



Annual Report 2021-2022

Acknowledgement of Country.

Sonder acknowledges Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia.

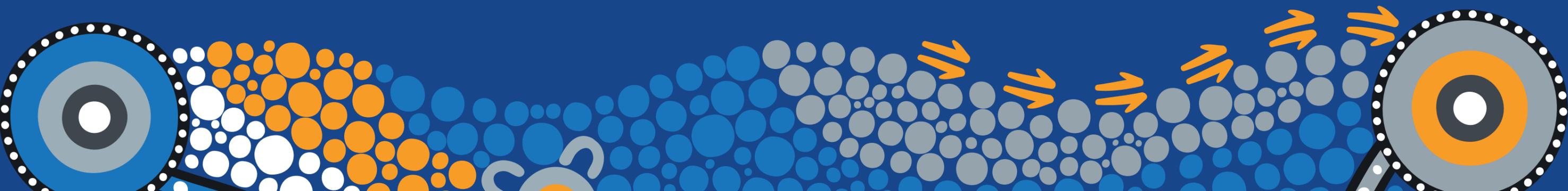
We pay respect to them, their cultural and spiritual heritage, and to Elders past, present, and emerging.

We acknowledge the ongoing impact of intergenerational trauma that has occurred since colonisation and commit to truth telling as we walk alongside them towards reconciliation.



Contents.

2021-22 in numbers	4
About Sonder	6
Our strategic directions	7
Meet our Board	8
CEO & Chair report	10
Our service reach	14
Our services	
Mental health services for adults	16
Mental health services for young people	18
Alcohol & other drugs services	22
Employment support	24
Aboriginal health.....	26
Community health	28
Homelessness services.....	30
Professional development	32
Research & evaluation	34
Workforce development	35
Sonder IT	36
Financial performance	38





In 2021-22 we supported

17,616

South Australians across metropolitan and regional communities.



This was achieved through...

329

staff members



47

sub-contractors



137

Volunteers



Our impact

This has led to another year of great outcomes for Sonder...



Adult mental health services

6,595

people supported through 12 services



Youth mental health services

5,606

people supported through 6 services



Aboriginal health services

2,154

people supported through 3 services



Community health services

1,897

people supported through 3 services



Homelessness services

475

people supported through 1 service



Employment services

453

people supported through 2 services



Alcohol and other drugs services

436

people supported through 3 services

About Sonder.

We help people to improve their wellbeing and live better lives.

Sonder is an inclusive, not-for-profit organisation that has been providing better quality health and support services to the South Australian community since 1993.

We support thousands of people each year with mental health challenges, alcohol & drug use concerns, chronic disease management and employment.

Clients are able to access multiple services to address their needs from a range of centres located across SA.

Over the past 29 years, the organisation has earned a solid reputation for the delivery of high quality, evidence-based clinical psychological therapy services and is now one of the leading providers of mental health services in the state.

Sonder supports children, young people and adults living with mental health concerns to improve their

wellbeing and pursue a life with meaning, hope and purpose.

Additionally, Sonder is the lead agency for headspace Adelaide, Edinburgh North, Marion and Onkaparinga.

The headspace Centres act as a one-stop-shop for young people who need help with mental health, physical health, alcohol and other drugs or work and study support.

Sonder is fully accredited under ISO Standard AS/NZS ISO 9001:2015 and the National Standards for Mental Health Services.

Our accreditation status is maintained by an internal Quality, Risk and Safety Committee, which aims to build, maintain and support a culture of continuous quality improvement with a proactive approach to risk management and work health and safety.

Sonder welcomes people from all cultures, faiths, backgrounds, experiences, and celebrates all identities, genders, sexes, orientations and abilities.

We embrace diverse voices in our decision making to ensure we deliver inclusive services.

Strategic plan. 2022 - 2027



Our vision

Better Care, Better Health.

Our purpose

To deliver high-quality, local healthcare and community services.

Our values

Respect, Fairness, Equity, Honesty and Trust.

Our goal

We will be the leading organisation at delivering integrated primary care and community services to the most vulnerable people across South Australia.

Strategic themes

1. Growing our impact

Key objectives

- Focus efforts on supporting the most disadvantaged and complex clients in the communities that we serve.
- Optimise the client journey through the provision of integrated and coordinated care.
- Improve access by building purposeful partnerships and optimising service models to reduce wait times and ensure our clients seamlessly receive the right care, at the right time.

2. Increasing our capacity

Key objectives

- Develop advanced data management and analytics capabilities to enable us to measure our impact and support leaders to make informed decisions about service models.
- Prioritise the delivery of safe and high quality services for clients.
- Ensure financial sustainability and operational excellence.

3. Investing in our people

Key objectives

- Build the leaders of tomorrow by developing the essential leadership skills of our employees.
- Provide a positive, respectful, supportive and fair work environment where employee differences are celebrated, valued and utilised.
- Foster a resilient and capable workforce that uses data to inform all practices.
- Ensure the lived experience voice is intricately involved in service design.

4. Improving Aboriginal cultural capability

Key objectives

- Demonstrate our commitment to Reconciliation through collective action.
- Establish and build mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders with the aim of bringing genuine respite and strengths-based solutions for mental and physical health needs.
- Provide cultural learning opportunities for employees to increase understanding of Aboriginal cultures, histories, and achievements.

Meet our Board.

Our Board of Directors set the strategic vision for the organisation and oversee the strategic directions. They also play a vital role in monitoring the practice, financial and clinical performance of the organisation.

Dr Rizwan Latif

Board Chair

General Practitioner
in Craigmore

Dr Latif has extensive professional medical practice experience in the Sonder region for over 15 years.



Rizwan appears on various State Clinical Committees and is a Clinical Lecturer at Adelaide University and a Clinical Examiner with the Australian Medical Council. Rizwan is also on the Executive Committee for the Pakistan Medical Association and is the chair of Sonder's Adelaide GP Council.

Mr Danny Haydon

Board Vice Chair

Principal, Health Division,
Brentnalls Health

Danny has been a business consultant to the medical and allied health industry since 2008.

Danny's comprehensive experience in the health sector means he's committed to building viable medical and allied health practices so they can achieve their goals.



Danny has served as a Board Member and Past President of the Australian Association of Practice Management and Executive Officer at the Clare Medical Centre. He is currently a Member of the Department of Health Practice Manager Advisory Group.

Dr Richard Heah

Board Director

General Practitioner
in Elizabeth

Dr Heah has over 20 years of professional medical practice experience in the northern region of Adelaide. Richard is the Shareholder of Corporate Health Group.



He has keen interest in Medical Education and Mentorship for GPs and International Medical Graduates.

Richard is a nominee of AHPRA Tribunals (SA), has extensive business and finance management experience and is a Graduate of the Australian Institute of Company of Directors.

Dr Sudheer Talari

Board Director

General Practitioner
in Gawler

Dr Talari has over 10 years of experience as a General Practitioner. He is the president of the Salisbury Elizabeth Medical Association and has acted as an examiner for MOCK exams for medical students, GPs and AMC candidates.



Sudheer has experience running workshops for International Medical Graduates for AMC Clinical and FRACGP OSCE exams.

Mr John Manning

Chair of Risk & Finance
Sub Committee

Managing Director at
Dewings Accounting

John Manning is the managing director of Dewings, a boutique firm of Accountants and Business Advisers based in Adelaide. He has worked in accounting, IT and HR and has a rich background in business.



