



ANNUAL REPORT 2023

SAWTELL CATHOLIC CARE

2023 Contents



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Our Board



David Robson
Chair



Fr Michael Alcock
Parish Priest
(and Zippy)



Gwen Nyhan

SCC BOARD Chair Report

I am pleased to introduce the 2023 Annual Report, themed around resilience.

Resilience describes the strength and character of our community, including residents, clients, staff and families, which has been demonstrated admirably over the past few years as we have all endured intense challenges from different directions. Importantly, we have done this together, with our caring community the foundation of our resilience.

Our people, those we serve and those who provide the care, are the focus of all we do, and the source of our greatest strength and inspiration.

Despite these challenges, or sometimes motivated by them, the organisation has continued to grow and expand services and outreach into the community.

Our Home Care program has achieved it's milestone 50th client, and our benevolence to those elders waiting in the MyAgedCare queue continues to provide care to people in need in a timely manner, with the organisation absorbing the cost of their care without repayment.

Our Mater Christi Residential Aged Care service continues to strive for the highest quality care, and many improvements have been initiated over the past year, including additional staffing hours for care and activities programs, increased clinical care staff for leadership, investment in landscaping projects for the courtyards and external living spaces, and more recently with internal refurbishment for creating specialised palliative care spaces for our most frail and those nearing end of life.

Our Marian Grove Village continues to thrive and has undergone significant major works to renew storm damaged infrastructure, including rooves and retaining walls, with more major infrastructure upgrades to come, including upgrade work for the Village Recreation Centre, new office space, and two new apartments above in the Stage 6 neighbourhood.

Our annual strategic review reaffirmed our commitment for high quality care and services across every facet of operations, continuation of our communications and technology upgrades to support this quality and efficiency in all parts of the organisation, and renewed focus on supporting the people in most need within our community with social and affordable housing projects. Importantly, the strategic planning acknowledges the critical importance of a strong workforce to achieve our mission, therefore staff welfare and development remains at the forefront of our efforts to ensure a sustainable workforce and quality care for the people we serve.

Finally, we have been pleased to welcome over sixty new people to our community since last year, and we trust they will enjoy some wonderful friendships and all the amenities our caring community has to offer.

A BIG thank you goes out to all our residents and staff for choosing to live and work with us, and I want to especially thank my fellow Board Members, led by Fr Michael, for their sacrifice and tireless efforts throughout the year supporting our organisational Governance, along with our hard-working Executive staff, Parish Finance Council and Parish office team.

I hope everyone enjoys reading this report.

David Robson - Board Chair, Sawtell Catholic Care



**Paul
Crane**



**Cate
Clark**



**Trish
Plunkett**



**Pat
Magann**



**Rob
de Groot**



**Michael
Darragh**
Chief
Executive
Officer

CEO Report

I am pleased to present this article for the 2023 annual report, themed around resilience, which reflects the patience and strength of our people, including staff and residential community, who have endured the recent years of challenge to now rebound and rebuild and revitalise our community, through relationships of care for each other.

The report also provides a snapshot of Sawtell Catholic Care over the past twelve months, capturing a number of highlights along our journey of change and growth.

Our people are remarkable, resilient, and inspiring!

As always, I cannot help but acknowledge the care and commitment by our staff. It is especially their resilience, kindness and professionalism that has inspired us all and given us the encouragement needed whenever things became difficult. They live our mission of actively serving our community with Christian compassion. Our people are remarkable, resilient, and inspiring!

Our mission focus and strategic achievements this past year are built around the core care and services we are providing to over 500 people on a daily basis across Sawtell Catholic Care.

Our Sawtell Home Care service is growing steadily with over fifty clients, including people living in the broader community. The service demonstrates a commitment to benevolence through our Early Packaged Implementation of Care (EPIC) benevolent program, giving many people quick access to the care services they desperately need whilst still waiting in the My Aged Care queue and not yet having the funds provided for the care they need. The service has clinical nursing and allied health team members to give restorative health support.

Our IT strategy of renewing and improving our technologies has guided the implementation of new cyber security hardware and software, along with clinical care software and equipment upgrades. Recently we have approved the implementation of the Talius clinical governance software and technology to improve falls management and resident call response. Asset and property maintenance software system is in early implementation stages, and a new Human Resource management system will commence in the new year, along with Embrace, a new staff recognition and reward program.

Last year we introduced new technology systems for medication and quality management, which have proven excellent for better clinical governance.



MICHAEL DARRAGH
Chief Executive Officer

The Link community gardens is flourishing and has won a National Award from the Australian Institute of Horticulture for Regional Greenspace design. It is proving a popular community space for local meetings and events, and next year the AIH will host their National Conference there in October, which will bring over 100 delegates from across the country.

As a community leading organisation we continue to highlight housing stress and the homeless situation across our region, and the need for more affordable accommodation, especially for people in disadvantaged circumstances. Progress on the redevelopment of Villa Maria Village on Sawtell Road is gaining momentum with plans well advanced for building 24+ modern apartments.

These achievements, and our aspirations to fund important housing projects for the community, are not possible without sustainable financial stewardship. This past year has seen the continuation of modest physical and financial growth for the organisation, enabling our capacity for continuing benevolence to the financially disadvantaged, and the funding of the necessary renovations and maintenance of our extensive building assets to keep them effective for purpose and sustainable.

