina puts it, "Making people happy is the most important part of my job."

Staying Active and Social

One of Gi's greatest joys is the social outings organised through the program. She and her sister, who also attends despite living with dementia, take part in bus trips to parks and picnics in the sunshine. These activities are a lifeline, offering both a change of scenery and opportunities to connect with others.

"Seeing my sister happy makes me happy...without this, she'd be stuck inside the home. Being around people helps with her memory and keeps her from feeling isolated."

For Gi, the benefits extend beyond her sister's wellbeing. She knows from experience that staying at home alone can lead to loneliness, depression, and even early dementia. Her advice to others is simple yet powerful: *"Go out. Make friends. Enjoy life and be happy. Dance, sing, have fun – life is short."*

As someone who describes herself as "half Italian, half Australian," Gi treasures Sydney's multicultural character. This appreciation shines through during Multicultural Care's annual end-of-year parties, which bring together clients from Italian, Chinese, Arabic, and many other cultural backgrounds.

The events are filled with music, food, and dancing – from traditional Italian tarantella to belly dancing. "We always have a good laugh," she says, joking that next time she hopes to see a male belly dancer added to the program. For her, these celebrations are more than entertainment; they represent harmony, respect, and a sense of belonging across cultures.

“

I feel happy, I feel
cared for, and I feel
part of something.

”



Strength in Community

After her grandchildren grew up and moved out, she found herself feeling lonely. Joining Multicultural Care’s social activities gave her the motivation to keep active and engaged. She now encourages others in her community to embrace support services early, before loneliness becomes overwhelming.

Her reflections are shaped by family experience: she has seen how isolation can promote a quicker decline in mental well-being. By staying connected, she says, older people can maintain both physical and emotional strength. “Socialising is the best medicine.”

Like many migrants of her generation, Gi also reflects on the changes she sees in Australia today. After living independently for several years, she recently moved back in with family, partly due to the rising cost of living in Sydney. She worries about the challenges younger generations face in buying homes, contrasting it with her own era when, after years of sacrifice, migrant families could afford to purchase property.

Despite these challenges, she remains deeply grateful for her life in Australia. Returning from trips overseas always reminds her how special Sydney is – a multicultural city where traditions from around the world sit side by side.

Looking Forward

Gi’s story is a reminder of the importance of culturally tailored aged care. Through the Commonwealth Home Support Program, Multicultural Care provides not only essential services but also the joy of connection, the comfort of shared culture, and the dignity of independence.

These supports have turned later life into a chapter rich with friendship, laughter, and belonging. “I feel happy, I feel cared for, and I feel part of something,” she says.

Her words capture what Multicultural Care strives for every day: ensuring that older Australians from all backgrounds can age with independence and stay connected.

CASE STUDY

Volunteering Program

PALMA'S STORY

The Heart of Volunteering

When you meet Palma, you are struck by her warmth, humility, and a strong sense of community that has guided her throughout her life. Palma, born in a small Italian town and migrated to Australia with her family in 1971. She was only five years old when her father first made the journey in 1970, followed soon after by Palma, her mother, sister and two brothers.



Life in rural New South Wales was shaped by hard work and deep family bonds. The family became share farmers, growing tobacco and produce, and like many migrants of their generation, they learned to rely on resilience and the strength of community. “Family was everything,” Palma recalls. “The smallest feast, shared together after a season of work, meant so much.”

It was during these early years that Palma first experienced the value of people coming together, helping one another, and sharing what they had. These values have stayed with her ever since and today, they underpin her role as a dedicated volunteer with Multicultural Care.

Volunteers: A vital part of our industry

After building her own family here in Sydney, Palma felt a strong desire to give back to the community. For her, volunteering is not about recognition, but about carrying forward the principles of connection and generosity she grew up with.

“I like giving back because I was raised like that,” she says simply. “It’s rewarding when you give, because somebody else benefits. Everybody has something to bring to the table, it’s a team effort.”

For Palma, volunteering is not just an activity, but a way of life. It is about creating spaces where people feel valued, supported, and connected, regardless of their cultural background.

Multicultural Care relies on volunteers like Palma to bring richness and diversity to its programs. From providing companionship to assisting at cultural events, volunteers extend the reach of services funded under programs like the Commonwealth Home Support Program (CHSP).

While support workers deliver essential care and support, volunteers bring an added layer of warmth and interesting conversations. As Palma explains, “Everyone has their own purpose. It might be small, but it matters. Even one little contribution can change someone’s day.”

For many older people from culturally and linguistically diverse backgrounds, this personal connection is just as important as practical support. Volunteers bridge gaps, create friendships, and strengthen community ties.

Lessons From the Land

Palma’s volunteering philosophy is rooted in her upbringing. On the farm, neighbours – many of whom First Nations workers, helped each other through tough seasons of drought, flood, or fire. At the end of the harvest, everyone would gather to celebrate and eat together, no matter their background.

“That sense of community stays with you,” she reflects. “It doesn’t matter if you’re from a different culture or faith. Everyone has something to share, and everyone deserves respect.”

