



UnitingCare

**Helping you  
live life in all  
its fullness**



ANNUAL  
REPORT

**2018**





🕒 Blue Care employee Rod Hammond with Danny Everingham.

*Front cover image courtesy of our 'Keep our kids connected' Foster Care campaign.*

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➤ Dewi Aryanti and Kirandeep Kaur from Blue Care Carina.



# UnitingCare Queensland is committed to improving the health and wellbeing of individuals, families and communities.

We reach out to people in need.

We speak out for fairness and justice.

We care with compassion, innovation and wisdom.



# Our values

UnitingCare Queensland believes the following values are fundamental to the work we do.



## Compassion

Demonstrating understanding and empathy for others, to bring holistic care, hope and inspiration



## Respect

Accepting and honouring diversity, uniqueness and the contribution of others



## Justice

Focussing on the needs of the people we serve and to work for a fair, just and sustainable society



## Working Together

Appreciating the richness of individual contributions, partnerships and teamwork



## Leading through Learning

Encouraging innovation and supporting learning



# Who we are

Since the early 1900s, we have been helping people across Queensland and the Northern Territory live life in all its fullness.

Today, we're a courageous and creative health and community services provider and one of the largest charities in Australia. Connecting with people in every corner of our community from the Gold Coast to the Northern Territory, we're here to help address some of the most pressing social issues faced by our communities.

Every day we're engaging with people from all walks of life. Through our accessible services we're committed to empowering older people, those living with disability, people requiring health care in hospital or at home, Aboriginal and Torres Strait Islanders, children and families.



➤ Michelle Ayano and Colleen Glynn from The Wesley Hospital.



**17,000**  
employees



**460**  
locations across  
the State  
supporting over  
**458,000**  
people



**150**  
programs and  
services provided by  
our Child and Family  
Services team to help  
those facing adversity



**4**  
Private Hospitals



**9,400**  
volunteers  
who donated  
**1,574,455**  
hours in time



**39** retirement  
living villages

**47** residential  
aged care  
facilities

# Message from our Chair



At UnitingCare Queensland (UCQ), we strive to help the people we serve experience life in all its fullness. Our connection with the Uniting Church means we're an organisation built on compassion and this strengthens the services we provide to support and care for others.

In recognition of the complexities in the work that we do, this year we have restructured our governance function to include a number of new committees with the addition of the Financial Sustainability Committee and the Aged Care and Disability, Health and Child and Family Services Committees.

To support our disability clients transitioning under the National Disability Insurance Scheme (NDIS) we commenced an exciting joint venture, Leap in! Australia Ltd, with Uniting (NSW.ACT) to develop an innovative mobile app designed to assist people living with disability navigate the complexity of services provided, identify provider availability and assist in the co-ordination of care.

We farewelled long serving CEO, Anne Cross and board member Susan Forrester and welcomed new board members Cheryl Herbert and Brian Gillespie. We also welcomed Craig Barke in his new role as CEO.

Craig has been instrumental in driving the strategic vision of the organisation in his former roles as a board member and Chair. He worked closely with Anne on the development of UCQ's Strategic Plan 2018-2020 and has in this financial year announced he would be developing the 2030 project.

We know, the external environments our services operate in are undergoing significant change and reform. Understanding and responding to these changes is critical for UCQ's future sustainability and success.

The 2030 project will chart a longer term vision for the organisation, out to 2030, that strongly reflects our mission and care focus for all UCQ services.

Lastly, I would like to welcome UCQ's new Chair Nigel Alexander, who brings to the board strong business expertise and experience and has a deep connection and understanding of regional and remote communities.

I am excited by the future direction of the organisation under Craig and Nigel's leadership and am confident UCQ will continue to build on its strong foundations delivering compassionate, uncompromising and high quality care to those that need it most.

I feel very privileged to have been given the opportunity to work with the UCQ Board and Executive team and the many remarkable people that work at UCQ every day determined to make a positive difference to the lives of others.

**Dawson Petie**  
**Chair (Outgoing)**



# Message from our CEO



Our work at UnitingCare Queensland (UCQ) is underpinned by our mission—to ensure people and their communities are empowered and supported to live a full life regardless of their circumstance.

After visiting many of our services across Queensland and the Northern Territory since my appointment as CEO in 2017, I've been inspired by the dedication, compassion and commitment of the people working in our services. This experience has given me the opportunity to gain valuable insight into our services as we consider our future path.

This financial year 2018 (FY18) we have been focussed on our new strategic priorities, planning for the future and making the necessary changes that will best position UCQ to realise our mission.

In December 2017, we released the UCQ Strategic Plan 2018-2020 to guide our work and strengthen our portfolio of health, community, aged care and disability services. The plan maps out how we will adapt, innovate and change focussed around five strategic priorities.

In a short period of time we have made significant progress towards our strategic priorities, positively increasing our social impact in the communities we serve and the people we care for and support.

We have developed an affordable housing strategy and implementation plan; implemented CARE phase II—targeting foster and kinship carers across the State and continued our work to implement initiatives to support clients and employees in transitioning to the National Disability Insurance Scheme (NDIS).

We have established effective partnerships across our service streams with the Sleep-Well Service Pilot and the Project Search initiative. Effective partnerships have also been forged with external organisations working together to deliver key initiatives that support vulnerable children, families and young people through the Newpin program and the Brisbane Recovery Centre for Out-of-Home Care Reform Pilot.

Our network of hospitals continue to excel in bringing the latest technological advances and specialist services to our patients, including recognition as a Centre of Excellence in Robotic Surgery— attracting some of Queensland's best specialists to our hospitals and building on our network of Visiting Medical Professionals (VMPs).

We have also redesigned the customer experience in consumer directed sectors in aged care and disability; partnered with other health professionals on the Blue Care Live Well Centre initiative and employed Registered Nurses who identify as Aboriginal or Torres Strait Islander in our Pinangba services in Cherbourg, Condon and Thursday Island.

This is a snapshot of what our people have been able to achieve to meet the expectations set out in our Strategic Plan. Whilst this work is impressive we recognise there is more to be done.

To build on our three year Strategic Plan, we have initiated our 2030 Strategy Project: a project tasked to develop a clear vision of where we will be in 2030. This work will position us to capitalise on our long term opportunities, enabling us to realise our future aspirations.

To be effective, we know we have to be innovative. We have to be prepared to challenge ourselves and our way of doing things, to not only meet the expectations of the people and communities we support, but to exceed them.

This has been a year of transformation for UCQ and I would like to sincerely thank all of our employees, volunteers and chaplains for their commitment and dedication. We could not have achieved so much without you.

I would also like to take this opportunity to recognise the valued contribution of our retiring Chair, Dawson Petie, and welcome our new Chair Nigel Alexander to the UCQ family.

**Craig Barke**  
CEO

# Message from our Director of Mission



Each and every day, right across our organisation, our employees, volunteers and chaplains are stewarding the mission of the Uniting Church in the work that they do and carrying out our core purpose. In the words of Jesus Christ, ‘to live life in all its fullness’ (John 10:10).

In the midst of an evolving landscape in health, aged care, community, family and disability services, we are called on to remember these foundations and our early pioneering spirit to serve those most in need.

In the preamble to our UnitingCare Queensland Constitution (2016), the Uniting Church declares its belief that all people are made in the image of God and that we are called to continue the Church’s advocacy for everyone’s God-given dignity. We were reminded earlier this year of our rich history and legacy when we sadly lost one of our founding members, our first Blue Nurse, Sister Olive Smith (Crombie). Boarding a tram to attend her first client, Olive’s tenacity and passion to help the sick and the frail founded the services of Blue Care as we know it today and now continues to live on throughout UnitingCare Queensland (UCQ).

It is our modern day stewards of UCQ; our employees, volunteers and chaplains, who are trailblazing the way forward in which Olive did all those years ago to further the lives and families of the people that we serve. In communities right across Queensland we are extending our reach, providing health and community services to thousands of people every day of the year, often in places and spaces where no one else will go.