I want to finish my introduction to this report with an acknowledgement of our staff and volunteers who serve the residents and our organisation. Maintaining an effective workforce is the ever-present challenge of our times, for every organisation. So without our dedicated people we achieve nothing. It is their love and commitment that defines who we are and is reflected, in some part, in the pages of this report.

Please enjoy reading.

Michael Darragh - Chief Executive Officer

Our Leadership Team



Matt Digges
Director of Mission



Melanie Lucock
Director of People Services



Evans Kurinyepa
Chief Financial Officer



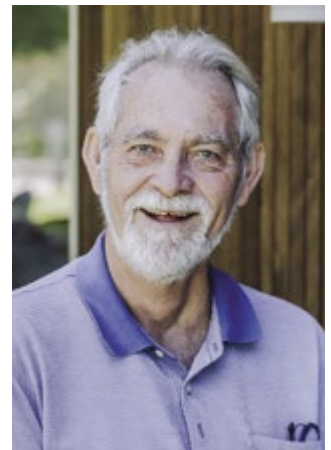
Mercy Kurinyepa
Director of Nursing



Catherine Blake
Deputy Director of Nursing



Karen Martin
Village Manager



Steve Laidley
Assets Manager



Sandy Devine
Chef and Catering Manager



Ali Freeman
Hotel Services



Rob Wilson
Home Care Manager



Graham Oliver
The Link Operations Manager

Mission in Action

Our VISION

An Inclusive Community of Christian Care.

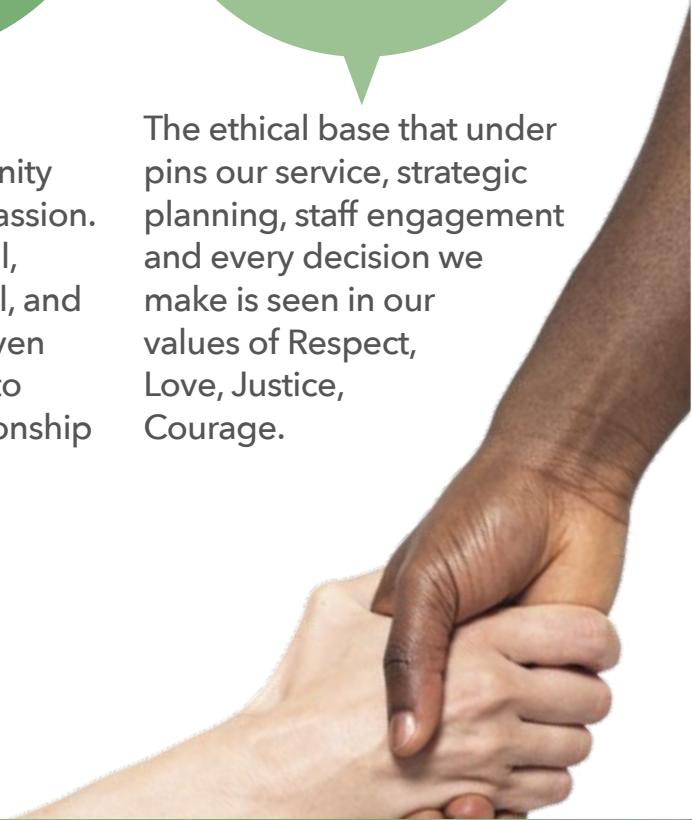
Thirty years ago, a wise group of faith filled community minded people dared to dream of a community of care. Enlivened and encouraged by this solid base in Mary Help of Christians Parish, we seek to affirm the dignity and lives of all people in the Coffs Region. We continue to scan the horizon for opportunities to serve.

Our MISSION

We Care by Actively Serving Our Community with Christian Compassion. Excellence in spiritual, clinical, mental, social, and emotional care is driven by our commitment to each person in relationship with our community.

Our VALUES

The ethical base that underpins our service, strategic planning, staff engagement and every decision we make is seen in our values of Respect, Love, Justice, Courage.



This year has seen a growth of compassionate relationship-based care throughout SCC which gives great hope. Collaboration between residents, families, staff and the wider community has allowed our mission to bloom: SCC Volunteers have been recognised nationally; Partners-in-Care have become embedded in Mater Christi; Staff continue to reach out supportively to each another; Palliative Care has become an area of excellence; Sawtell Home Care has become a vital part of the Village; and The Link has become a vital focus for social connection, reflective meetings and family gatherings.