John is a regular speaker on a range of business issues with various organisations. He also holds a Masters of Divinity and has served as a Board Member for local and national not-for-profit boards. He is also an affiliate member of the Institute of Chartered Accountants and a Graduate of the Australian Institute of Company Directors.

Dr Kali Hayward

Board Director

General Practitioner
in Noarlunga

Dr Hayward is descended from the Warnman Peoples of Western Australia. She has been working as a GP for over 10 years and is a Senior GP Consultant at the Aboriginal Family Clinic in Noarlunga. Kali is a Senior Medical Educator and GP Registrar supervisor for GPEx.



She was previously the President of the Australian Indigenous Doctors' Association which is striving to encourage more Aboriginal and Torres Strait Islanders to pursue a career in medicine.

Dr Seema Jain

Board Director

General Practitioner
in Elizabeth Grove

Dr Jain is a Practice Principal with over 20 years' experience working across hospitals in SA and interstate, with exposure across a wide range of sectors.



Seema has extensive experience working with Aboriginal & Torres Strait Islander health issues. Seema teaches medical students and supervises Medical Registrars.

Professor Tracey Wade

Board Director

Professor of Psychology

Tracey Wade is the Matthew Flinders Distinguished Professor of Psychology at Flinders University. She has worked clinically in the area of eating disorders for over 30 years and has been working full time as an academic since 1999. Tracey is the director of the Flinders University Services for Eating Disorders (FUSED), the Flinders Institute for Mental Health and Wellbeing, and the Blackbird Research Initiative.



She is a member of the National Eating Disorders Collaboration steering committee commissioned by the Federal Government to inform policy development in the area of eating disorder prevention and treatment.

A message from the CEO & Chair.



Sageran Naidoo
Chief Executive Officer
Sonder



Rizwan Latif
Board Chair
Sonder

Just seven short years ago, Sonder (or the Northern Health Network as we were known then) was a small agency with a smidgen over \$3.5M in income and about three dozen or so staff.

Our impact then was confined to the northern suburbs and limited primarily to the delivery of mental health services.

Today, as you will read inside the pages of the 2021/22 Annual Report, Sonder has expanded that impact and in this reporting period, we supported 17,616 South Australians across metropolitan and regional communities.

Measuring our contribution based on our impact sits well with us – we are a values-based organisation and we are determined to transform the lives of our clients by celebrating the lived experience of our clients and staff and scaffolding that expertise to further expand our impact. But to do that we had to renew so much of the foundations of Sonder.

We welcomed Professor Tracey Wade to the Board of Directors and she has helped us to refine and better monitor all aspects of our clinical governance – an absolute necessity as we have begun to deliver clinical services to increasingly complex clients.

While we trace our heritage to the Divisions of General Practice, the Sonder of today is so much more than just a former Division and while we are deeply appreciative of the trust placed in us by general practitioners, we cannot hold on to that world exclusively.

We are so much more than what we were 29 years ago.

“

We recognise that for Sonder to stay relevant to our clients, for us to be innovative and for the organisation to be resilient, we need to not only have the best data gathering and analytical capacity but that we need to build on our capacity to employ and retain staff with a lived and living experience.”

”

We have rebuilt many of the foundational aspects of Sonder with the intent of building a strong organisation that can meet the challenges of the next thirty years and so as we approach our 30th anniversary next year, we will modernise that legal name of Sonder.

We no longer want to be known by what we are not – a former Division. We want our members, stakeholders and clients to know us by a well-known name and for our interested parties to locate our details more easily. We are doing this to signify our intent to build for the future, but that does not imply a turning away from our legacy. We will still be the same entity that we are today, but that name change paves the way for us to modernise our name and our Constitution.

We also commenced a thorough strategic planning process that is flowing through the organisation with the development of portfolio plans – we are determined to plan and resource our future and the Board-led process sets the agenda for the period 2022-2027. More about our Strategic Directions on page seven.

No reflection on operational matters of the year will be valid without commenting on the significant disruption to our services by Covid – not only in terms of grappling with the implementation of the vaccine mandates and the concurrent HR challenges but also the huge financial impost of PPE and working from home arrangements.

Turning a place-based organisation such as Sonder into an agency that embraced Telehealth and virtual working arrangements was time-consuming and expensive. The costs for IT connectivity, staff wellbeing and PPE was borne by Sonder and hence the operating surplus from the trading year

was only about 1.5% - this year proved to be that mythical rainy day that we were saving for.

Concurrent with that unplanned expenditure, we also embarked on the simultaneous and expensive transformation of our HR, finance, data sharing, data analysis and client management systems. We had no choice, to be honest as we embraced outcomes-based funding and the need to have integrated systems to better report on all aspects of program deliverables.

We recognise that for Sonder to stay relevant to our clients, for us to be innovative and for the organisation to be resilient, we need to not only have the best data gathering and analytical capacity but that we need to build on our capacity to employ and retain staff with a lived and living experience.

We know that the combination of strong analytics as well as insights from those who have walked the same journey as our clients leads to small changes in service design that help us to better meet the changing needs of our clients.

A consequence of this heightened responsiveness saw us move into new service areas – this year we saw our first involvement in the lives of people experiencing homelessness through the Toward Home Alliance; we saw the first full year of operation for Solasta, our social enterprise and fee-for-service psychological therapy practice which is proving to be a resounding success; the refinement and expansion of our In-Home Withdrawal Service; our partnership with Mission Australia in an innovative AOD service; and our expansion of AOD and Clinical Care and Coordination services across Country SA.



This also necessitated the expansion of our physical footprint and we opened or fitted out additional locations in Kadina, Victor Harbor, Adelaide Hills, Gawler, Marion and Christies Beach.

We also commenced service delivery to people living with disability with the launch of NDIS Plus. Whilst this service will take time to establish, we strive to ensure that the service is co-designed with consumers and their families. We are determined to deliver NDIS services that are true to the goals of the NDIS, and we will ensure that this model stays true to our Values as well.

The recent Royal Commission review points to many unethical providers in the market and we are determined to be an exemplary alternative for consumers.

We also saw the loss of a significant connection that we had with general practice this year. Adelaide PHN (APHN) ceased funding for a range of professional networks that Sonder had facilitated for many years and also ceased funding for the education services that we delivered to the primary care sector.

APHN also resolved to cease funding for the Adelaide GP Council – the only entity that worked across the metro and which had a unique focus on improving the patient journey. APHN has taken responsibility for the Council and will look to add the Council as part of its membership structure.

Despite these setbacks, we have resolved to stay connected to this vital sector and have launched a fee-for-service continuing professional development (CPD) arm to re-focus our efforts in the primary care sector. We will use the first part of this current financial year to identify our niche space in this crowded market.

This year we also took further steps to build on our Aboriginal Cultural Capability as we worked towards meeting the targets outlined in our Reconciliation Action Plan (RAP).

We will employ a Cultural Advisor who will support the organisation to entrench our gains but also ensure that the actions of the RAP and our Cultural Capability Framework are embedded in all we plan and all we do.

We also took steps to ensure our sites are more accessible and we hope that the launch of the Yarning Circles at our Edinburgh North and Marion headspace centres will go a long way to increasing the numbers of young Aboriginal people who feel culturally safe when receiving services.