Last year we developed our Mission Framework that is reflective of the unique historical and theological DNA of the Uniting Church in Australia. This continues to guide the work that we do as we look through the three lenses of our people and culture, our approach and our organisation.

The framework identifies ten mission practices that underpin our work and help us not to lose sight of our purpose in the landscape of constant change.

A key part of our holistic service delivery is the place of spiritual and pastoral care. Our 47 chaplains supported by a large team of pastoral care volunteers are in a privileged space to share in the lives of the people that we serve and their families, often during very vulnerable times.

Volunteer chaplaincy services are also coordinated across the 14 correctional centres throughout Queensland and we also lead the First Peoples Ecumenical Prison Chaplaincy Services on behalf of the State.

Something of which I am incredibly proud is our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples.

Dating back to 1994 the Uniting Church entered into a covenant relationship with our First Peoples with the formation of the Aboriginal and Islander Christian Congress. UCQ continues to walk together with our First Peoples in building stronger communities, healthier relationships and improving opportunities. It is pleasing to see that we are making considerable headway against our third Reconciliation Action Plan (RAP), including the formation of the Aboriginal and Torres Strait Islander Strategy and Partnerships team that will support and drive our RAP and workforce targets.

Our mission of environmental stewardship has also been showcased this year as we demonstrated our commitment to protecting the environment and considered our overall contribution to climate change. Reducing our carbon footprint and improving our resource efficiency has been an essential component of UCQ promoting healthy and sustainable environments for our clients, patients, and communities.

To better understand how we can make savings in operating costs and carbon emissions, an Energy Conservation Measures (ECM) pilot was rolled out in late 2017 across 19 sites. Results so far have been extremely positive, exceeding the projected environmental and financial benefits.

In conclusion, I would like to thank and acknowledge the huge commitment of our employees and volunteers for their tireless dedication to the people that we serve.

I hope that through this Annual Report, the work of our people is brought to life so that you may share in the stories of hope and our vision for the future in seeking to faithfully live out our mission.

**Rev. Bruce Moore**  
**Director of Mission**



☑ Physiotherapist Joel Warman with a Buderim Private Hospital patient.





# UCQ Strategic Plan 2018 – 2020

In 2017 we launched our three-year strategic plan that maps out how we will adapt, innovate and change to position UnitingCare Queensland for the future.

The plan refocusses the organisation around five strategic priorities that enable delivery of our mission.



## Changing and challenging context

We face significant challenges in achieving our mission in a rapidly changing environment.

- Sector reform and policy transformation
- Greater consumer choice
- Increasing demand
- Financial constraints
- Increasing mobilisation, geographical spread and urbanisation
- New entrants and increasing competition
- Technological innovation and disruption

## Four shared, driving ambitions

Our ambitions ensure we will continue delivering quality and compassionate care services through a sustainable portfolio of health and community services.

**1.**

A leading provider of health, advice, support and service for people and communities across QLD and the NT

**2.**

Growing and improving how we operate through agile, innovative and responsible stewardship of resources

**3.**

One team with a culture of performance, innovation, customer-centricity and accountability

**4.**

Delivering through partnerships—new and renewed—aligned with our approach to service and stewardship

## Five strategic priorities

Our priorities articulate how we will adapt and change to fulfil our mission now and in the future.

**1.**

### Creating Compelling Value for People and Communities

Build or extend services based on a deep understanding of people's expectations and experiences

**2.**

### Sustainable Portfolio

Use evidence to build a balanced portfolio to support long-term financial sustainability and delivery of our mission

**3.**

### Our People: One UCQ

Create an integrated, customer-centric workforce and share the brilliance, capability and diversity of our people across the organisation

**4.**

### New Foundations

Invest in innovation, developing and testing new models, products and services

**5.**

### Enabling Partnerships

Leverage our scale and reach to form partnerships that deliver value for the communities we serve

# What we achieved together in 2018

**1,802**

babies born in our private hospitals



**377,000**  
persons receiving care by Child and Family Services



**166,000**  
placement nights for young people and children in the child protection system



**170,000**  
calls and online contacts to Lifeline





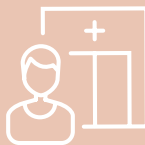
**548**

disability clients supported to find employment



**140,011**

admissions to our private hospitals



**3.3 million**  
community care visits by our Blue Care team



**5,282**

people feel right at home at our **47** residential aged care facilities



# Strategic priorities performance 2018



🕒 Blue Care employee Roseanne Sergent and volunteer Bronwyn Gunnis at Blue Care Carina.

# Strategic priority 1

## Creating Compelling Value for People and Communities



We have continued to build and extend our services based on a deep understanding of the needs and experiences of the people we serve.

Key highlights this year include:

⤴ Pictured from L to R: Dr Sharad Pandit (Director of Care 24-7), Craig Barke (CEO UCQ), Vanessa Hutfield and Wallis Westbrook (from Buderim Private Hospital) and Chris Townend (UCQ Board member) at the opening of the Buderim Private Hospital's new Emergency Centre.



Provided greater choice of emergency care for residents on the Sunshine Coast by investing in a **new Emergency Centre at our hospital with heart—the Buderim Private Hospital**. The new \$4 million facility has been fitted out with state-of-the-art emergency medical equipment and is led by a team of experienced emergency physicians.



Recruited four newly **qualified Registered Nurses who identify as Aboriginal or Torres Strait Islander** for employment within our Pinangba services in Cherbourg, Condon and Thursday Island. The initiative provides important cultural connection to community and clinical expertise specific to the needs of Pinangba residents.



Implemented the **Men's Domestic Violence Intervention Program** across Ipswich, Maroochydore, Gympie, Moreton Bay, Mackay and Fraser Coast by using prevention and early intervention strategies with men who perpetrate domestic and family violence.



Through the **Blue Care Tailor Made Memory Support Program**, 33 of our 47 residential aged care facilities and six community services have commenced implementing Montessori principles to support residents and clients living with dementia.



Commenced Phase 2 of the **Children and Residential Experiences (CARE)** therapeutic model, which extends specialist training to foster and kinship carers, in addition to residential care employees. Designed to strengthen the placements for children and young people in our care, Phase 1 was delivered to foster and kinship carers in Cairns in 2018.



Opened a new allied health and rehabilitation service; the **Blue Care Live Well Centre**. Located within the newly developed Morayfield Health Hub, the multi-disciplinary facility provides access to a wide range of allied health and wellness services for people north of Brisbane as part of an integrated health care model, the first of its kind in Australia. The centre opened to the community in August 2018.



Completed **major capital development projects** in our residential aged care network, including Star of the Sea and Homefield Mackay and completed significant renovations at eight of our aged care facilities across the State.





📍 Vicki Geiger at the Lifeline Distribution Warehouse, Geebung.

## Strategic priority 2

# Sustainable Portfolio

We have used evidence and research to build a balanced portfolio to support long-term financial sustainability and delivery of our mission.

Key highlights this year include:

^ Student Bianca Chua at Blue Care Carina.



Commenced a six month project to develop **UCQ's 2030 vision and strategy**. The 2030 project will strengthen our ability to continue improving the health and wellbeing of the people and communities we serve now and into the future.



Developed the **Lifeline Retail Strategy** to look at a range of innovative strategies to attract and retain customers and explore other areas of growth. Lifeline's 'rags to bags' project has been piloted this year, selling cloth bags to customers as an alternative to single use plastic bags.



Creation of the new '**Voice of the Customer**' capability to listen and respond to customer needs, taking a more proactive and action-oriented approach, and the ongoing tracking of sentiment among the community to help understand opportunities to respond better to people's needs.



Strengthened our volunteering base across the organisation through sponsored **workshops** and **forums** for our volunteers to share their experiences and insights to further help and support the people we serve.