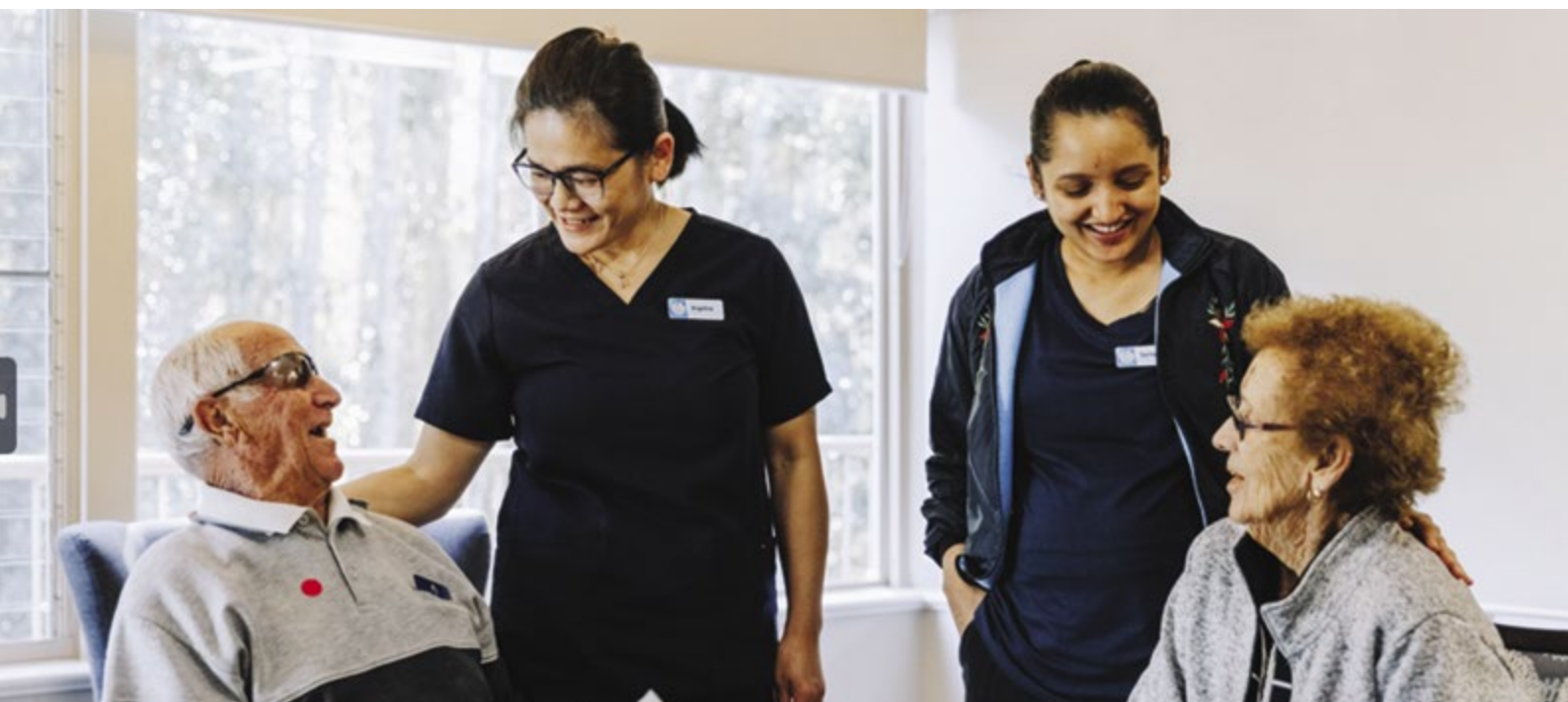
The vision continues to become reality!

Matt Digges - Director of Mission

Strategic Focus

1. Continue to **refine & strengthen our organisational culture** which flows from our vision, mission and values. Strive to be a purpose driven service organisation, motivated by our faith, with a strong focus on learning and continuous improvement, which always puts the care of people and our community at the centre of all our endeavour.
2. Maintain a strong focus on **workforce strategies** to recruit, maintain, develop and retain staff at all levels, especially those with essential skills and experience. Aim to be recognised as an employer of choice and a safe workplace.
3. Improve & maintain **a strong clinical governance framework** for care services.
4. **Develop** stronger risk management & quality frameworks.
5. **Maintain focus** on Aged Care reforms and implement new processes to ensure awareness and compliance to standards.
6. Maintain **sound financial models** in all services, including residential care, ILU accommodation services, Home Care services, Social Housing and Link Gardens operations, and broaden revenue streams.
7. Identify best financial model for a proposed **Social and Affordable housing** development pipeline.
8. Pursue **strategic focus** on further development of palliative care services and staff development.
9. **Technological improvements** are high priority for effective communications, service and business efficiency, and quality of care. This involves physical technologies and software systems, people and processes to ensure the organisation has the necessary tools for continuity of care and services, remaining relevant, contemporary, and complying with regulatory standards. Data and cyber security are clear and increasing priorities of investment and strength.
10. **Improve** internal and external communication infrastructure & systems.
11. Continue to develop and strengthen our **asset management** systems, structure, and software.
12. **Support, protect and grow** our reputation through ethical conduct, corporate social responsibility, and pursuing mission projects that support the needs of our community.
13. **Build and maintain** community partnerships to leverage better services.
14. Remain a **contemporary and efficient organisation** by using best available systems and technology.
15. Remain a leading and valued member of our community through **mission-based activity and services**.

Board of Sawtell Catholic Care 2023



Volunteering & Pastoral Care



Pastoral Care

In response to growing needs, 2022 saw the employment of a full-time pastoral assistant. The team has welcomed Kath, whose long and deep involvement in education and pastoral care is now shared with residents and families.