With much joy, we were able to host our annual Closing the Gap Day this year, after a loss of two years due to Covid.

While we had little time to prepare, over 1,500 members of the community attended to learn more about the health and wellbeing services available for them and their families. We hope this significant event becomes a permanent fixture in spite of the uncertainty of funding from some partners.

We also had to contend with the grave uncertainty of funding for the headspace Early Psychosis program and it is only in this current financial year that we have received confirmation that this invaluable service will be funded into the short term – but we also had to contend with the loss of funding for emerge, our complex youth mental health service and the consequential loss of personnel.

Unnecessary and inconsistent commissioning processes place significant challenges on our workforce and this matter has proven to be the greatest challenge in the Covid world – recruiting and retaining skilled clinical staff in the face of the *Great Resignation*, the pull of state agencies and the dearth of skilled migrants for those highly skilled roles.

We work hard to build the workforce culture to retain the staff we have but the pressure of increasing entitlements to match our state agencies, finding funds to pay above Award rates and putting together the range of initiatives to build a nurturing workplace are all pressures the entire community sector faces.

What we have found is that funders do not appreciate fully these challenges and we are ever grateful to the wonderful team across Sonder who plough ahead without concern about their personal challenges as they strive to find the pathway to full citizenship for their clients.

“

We are determined to deliver NDIS services that are true to the goals of the NDIS, and we will ensure that this model stays true to our Values as well.

”

But always, we at Sonder are ever positive and ever hopeful about the future of our organisation and of the political environment out there beyond our control – we are mindful that at the federal level, there will have to be a balancing act to bring the budget under control while supporting vulnerable communities to move ahead in an economy that seems to be at war with the common folk.

We are grateful to our Alliance and Consortium partners and our Peak Bodies for enabling us to meet these challenges through collective action and we are ever mindful that for all the wonderful achievements of our staff and Board of Directors, the needs of communities that we serve seem to be more fraught than ever.

This knowledge is what sustains us and powers our determination, passion and commitment.

Sageran Naidoo
Chief Executive Officer

Rizwan Latif
Board Chair

We strengthened local communities across South Australia.

In the 2021-22 financial year, we expanded our service locations to support a broader range of clients to improve their health and wellbeing.

Our services supported people across six key domains....

 **Mental health**

Tailored counselling and therapy to help people to improve their wellbeing and develop skills to live a life of hope and purpose.

 **Alcohol and other drugs**

Targeted support to help people make long-lasting, positive changes to their use of alcohol and/or other drugs.

 **Homelessness**

Outreach and 'wrap-around' services to prevent homelessness and help people sustain long-term housing.

 **Employment**

Specialist support to help migrants, refugees and young people to overcome barriers to employment.

 **Aboriginal health**

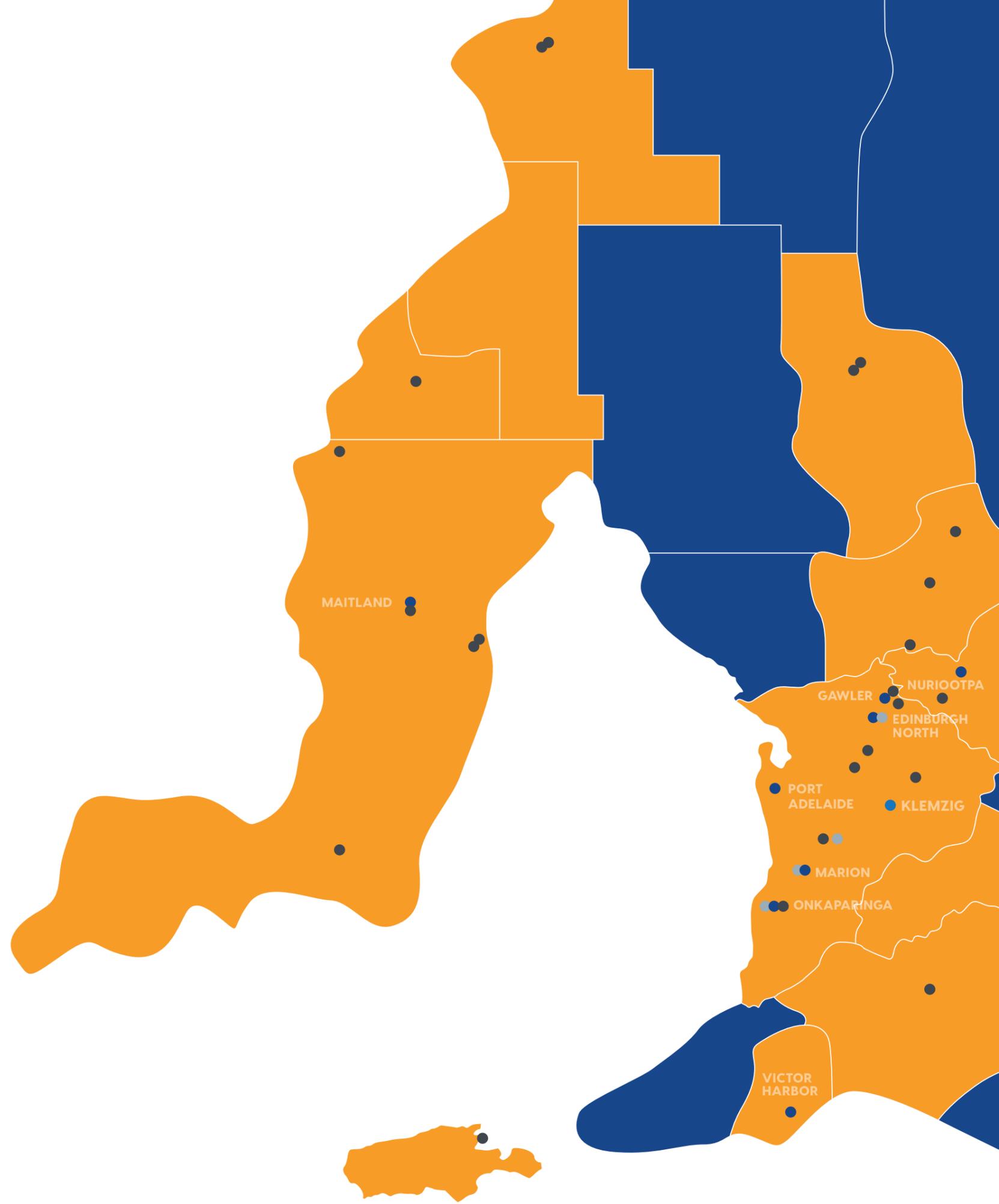
Culturally safe services to support Aboriginal and/or Torres Strait Islander people to achieve better health outcomes.

 **Community health**

Healthy lifestyle programs to support people to prevent and manage chronic health conditions.

We delivered **30** services in **35** different locations across South Australia.

-  Sonder centres
-  headspace centres
-  Solasta centres
-  Other consulting locations



Mental health services for adults.

We adopt a recovery-focused approach to mental health services, supporting individuals to improve their wellbeing and pursue a life with meaning, hope and purpose.

DELIVERING MENTAL HEALTH SERVICES WITH IMPACT

We supported almost 7,000 people with mental health concerns across Adelaide's northern and western metropolitan regions and Gawler-Barossa.