Commissioned the **Online Learning Pathway pilot** to create efficiencies in the Blue Care Graduate Nurse Program through the optimisation of existing online systems and technologies. Designed to work alongside and support a mixed approach of educating nurses, the Online Learning Pathway creates efficiencies in Graduate Nurse Program education delivery.



Reduced our carbon footprint through the completion of an **energy conservation pilot project**, investing \$460,000 in electricity savings measures, such as solar panels, LED lighting and energy management plans across 19 sites in the organisation.



Transitioned to a **Managed Services Partner** model with new partner provider Wipro for the provision of digital and technology services across the organisation.



Collaborated with seven UnitingCare Network organisations in the development of a **Procurement Hub** to improve efficiencies and effectiveness of procurement functions through a centralised model; leveraging economies of scale across the network.







⌚ Nursing student Anna Williams with Tom Chenoweth at The Wesley Hospital.



# Strategic priority 3

## Our People: One UCQ

We have been continuing to create an integrated customer-centric workforce and to share the brilliance, capability and diversity of our people across the organisation.

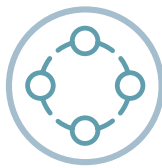
Key highlights this year include:



⤴ Vayga Vipin from the People Advisory Service.



Our **Learning and Development** and **Wesley Hospital** teams partnered together to provide specialist knowledge and clinical education to **Blue Care Graduate Nurses**.



Combined the shared experience and expertise of our **Blue Care** and **UnitingCare Disability Services** into a contemporary service to advance life opportunities for people with disabilities.



**Commenced development of Project Search**; a collaborative partnership between Blue Care South East Integrated Services and UnitingCare hospitals to recruit interns and employees living with a disability and prepare them for the workforce by finding work placements in UCQ services, with the first interns expected to commence by early next year in our hospitals.



**Blue Care's home care and retirement living teams** have joined together to create greater opportunities for residents in our retirement living portfolio, to have easy access to specialist home care, support and wellness services when they need them.



**Created one single point of contact** for all human resources enquiries right across each of our services through the establishment of the **People Advisory Service** to support managers and employees across UCQ.



**Expanded our Customer Services Centre** to further support the increased demand and growth projection of our Blue Care services. The expansion will provide our Customer Service Centre with the facilities and the work environment necessary to service customers across other UnitingCare services in the future.



⤴ Ali Darabi at the Lifeline Distribution Warehouse, Geebung.

## Strategic priority 4

### New Foundations

We are proud to invest in innovation, developing and testing new models, products and services to improve the lives and wellbeing of the people we serve.

Key highlights this year include:



Designed and tested new products and services with customers including the **Blue Care Sleep-Well Service** for evening home care services and **Ready-Made**, a digital product for low complexity home care clients who want more ability to self-manage their services with an easy and rapid sign-up process.



Launched Leap in! Australia Ltd — a **joint venture between UCQ and Uniting (NSW.ACT)**. This project includes developing an app that helps people with disability navigate the NDIS and provides a platform to create and implement their NDIS plans in one place through online devices.



Piloted more flexible options for **Lifeline Retail** customers by providing 'pop-up' mobile shops with a range of merchandise; touring agricultural shows, regional towns and partnering with premium event sponsors to take 'fashion to the people' and increase awareness of Lifeline services.



The Wesley Hospital achieved international recognition from the Surgical Review Corporation (SRC), making it the only hospital in Australia recognised as a **Centre of Excellence in Robotic Surgery** and Queensland's first **Centre of Excellence in Metabolic and Bariatric Surgery**.



St Andrew's War Memorial Hospital further positioned itself as a leader in cardiac care utilising cutting edge technology. This year the hospital conducted one of Australia's first **Impella** catheter and **MitraClip procedures**; complementing previous pioneering advancements at the hospital such as Transcatheter Aortic Valve Implantation (TAVI).



Buderim Private Hospital added new state-of-the-art surgical equipment with the **Da Vinci Xi surgical robot** and **O-ARMTM O2 Multidimensional Surgical Imaging System** now in place and commenced the construction and development of an Emergency Centre—the first private Emergency Centre on the Sunshine Coast.



St Stephen's Hospital, Australia's first fully digitalised hospital continues to push boundaries, **implementing another Australian first**; barcode scanning of blood products to improve accuracy and efficiency during blood transfusions.



Opened the **Brisbane Recovery Service** to work with young people with complex to extreme mental health presentations and/or substance abuse. The service focusses on recovery and future growth of young clients and draws on the expertise of a multidisciplinary and collaborative model of service, provided through a partnership with the Department of Child Safety, Youth and Women, and Queensland Health.



Developed and trialled new ways of supporting clients through the commencement of **home care services** using **concierge and advisory roles** to help people navigate the complexities of the aged care landscape.



⌚ **Dr Greg Finch with the O-ARMTM at Buderim Private Hospital.**





Graduating students from the Graduate Certificate in Family Therapy through our partnership with the Bouverie Centre, La Trobe University.

# Strategic priority 5

## Enabling Partnerships

We have leveraged our scale and reach to form partnerships that deliver value for the communities we serve.



⤴ Vincent Reyes from the People Advisory Service.

Key highlights this year include:



Partnered with General Practitioners, allied health and specialist health service providers at the Morayfield Health Hub to open **Blue Care's Live Well Centre**; a space that will provide clients access to a team of health professionals working together to deliver the best possible health outcomes.



Collaborated with Social Ventures Australia (SVA) and Queensland Treasury to deliver the **Newpin** program to improve the reunification of children in out-of-home care with their parents. Implemented in Cairns in 2018, a further two Newpin Centres will be established in Queensland over the next five years, including an additional site in South East Queensland in January 2019.



Developed a partnership with **St Stephen's Hospital** and **GenesisCare** to extend the provision of radiation oncology services to the community of Wide Bay. This new partnership provides access to excellence in care for cancer patients locally without the need to travel outside the region.



Partnered with Queensland Health Volunteer Services Metropolitan South, Griffith University, Volunteering Australia, Volunteering Queensland, Red Cross and Flexi Living to deliver the first **Volunteer Leadership Forum** at Griffith University. The forum provided up-skilling and networking opportunities to volunteers.



Forged a strategic partnership with the Bouverie Centre, La Trobe University to build capacity and strengthen service delivery in local Aboriginal and Torres Strait Islander communities. Students completed a **Graduate Certificate in Family Therapy** and developed a comprehensive set of skills to apply in their roles at North Queensland Pinangba services.



Provided affordable living options and home care services to help residents stay in their homes longer through a partnership with Eureka Group Holdings. The **Home Care into Retirement Living Program** has now been delivered across 45 sites across Queensland—supporting people to live life their way.

## Child and Family Services in 2018



Child and Family Services employee Susan Clymo with Alba Casini.

Every day in the community, we engage with people from all walks of life. We deliver skilled, evidenced based interventions for those facing adversity and utilise our reach and skills to confront injustice. We are leaders in crisis response, the protection of vulnerable children, financial resilience and family wellbeing.

UnitingCare Child and Family Services is a respected industry leader and one of Queensland's largest community service providers, with a wide range of services that provide support to vulnerable individuals, families and communities in urban, regional and remote areas across the State.



Employees	1,052
Volunteers	Over 650



Persons receiving care	377,000
Contacts made to the Lifeline Crisis Support Line (including online and phone)	170,000
Sessions at the Family Relationship Centres supporting more than 4,000 clients	Over 20,000



Shelter placement nights for people experiencing homelessness	7,000
Placement nights for out-of-home services to children and young people in the child protection system (including foster care and residential care)	Over 166,000



Government funding	\$73 m
Hours of financial counselling and advice sessions for people experiencing hardship	Over 26,000



## Disability Services in 2018

UnitingCare Queensland (UCQ) provides support and care to people living with disability through our UCQ One Disability Service.