Pastoral Care 2023 Statistics

2076
Mater Christi
Pastoral Visits

2754
Marian Grove
Pastoral Visits

5576
participants
in Christian
Services

REAL PEOPLE, REAL STORIES: Volunteer Recognition

Generous community members volunteer their time and talents to assist residents and their families. This year Anni Goss & Maureen McDonald were recognised by the peak aged care body ACSA for going 'Over and Beyond' as Unsung Heroes to assist residents during the COVID lockdowns. Our volunteers have recently expanded to assist residents at meals. Robyn Barnett, inaugural Director of Nursing at Mater Christi, was recognised for her leadership over weekend infection control (RAT) testing.



Embracing Our People



Emerging after three long years of Covid our staff remain just as strong and dedicated to our residents. With the removal of masks our staff and residents are re-acquainting themselves with one another allowing an opportunity for the smiles to be seen again!

Our focus now is on regeneration and renewal and we have encouraged our teams to come together in different ways. We held our annual 'R U Ok?' Day morning tea with staff and residents to encourage a greater awareness of mental health. We also held our 'September' challenge with over 40 staff tracking and recording their daily steps. A bit of healthy rivalry and millions of steps were taken with hopefully some good health benefits too!

Some of our staff became TV stars throughout the year as part of our recruitment strategy to attract new team members to SCC. Their thoughts on what it is like to work at SCC have aired across the Coffs coast and in other regional areas and we are encouraged by some new recruits and we have also had some staff return to the SCC family.

To add to our attraction and retention strategy, a new interactive reward and recognition platform is due to be rolled out in the new year. The platform, called Embrace, will encourage peer to peer and manager level recognition and include wellness and financial wellbeing guidance.

We have grown our Quality and Education team and will strengthen our annual education program, which includes First Aid, CPR, Fire Warden and Emergency Evacuation training along with targeted, role specific training across the SCC team.

Digital transformation is a key component of the HR Workforce Strategy and operational plan and will include the roll out of UKG, a Human Resource Information System.

We are extremely proud of the team here at SCC. It's rare to come across people who are as dedicated and hardworking as our team, and we thank them for all their efforts—both big and small, it is a privilege to work with such dedicated people.

Melanie Lucock - Director of People Services

Well Maintained & Safe Facilities

The focus this past year has been implementing new projects and maintaining our beautiful and safe facilities with an emphasis on fire protection.

A new waste management collection service has seen a significant decrease of manual handling injuries for the Grounds and Maintenance team as well as providing accessible and convenient waste disposal locations for residents.

The efficiency and safety of the Grounds & Maintenance team has been improved with the purchase of new equipment, with a focus on a conversion to environmentally supportive battery powered tools and appliances.

Environmental sustainability is a continuing focus with the installation of solar panels, upgraded LED lighting and increased thermal effectiveness using shade sails at Mater Christi.

Our immediate focus remains on the implementation of the new asset management system to improve asset and maintenance services to residents, providing easier request and data capture, aligning decision making with best practice asset management to optimise the cost and performance of assets across their life cycle, whilst minimising risks.

In 2024 we will continue to pursue opportunities to improve resident experience, security, and wellbeing whilst ensuring statutory compliance and maintenance requirements are met across our extensive asset management portfolio.

Steve Laidley - Asset Manager



Grounds & Maintenance



Maintenance requests lodged
1,145
95%
resolution rate

Grounds requests lodged
448
96%
resolution rate

28
acres of lawns and gardens maintained

Village Vitality

The sparkling new rooves in the Village give witness to the coming completion of renovation over the last two years. The patience and co-operation of Independent Living residents with the inevitable disruption caused by construction has fortified our community spirit, further strengthening our reputation as an inclusive community of Christian care. Neighbourhoods have come together to connect with each other toward a common goal.

With our villas and apartments close to full occupancy, activities are encouraged to incorporate all residents in our friendly community. Computer learning, exercise, mental & physical health information, EOL legal advice, fashion parades and interesting wildlife encounters are a few new offerings. Outings to the Sikh Museum, Heritage model train display, and Bowraville Folk Museum similarly engaged residents. Our monthly luncheons provide community connection, positivity, and inclusivity.

Village Coffee Cart morning teas have provided an opportunity to interact and forge strong relationships between management and residents in a casual, comfortable setting been positively embraced throughout the Marian Grove community.

Our dynamic Marian Grove Village Administration team support, care, and nurture our residents. Their genuine dedication is evident through their respectful and compassionate dealings with residents and their families. Our Village Management focus is to support residents with their unique life journey, ensuring quality of life and independence is maintained.

Karen Martin - Village Manager



Some examples of our service to the resident community over the past year include:

2470
resident visits & phone contact by our devoted welfare team

580
shopping trips

500
Resident Activities

Welcomed 46
new residents to MG Village & Apartments

Caring into our Community

After putting down roots in our first year, this year has seen steady growth in Sawtell Home Care.

The team has doubled in size, providing over 2600 hours of care to over 50 clients both inside the village, and in the wider Coffs Community. A Registered Nurse ensures that clients receive clinical support in a timely manner. Close associations with local GPs is fostered, Allied Health Professionals and other service providers

help people access a wide range of support.