This outlook has translated seamlessly into her work with Multicultural Care. She likens volunteering to preparing a fruit salad: “Every culture is like a different fruit. Each brings something unique, and when you put it all together, it’s beautiful.”

Through volunteering, Palma has seen firsthand how small acts of kindness can have a ripple effect. Whether it’s supporting a community event, lending a listening ear, or helping clients connect to their cultural traditions, the impact is felt far beyond the immediate interaction.

She notes that many older people face isolation, especially those with limited English or who have lost partners and close friends. “Volunteers bring the outside world in,” she explains. “We remind people they are not forgotten, that they are part of a bigger family – humanity.”

Her words reflect what research and lived experience both show: that social engagement is a critical part of healthy ageing. Volunteers play a vital role in making this possible.



“

When you work as a team whether it’s family, friends, or community you achieve something bigger than yourself.

”

A Balanced Life

For Palma, volunteering is also about balance giving her purpose and perspective in an often fast-paced, demanding world. “Life should be like a circle,” she says. “A quarter we sleep, a quarter we eat, a quarter we work. The other quarter is everything else giving back, enjoying life, being with people. If you overwork, you lose balance. Volunteering brings balance back.”

It is this sense of wholeness that Palma hopes to share with others. She encourages younger generations to see volunteering not as a burden, but as a gift an opportunity to connect, learn, and grow.

The Heartbeat of Multicultural Care

Stories like Palma’s highlight the vital contribution volunteers make to Multicultural Care. They are the heartbeat of the organisation, offering not only time but also compassion, culture, and community spirit.

For Palma, the rewards are simple but profound. “When you work as a team whether it’s family, friends, or community you achieve something bigger than yourself,” she says. “That’s what volunteering is about.”

Her story is a reminder that while government funding ensures essential services, it is the generosity of volunteers that adds colour, warmth, and humanity. Together, they ensure that older Australians from diverse backgrounds can age with dignity, connection, and joy.

Disability Services

TRUST, INDEPENDENCE AND CULTURALLY RESPONSIVE DISABILITY SERVICES

Sok, a Cambodian-speaking NDIS participant with limited English, began receiving support from Multicultural Care after experiencing challenges communicating her needs.

From the outset, her support worker, Marilyn, demonstrated patience and cultural awareness, helping to build comfort and understanding over time. What initially began as a language barrier has developed into a strong, trusting relationship.

“Marilyn understands me now, she always knows what I need.”

Marilyn supports Sok with everyday tasks including shopping, arranging home maintenance, making phone calls on her behalf, and light domestic assistance. This practical support has had a meaningful impact on Sok’s daily life and wellbeing.

“Just having someone help me makes a big difference to my life.”

A key feature of their relationship is the balance between assistance and independence. Sok feels supported without being overshadowed and is able to continue making her own decisions with confidence. Over time, she has also become more comfortable asking for help, despite being naturally shy.

“We have a good balance – I get support without losing my independence.”

Trust is central to their connection. After working together for an extended period, Sok describes feeling completely confident in Marilyn’s reliability, intentions and respect for her needs.

“I can trust her in every way.”

This trust was especially evident during the COVID-19 pandemic, when Marilyn completed shopping on Sok’s behalf to minimise her exposure to the virus. At a time when isolation was common, she was also Sok’s only in-person contact, providing both practical help and emotional reassurance.

Looking ahead, Sok’s only wish is to secure additional NDIS funding to increase her support hours. Her experience with Multicultural Care demonstrates the importance of culturally informed, person-centred care in improving client wellbeing, safety and independence.

“She always has the best intentions at heart, she makes me feel good.”





“

Just having someone help
me makes a big difference
to my life.

”

CASE STUDY

Short-term Restorative Care Programme

DENISE AND ROBERT'S STORY

A Migration Story Spanning Decades

Denise and Robert migrated from post-war Britain under the “Ten Pound Pom” scheme, making two journeys to Australia — Robert first in 1955 aboard the *Jordic*, and Denise in 1965 on the more luxurious *Oadies*. Their arrival in Melbourne led to a relocation to Adelaide, where they spent around five decades before moving to Sydney twelve years ago.

Their first Australian home was the Smithfield Hostel, a repurposed army barracks with barrack-style accommodation, communal canteens and external toilet blocks. Despite the harsh conditions, they began building their life in Australia among a predominantly English migrant community in Elizabeth, Adelaide.

They have been waiting years for their Home Care Package approval through My Aged Care approval. However their recent persistence was key: after directly following up for immediate support, they were granted a **Short-Term Restorative Care (STRC)** package. They described the initial support as excellent and reapplied immediately after it concluded. They have since been approved for a second STRC package, which is yet to commence.

Barriers to Accessing Services and Equipment

Despite package approval, the couple struggled to locate providers and equipment that met their needs. Their experience highlights how complex and fragmented the aged care system can be without proper guidance.

LIVING WITH LYMPHEDEMA

Lymphedema refers to tissue swelling caused by an accumulation of protein-rich fluid that's usually drained through the body's lymphatic system. Denise was unable to find a provider or pathway for lymphedema treatment, recalling: “*We didn't know where to look.*” A referral to a physiotherapist resulted in necessary equipment, but coordination across specialists only improved once they were assigned an experienced case manager.