We are committed to working alongside people with disabilities and their families to imagine and build personally meaningful lives. We encourage people to challenge their limits and support them in setting long-term goals.

Our employees provide services ranging from supported independent living to community access, the development of life skills and specialist therapy for people with disabilities in all regions in Queensland.



Employees	840
Volunteers	Over 40



Persons receiving care	3,300
People supported to find or retain employment	548
People gained paid employment	221



Children supported in Vacation Care	177
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## Hospitals in 2018



UnitingCare Queensland is one of the largest private hospital groups in Queensland, providing a comprehensive range of private medical services and is renowned for its clinical excellence in a number of specialised areas such as oncology, cardiology and maternity services.

We provide values-based holistic care to patients and their families, and invest significantly every year in our facilities, technology, research, education and community engagement to ensure we continue to meet the health needs of Queenslanders now and long into the future.



Patient admissions	140,011
Surgeries	83,893
Babies born	1,802



Employees	4,224
Hours worked	4,650,000



Volunteers	520
Volunteer hours	97,088



Total number of overnight beds	1,065
Mental health admissions	3,969
Total rehabilitation admissions	12,564



Nursing students	67
Medical students	228



## Aged Care | Community and Disability Services | Retirement Living in 2018

For more than 65 years Blue Care has been committed to empowering individuals to live life their way.

Today, our people make more than three million visits to Queenslanders each year, providing the same holistic care, service and companionship that's been our hallmark since the very beginning.

Blue Care puts customers and their loved ones first, and this focus on individuals has helped us become one of Queensland's largest and most trusted providers of in-home care, residential aged care, disability services and independent and supported retirement living.



People receiving care	<b>75,047</b>
Employees	<b>8,894</b>



Volunteer hours	<b>670,592</b>
Volunteers	<b>1,612</b>



Residential aged care facilities with 4,055 beds available for our clients	<b>47</b>
People cared for in our residential aged care facilities (including residential respite services)	<b>5,282</b>



Community clients supported	<b>70,000</b>
Community visits made	<b>3.3 m</b>



Clients supported through our hospital in the home programs	<b>1,417</b>
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Retirement villages	<b>39</b>
Residents in our retirement villages	<b>3129</b>







## Aged Care | Health | Community and Disability Services in 2018

### Your care, your way

Australian Regional and Remote Community Services (ARRCS) provides care and support to people and their communities, throughout the Northern Territory.

Our work began back in 2014 with aspirations to improve the quality of life for people living in regional and remote areas of Australia. Today, our commitment remains stronger than ever. We provide support to people from Darwin to Docker River, with aged and disability services, mental health support, childcare, community care services, residential aged care and school nutrition programs. A deep respect for all Elders and Aboriginal cultures is at the heart of our work and we take a holistic approach to enabling the communities we work within.



Employees	718
Employees who identify as Aboriginal or Torres Strait Islander	8%
Volunteers caring for Northern Territory communities	68



People receiving care (residential and flexi-care, community services, disability services, retirement living and community care)	Over 2,900
Children attending childcare at Mutitjulu	30



➤ ARRCS resident Janice with husband Ian at Old Timers aged care facility.

## Retail | Crisis and Community Support in 2018

### Keeping Queenslanders safe



Contacts to the Lifeline Crisis Support line	<b>170,000</b>
Lifeline Crisis Support line volunteers	<b>544</b>
Lifeline retail volunteers	<b>Over 6,500</b>

Lifeline is committed to bringing hope to Australians doing it tough. As a trusted national charity, we're driven by the belief that suicide can be prevented.



Lifeline shops	<b>132</b>
Tonnes of clothing donations to Lifeline	<b>8,347</b>
Clothing bins around Queensland	<b>Over 800</b>

In Queensland we deliver our 24-hour 13 11 14 Lifeline Crisis Support line through 10 Lifeline centres—providing suicide prevention services with a non-judgemental and compassionate listening ear.



Total funds raised through Bookfest events	<b>\$3.21 m</b>
Total funds raised through Lifeline retail stores	<b>\$6.79 m</b>

Supported by our volunteers, our network of Lifeline retail shops sell new, donated and pre-loved goods to help fund our crisis support services.

We also export to overseas communities, sell rags to industry and run our Lifeline Bookfests and other events to further support our services and help save lives.



➤ Craig Barke (CEO UCQ) with Roy Frith and Anastasia Magriplis from UCQ at the Lifeline Bookfest Brisbane.



# Embracing our community



⤴ School based trainees Jamila Hopkins and Lakota Beadnell.





## Speaking out for fairness and justice for a brighter future

At UnitingCare Queensland (UCQ) we believe in providing a supportive, compassionate and inclusive workplace recognising our employees, volunteers and the people we serve come from all walks of life.

We are equally committed to working collaboratively with decision makers in State, Territory and national jurisdictions to advocate for vulnerable people and their communities.

### Highlights for the year:

- Launched **'Pinangba'**, the Aboriginal and Torres Strait Islander service delivery arm of UCQ, uniting six Indigenous services, recognising and embracing the social and historical contexts of the communities they serve.
- Launched the **LGBTI Ally program**—building a network of 100 LGBTI Allies within UCQ providing training on LGBTI awareness and inclusion and published the Trans@work guidelines to support UCQ leaders, transsexual employees and volunteers.
- Partnered with **Pride in Diversity**—a member organisation to provide training and strategic leadership on all aspects of LGBTI inclusion.
- **Released our third Reconciliation Action Plan (RAP)** with an increased focus on our strategic direction for reconciliation, with a large focus on cultural appreciation, procurement, recruitment and retention, leadership and community participation.
- Welcomed **17 trainees who identify as Aboriginal and Torres Strait Islander** following the launch of our third Stretch RAP.
- **Commenced development of Project Search**; a collaborative partnership between Blue Care South East Integrated Services and UnitingCare hospitals to recruit interns and employees living with disability and prepare them for the workforce by finding work placements in UCQ services, with the first interns expected to commence by early next year in UCQ hospitals.
- Joined the **Multicultural Queensland Ambassador Program** to help drive change within the organisation and support the vision to create a harmonious and inclusive community.
- Relunched our **Domestic and Family Violence policy** and White Ribbon Day Awareness.
- Launched a revised and updated **Child Safe, Child Friendly Framework**.
- Contributed to **industry-led research** looking at how we can influence and shape a commissioning process in Queensland focussing on achieving better outcomes for children and families.
- Participated in and **contributed to the changes to the roll-out process of the National Disability Insurance Scheme** to help people to get the support they need.



*Pinangba, means 'remember' in the Wakka Wakka language; an Aboriginal language spoken from the Central Burnett area, from Gayndah, to the South Burnett region.*

# Celebrating our people



UnitingCare Queensland (UCQ) celebrates the work of all of our employees and volunteers and is proud of the work they do to improve the lives and wellbeing of the people we serve.

⤴ **Anastasia Magriplis with the Governor of Queensland His Excellency the Honourable Paul de Jersey AC.**

## **Mudjimba Women's Safe House**

The Mudjimba Women's Safe House advocates that all women and children, irrespective of cultural background, have a fundamental right to be safe from violence.

Announced as winners in the Healthy Communities Award category in this year's UCQ Reconciliation Awards, the Mudjimba Women's Safe House was established to support women and children escaping domestic and family violence.

The program assists women with necessary skills, to create a safe place for themselves and their children. The service is also an important link to Queensland Government and community response teams supporting women and children escaping domestic and family violence across all cultures.

## **Anastasia celebrated for making a difference**

Behind the 9,400 army of volunteers across UCQ stands Anastasia Magriplis, Manager of Volunteer Services, who this year was celebrated for her hard work and acknowledged as winner in the Excellence in Volunteer Management Award category at the 2018 Queensland Government's Volunteering Awards.

Selected from a field of 16 finalists, Anastasia was celebrated for her continued passion towards volunteer programs and acknowledged for her excellence in leadership of the thousands of volunteers which stretch across the organisation's community and health services.