Almost 70% of clients who accessed services demonstrated an improvement in their wellbeing. 94% reported experiencing high levels of safety, 95% indicated they felt respected by workers and 96% felt that their cultural beliefs were respected.

REDUCING WAITLISTS

In an effort to improve the accessibility of our mental health services, we implemented the evidence-based Choice and Partnership Approach (CAPA) in our service delivery.

CAPA is a model based on transparent collaboration that aims to enhance the effectiveness of services and client satisfaction.

CAPA encourages family involvement, client self-determination and early contact with clients. This early contact with the service is referred to as the 'Choice Appointment' where clinicians meet with clients within just two weeks of referral to discuss presenting concerns, support options, and jointly set goals.

Another initiative implemented in the last financial year was the Brief Intervention Clinic (BIC), an innovative treatment model aimed at promoting quick access to mental health support for people with mild-moderate mental illness.

Since the inception of both initiatives, 25% of clients in the last financial year reported that their needs were met through Choice Appointments and when followed through with BIC, this increased to 50%.

These innovations have enabled better matching of services to clients' needs and have assisted in significantly reducing waitlists by almost 60%.

REACHING REGIONAL COMMUNITIES

Mental health services delivered across regional South Australia were bolstered with the introduction of the Clinical Care Coordination program which saw Sonder's service reach expand across Nuriootpa, Gawler, Kapunda, Strathalbyn, Port Pirie, Clare and Kadina.

With the easing of COVID-19 restrictions, we were able to resume the delivery of Residential Wellbeing, a program which provides psychological therapy to individuals living in residential aged care homes throughout the Gawler-Barossa region.

60% of residents who accessed the Residential Wellbeing program and 90% of care home nurses expressed they 'strongly agreed' that the program was helpful.

COLLABORATING FOR WOMEN'S HEALTH

Working closely with Helen Mayo House and Lake Windermere Children's Centre, our Mother-Infant Dialectical Behaviour Therapy groups continued to support significant improvements in participants' mental health and parenting confidence.

AN UPDATE ON OUR SOCIAL ENTERPRISE

In July 2021, we launched a new social enterprise, Solasta. Located in Klemzig, Solasta is a fee-based practice providing therapy and assessment services to children, young people and adults.

The profits generated by Solasta will be re-invested



back into Sonder, enabling Sonder to continue to provide innovative services for clients beyond allocated funding.

Throughout the 2021-22 financial year, Solasta supported over 800 children, young people, and adults to improve their mental health and wellbeing.

Throughout the year, Solasta went from strength to strength, expanding its workforce to employ an additional seven salaried Clinical and Registered Psychologists, three admin staff and four contract clinical staff including a Pediatrician, Psychiatrist, Speech Pathologist and two Psychologists.

Growth was supported through successful contracts with Department for Education; Catholic Education; Associations of Independent Schools Association of SA (AISSA); and Adelaide Cemeteries.

“
Fantastic psychology service. Very professional. Helped me more than I can articulate. Would and have recommended to anyone struggling with mental health problems.
”

MENTAL HEALTH SERVICES CLIENT



Mental health services for young people.

Sonder provides youth-friendly mental health services for young people through our headspace centres, as well as our emerge program for young people experiencing significant mental health challenges.

Throughout the last year, we experienced an increase in demand for our youth mental health services at Sonder. We provided over 74,000 services to 5,606 young people experiencing mental health concerns in Adelaide's northern, central and southern metropolitan regions, which translates to a 7% increase on the previous year.

In order to meet this increase in demand and an increase in the complexity of young people seeking support, we made innovative changes to our models of care. The changes were guided by our intent to provide effective, safe and holistic care, centred on the needs of young people and their communities.

ADVOCATING FOR INVESTMENTS IN THE YOUTH MENTAL HEALTH SECTOR

Sonder continued to play a leading advocacy role in the youth services sector, promoting discussion and prompting action focussed on youth mental health with presentations made to the Youth Affairs Council of SA, Mental Health Coalition SA, local and Federal members of Parliament and Mental Health Commissioners about the effects of COVID on mental health in young people and the need for services to meet demand.

Our headspace centres were grateful for visits from key government representatives including Minister Amanda Rishworth who attended our headspace Onkaparinga centre as part of a significant site expansion grant funding announcement, and Senator Marielle Smith who visited our Adelaide and Edinburgh North centres to recognise the impact of our work within those local communities.

We strengthened partnerships with key stakeholders including the Adelaide PHN and the Department for Social Services and research institutions, such as Flinders University, headspace National, and Orygen.

We also continued to lead and develop the Multi-Agency Collaboration for Youth initiative in the northern region of Adelaide, with this occurring alongside the development of a similar initiative by Sonder in the southern Adelaide region.

ACTING INNOVATIVELY TO MANAGE DEMAND

Sonder continued to provide high-quality, youth-focused support to young people via its headspace centres - Adelaide, Edinburgh North, Marion and Onkaparinga. Across the centres, teams supported 4,047 young people and provided 17,268 services, a 17% increase from the previous year.

We implemented effective demand management strategies to enhance service responsiveness and accessibility, including our Brief Intervention Clinics; Check-in phone contacts; group programs; access to peer support including Aboriginal and Torres Strait Islander-specific support; a move towards Single Session Therapy; and the establishment of Drop-in Clinics.

On average, young people reduced their psychological distress from severe to moderate across all four headspace centres throughout the year.

Similarly for psychosocial functioning, evidence showed a steady improvement for young people across all centres.



PROVIDING “STEP-UP” CARE FOR YOUNG PEOPLE

We continued to support young people with complex and severe mental illness through our emerge program. Throughout the year, over 800 young people were supported with over 20,600 occasions of evidence-based therapy, care coordination, group work, and psychiatric assessments and review. Significantly, over 80% of clients demonstrated improvements in outcomes.

Our southern arm of the emerge program was invited to join Orygen’s ‘Youth Enhanced Services Implementation Lab’ which provides intensive, tailored support to service providers in areas such as capacity building and quality improvement.

We also continued to support young people experiencing, or at risk of experiencing psychosis through our headspace Early Psychosis program.

Based on evidence developed by Orygen, the program focuses on early intervention and provides young people and their families with timely access to specialist support.

Over the past financial year, we focused on consolidating and strengthening the headspace Early Psychosis program workforce. Improvements in staff recruitment and retention translated to tangible outcomes regarding the number of young people who are supported by the service at any one time.

A total of 714 young people accessed the service, a 27% increase from the previous financial year, with 36,118 services delivered, translating to a 6% increase. Almost 60% of young people who received a service demonstrated a significant reduction in psychological distress.

RAISING MENTAL HEALTH LITERACY AND AWARENESS IN THE COMMUNITY

Our youth participation and community efforts continued to facilitate health and service promotion and activities across our youth services.

We coordinated a plethora of activities focused on mental health literacy training, grant writing, and stakeholder and consortium management.

We delivered over 600 community engagement and youth participation activities, ranging from social groups to social media campaigns; podcasts; LGBTQIA+ groups; awareness weeks/campaigns; Music That Matters online music festival; headspace Day; art projects; youth forum; Youth Mental Health First Aid course and much more.

EMBRACING A LIVED EXPERIENCE WORKFORCE

Sonder embraces lived experience across all levels of the organisation, including within its Executive Management Team and Lived Experience Advisory Groups, as well as within its service delivery workforce with Senior Peer Practitioners, Peer Practitioners and Outreach Workers.