We continue to support current and new clients to live active and meaningful lives. With the landscape of community support changing, we are looking forward to tackling upcoming challenges, and finding creative and innovative ways to try to help our residents and clients to remain home for as long as they wish to.

Rob Wilson - Sawtell Home Care Manager



REAL PEOPLE, REAL STORIES: Two Sisters

Maureen and Dorothy had talked often about selling their homes. When they viewed Marian Grove, they knew this one would be the home to spend the rest of their lives. One chose the Apartments, the other a Townhouse.

Not long after moving into their new homes, Maureen had a knee replacement and moved in with her sister during recovery, then Dorothy had a fall, resulting in her arm requiring plaster! Their roles reversed as Maureen now supported Dorothy. They both recognise how blessed they have been to be able to look after one another and to have each other across all times of their lives, but especially during this time.

The services and facilities at Toormina Shopping Centre are around the corner, while transport for medical appointments is available. Dorothy enjoys the Rummikub group, they both enjoy Mass and other



religious services in the Chapel, and the ability to visit friends in Mater Christi.

Dorothy loves the peace found on her morning walk around the village in the natural bush with ample bird life.

We are delighted that you have found a safe, secure, and friendly home environment here at Marian Grove.

Mater Christi

The Mater Christi team have proactively navigated the COVID-19 imposed challenges of stringent infection control precautions and workforce fatigue that has unrelentingly accumulated over the past 2 years. The patience and resilience of our residents, clients, staff, and families has been immensely encouraging, and exemplifies the closeness of our strong community. We are blessed by an active Pastoral Care team and committed volunteers who continue to provide social, emotional and spiritual support for residents, families, and staff.

Mater Christi continues to incorporate contemporary integrated systems and introduce new technology and equipment to ensure it is meeting quality standards a positive workplace environment.

Our priorities will continue to focus on strengthening our clinical governance systems and developing our people further to ensure the best skills and experience for care to our residents.

We have improved communication channels to residents, clients, families and stakeholders to increase connections for better feedback and co-design support for service delivery. Our recently convened Consumer Advisory Body meetings and expansion of our Quality Advisory Body will directly improve the two-way communication with the Board and Executive leadership to enhance the quality of life of residents.

We continue with planning for our palliative care unit, and staff are engaged with PACOC and ELDAC programs to further extend the palliative care expertise of the team, and numerous landscaping projects have been undertaken to upgrade courtyards and outdoor living spaces.

Finally, I take this opportunity to thank all my colleagues for your continued efforts in working together cooperatively to make Mater Christi the best place to live, visit and work. Your commitment to those we serve is enormously valued.

Mercy Kurinyepa - Director of Nursing

**24/7
Registered
Nurses**

**Allied
Health team
in-house**

**4
Star rating**



REAL PEOPLE, REAL STORIES: Part of a Family

John looks forward to the daily visits of Annette, his wife of 49 years, to Mater Christi. As a Partner-in-Care, she is a crucial part of the Mater Christi team.

John reflects: 'I am respected and part of a family. I have lived here for almost one year and I love it'. Annette: 'We feel a part of a community, a family. All the staff care for John so well, they all go out of their way. John loves sitting in the sun so we go out three times a day in these lovely gardens.'

Homely Environment

Purchases of new innovative equipment and products is assisting us to keep up to date with stringent infection control protocols, which have protected our residents and staff.

Personal items may now be laundered by residents at their leisure in the new dedicated domestic laundry. This option to wash clothes in their own time and manner has been welcomed by residents and families.

Ali Freeman - Hotel Services Manager



Over the past year the Hotel Services team has completed over:

200
specialised
cleans

5298
room
cleans

4743
cycles
of laundry

Gourmet Food

We serve fresh every day! Our individualised food service has expanded to include antipasto plates for morning or afternoon teas, multiple meal options, as well as fresh fruit and snacks being readily available in kitchens. Menu options are proving popular as take away in the Grove Café.

This year we have worked with our dietician and Pure Foods to introduce modification moulded foods, so those on textured diets are served nutritious foods that engage all the senses. They look and taste like the menu offering as well as being safe for our residents with modified dietary requirements.

Sandy Devine - Chef/Catering Manager

Each year we use:

26,764
bowls of fresh
fruit salad
yearly

936kg
of meat for
Sunday
roasts

1092
different menu
choices
annually



Recreation & Activities



Mater Christi Outings

In response to contemporary research and with resident encouragement, Mater Christi has implemented monthly outings to local parks, gardens, clubs, and other places of interest to meet others and engage physically, mentally, and socially. It is proving to be very popular!

REAL PEOPLE, REAL STORIES: A Happy Couple

After getting to know one another when together at meals in Mater Christi, Jim and Jude soon became inseparable. When Jim proposed to Jude in front of her son & staff members Jude accepted! The commitment was celebrated at The Link in front of close friends & family.



REAL PEOPLE, REAL DOGS: Dachshund Duet

Midgie and Frankie have joined our recreation team to visit residents. Regular Pet Therapy sessions can help reduce stress, lower blood pressure, increase social interaction and physical activity and help residents connect with and talk about life experiences. Life is never 'ruff' in the Mater!

REAL PEOPLE, REAL STORIES: Roland Sciortino

The helpful and caring approach towards our residents by Roland was recognised at the Rotary Pride of Workmanship Awards for his outstanding approach, attitude, dedication and commitment to his work.