“

We're not going into a nursing home. We're staying in the house as long as we possibly can.

”



DIFFICULTY SOURCING SPECIALISED EQUIPMENT

The couple faced major challenges sourcing appropriate footwear in Sydney and previously flew to Adelaide every three years to purchase custom shoes. They identified the absence of a centralised directory of trusted suppliers as a key systemic gap for the aged care industry in Australia.

The Turning Point: Access to the Right Person

The appointment of an experienced and proactive contact, STRC and NDIS Team Leader, marked a major shift in their experience. Her industry knowledge and direct referrals helped the couple overcome the barriers they were facing.

KEY SUPPORTS PROVIDED INCLUDED:

Referral to a lymphedema specialist and direct connection to a suitable specialised shoe provider. The Hodgsons credit this targeted support as the most valuable part of their aged care experience: *“Giving us contacts we can work with — that’s what we needed more than anything else.”*

Denise and Robert are committed to remaining in their home for as long as possible. Their decision to engage the aged care system is driven by a desire to avoid residential care and maintain autonomy.

“We’re not going into a nursing home. We’re staying in the house as long as we possibly can.”

This story illustrates that access to funding alone does not guarantee support. For many older Australians, particularly those with complex needs, expert system navigation is the deciding factor in whether services are delivered effectively.

Their experience underscores three key needs:

- Clear, centralised provider information
- Holistic and practical assessment processes
- Skilled navigators to bridge service gaps

Their journey is a powerful example of how culturally informed guidance, persistence, and personalised support can enable older Australians to age in place with dignity.

CASE STUDY

Care finder

HELPING THE MOST VULNERABLE GET THE CARE THEY NEED

In the face of eviction and deteriorating health, Abdel was referred to the Multicultural Care-Care finder team by My Aged Care services.

The Care finder team made initial contact over the phone and arranged to meet Abdel at his rented accommodation. Realising the urgency of his situation, the Care finder team intervened by negotiating an extension of his tenancy by another month.

During this critical period, the Care finder team introduced Abdel to various services provided by My Aged Care, including CHSP meals and transport services. They assisted him in registering a Care finder team member as his representative and reached out to different services to help him find new accommodation.

This involved filling out paperwork, attending meetings with housing departments, and coordinating with his GP and psychologist to provide necessary documentation.

Born in Syria, he immigrated to Sydney, Australia, in the early 70s. He worked as a motor mechanic and lived with his family. Unfortunately, due to unresolved family issues, Abdel found himself alone and homeless. This is just one of the many ways our dedicated Care Finder team give back to the communities of NSW.

The Care finder team worked tirelessly with housing departments in Liverpool, Bankstown, and Parramatta, as well as with NEAMI National, to secure rental accommodation for Abdel. Their efforts paid off when they found him a ground-floor residence in Moorebank, significantly shortening the usual wait time for social housing, which can be up to 10 years.

With the help of the Care finder team, Abdel settled into his new accommodation. They introduced him to various service providers that can offer support. The Care finder team remains in regular contact with Abdel, conducting follow-ups to check on his health and well-being. They recently helped him register for MyGov on his mobile phone and continue to support him in managing his depression.





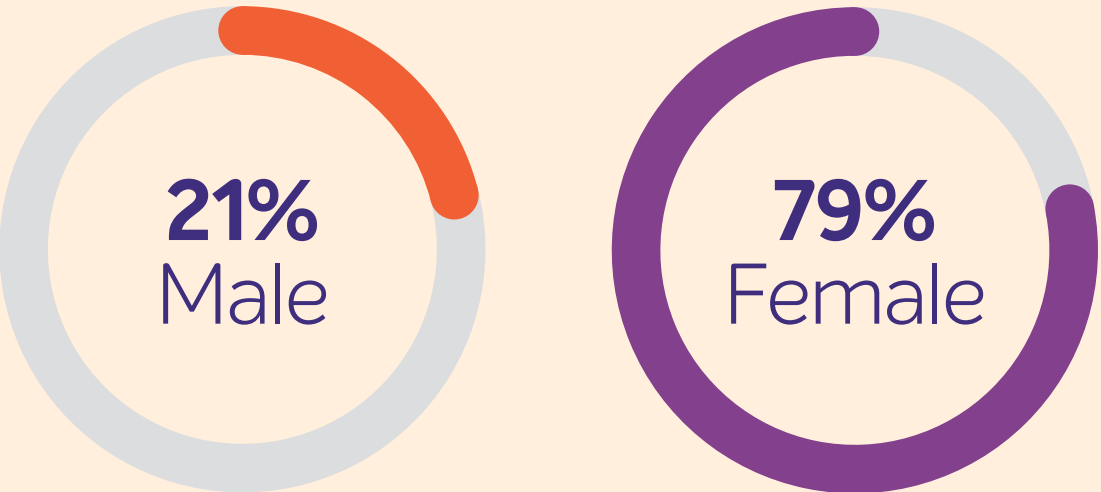
“

The Care finder team
works tirelessly with
housing departments.