Currently, 10% of Sonder’s workforce operates in designated Peer Practice roles across youth services, adult mental health & AOD, community services, disability services and Aboriginal health services.

In the past year, Sonder identified the Lived Experience Workforce Program’s Lived Experience Workforce Standards and Guidelines as a strategic priority and has implemented a range of new processes to ensure adherence to the Standards.

In February 2021, Sonder hosted a two-day workshop with twenty staff members. The group worked collaboratively to complete a self-assessment of the Standards and develop an action plan.

A Project Team, comprised 50% of staff with lived experience, was tasked with the implementation of the action plan.

To date, some notable successes have included a change in title for Peer Workers across Sonder to Peer Practitioner, the creation of the Peer Upskill Program, implementation of 1:1 and Group Peer Supervision and the facilitation of Trauma Informed Practice Training with Dr Nicholas Procter.



Sam’s story

Before seeking help from headspace, Sam* reported having an unhealthy relationship with himself and lacking the motivation to seek his own potential.

Sam had developed anxiety and early signs of psychosis that severely impacted his performance at work, relationships with friends and family, and his ability to perform basic day-to-day tasks.

Sam reached out to headspace for support when he realised how lost he had become. Sam was linked in with the headspace Early Psychosis program and worked with a specialist case manager who developed an individual treatment plan and facilitated responsive treatment which led to Sam’s recovery from psychosis.

With the support of the headspace Early Psychosis team, Sam moved into a career that he enjoys and reports finding a new drive to get more into life.

Speaking of his experience with the program, Sam commented “From providing one on one counselling sessions to giving excellent support in finding a career, to finding like-minded individuals in social spaces, they were there for me every step of the way for whenever I needed it. I genuinely loved how safe and ‘at home’ they make you feel.”

“I learned how to find peace of mind, happiness, rest and motivation in every aspect of my life. headspace helped me to find the confidence to explore opportunities and find the richness of life.”

*Name has been changed for confidentiality



Alcohol & other drugs services.

We support people to reconnect with themselves by making long-lasting, positive changes to their use of alcohol and/or other drugs.

NEW PROGRAM TO SUPPORT BOTH ALCOHOL AND OTHER DRUG AND MENTAL HEALTH CONCERNS

Throughout the 2021-22 financial year, Sonder's delivery of alcohol and/or other drugs services expanded to the Lower Fleurieu Peninsula with the launch of a new Alcohol & Other Drug Intervention & Management program, AIM.

Delivered by Clinicians and Peer Support Workers, AIM supports clients to develop new strategies to reduce alcohol and/or other drug use, as well as manage mental health concerns.

The introduction of this partly peer-led service is representative of Sonder's focus on expanding access to peer-based support.

Throughout the 2021-22 financial year, almost 160 individuals were supported through AIM, through over 1,400 occasions of service.

The AIM team worked with local communities to develop novel ways to support access across diverse regional areas as well as meet expressed community needs.

STEPPING UP OUR IN-HOME WITHDRAWAL SERVICE TO MEET DEMAND

In response to a rapidly escalating situation with COVID-19 over the Christmas period, SA Health's Drug and Alcohol Service (DASSA) in-patient withdrawal facility was repurposed to provide quarantine support.

With the state's only dedicated in-patient withdrawal service out of action, Sonder was approached by DASSA to scale-up its In-Home Withdrawal Service to help meet the demand.

DASSA provided two additional withdrawal nurses,

significantly increasing the program's capacity to provide withdrawals for people with more complex needs.

Throughout the 2021-22 financial year, the In-Home Withdrawal Service supported 138 individuals to commence withdrawal with 125 going on to complete the withdrawal, a success rate of 91%.

WORKING COLLABORATIVELY

Sonder and Mission Australia's Partners Towards Wellbeing program also experienced a year of growth following an establishment period last year with improvements made to clinical governance practices to improve quality of care.

Comorbidity clinicians and peer practitioners in the program provided support and treatment to 138 individuals experiencing both mental health and substance use issues.

“The dual care from [my] peer support worker and clinician has been amazing. Previously I have struggled to receive care and support for AOD use and my mental health. [My] workers really are making a difference in my life and making me make these changes. I appreciate it so much.”

ALCOHOL AND OTHER DRUGS SERVICES CLIENT

Employment support.

Sonder provides employment support to young people and migrants and refugees through services based on an evidence-based model known as Individual Placement and Support which integrates employment and mental health support.



DEMONSTRATING INNOVATIONS IN SERVICES FOR MIGRANTS AND REFUGEES

Throughout the 2021-22 financial year, Sonder continued to deliver Employment Solutions, a program that provides specialised vocational and mental health support to help migrants and refugees overcome complex psychosocial barriers to employment.

The integration of an employment service within a primary health care provider is unique and provides an effective method to support meaningful health and employment outcomes for vulnerable communities. With direct referral pathways available to other health and support services at Sonder, the model ensures that all needs are met.

In the past year, our Employment Solutions team adapted to an outcomes-based approach to service provision, whilst maintaining high-quality standards and ensuring clients remained at the centre of care.

In a commitment to supporting local businesses, the team built strong connections with local employers and facilitated opportunities for businesses to enhance their capacity to provide culturally safe and inclusive work environments for migrants and refugees.

In the past financial year, the program supported a total of 187 migrants and refugees into 131 job placements through almost 3,000 occasions of service.

“
It’s hard when you first come to Australia because we are refugees. Sonder helped me know how to look for a job and what to do in an interview.”

ANOK, EMPLOYMENT SOLUTIONS CLIENT

SUPPORTING YOUNG PEOPLE TO ACHIEVE WORK & STUDY GOALS

Young people face unique challenges in achieving employment, challenges that are intensified for those experiencing mental illness.

Select headspace centres across Australia, including our own headspace Edinburgh North, are funded to provide employment support for young people through the headspace Work & Study program, in addition to mental health services.

Following an evaluation of the headspace Work & Study program which recognised the benefits of the program, the Government announced an expansion and in 2021, headspace Onkaparinga was selected as one of the additional centres to deliver the program.

Following the announcement, the headspace Onkaparinga team worked to quickly establish strong relationships with local employers and provide individualised, tailored support to help young people achieve their work and study goals.

This welcomed addition enabled us to offer more comprehensive support to young people living in the Southern metropolitan region of Adelaide.

Throughout the 2021-22 financial year, our headspace Work & Study teams at Onkaparinga and Edinburgh North supported a total of 266 young people, a 120% increase from the previous year, resulting in 107 work or study placements.

“
Since coming to headspace, I feel a lot better about myself and more comfortable in a lot of situations. I was able to find the things I was passionate about and began my journey to work towards them.”

CHRIS, HEADSPACE WORK & STUDY CLIENT



Jayden’s story

Working with a Job Service Provider, Jayden found himself trapped in an endless circle of applying for jobs that he had no interest in, in order to meet Centrelink requirements.

After a while, this endless loop of unemployment, inconsistency and lack of direction took a toll on his mental health.

Jayden reached out to headspace Edinburgh North for support and was referred to the Work & Study program.

Jayden worked with his Employment Specialist to identify his work and study interests and to set goals.