Nominated by resident and Rotarian Alan Freedman, it recognises Roland's 14-year commitment to the community of Sawtell Catholic Care.



REAL PEOPLE, REAL STORIES: Partner in Care

Tom and Stella came to Marian Grove in 2019 and quickly joined activities groups. When Tom moved to Mater Christi, Stella became a Partner in Care and visits daily to assist in his care. "Mater Christi has been a blessing for us both". Tom uses his motorised wheelchair to participate in activities in the Chapel and Village Recreation Centre.

REAL PEOPLE, REAL STORIES: Making Connections

The Derretts had friends and social connections within the Village, so their 2023 move was warmly welcomed by friends old and new. Roy can be found in the Village Men's Shed most days. He enjoys sharing his lifelong skills as a cabinet maker to assist others and make beautiful furniture.

Friendly, kind, and positive, Kathy has found like-minded people and enjoys volunteering her time with the Residents' and Function Coordinators Committees to build Village ethos. You will see Kathy in the Village, making connections and encouraging residents!

Thank you, Kathy and Roy for sharing your story. We are so pleased to hear you are enjoying your retirement lifestyle in Marian Grove.





THE LINK

'flourish'

In the face of challenges posed by the COVID-19 pandemic and subsequent lockdowns, we are pleased to share our journey towards normalcy at The Link, a cherished oasis in our community.

We are committed to elevating The Link's standing within our community by hosting a diverse array of upcoming events, from collaborative choir concerts with local schools to providing versatile venue options for weddings, conferences, meetings, and workshops. The Link proudly features three exquisitely appointed onsite function rooms: Pavilion, Lakeside, and Reflections, surrounded by lush AIH award-winning gardens.

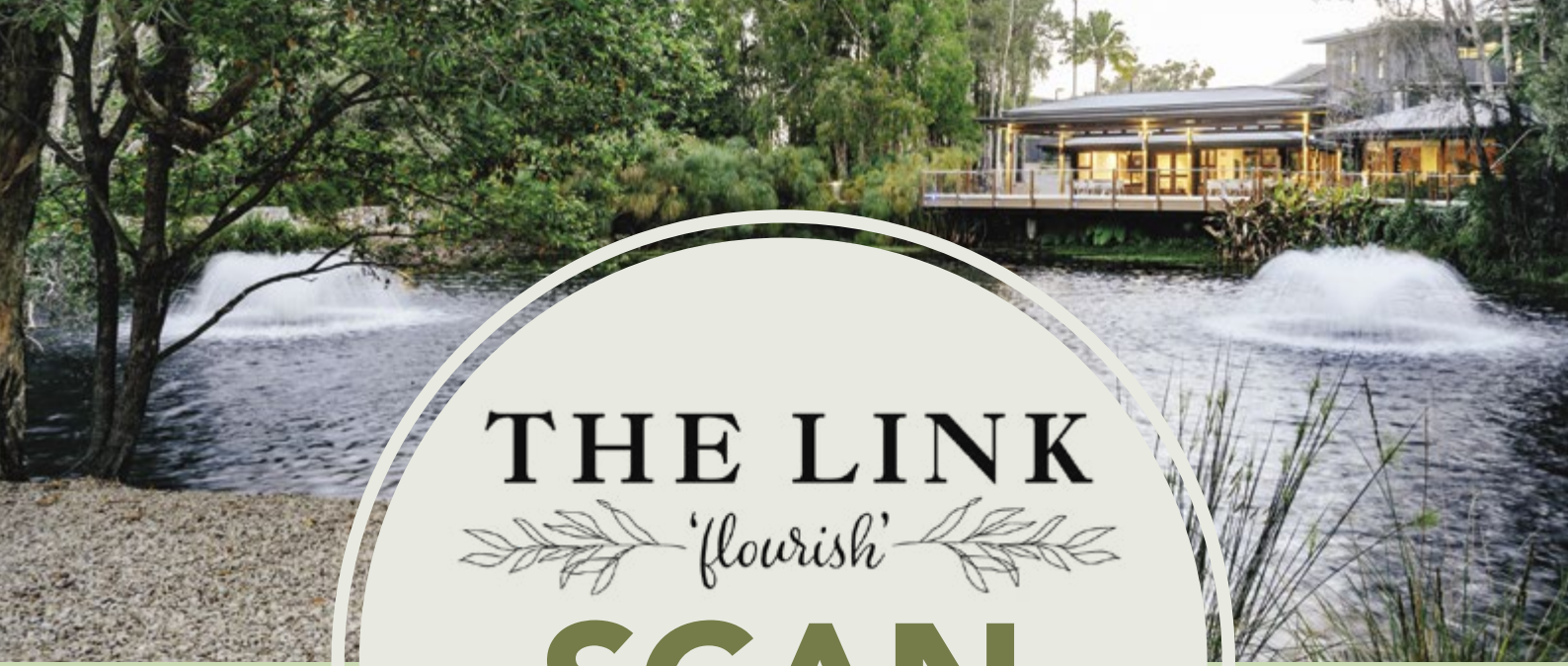
Our dedicated grounds team has displayed unwavering dedication and expertise in maintaining our outdoor spaces, ensuring they remain a source of pride and tranquillity. Through all seasons,

they've nurtured the landscape, creating an inviting and aesthetically pleasing environment for all.