”

PEOPLE AND CULTURE

Employee gender split



Staff work type



■	Temp/Casual
■	Part Time
■	Full Time
■	Fixed contract
■	Student placement

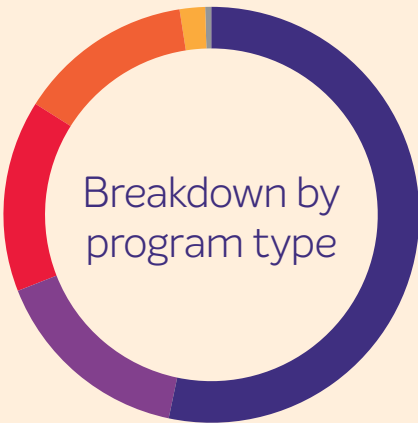
Top 5 languages (other than English) spoken by staff



■	Spanish	12
■	Vietnamese	12
■	Mandarin	10
■	Hindi	8
■	Arabic	7

TOTAL CLIENTS AND SERVICE HOURS

Client data



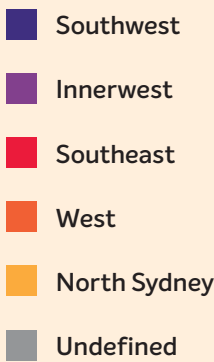
Breakdown by program type

Total clients serviced

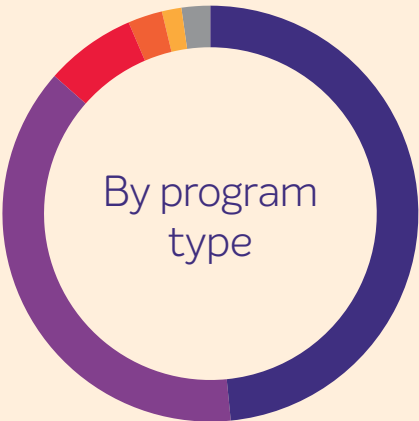
1,670



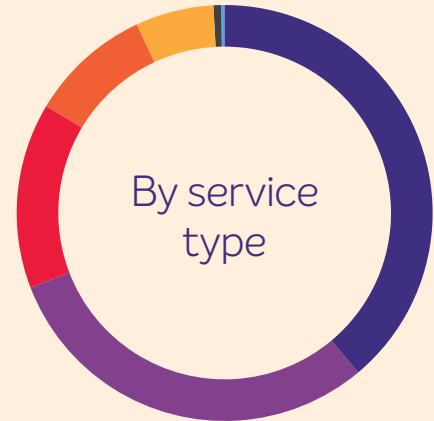
Breakdown by region









Care hours provided



Total direct hours
109,929



-  **CHSP:** Commonwealth Home Support Programme
-  **HCP:** Home Care Package Program
-  **STRC:** Short Term Restorative Care
-  **NDIS:** Disability Care Services
-  **VHC:** Veteran's Home Care Program
-  **CF:** Care Finder

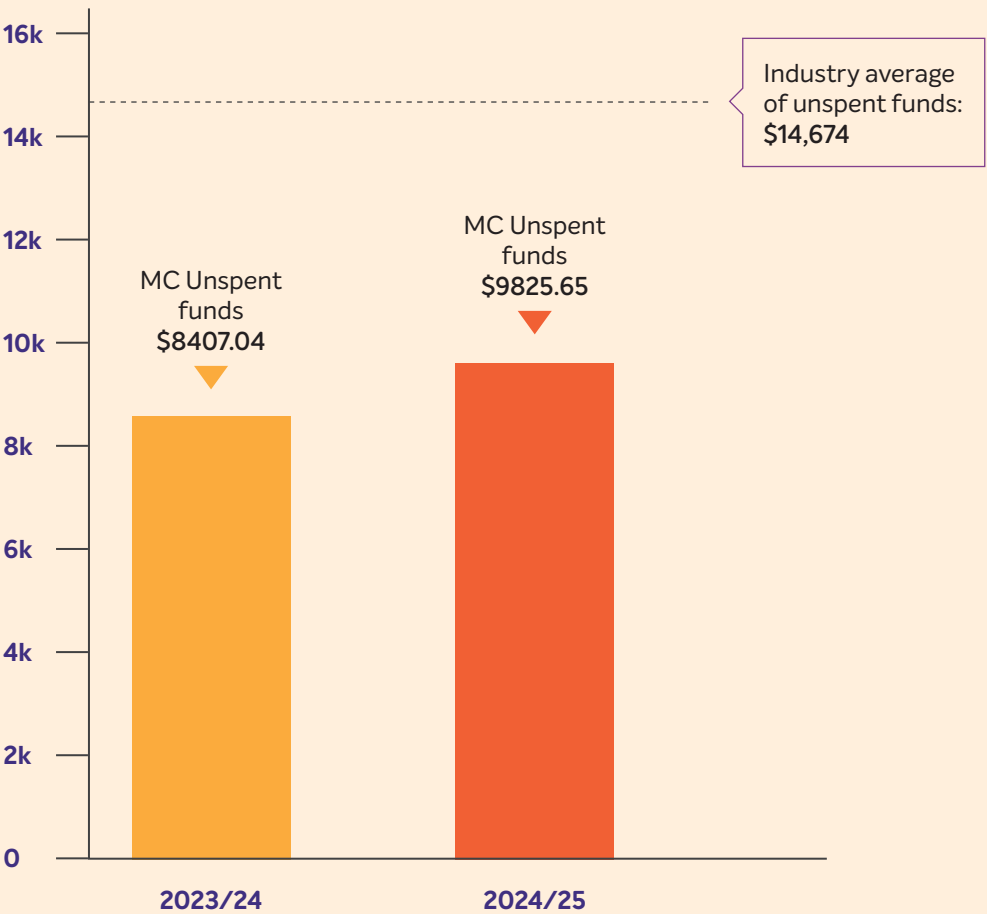
-  Respite
-  Domestic Assistance
-  Social Support
-  Personal Care
-  Transport
-  Allied Health
-  Nursing