Speaking of his experience with the program, jayden commented “They walked alongside me in exploring countless options and possibilities with employment, study, and apprenticeships, and I was comfortable with saying no to the options that didn’t suit or interest me, as I felt safe and supported.”

It wasn’t long before he found a career pathway that interested him, enrolling in full-time study for a Certificate in Peer Work.

In-line with his goals, Jayden also secured a position as a Youth Ambassador at headspace Edinburgh North where he promotes headspace services to other young people experiencing challenges.

Jayden is still connected with the Work & Study program, receiving support for his study commitments and working with his Employment Specialist to explore possible career pathways in peer work.

Aboriginal health.

We provide culturally safe services that support Aboriginal and/or Torres Strait Islander people to achieve better health outcomes.

EMPOWERING ABORIGINAL PEOPLE TO BETTER MANAGE CHRONIC HEALTH CONDITIONS

Sonder's Closing the Gap Integrated Team Care (CTG ITC) program supports Aboriginal people living with chronic health conditions in metropolitan Adelaide and regional South Australia.

Care Coordinators in the program work with clients to help them to better understand their chronic condition, navigate the healthcare system and access culturally sensitive services that enable them to manage their health.

Outreach Workers provide practical assistance, supporting clients to attend appointments and offering advocacy and general follow-up through home visits. Working together, the team support clients to develop self-management skills to live healthier lives.

In the 2021/22 financial year, Sonder's CTG ITC program supported 1,910 Aboriginal people with a total of 36,915 services.

IMPROVING QUALITY OF CARE FOR ABORIGINAL PEOPLE IN GENERAL PRACTICE

Aboriginal Health Practitioners from our 715 General Practice Support team worked with staff at 6 different general practices across Adelaide to increase their capacity to provide culturally safe care to Aboriginal patients and increase the uptake of Aboriginal Health Checks (MBS Item 715).

In the last financial year, a total of 179 Aboriginal people were supported to have an Aboriginal Health Check through the program.



John's story

John* received a referral from his GP to Sonder's Closing the Gap Integrated Team Care (CTG ITC) program to access support to help him to better manage his diabetes condition.

As a result of his diabetes, John had developed a chronic foot ulcer which was unable to heal due to a combination of factors including inappropriate footwear, difficulty attending wound-care appointments, and long wait-lists to see public podiatrists.

After the CTG ITC team made an initial assessment, John's Care Coordinator arranged a referral to a private Podiatrist to enable John to be reviewed sooner.

Both the podiatrist appointment and transport to the appointment were arranged through the program. John's Care Coordinator worked to action the recommendations outlined by the Podiatrist to support the treatment of John's wound, including the provision of a fitted moon boot to prevent continued irritation.

John's Outreach Worker provided him with transport assistance to attend wound care and diabetic reviews and worked with John to help him to better understand his condition and how to manage it.

Thanks to the care coordination and support provided by the CTG ITC team, John's wound healed, and he is now able to self-manage his diabetes condition.

*Name has been changed for confidentiality



ENCOURAGING HEALTHIER LIFESTYLE HABITS

Delivery of our Physical Activity and Community Engagement (PACE) program ceased at the end of the 2021-22 financial year.

The program was developed through ongoing co-design with local community members and other stakeholders and had a strong focus on supporting the overall health and wellbeing of Aboriginal people.

Aboriginal Program Facilitators led participants through a series of 8-week, group-based programs with the aim of supporting the development of healthier behaviours through nutrition and exercise sessions which included cooking demonstrations, high and low-intensity gym sessions, hydrotherapy and jiu jitsu.

During the last financial year, we delivered forty PACE sessions for a total of sixty-five Aboriginal people.

“Your support has been absolutely essential in managing my long-term illness and easing the weight from my shoulders. You have always gone above and beyond, not only in relation to my physical health, but also my mental health and wellbeing so I would just like to say thank you again from me and from the broader community for all your work.”

DEBORAH, CLOSING THE GAP CLIENT



Community health.

We support people to make lifestyle changes to help prevent and manage chronic health conditions.

DEVELOPING HEALTHY LIFESTYLE HABITS THAT STICK

In the 2021/22 financial year, we supported 308 people living in regional SA to achieve health goals through Healthy Habits, a multi-faceted program aimed at supporting people living with or at risk of chronic disease to engage in healthier lifestyle habits.

Participants of the program receive one-on-one support from a Care Coordinator who works to connect them to group nutrition and exercise sessions that support the achievement of their personal health goals. The program also supports individual consults with allied health and wellbeing coaches.

Over the past twelve months, a total of thirty-five group programs were delivered through Healthy Habits, in addition to 457 individual allied health appointments and 109 wellbeing coaching appointments.

91% of participants who completed the program improved or maintained their nutrition behaviours, whilst 70% increased or maintained their physical activity levels.

SUPPORTING PEOPLE TO BETTER MANAGE CHRONIC CONDITIONS

Our Integrated Primary Care (formally Allied Health Solutions) program experienced significant growth throughout the 2021-22 financial year, expanding to deliver services throughout the Copper Coast, Mid North and Eudunda, in addition to the Southern Yorke Peninsula and Lower North regions.

This expansion of geographical reach enabled us to support a total of 1,581 clients, an additional 810 clients from the previous financial year, resulting in a 105% increase.

The program aims to support individuals to improve the management of their chronic health conditions. Care Coordinators in the program

advocate for each client's needs and adopt a team-based approach whilst facilitating access to no-cost allied health services.

Over the past twelve months, a total of 9,167 services were provided by a diverse network of allied health professionals including Physiotherapists, Dietitians, Diabetic Educators, Exercise Physiologists and Podiatrists.

COLLABORATING FOR HEALTH OUTCOMES

Kickstart Your Health is a six-week, student-led healthy lifestyle program delivered in partnership with Flinders University.

The pilot program launched in January 2022 and adopts an interprofessional approach whereby students from an array of disciplines, including nutrition, dietetics, exercise science, physiology and occupational therapy work together to deliver no-cost education and exercise sessions to community members living with or at risk of developing chronic conditions.

Since its inception, two programs have been delivered through Kickstart Your Health for a total of eight clients.

“

Kickstart Your Health has helped me to kickstart my healthy habits. I still feel motivated to improve my exercise and diet to reach my goals. I'm really happy with the program and got so much info out of it.

KICKSTART YOUR HEALTH CLIENT

”

Homelessness services.

Sonder supports people experiencing or at risk of experiencing homelessness to address their health and wellbeing needs and link them with services so they can secure and maintain safe, long-term housing.

BREAKING DOWN BARRIERS TOWARD SECURE HOUSING

Sonder supports people experiencing or at risk of experiencing homelessness through Toward Home, an Alliance consisting of Baptist Care SA, Lutheran Care, Mission Australia, The Salvation Army and Sonder.

Organisations in the Alliance work together to support people living in the Adelaide CBD, inner and outer southern metro and Adelaide Hills. The services provided are designed to prevent, divert and resolve homelessness, with the aim of shifting the focus of care from crisis management to early intervention.

As part of the Alliance, Sonder provides health and wellbeing services through a mobile team of Care Coordinators, Mental Health Practitioners, Nurses and Peer Practitioners. The team work with clients to address their complex health and wellbeing needs and link them with services so they can remove barriers preventing them from securing and maintaining safe, long-term housing.