## **Cooina Mental Health Service**

The Cooina Mental Health Service at the Buderim Private Hospital was honoured at the 2017 Queensland Government's Mental Health Week Achievement Awards, winning the Not-for-Profit Award category.

The service's mission is to improve the health and wellbeing of individuals and their families by combining best-practice treatment programs and community outreach while continually striving to expand and develop new programs and initiatives that respond to the needs of individuals and the local community.

## **Giving time for grandparents**

Dulcie Bronsch, otherwise known as 'Aunty Dulcie' was chosen as this year's winner of the Leadership Award in UCQ's Reconciliation Awards.

As the Senior Aboriginal and Torres Strait Islander Project Officer for the Time for Grandparents Program, Dulcie has increased the participation rate of Aboriginal and Torres Strait Islander grand families by 20%.

The Time for Grandparents program is a Queensland-wide confidential support service that offers telephone support, information and organised time out for grandparents, as well as helping grandparents to ensure the lives of their grandchildren are active and engaging.

⤴ **Dulcie Bronsch.**



➤ **Talal Chughtai from Child and Family Services and Sara Petrovska from People and Culture.**



### **Blue Care Wirunya aged care facility celebrated for excellence**

The Blue Care Wirunya aged care facility was recognised for their commitment to improving the lives of people living with dementia after winning the Award for Innovation in Service at the 2018 Aged and Community Services Australia (ACSA) Aged Care Awards for Queensland.

Recognised for their work in utilising the Montessori Method for people living with dementia, the facility was also announced as a finalist in the Best Aged Care Facility category in the Australian Healthcare Week Excellence Awards 2018.

The facility recognises that individuals should be supported to be as individual as possible, by engaging them in meaningful activities aligned to their needs, interests, skills and strengths.

### **Marketing team wins international Gold Stevie Award for marketing innovation**

Following their work on the Blue Care 'Always' brand campaign, the Marketing team's work on the Blue Care campaign was recognised as a winner of the Gold Stevie® Award in the Marketing Awards category in the fifth annual Asia-Pacific Stevie Awards.

The Asia-Pacific Stevie® Award is the only business awards program to recognise workplace innovation in all 22 nations of the Asia-Pacific region and is widely considered to be the world's premier business awards.

As part of a wider brand revitalisation project for Blue Care, this award celebrated the innovative work in evolving the brand and maintaining market presence in the competitive, contestable and continually changing aged care market.

### **Bright futures through volunteering**

Right across our organisation we are privileged to be supported by thousands of volunteers who give their time to help improve the health and wellbeing of individuals and communities.

With such a diverse portfolio of health, aged, disability and community services, volunteers have the unique opportunity to gain experience across a number of services.

Two volunteers who shared their stories with us were able to turn donating their spare time into a full time role with UCQ.

**Talal Chughtai** was in his final year of study at Griffith University and heard about volunteering through a friend who had volunteered for UCQ.

"I volunteered for six months working with UCQ and was successful in securing a full time position of Assistant Business Performance Analyst in the Child and Family Services team.

"I found balancing my university, study, work and volunteering was challenging at the time but I really wanted to work for an organisation that aligned to my values and was committed to giving back to the community.

"It also provided me an opportunity to gain the practical experience I needed for my professional development.

"The experience I have gained through volunteering will stay with me for life. I learnt how to think about the big picture and the importance of taking responsibility," said Talal.

**Sara Petrovska** had a similar experience while volunteering at UCQ.

"In my final semester of university, studying a Bachelor of Business Human Resources, I was unsure about how the theory I learnt at university would translate into a professional setting.

"With no idea where to start, I spoke with a friend who recommended volunteering at UCQ.

"Although I was a little worried about coming into an office environment, I quickly realised what a friendly, real and professional environment it was.

"Volunteering at UCQ helped to build my confidence and through my experience I was able to realise my professional capability and potential.

"One of my biggest learnings through the experience was that you shouldn't be afraid to ask and to just give it a go.

"Volunteering gave me the time and space to see what I was capable of and helped me see how my learnings, skills and experience translate into a real setting," said Sara.

After graduating university, Sara was successful in securing a role as a People Advisory Officer in the People and Culture team.

UCQ is proud of the thousands of volunteers who give their time working to support the people we care for through our health and community-based services, including hospitals, Blue Care, the Lifeline Crisis Support line, Lifeline retail and Child and Family Services.

Further information on how you can get involved in volunteering at UCQ can be found on [unitingcareqld.com.au](http://unitingcareqld.com.au)



# Celebrating the people we serve

## The Wesley Hospital transforms a little girl's life

A young patient's life has been turned around following treatment for a life threatening disorder at The Wesley Hospital.

The adrenal insufficiency disorder meant the five-year-old patient's adrenal glands failed to produce critical levels of an important hormone, cortisol.

As a Queensland-first, the patient has now been fitted with a pump to deliver the precise dose of hydrocortisone insulin programmed and automated to meet her body's need.

"The pump has changed the life of my daughter and my family," her mother said.

"I used to get up at midnight every night, as she required medication four times a day. Now it's once, every three days.

"My daughter started prep this year and she has not had any problems with fatigue, lethargy or a lack of concentration—problems she has really struggled with in the past. It has been life-changing."

Paediatric endocrinologist, Dr Andrew Cotterill said that the effect on the little girl's life has been dramatic.

"The continuous delivery of varying amounts of hydrocortisone means that there are no wild fluctuations and everything works perfectly."

Following the success of the treatment, the little girl's mother is keen to spread the word on the significant difference it has had on her daughter and family.

"The doctors, nurses and in fact the entire team at the Wesley were incredible. Something we have not experienced at any other hospital."



## Blue Care helps realise a lifetime dream

Carers at Blue Care Brassall went above and beyond to fulfil the dream of one resident to live out his lifelong dream of playing one of the grandest organs in the State.

Eighty-four year old, George, an accomplished organist and pianist, showcased his talents on the Klais Grand Organ at the Queensland Performing Arts Centre (QPAC) as part of an experience organised by the team at Blue Care Brassall in Ipswich.

After George expressed an interest to play the organ, Blue Care worked with the support of QPAC to provide him this once in a lifetime experience. Assisted by renowned Brisbane organist, Dr Robert Boughen, George played classic melodies on the 6,500 pipe, four-storey high organ, surrounded by his family members and supported by Blue Care carers.

Although George has played the organ for over 75 years and performed at Sydney Town Hall and Brisbane City Hall, as well as overseas locations in England and Russia, playing the Klais Grand Organ proved an unforgettable memory for George and his family.

Although George's wife Alisa was unable to make the performance, carers organised for George's performance to be video recorded for her to enjoy back at Blue Care Brassall.

➤ Blue Care Brassall client George and his carer Daniel Rykiert.





## An opportunity turns Drew's story around

Drew is a 17-year-old Aboriginal who has been residing in a foster placement for the past three years with his two younger brothers.

Due to traumatic events in his past, Drew had difficulties managing his emotions and would often have outbursts of anger which were impacting his relationships on his siblings and carers. By engaging with Drew, the Child and Family Services team were able to develop strategies to support his wellbeing.

Knowing Drew's passion for a local rugby league club and the importance of understanding his interests, a Support Worker from the Child and Family Services team organised for Drew to join in on a training session and organised transport for him to attend training.

Training with the club had a profound effect on Drew; providing an important connection to his family and culture and he was grateful and overwhelmed to have the opportunity.

Soon things began to slowly change for the positive and Drew was able to attend and take an active role in an Indigenous leadership camp with his school and he also took on a leadership role with his brothers.

Attending the leadership camp, training with the club and continued engagement work with the Child and Family Services team, Drew is making new connections both in the community and with his own family.

Drew now has a positive future with his foster care placement.

\*Real names have not been used.