Breakdowns of service provided (care vs. admin)



- Direct care
- Admin
- Care coordination

Unspent funds



OUR TEAM



Our small but mighty team brings together a diverse mix of skills and experience that power everything we do. From social work and customer service to business development, marketing, consulting, events, and IT, each member plays a vital role in ensuring we deliver high-quality, person-centred care and meaningful community connections. This blend of expertise allows us to innovate, adapt, and support our clients with compassion, professionalism, and purpose every day.

CURRENT EXECUTIVE TEAM

Dr. Rosy Walia

Chief Executive Officer



Dr Rosy Walia brings over 27 years of senior management and non-executive director experience across the community and health sectors. For the past 18 years, she has served as the Chief Executive Officer and Company Secretary of Multicultural Care, a leading provider of culturally tailored support services for individuals from diverse backgrounds, including those who are ageing and living with disability. Her leadership is grounded in person-centred care, strategic planning, and strengthening stakeholder relationships.

Prior to her current role, Dr Walia was the State Manager for NSW/ACT at a national accrediting body, where she played a pivotal role in advancing healthcare delivery through quality management advocacy. Her extensive industry involvement includes serving on numerous boards and advisory committees. She is currently a Councillor on the NSW State Member Council of Ageing Australia, the national aged care peak body, a position she previously held from 2019 to 2023 under its former names, (ACPA/ACSA). She also serves as an elected member of the NSW State Committee of National Disability Services (NDS), the national peak body for disability services, since 2019.

Dr Walia has contributed to national policy and reform discussions through her roles on the Workforce National Committee of NDS and the Community Care Advisory Committee of Aged and Community Services Australia. Since 2021, she has been a member of the Home Care Package Program Assurance Reference Group of the Department of Health, Disability and Ageing, and the Aged Care Stakeholder Working Group of Services Australia. Her expertise was sought during the 2018 Providers Roundtable on the Royal Commission into Safety and Quality in Aged Care, and she contributed to the Australian Aged Care Quality Agency Standards Guidance Reference Group.

Recognised for her commitment to multicultural service delivery, Dr Walia was awarded the Cultural Diversity Scholarship by the Australian Institute of Company Directors (AICD). She is a regular presenter at industry conferences, where she advocates for cross-sector collaboration to improve service outcomes and equity in care.



Ana Carolina Kraucher Viles

Chief Financial Officer

Ana brings over 15 years of finance leadership experience across diverse industries, including health, consumer goods, and professional services. A Certified Practising Accountant (CPA) and Chartered Global Management Accountant (CIMA), she is also a Graduate of the Australian Institute of Company Directors (AICD).

At Multicultural Care, Ana leads the Enablement Services portfolio, encompassing Finance, IT, Procurement, and Data & Analytics, supporting the organisation's transformation towards greater agility, transparency, and reform readiness. Her focus is on building a financially sustainable and digitally enabled foundation that strengthens the organisation's ability to deliver high-quality, person-centred care.

Ana's leadership style is grounded in collaboration, curiosity, and empowerment. She believes that finance and governance functions should not only protect and sustain but also enable people to do their best work. Guided by purpose and compassion, Ana is deeply motivated by Multicultural Care's mission to create equitable opportunities for independence and wellbeing across culturally diverse communities.



Aloysius Goh

Chief Operations Officer

Al joined Multicultural Care with more than 15 years of experience across the aged and disability care sector, beginning his career as a Personal Care Assistant before progressing through case management and senior leadership roles. He has successfully led and expanded multiple mid- to large-scale home care operations across Australia, including launching Victorian services for national providers KinCare and St Ives.

As Head of Business Development and Product at Australian Unity, Aloysius played a key leadership role in one of Australia's largest home care acquisitions overseeing the integration of more than 50,000 clients and 6,000 staff. Most recently, he served as General Manager for Home Care and Health Services at VMCH, one of Victoria's largest for-purpose care organisations.

In addition to his aged care experience, Aloysius brings a background in acute health and pre-hospital care, gained through both civilian and military contexts. He holds multiple qualifications including a Bachelor of Nursing (Distinction), Bachelor of Nursing (Honours I), Bachelor of Commerce, Trauma Nursing Core Course certification (TNCC), and is a Member of the Australian Institute of Company Directors (MAICD).