Throughout the 2021-22 financial year, Sonder supported a total of 475 individuals in a variety of housing situations including rough sleepers, couch surfers, people living in temporary emergency accommodation or transitional housing, as well as individuals in secure long-term housing.

70% of clients that were supported by Sonder

reported experiencing mental health concerns, whilst 60% had physical health concerns. Sonder's Toward Home team provided over 400 hours of physical health support and over 500 hours of mental health support.

In addition to providing health and wellbeing support, Sonder also worked collaboratively with other organisations in the Alliance to support people into emergency motel accommodation during COVID lockdowns and winter code blues.

“ You can't underestimate the power of relationships when you're in a system that isn't working well... language is important... us, who have lived experience and used services can translate the system speak. ”

ANNIE, PEER PRACTITIONER



Professional development for health professionals.

Sonder is an RACGP-accredited Quality Improvement & Continuing Professional Development provider and facilitates education and networking opportunities for primary health care professionals.



In order to better understand the professional development needs of the primary health care workforce, we invited professionals to take part in a survey at the start of the financial year to identify common knowledge gaps, we then arranged CPD events that covered these topics.

CPD services at Sonder experienced substantial change throughout the past financial year. Sonder was funded by Adelaide PHN to deliver CPD services up until the end of 2021, however, was unsuccessful in retaining this funding contract.

Since then, the CPD team worked with a range of sponsors, including Return to Work SA and various pharmaceutical companies to continue to deliver professional development activities to the primary health care workforce.

In the 21-22 financial year, Sonder delivered a total of twenty-nine events for 416 attendees, including 130 General Practitioners, 132 Registered Nurses, and seventy-one Practice Managers.

These events were delivered across metropolitan Adelaide with the majority held in the Northern suburbs and inner metro area.

Sonder also supported the delivery of two Aboriginal and Torres Strait Islander Cultural Awareness Training sessions, delivered in partnership with Bookabee Australia and supported by Sonder's Closing the Gap Integrated Team Care team.

Our Practice Managers Network Meetings provide an opportunity for Practice Managers in Adelaide's Northern, Central and Southern metropolitan regions to build the capacity and efficiency of their general practice.

In the 21-22 financial year, Sonder delivered a total of seven Practice Manager Networks meetings, with education on topics including digital health and practice incentive payments.



Research & evaluation.

Sonder engages in comprehensive monitoring, evaluation and research activities that support continuous quality improvement, guide service innovation and inform future directions.

Throughout the last financial year, Sonder continued to build and maintain a culture of innovation, critical thinking and excellence through high-quality research.

A Research and Evidence Translation Committee was established to drive and guide the conduct of research and evidence-based practices at Sonder. The Committee actively engages with staff who are interested in research and members facilitate both internal and external research partnerships. This year, the Committee endorsed Sonder's Research Strategy and Key Performance Indicators.

We collaborated with researchers from SAHMRI, Orygen and numerous universities on research projects in the areas of youth mental health, early psychosis and patient reported measures.

Additionally, we continued to support various ongoing projects including the Youth Single Entry Point Depression Study, FREED Research Project, CPT Audit Study, Optimising Delivery of Trauma Therapy for Children and Adolescents Project and the Co-designing Services for the Aboriginal Community in Northern Adelaide Project.

PARTNERING FOR BETTER CLIENT OUTCOMES

Our research partnerships resulted in several publications, the most recent being a journal article examining Sonder's Healthy Eating Activity and Lifestyle program (HEAL), 'Effectiveness of a Lifestyle Modification Program Delivered under Real-World Conditions in a Rural Setting'.

We also commenced a three-year partnership with the University of Adelaide through a doctorate research project that aims to address demand

management issues within the youth mental health system in South Australia. Though still at an early stage, the study has produced two publications in high-impact journals and has been presented at academic conferences in the US and UK.

DEMONSTRATING OUR COMMITMENT TO PATIENT-CENTRED CARE

The findings of our Client Experience Survey continued to indicate a high level of satisfaction with our services. A benchmark of 85% for positive responses was set and this was met for all survey questions.

Of the 958 respondents, over 90% reported that they would recommend Sonder to family and friends. 96% of respondents felt that they were treated with respect and dignity, 95% felt that their cultural and religious beliefs were respected and 92% felt that their views and concerns were listened to and that they felt cared for.

Respondents were also given the opportunity to provide qualitative comments such as suggestions and feedback.

Overall, most respondents took the opportunity to express their gratitude and provide compliments to the organisation and staff.

Common themes included:

- Staff were respectful, caring, welcoming, non-judgemental and understanding.
- Services provided were helpful and supported clients to achieve outcomes for their health and/or mental health.
- Sonder provided a welcoming, inclusive, accessible and accommodating environment.

Workforce development.

Sonder remains committed to fostering a highly skilled workforce to enable the delivery of the highest quality services by facilitating extensive growth and development opportunities for staff.

We continued to deliver a range of initiatives designed to bolster Sonder's workforce including our Aboriginal Health Practitioner Traineeship, Peer Work Upskill program, Indigenous Health Centred Diploma of Leadership & Management, Mental Health Clinical Internship as well as a range of student placements.

SUPPORTING THE FUTURE WORKFORCE

Sonder has a strong focus on the future and sees the provision of student placements as both a responsibility to the needs of the developing clinical workforce and a benefit to the organisation in terms of engagement and future recruitment.

Throughout the past year, we continued to develop our partnership with Flinders University's Social Work School to facilitate placements for twenty-two students.

Students engaged in a range of learning opportunities that support service delivery and contribute to quality improvement projects. Of those who were offered placements, nine gained professional employment within four weeks of completing their placement.

The partnership has not only led to the recruitment of graduates at Sonder but has also provided

Sonder with the opportunity to inform course content in the area of social work, ensuring the curriculum aligns with current industry standards and enabling students to graduate better prepared for the workforce.

HELPING INTERNS TO CROSS THE LINE TOWARD ACCREDITATION

Our Mental Health Clinical Internship supported two Interns to achieve their accreditation in December 2021, completing their two-year internships. Both are now Accredited Mental Health Social Workers and have been employed as full-time Mental Health Clinicians upon gaining their AASW accreditation.

Two Provisional Psychologists were employed in Sonder's Family Wellbeing program and were supported to gain their General Registration in March 2022. They both received supervision in clinical skills for psychological therapy for children and families to develop their capacity for working with this vulnerable group.

Additionally, four Masters of Clinical Psychology and two Masters of Counselling and Psychotherapy students each completed six-month clinical placements under the supervision of an AHPRA board-approved supervisor.

“

Working while studying meant I got to learn new perspectives while continuously improving my peer practice. I now feel so confident in my skills as a Peer Practitioner and have a stronger than ever network of fellow peer workers that I met during the time with my course.

”

MILES DOUGLAS, PEER WORK UPSKILL PROGRAM PARTICIPANT

Sonder IT.

Sonder IT assists clients to establish, maintain and optimise the efficiency of the information technology and information management systems needed to build value for their business.



Sonder operates social enterprises, such as Sonder IT and Solasta that aim to be financially sustainable while providing social benefits to local communities.

The revenue generated from Sonder IT is re-invested back into Sonder. These small surpluses of income enable Sonder to continue to provide innovative services for clients that align with our values and social purpose, beyond allocated funding.