## The sky's the limit for Tiana

Like most school-leavers, 17-year-old Tiana is thinking about her future career. Her ambition is to one day own her own business—but it's a path that, at one time, she didn't believe was open to her.

Growing up with a physical disability and an intellectual disability, Tiana didn't always have the confidence to pursue her dreams of becoming an entrepreneur. Now, with the support and encouragement of her UCQ employment consultant, Lacee, she's gaining the skills and self-assurance to make that dream a reality.

"Before, I didn't have much confidence in myself. Lacee has helped me to build my confidence

and now I feel a lot more comfortable. We're a great team."

Lacee started working with Tiana to help her reach her goals. They started working on a Transition to Work program at her state high school. Bridging the gap between high school and employment helped to make the transition as streamlined as possible.

The program included building Tiana's resume, doing mock interviews and building her self-confidence. There was a real focus on Tiana's strengths and what she could do rather than what she couldn't do. Their hard work paid off. Tiana secured a trainee retail position working at a newsagent and, in recognition of her efforts, was nominated School Based Apprentice / Trainee of the Year.

Right now, she's excited about her future and her confidence in herself continues to grow.

Tiana said people say to her "you've got a disability—you can't do this" but Tiana responds by saying, "well no, if you can, I can."

Lacee said her role was to empower Tiana by focussing on the ability not the disability. She said this approach has worked wonders for Tiana.

"Watching Tiana flourish and grow in confidence has been hugely satisfying. Her success is my success, it's how I measure whether or not I'm doing a good job. Tiana's reached her full potential in school—but this is just the start, the sky's the limit."

➤ Tiana.



➤ Newlyweds Aron and Rachael Satchell with Jo and Bill Henebery.



## Positivity makes a difference for a Buderim Private Hospital patient

Jo Henebery, 57, was coming up to her five year mark of remission, after an ovarian cancer diagnosis, when she was told her tumour markers had increased.

Jo and husband Bill thought it was going to be her last appointment before a full remission but instead came the news that Jo would have to undergo further treatment.

After 26 weeks of chemotherapy, Jo's tumour markers unfortunately did not improve. Jo was in incredible pain and was admitted to Buderim Private Hospital knowing that she may never return home. This news came as a devastating shock to Jo's loving family who were preparing for the wedding of Rachael, the youngest of Jo and Bill's three children.

The Buderim team, touched by Jo's story, were determined to make her wish come true, to be at the wedding of her youngest daughter. In consultation with Rachael and her family, the hospital's Chaplain and a team of doctors and nurses began to make arrangements to bring the wedding to Jo's bedside.

Bill, Rachael and her fiancée Aron and the entire bridal party all dressed in their wedding attire were able to celebrate this very special service together with Jo. It was an incredibly meaningful and moving occasion that will leave the family with a lifetime of beautiful memories. Sadly, Jo passed away shortly afterwards.

Jo's husband Bill went to every single appointment with her and was touched by the efforts made by the Buderim team during Jo's stay. He said he was very grateful for not only the expert care Jo received, but for the kindness and compassion demonstrated by the team when he and his wife needed it the most.

"I'm so appreciative of everything that was done for Jo and our family. Jo was in such terrible pain and I truly believe she was only holding on to be able to attend the wedding."

"It is hard to share our story but I want every woman out there to be aware of ovarian cancer and that it is a silent killer—if you are a woman and experiencing pain, please get it checked out."



# Our Board



⊕ **Top Row L-R:** Andrew McBryde, Myles McGregor-Lowndes, Chris Townend, Andrea Staines, Brian Gillespie.  
**Front Row L-R:** Maree Blake, Nigel Alexander, Rev. David Baker, Craig Barke, Rev. Heather den Houting.  
**Not Shown:** Cheryl Herbert.

## Nigel Alexander

Chair of the Board

Chair of the Governance and Remuneration Committee

Nigel Alexander joined the UnitingCare Queensland (UCQ) Board in May 2017 and was appointed Chair in July 2018. Nigel is a Chartered Accountant and Corporate Agribusiness specialist. He is a Director and former Chief Executive of the North Australian Pastoral Company, Chairman of RACQ Insurance, President of the Australian Automobile Association and a World Council Member (and Treasurer of the Asia Pacific Region) of the Paris based Federation Internationale De L'Automobile (FIA).

He holds a Bachelor of Business (Accountancy) from the University of Southern Queensland and a Masters in Applied Finance from Macquarie University.

## Rev. David Baker

(Ex-Officio Member)

Chair Qld Synod Standing Committee

Reverend David Baker has held the positions of Moderator of the Queensland Synod of the Uniting Church in Australia and has been an ex-officio Board Member since October 2014. Before this role, David served as a Minister in a variety of roles, including in regional oversight of the Church's worship, witness and service. He brings a long involvement in the Church's community service work.

David is a member of the Australian Institute of Company Directors and holds a Bachelor of Theology from Brisbane College of Theology and a Diploma in Business Management from Queensland Agricultural College. David completed his theology training and was ordained in 1991.

## Maree Blake

Chair of the Financial Sustainability Committee

Member of the Governance and Remuneration Committee

Member of the Child and Family Services Committee

Maree Blake joined the UnitingCare Queensland (UCQ) Board in April 2013 and holds the position of Chair of the Financial Sustainability Committee. Following a career in the accounting sector, Maree held the positions of Queensland Regional Commissioner for the Australian Securities and Investments Commission (ASIC) and Deputy Chair of the Queensland State Council of the Governance Institute of Australia.

Maree is a Graduate Member of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia and of CPA Australia. She also holds a Bachelor of Business degree and a post-graduate Management qualification.

### **Brian Gillespie**

Member of the Aged Care and Disability Services Committee

Member of the Financial Sustainability Committee

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Brian Gillespie joined the UnitingCare Queensland (UCQ) Board in April 2018. His experience spans across commercial, operational and consulting positions within a broad range of sectors, including ports, mining, rail, logistics, oil and gas. Brian is a former Deals and Consulting Partner with Deloitte and PricewaterhouseCoopers and has previously served on the boards of 1-Stop and AWH.

Brian holds an MBA and a Bachelor of Science Degree (Hons) and has completed the Senior Executive Program from the Columbia Business School. Brian is also a Chartered Engineer with the Institution of Engineering and Technology in the United Kingdom.

### **Cheryl Herbert**

Member of the Health Committee

Member of the Audit and Risk Committee

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Cheryl Herbert joined the UnitingCare Queensland (UCQ) Board in April 2018 and has extensive experience in executive management including CEO, Chair and Non-Executive Director positions across the health sector, including Healthy Communities, Children's Health Queensland Hospital and Health Service, Lives Lived Well, Spiritus and Peachtree Perinatal Wellness Inc.

Cheryl has qualifications in nursing and midwifery and is a Fellow of the Royal Australian College of Nursing Australia, Fellow of the Institute of Company Directors and an adjunct Professor of the University of Queensland.

### **Rev. Heather den Houting**

(Ex-Officio Member)

General Secretary of the Uniting Church in Australia

Member of the Qld Synod Standing Committee

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Reverend Heather den Houting was appointed as the General Secretary of the Uniting Church in Australia, Queensland Synod in June 2016. Heather has served across a range of Church Boards and commissions within the Uniting Church at national, state and local levels. Heather has a background in law including government, community and private practice.

She is a Graduate of the Australian Institute of Company Directors and holds degrees in Economics, Law and Theology and post-graduate qualifications in Management.

### **Andrew McBryde**

Chair of the Aged Care and Disability Services Committee

Member of the Financial Sustainability Committee

Member of the Australian Regional and Remote Community Services Board

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Andrew McBryde joined the UnitingCare Queensland (UCQ) Board in 2013 and Australian Regional and Remote Community Services Board (ARRCS) in 2014 and previously held the role of Chair of Wesley Mission Brisbane. Andrew proudly supports the development of small and medium-sized enterprises (SME) and owns and operates a group of commercial businesses in South East Queensland.