His leadership is defined by a focus on quality, innovation, and sustainability in service delivery, ensuring Multicultural Care continues to provide culturally inclusive, person-centred care that empowers clients to live independently and with dignity.

LONG SERVING LEGENDS

Congratulations to the following long serving legends who are long-term employees of Multicultural Care. Thank you for your dedication to our organisation and to the communities we work with.

Legend	Years
B Malatino	27
M Yacoub	19
NT Thuy Le	18
R El Saleh	16
Nervine M	15
HT Hong Le	15
E Atalla	11
Magda R	11
TT Uyen Tran	11

Legend	Years
Marilyn Ossio	10
L Jimenez	10
A Rana	10
C Kyvetos	7
N Tien Do	7
C Siu	7
L Mei Li	7
A Orah	7
J Mamut	7





MULTICULTURAL CARE

FINANCIALS AND COMMITTEE REPORTS



FINANCE AND AUDIT COMMITTEE REPORT 2024/2025

Multicultural Care delivered a year of strong financial performance, achieving a net surplus exceeding 7% of total revenue and sustained positive cash flow. These results underscore our resilience in navigating a challenging environment marked by a persistent skilled staff shortage, alongside the more recent challenges posed by profound sector-wide reforms.

Revenue growth was led by the expansion of our HCP, CHSP and Care finder programs. The associated increases in client program delivery and employee costs reflect strategic investments directly aligned with this growth and our ongoing commitment to service quality.

The audited financial statements, finalised with minor adjustments from WSC Group, confirm a solid balance sheet that positions our organisation for long-term growth. We extend our sincere gratitude to our dedicated staff, management, CEO, and Board, whose collective efforts are the driving force behind our success as we proactively prepare for the future.



RISK AND COMPLIANCE COMMITTEE REPORT 2024/2025

The Risk and Compliance Committee advises the Board in the areas of risk management, clinical governance and regulatory compliance; and has oversight of Multicultural Care’s risk register.

The Committee interacts with representatives, and receives reports following regular meetings, of the *Clinical Committee*.

This reporting period, the Committee focused on the organisation’s readiness for reforms under the new Aged Care Act. Focus areas included staff training and self-assessment on the new standards, disclosure surrounding changes to privacy provisions, pricing, and the Support at Home program.

A psychosocial risk action plan was discussed, including consideration of vicarious trauma. As part of the Committee’s oversight of cyber security, incident scenarios were prepared for staff training and practice drills.

The Committee also reviewed policies, including any relevant incident, concerning conflicts of interest, working from home, related party transactions, whistleblowing and privacy.

Use of artificial intelligence and reporting on unspent funds were additional focus areas this reporting period; and the Committee received a formal update from the *People & Culture Coordinator*.

The committee convened on three occasions in the 2024/2025 financial year.

Name	Position	Meetings eligible to attend	Meetings attended
Liang Joo Leow	Chairman	3	3
Diana Chang	Member	3	3
George Margelis	Member	3	3
Emanuel Valageorgiou	Member	3	2

2024/2025 ANNUAL FINANCIAL SUMMARY

	2025 \$	2024 \$
Gross income		
Revenue from government including grants	13,856,143.00	10,982,214.00
All other revenues	485,628.00	465,826.00
Total revenue and other income	14,341,771.00	11,448,040.00
Expenditure		
Employee expenses	7,360,075	6,163,306
Depreciation	325,924	324,194
Debt expenses	767	33,533
Advertising expenses	4,102	13,557
Audit and accounting expenses	22,495	14,956
Client program expenses	4,943,353	3,560,525
Computer expenses	63,254	189,716
Other expenses	518,166	447,375
Finance expenses	65,494	71,797
Total expenditure	13,303,630	10,818,963
Surplus for the year	1,038,141.00	629,077.00

2024/2025 ANNUAL FINANCIAL POSITION ANALYSIS

	2025 \$	2024 \$
ASSETS		
Current Assets		
Cash and cash equivalents	6,725,849.00	9,118,257.00
Trade and other receivables	82,698.00	287,502.00
Other financial assets	4,338,866.00	
Other assets	621,827.00	691,865.00
Total Current Assets	11,769,240.00	10,097,624.00
Non-current assets		
Property, plant and equipment	148,796.00	203,820.00
Right-of-use assets	685,328.00	934,376.00
Total non-current assets	834,124.00	1,138,196.00
Total Assets	12,603,364.00	11,235,820.00
LIABILITIES		
Current Liabilities		
Trade & Other Payables	923,337.00	727,426.00
Lease liabilities	233,759.00	202,396.00
Employee benefits	632,586.00	648,623.00
Other liabilities	1,594,254.00	1,246,727.00
Total Current Liabilities	3,383,936.00	2,825,174.00
TOTAL LIABILITIES	4,022,467.00	3,725,932.00
NET ASSETS	8,580,897.00	7,509,888.00
EQUITY		
Reserve	32,868.00	
Retained earnings	8,548,029.00	7,509,888.00
Total Equity	8,580,897.00	7,509,888.00

OUR BOARD AND COMMITTEE MEMBERS



Dr George Margelis

Director

Member, Risk & Compliance Committee

Dr George Margelis is a medical practitioner who has been deeply involved in technology for the last 30 years. Originally trained as an optometrist, he started tinkering with computers in 1981 when he bought his first PC, a Sinclair ZX80, before going back to medical school to complete his training at the University of Sydney. He was Chief Information Officer (CIO) of a private hospital group, as well as managing an innovative software development team that produced a personal health record for Australians 10 years before My Health Record was launched. He joined Intel in 2005 and then IntelGE Innovations.