In line with our commitment to inclusivity, we have partnered with the Bularri Muurlay Nyanggan Aboriginal Corporation, enhancing the cultural diversity of our events. Additionally, our in-house catering services offer a one-stop solution for hosting events at The Link.

Excitingly, we have launched our new website, "thelinkevents.com.au," facilitating seamless bookings and keeping our community updated on our developments.

We are eager to engage the community, forge stronger connections, create memorable experiences, and continue being an invaluable asset to our community.



THE LINK
'flourish'
**SCAN
 HERE**
 to follow us on

SCAN ME



WEBSITE

SCAN ME



FACEBOOK

SCAN ME



INSTAGRAM

To keep up to date with the latest news and events at

THE LINK

P: 02 6638 9911 | **E:** link@scca.net.au | **W:** thelinkevents.com.au

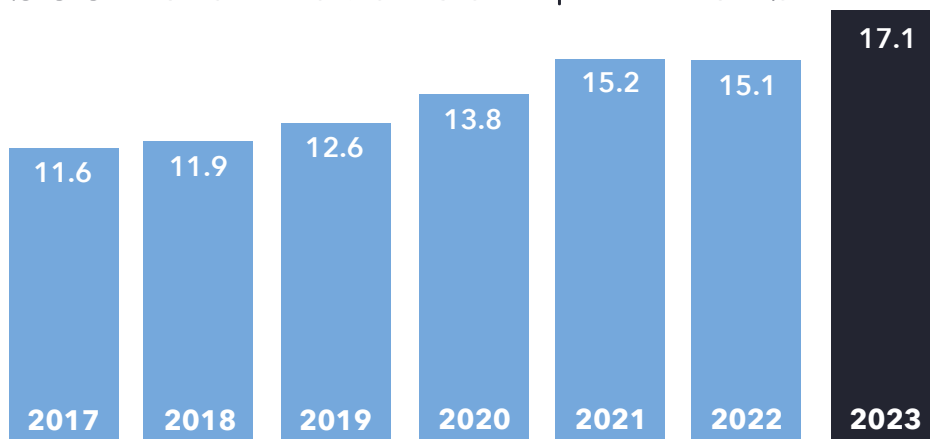
Finance

Over the past year, we are proud to share some significant accomplishments that have shaped our financial success. We have streamlined our operations with automated accounts payables through Lightyear, enhancing efficiency and reducing costs. We are committed to an open-door policy, where residents can simply walk in and receive the advice and help they need, fostering trust and engagement within our community.

Utilising our new financial reporting tool Fathom, our financial reporting has been elevated to a new level of accuracy and insight.

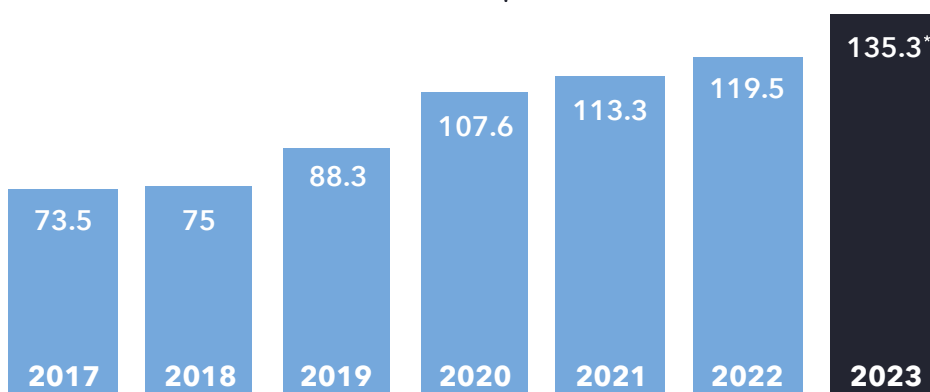
We achieved remarkable revenue growth, going from \$15.1 million to \$17.1 million. We have been diligent in managing our finances, reducing debt from \$9.3 million to \$1.8 million, when interest rates are high. These achievements underscore our dedication, not only to financial excellence but also to being there for our residents.