Andrew is currently a Member of the Australian Institute of Company Directors, the Centenary and Districts Chamber of Commerce, the Lighting Council of Australia and an Honorary Member and Past President of the Jindalee Rotary Club.



# Our Board

## Myles McGregor-Lowndes OAM

Chair of the Child and Family Services Committee

Member of the Audit, Risk and Compliance Committee

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Emeritus Professor Myles McGregor-Lowndes joined the UnitingCare Queensland (UCQ) Board in 2013. He is the former Director of the Australian Centre of Philanthropy and Non-profit Studies (QUT) and currently sits on the Queensland Law Society Not-for-Profit Committee.

He has served from time to time at all levels of the church from parish to assembly. He is an honorary member of the Fundraising Institute of Australia and Philanthropy Australia and founding member of the ATO Charities Consultative Committee and the Australian Charities and Not-for-Profits Commission Advisory Board.

## Andrea Staines

Chair of the Health Committee

Member of the Audit, Risk and Compliance Committee

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Andrea Staines joined the UnitingCare Queensland (UCQ) Board in April 2016. Andrea is a full-time non-executive Director with over ten years' experience. Andrea sits on a wide range of Boards, including social enterprise Goodstart Early Learning. She previously held the position of CEO and co-launched Qantas subsidiary Australian Airlines (mark II), making her the first female CEO of an Australian jet airline. She has also held financial and strategy roles with American Airlines.

Andrea has an MBA in Finance and Strategy from the University of Michigan and a Bachelor of Economics from the University of Queensland. She is a Fellow of the Australian Institute of Company Directors and a Committee Member of Chief Executive Women (CEW).

## Chris Townend

Chair of the Audit, Risk and Compliance Committee

Member of the Health Committee

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Chris Townend joined the UnitingCare Queensland (UCQ) Board in April 2013. He is a chartered accountant and experienced financial director. He currently serves on the Thomson Adsett, Chartered Accountants Australia and New Zealand (CAANZ) and Brisbane South PHN Boards and also volunteers his time on the Uniting Church's Audit and Risk Committee and the Finance Committee of the Presentation of Sisters in Queensland.

Chris has an MBA and is a Fellow of the Institute of Chartered Accountants ANZ and a Fellow of the Australian Institute of Company Directors.

# Our Executive Leadership Team



⤴ **Top row L-R:** Richard Lizzio, Peter Gunn, Tracey McFarland, Alan Wilson, Craig Barke.  
**Front row L-R:** George Sutherland, Sue McKean, Nina Du Thaler, Tracy Dare, Cathy Thomas.  
**Not Shown:** Rev. Bruce Moore, Brent McCracken.

## Craig Barke

CEO of UnitingCare Queensland

Craig was appointed Chief Executive Officer (CEO) of UnitingCare Queensland (UCQ) in 2017. He is a Certified Practising Accountant with an MBA and has extensive experience in financial management roles. Prior to his role as CEO of UCQ, Craig was the CEO of Scenic Rim Regional Council and was former member of the Queensland Urban Utilities Establishment Committee. Craig held a position on the UCQ Board from 2011 and the position of Chair from 2014 until 2017.

Craig is passionate about improving the lives of disadvantaged youth and children in the community and is actively involved in the foster care system as well as being an active member of the Uniting Church.

## Rev. Bruce Moore

Director of Mission

Bruce joined UnitingCare Queensland (UCQ) in August 2016. He has experience in ministry and mission roles and experience in senior management positions within government, private business and the not-for-profit sectors and as a senior consultant in leadership, team performance and cultural change. Prior to joining UCQ, Bruce was managing therapeutic residential care and foster care programs. He has been involved in child protection reforms in Queensland and is a founding member of the National Therapeutic Residential Care Alliance.

Bruce holds a Bachelor of Theology, is a Graduate of the Australian Institute of Company Directors and a Member of the International Association of Teamwork Facilitators.

## Peter Gunn

Chief Financial Officer

Peter joined UnitingCare Queensland (UCQ) as Chief Finance Officer in July 2014. Prior to his appointment, he held a number of senior executive roles in the finance and commercial sectors and has broad experience in corporate and operational roles across a number of service areas such as finance/accounting, cash/treasury, legal/commercial, corporate and project funding, procurement, IT and governance.

Peter is a Fellow of Certified Practising Accountants with CPA Australia and holds a Bachelor of Commerce and a Masters of Applied Finance.

# Our Executive Leadership Team

## Tracy Dare

Group Executive  
Commercial Services

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Tracy joined the UnitingCare Queensland (UCQ) Executive Leadership Team in 2016 after two years as the Chief Commercial Officer for Blue Care. Prior to joining Blue Care, Tracy held the position of Chief Executive Officer of a multi-state law firm. She has extensive executive management experience across a range of roles and industry sectors, including business development, asset management, property investment, development and facilities management, and retirement living.

Tracy is a Chartered Accountant and has a Bachelor of Business with Distinction and a Graduate Diploma in Advanced Accounting with Distinction. She is also a Fellow of the Australian Institute of Management.

## Richard Lizzio

Group Executive  
UnitingCare Health

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Richard joined UnitingCare Queensland (UCQ) in July 2018. He has an extensive commercial background across acute healthcare, aged care, independent living and financial services.

Prior to joining UCQ, Richard held the position of QLD/NT/WA State Manager for Healthscope. Richard has strong hospital management experience and has held a number of hospital General Management positions for Ramsay Healthcare, including CEO of Greenslopes Private Hospital.

## Brent McCracken

Group Executive  
Child and Family Services

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Brent joined UnitingCare Queensland (UCQ) in July 2016. He has vast experience in the community services sector in a variety of roles including as a case worker, client services manager, teacher, funder, contract manager, operational manager and senior leader in Victoria, NSW and Queensland. Prior to joining UCQ, Brent was the Regional Executive Director, North Coast with the Department of Communities, Child Safety and Disability Services.

Brent holds a Bachelor of Social Science, Graduate Diploma of Adult Education and an Executive Masters of Public Administration.

## Cathy Thomas

Group Executive  
Blue Care South East Queensland

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Cathy joined the UnitingCare Queensland (UCQ) Executive Leadership Team in 2016, after four years as Director of Services South East, Blue Care. Cathy has worked across many Queensland Health clinical areas and has vast experience in Blue Care through working in clinical, human resources, key management and leadership roles.

Cathy has a Master of Business Administration, Graduate Diploma of Business Management and a Bachelor of Health Science (Nursing) and also completed a Leadership Program at Harvard University.

## Alan Wilson

Group Executive  
Blue Care Regional and Remote Services

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Alan joined UnitingCare Queensland (UCQ) in April 2017. He has a background in primary, community, secondary and tertiary health services from the health care sectors of Australia, New Zealand and Samoa. Prior to moving to Australia, Alan was CEO of Alliance Health Plus, a New Zealand based organisation focused on the delivery of primary care services for Pacific and high need populations.

Alan holds a Bachelor and Masters qualification in both management (Strategic Management, Accounting and Finance) and Nursing.

## Nina Du Thaler

Group Executive  
Digital and Technology

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Nina joined UnitingCare Queensland (UCQ) in 2016. She has previously held executive management roles across a range of organisations, including Queensland Urban Utilities, Allconnex Water, Gold Coast City Council, Queensland Department of Emergency Services, Queensland University of Technology and the Queensland Police Service. She is also a non-executive director on the Industry Advisory Board for the School of ICT, Griffith University.

In 2016 Nina won 'CIO of the Year Utilities/Media' at the itnews Benchmark Awards.

Nina holds an MBA and a Bachelor of Information Technology (Artificial Intelligence). She is a Graduate of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management.



### **Sue McKean**

Director  
Governance and Policy

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Sue joined the UnitingCare Queensland (UCQ) Executive Leadership Team in 2013, following her appointment as the Director, Risk and Quality for UnitingCare Health. Sue has a diverse range of management experience in the health and community services sector, with a strong focus on company governance and policy development.