In 2013, George was appointed an Adjunct Associate Professor at the University of Western Sydney with the TeleHealth Research and Innovation Laboratory (THRIL). In 2014, he was appointed to the IT in Aged Care Hall of Fame, for his work in the use of technology in aged care. In 2019, he took on the role of Independent Chair of the Aged Care Industry Information Technology Council.



Diana Chang

Director

Member, Risk & Compliance Committee

Diana Chang joined the Board in 2019. Diana has over 35 years' experience as a commercial litigation lawyer and has been consistently recognised as a leading and recommended practitioner in litigation and alternative dispute resolution in Australia. She has been a partner in commercial law firms including a founding partner of a leading corporate boutique law firm and Office Managing Partner and Practice Leader in the Sydney office of Clifford Chance, a global law firm. Throughout her career Diana steered and actively contributed to community engagement and social justice initiatives of the firms she worked at. Between 2016–2017 she was a Member of the NSW Law Society Diversity and Inclusion Committee whose role is to promote diversity, equality, and inclusion in the legal profession.

She was also a part-time member of the Australian Takeovers Panel for six years. She is a graduate of the Australian Institute of Company Directors. Diana is also the President of Justice Support Centre, a community organisation that provides free domestic and family violence and legal services to people in Sydney.



Emmanuel Valageorgiou

Director

Chairperson of the Board

Member of Finance & Audit Committee and Risk and Compliance Committee

Emmanuel Valageorgiou joined the Board in 2007 and is currently the Chair, having also served for several years as Secretary. He is an experienced not-for-profit (NFP) board director and was formerly a senior executive with TransGrid. Until recently he provided human resources and change management consulting services to not-for-profits and small businesses. He has extensive experience in voluntary organisations dealing with multicultural issues, aged and disability care, youth, and sport. Emanuel has been a Director of the Ethnic Communities' Council of NSW since 2005, serving as Secretary and Chair and is currently its Treasurer. He was appointed Treasurer of the Federation of Ethnic Communities' Councils of Australia in 2022. Emanuel is President of the Samian Brotherhood of Sydney & NSW and a Founding Director of Hurstville Glory Football Club.



Dr Liang Joo Leow OAM GAICD FRACMA

Director

Chair, Risk & Compliance Committee

Dr Liang Joo Leow joined the Board in 2018, and brings expertise in clinical governance. He has a background in public health, interpreting and translation, information technology and linguistics; and has previously served at the Therapeutic Goods Administration, Special Broadcasting Service, National Accreditation Authority for Translators and Interpreters, NSW Board of Studies and NSW Health.

He currently holds official roles with the Royal Australasian College of Medical Administrators and the International Association of Conference Interpreters. The Medal of Order of Australia was awarded to Dr Leow in 2020 for service to medicine and to the community.



Tracy Harber

Director

Member, Finance & Audit Committee

Chair of the Consumer/Participant Advisory Body

Tracy Harber joined the Board in 2022, bringing experience as a director from the NFP sector through her work with St Anthony's Family Care and Music Teachers Association, NSW. She works part-time at Google Australia in the sales and marketing function, advising the financial sector on digital advertising and tech. Wesley Mission as a mentor/respite carer, and teaches ethics at her children's school. She has an Associate of Music, Australia; Bachelor of Accounting; Masters of Arts (International Studies), CPA, and GAICD. She is Mental Health First Aid accredited.



Yue (Melody) Liang

Director

Chair of Finance & Audit Committee

Melody joined Multicultural Care's Financial & Audit Committee as Chair in 2023 and the Board in July 2024. She is an experienced global investment professional with a strong background in consulting, business development, client relationships, and financial management. Currently, Melody serves as a Senior Consultant at Russell Investments, where she offers comprehensive investment advice to the superannuation, higher education, and for-purpose sectors.

Melody is a CFA Charterholder and sits on the CFA Society Australia's Diversity Committee. Additionally, she is the Deputy Chair of Downright Excellent, a UK-based charity dedicated to supporting children with Down syndrome, their families, and carers.



Mona Thind

Director

Mona Thind joined the Board in 2024. She is an experienced director at eHealth NSW, a division of NSW Health. She has been working in the health sector since 2007, in the digital space to enable an integrated health system to improve health experience and quality health outcomes.

Mona is a strong leader with effective communication, collaboration, influencing and decision-making skills. She is confident, positive, and approachable with a passion to improve the wellbeing and health outcomes for NSW.