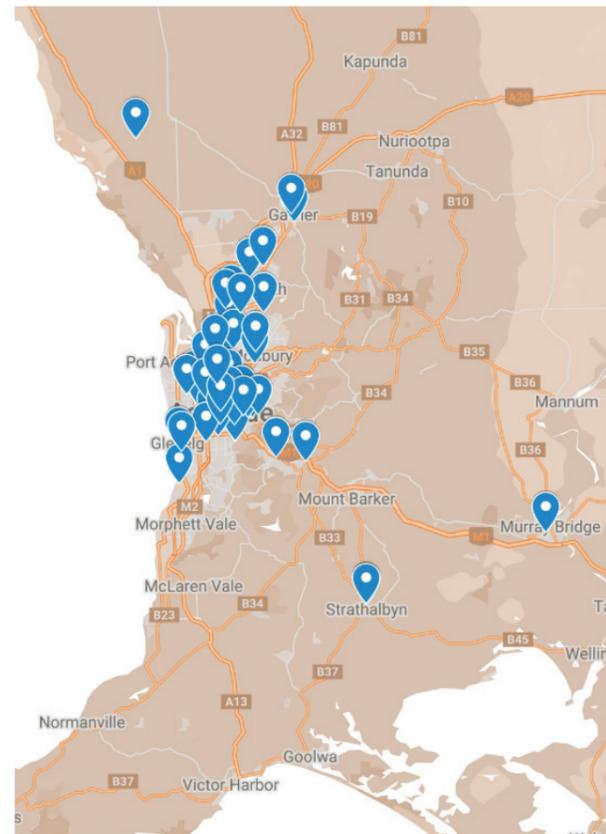
In the 2021/22 financial year, Sonder IT supported Sonder's growth by bolstering IT infrastructure and networks.

Sonder IT continued to provide external support to businesses from a variety of different industries including medical practice, education and small business.

We have assisted clients particularly with ICT equipment upgrades and clinical software.

Our clients have continued to trust us with providing tailor fit IT solutions that meet their business needs.

CUSTOMER LOCATIONS



Financial performance.

Sonder finished the 2021/22 financial year with an operating surplus of \$526K and operating revenues of \$35.4 million, exceeding budget by 9% and an increase of 13% from the previous year.

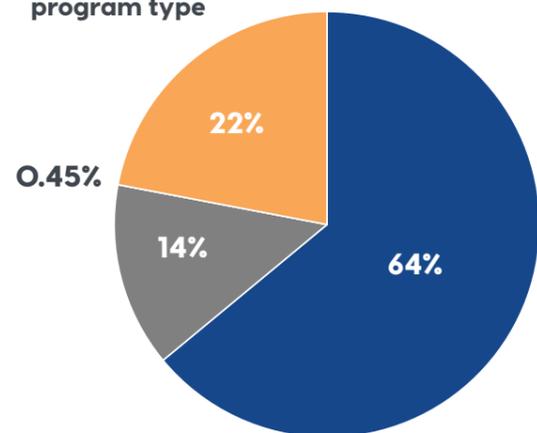
There were new programs funded during the year such as Clinical Care Coordination, Living Well with Serious Illness, Employment Solutions, Toward Home, Kickstart Your Health, Partners Toward Wellbeing and AIM.

There were also existing programs that expanded to other regions such as our Integrated Primary Care program in the country. Workforce development and waitlist management attached to headspace centres also attributed to the increase in revenues.

Total operating expense for the financial year was \$34.8M, an increase of 15% from last year due to the increase in the number of programs delivered.

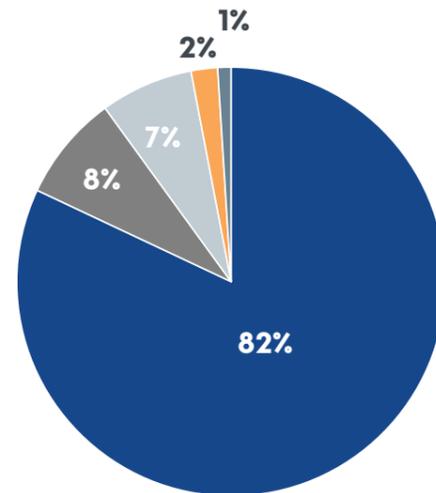
A large portion of the total expenses incurred were direct service delivery costs comprising employment and occupancy costs.

Revenue sources per program type



- Mental Health
- Community Health
- Other Services
- IT Services

Use of funds per activity



- Employment Costs
- ICT
- Administration
- Occupancy
- Program delivery

Summary of financial report

The summary of the financial report provided here is an extract of, and has been derived from, Sonder's full financial report for the financial year ended 30 June 2022. This summary does not, and cannot be expected to provide a full understanding of the financial position of Sonder. Our complete Financial Report can be accessed on our website.

DIRECTORS' REPORT

The Directors present this report on the company for the financial year ended 30 June 2022.

OPERATING RESULT

The total surplus from operations of the company for the financial year amounted to \$526,667.

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

No significant changes in the company's state of affairs occurred during the financial year.

PRINCIPAL ACTIVITIES

Sonder delivers high quality, evidence-based clinical psychological therapy services that are relevant to the complex needs of the local community. We deliver a range of mental health services across the age and diagnostic criteria. We also deliver innovative programs enabling improved access to early intervention health and wellness services both in metro and regional areas.

In FY2021/2022, Sonder delivered programs across metropolitan Adelaide and Country SA with seven main offices located in Edinburgh North, Port Adelaide, Nuriootpa, Christies Beach, Klemzig, Marion and Adelaide.

Sonder delivered on behalf of the Primary Health Networks clinical services across the age span and complexity of mental health concerns.

In addition, Sonder delivered a range of integrated community health services, including health projects and Aboriginal health programs both in the Metro and Country regions and the Commonwealth funded employment services for Refugees and Migrants and in-home withdrawal services.

Sonder is also the lead agency for headspace Edinburgh North, headspace Onkaparinga, headspace Marion and headspace Adelaide Centres as well as the headspace Early Psychosis program. Sonder also delivered homelessness program in the Adelaide Metro South as a member of the Toward Home Alliance.

Furthermore, Sonder has also provided support to GPs and the community through education and training, health promotions and provision of IT support services through SonderIT.

AFTER BALANCE DATE EVENTS

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in subsequent financial years.

DIRECTORS' BENEFITS

No director has received or has become entitled to receive, during or since the financial year, a benefit because of a contract made by the company or related body corporate with a director, a firm which a director is a member or an entity in which a director has a substantial financial interest.

This statement excludes a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the company's accounts, or the fixed salary of a full-time employee of the company or related body corporate.

INDEMNIFYING OFFICER OR AUDITOR

No indemnities have been given or agreed to be given or insurance premiums paid or agreed to be paid, during or since the end of the financial year, to any person who is or has been an officer or auditor of the company.

PROCEEDINGS ON BEHALF OF COMPANY

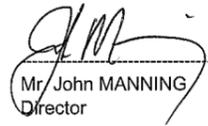
No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings. The company was not a party to any such proceedings during the year.

AUDITORS INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 has been included.

Signed in accordance with a resolution of the Board of Directors:


 Dr Rizwan LATIF
 Chairman


 Mr John MANNING
 Director

Dated 27 September 2022

Head office

2 Peachey Rd, Edinburgh North SA 5113

Website

sonder.net.au

Email

info@sonder.net.au