SCC Total Revenue A\$ Millions



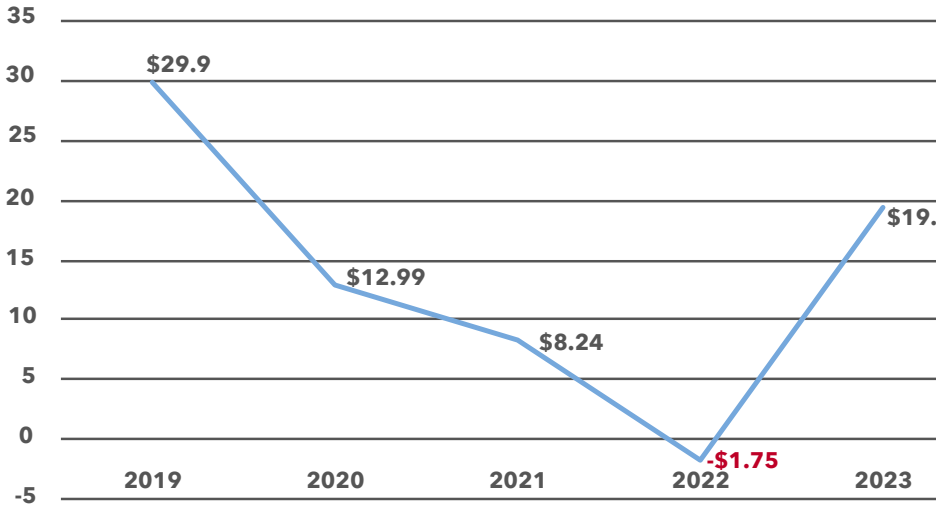
	2022	2023
Amount Spent in 2023 on Renovating MC	\$832,362.71	1,074,752.93

SCC Total Assets A\$ Millions

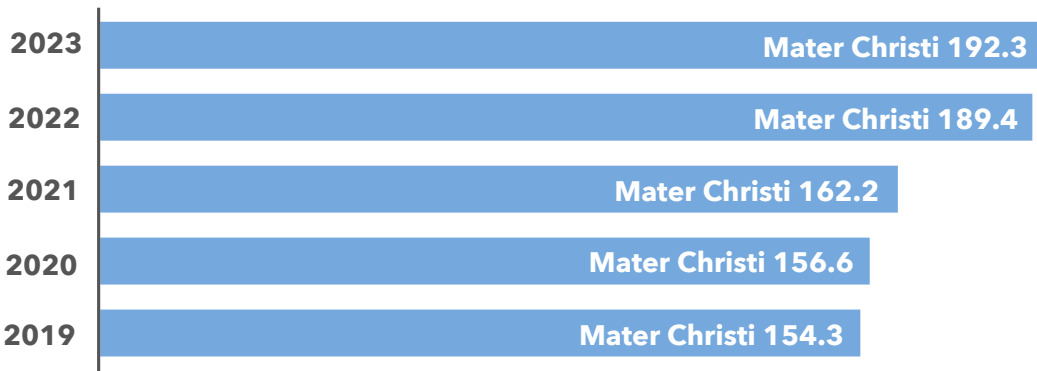


*asset revaluation

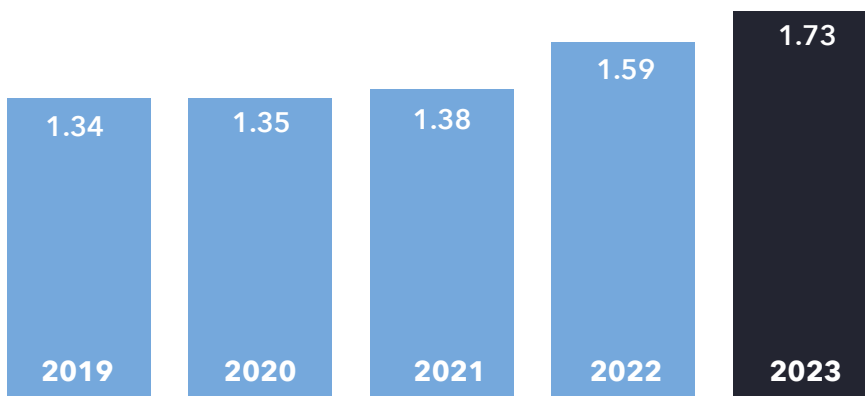
Operating EBITDAR per resident per day



A\$ Spent in Direct Care For Each Resident Per Day



Average A\$ Millions Spent on Food





JPC & SCC

The intergenerational collaboration with St John Paul College has been welcomed by residents of Mater Christi. Students visit weekly to lead activities and prayer while building meaningful relationships with residents. This true sharing of wisdom, faith and life is appreciated by students and residents.

Our own Marian Grove Ukulele Group has returned to Mater Christi. Their genuine home-grown enthusiasm is loved by residents, families and staff.

The choir from Mary Help of Christians School has performed at The Link regularly for residents and families, bringing wonderful opportunities for intergenerational relationship building.

REAL PEOPLE, REAL STORIES: Supporting World Youth Day

"We had an incredible time reconnecting at The Link in Sawtell last Saturday as our Lismore Diocese World Youth Day pilgrim group wrapped up our final WYD debrief. Sharing our transformative experiences from Spain and Portugal over three weeks, we delved into

the challenges and joys of spreading our renewed spirits with our parish communities. Huge thanks to The Link for providing us with an unforgettable venue. Perfect for retreats, celebrations and more!"
Georgia Hickling



Contacts & Resources



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Sawtell Catholic Care

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Mater Christi

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Toormina NSW 2452
(02) 6658 6133
www.scca.net.au



Marian Grove

3 Marian Place,
Toormina NSW 2452
(02) 6653 1241
www.scca.net.au



Sawtell Home Care

3 Marian Place,
Toormina NSW 2452
(02) 6653 1241
www.scca.net.au



The Link

631 Hogbin Drive,
Toormina NSW 2452
(02) 6638 9911
www.thelinkevents.com.au



Welcome to

MARIAN GROVE

Mary Help of Christians Parish