With over 12 years experience working at state government department (NSW Health) – she currently drives digital transformation across the health sector. Leading the Strategy and Innovation team, Mona works collaboratively with all NSW Health organisations to deliver strategies that enable digital transformation.

Culturally sensitive aged care is crucial to her because it ensures that individuals receive care that respects and honours their cultural backgrounds, traditions, and values. As our society becomes increasingly diverse, recognising and addressing the unique needs of different cultural groups enhances the quality of life for elderly individuals, promoting their dignity and comfort. She would like to continue to also foster a sense of belonging and community, reducing feelings of isolation and improving mental well-being. By advocating for culturally sensitive care, she aims to create an inclusive environment where all elderly individuals feel understood, valued, and supported in their later years. She is currently the inaugural chair of the diversity and inclusion council at eHealth NSW.

In the past, she has volunteered with the Cancer Council of Australia to raise awareness of cancer. Currently actively promoting Movember, especially around men's mental health, participating in Act for Kindness to raise awareness of the plight of Syrian refugees, and an LGBTQIA+ ally with Amnesty International.

OUR ADVISORY BODIES

Ruth Bunby

QUALITY CARE ADVISORY BODY CHAIR

(COMMENCED MARCH 2025 – OCTOBER 2025)

Ruth is a dynamic and accomplished healthcare leader with extensive experience in patient safety, quality improvement, and clinical governance across a broad range of healthcare settings – including hospitals, hospices, private healthcare, and social services. She has a strong track record of leading multidisciplinary teams, achieving accreditation success, and implementing robust quality and safety frameworks that enhance both patient care and operational performance.

Her previous leadership roles included serving as Associate Director of Patient Safety and Quality at St Vincent's Health Network Sydney, where she led a dedicated team of quality and safety professionals focused on fostering a culture of excellence in care, safety, and patient experience. She successfully drove accreditation outcomes across multiple facilities, introduced innovative approaches to patient feedback, and strengthened business partnerships to embed quality and safety as core organisational values.

She also held senior positions at St Vincent's Private Hospital, Wyvern Private Hospital, and Jericho Road Social Services, where she managed quality governance, accreditation readiness, and COVID-19 response initiatives. Her expertise spanned the development and implementation of quality improvement training, daily management systems, clinical governance frameworks, and audit programs aligned with national healthcare standards.

Ruth has also made significant contributions to the Sydney Children's Hospital Network and Western Sydney Local Health District, where she supported quality training, accreditation, and program development. Earlier in her career, she held clinical and operational leadership roles in neurophysiology at major teaching hospitals, combining deep clinical knowledge with project and team management to improve patient services.

A skilled educator and convener with a Master's in Clinical Neurophysiology, Ruth is committed to continuous professional development, the adoption of innovative quality methodologies, and delivering measurable improvements in healthcare quality, safety, and patient-centred outcomes.

Roshmeen Azam

QUALITY CARE ADVISORY BODY CHAIR

(MAY 2024 – JANUARY 2025)

Synthesizing expertise in internal medicine and public health, my career has centred on advancing aged care through the design and delivery of programs that set benchmarks for quality and best practice. A commitment to evidence-based medicine and the meticulous development of quality-of-care standards has guided my journey, with a strong focus on improving outcomes for older Australians and vulnerable populations.

In aged care, my leadership extends to developing risk assessment tools, chronic disease management strategies, and innovative service models that anticipate and respond to the complex needs of ageing populations. These initiatives have supported health services in delivering more person-centred, accountable, and future-ready care.

I am passionate about using data, evidence, and policy insights to drive training, workforce capability, and system-wide improvements in aged care delivery. Through fostering collaborative networks and mentoring emerging leaders, I aim to contribute meaningfully to the national conversation on how we reimagine aged care in an increasingly complex health environment.

As a skilled clinician, my focus remains on applying clinical evidence to inform risk management, enhance quality, and ensure meaningful outcomes for older people and the communities that care for them.

ACKNOWLEDGEMENTS

Multicultural Care has provided care and support to diverse communities across Sydney for more than three decades. This has been possible with the assistance and backing of many individuals and organisations who support our shared values of cultural care and connection.

We acknowledge our dedicated staff and volunteers, our consumer/participants and their families, allied community organisations and cultural bodies, local councils and local Members of Parliament, and our management committee and Board members, past and present, for giving their time and expertise to steer our organisation.

We gratefully acknowledge our funding bodies:

- Australian Government Department of Health, Disability and Ageing
- Australian Government Department of Human Services
- Australian Government Department of Social Services
- Australian Government Department of Veterans' Affairs
- National Disability Insurance Agency
- NSW Department of Communities & Justice

We also sincerely thank the people—staff, volunteers, consumer/participants and family members—who have shared their personal stories for the case studies in this annual report.

Contact us

Phone: (02) 9718 6199

Email: admin@mc.org.au

CLO@mc.org.au

Office: Suite 2.01 Level 2 16–24 Elsie St,
Burwood NSW 2134

Hours: 9am–5pm, Monday to Friday

Connect with us

www.multiculturalcare.org.au

[@multiculturalcare](#)

www.linkedin.com/in/multiculturalcare