Sue is currently completing her Graduate Diploma in Applied Governance and her qualifications include a Masters in Health Science (Risk Management), a Graduate Certificate in Leadership and Management, Graduate Diploma in OHS and a Certificate in Governance Practice. She is a graduate member of the Australian Institute of Company Directors and a certified member of the Governance Institute Australia.

### **Tracey McFarland**

Group Executive  
Customer Services

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Tracey joined UnitingCare Queensland (UCQ) in July 2016 following an extensive career in both the private and not-for-profit environment. She has experience across diverse areas that include marketing, commercial strategy, sales and operations and customer services in a wide range of senior management positions with leading Australian organisations such as Telstra, Qantas, Suncorp and QSuper.

Tracey has a Bachelor of Business—Marketing from Queensland University of Technology.

### **George Sutherland**

Group Executive  
People and Culture

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George joined UnitingCare Queensland (UCQ) in January 2017 and was appointed Group Executive People and Culture in January 2018.

Prior to joining UCQ, George held various senior human resources and business leadership roles across multiple industries in large organisations nationally and internationally, including Rio Tinto.

George holds an MBA from Bond University.

# Governance statement

## Board composition

Members of the Board are appointed by the Synod Standing Committee in accordance with the requirements of the Queensland Synod By-Laws and UnitingCare Queensland (UCQ) Constitution. The Board is currently made up of 10 members, including the Chair, and ex-officio members.

The Moderator and the General Secretary of the Queensland Synod are ex-officio members of the Board and provide important links with the Synod. Board members have varied backgrounds and experience to provide the necessary breadth and depth of knowledge required to meet the Board's responsibilities and objectives.

The Chair of the Board is an ex-officio member of Synod Standing Committee and Synod in Session.

## Board operations

The Board meets at least 10 times per year in scheduled meetings, where it receives monthly, quarterly or six-monthly performance, operations and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Group Executives and the Board Committees. Strategic planning days and Board development opportunities are undertaken in addition to these scheduled meetings. In addition to formal meeting time, Board members spend time reading and analysing Board papers and reports submitted by management and in informal discussions with management.

The Board receives regular reports and presentations from executives and managers on strategic and operational performance and initiatives, employee safety, customer experience, client and patient quality outcomes, key policy decisions, stakeholder engagement, social justice, and research activities and outcomes.

The UnitingCare Queensland (UCQ) Board is committed to the highest standards of governance. It has established governance practices

and organisational structures which are designed to focus on fulfilling the Church's mission in health and community services, responsible stewardship, integrity, accountability and effective risk management, on behalf of the Uniting Church in Queensland. The role of the Board is to approve the strategic direction of UCQ, guide and monitor the management of UCQ in achieving its strategic plan, leading the organisational culture in accordance with its values and missional purpose and overseeing good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including clients and patients, employees, volunteers, funding bodies and the wider community.

## Board Committees and Working Groups

The Board has established committees to assist the Board in fulfilling its responsibilities. Each committee has its own terms of reference which set out the authority delegated to it by the Board, and detail the manner in which the committee is to operate. During 2017-2018 the Board-approved Committees were an Audit, Risk and Compliance Committee, a Governance and Remuneration Committee, a Financial Sustainability Committee, an Aged Care and Disability Committee, Health Committee and Child and Family Services Committee.

## Audit, Risk and Compliance Committee

The purpose of the Audit, Risk and Compliance Committee is to review and advise the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory and other compliance requirements and the integrity of the financial statements and reports. The Committee consists of three Board members. Meetings are attended by the Chief Executive Officer, Chief Financial Officer,

Director of Governance and Policy and General Manager Risk and Assurance and other senior executives and managers by invitation. Representatives of the organisation's external auditor and any other Board members also attend meetings as required by the Committee.

UnitingCare Queensland's (UCQ) financial accounts are subject to an annual audit by an independent external auditor and reported to the Australian Charities and Not for Profit Commission (ACNC). The Audit, Risk and Compliance Committee maintain oversight of this process and the Chief Financial Officer coordinates the process. The Audit, Risk and Compliance Committee Chair meets the external audit partner periodically and the auditors have a standing invitation to meet with the Committee, the Committee Chair or the Board Chair, at any time in the absence of management. The auditor attends Board meetings at which annual accounts are adopted.

The Audit, Risk and Compliance Committee is also responsible for reviewing enterprise level strategic risks for UCQ and high level operational risks of the service streams.

## Governance and Remuneration Committee

The purpose of the Governance and Remuneration Committee is to assist the Board with the refinement of the governance framework for UnitingCare Queensland (UCQ) in the context of the Church and to ensure appropriate alignment with contemporary governance practices and standards. The Committee has an ongoing and continuous focus on overseeing and evaluating UCQ's governance framework and processes, including performance evaluation of the Board and the effectiveness of governance policies and practices.

The Committee assists with Board member recruitment, Board and CEO succession planning, and training and development requirements.

The Committee consists of up to three Board members and the Director of Mission. Meetings are also attended by the Chief Executive Officer and Director of Governance as well as the Group Executive of People and Culture (as required).

### **Financial Sustainability**

The purpose of the Financial Sustainability Committee is to assist the Board to develop and implement the Board-approved Sustainability Framework and Principles for UCQ. The committee is also responsible for ensuring appropriate alignment with the Board-approved Strategic Plan, Mission and Values.

The committee consists of three board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director of Governance and Policy and the Executive Leadership Team and Senior Leadership Team members (as required).

### **Aged Care and Disability, Health and Child and Family Services Committees**

The three service stream focussed Committees assist the Board by enhancing understanding of each sector's external and internal environmental and policy challenges and opportunities, including regulatory issues, strategic priorities and continuous improvement of outcomes within UnitingCare Queensland (UCQ).

Each committee consists of three board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director, Governance and Policy and the Group Executive Leadership Team and Senior Leadership Team members as required for each sector.

### **Chief Executive Officer**

The Chief Executive Officer is appointed by the UnitingCare Queensland Board (UCQ), subject to the endorsement of the Queensland Synod Standing Committee, and is subject to a performance review by the Board annually at a minimum. The Chief Executive Officer, together with the Executive Leadership Team, recommends policy and strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

The CEO attends, by invitation, meetings of the Synod Standing Committee and attends meetings of the Synod Finance, Investment and Property Board and the Synod Remuneration and Nominations Committee as required. The CEO meets regularly with the Moderator and General Secretary on a range of matters. The CEO is a member of other Synod/agency working groups including UnitingCare Australia. The CEO works with the broader Uniting Church across Synods and nationally on operational, policy and mission matters.

### **Board appraisal and remuneration**

The Board formally reviews and evaluates the performance of the Board with external support, collectively and individually on a regular basis. The Chair also meets informally with each Board member to discuss individual Board member performance. Board members are remunerated in accordance with a policy approved by the Synod Remuneration and Nominations Committee. In keeping with a commitment to transparency, Board remuneration and attendance are published each year in the Annual Report.

### **UnitingCare Queensland Leadership Teams and organisational structure**

While responsibility for UnitingCare Queensland's (UCQ) overall performance rests with the Board, operational and management matters have been delegated to the Chief Executive Officer.

The Chief Executive Officer is supported by an Executive Leadership Team which includes a Group Executive for Child and Family Services, UnitingCare Health, Blue Care Regional and Remote, Blue Care South East Queensland, Commercial Services, Customer Services, People and Culture, Digital and Technology, a Chief Financial Officer, a Director of Mission and a Director of Governance and Policy who provide leadership, strategic and operational direction, and oversight of performance.

Executive and service stream committees have been established to support values-based decision making and oversight of care and clinical service delivery, safety and quality. These committees provide technical advice and leadership about the complex care or service requirements of each service provided. Each service stream undergoes comprehensive independent regulatory compliance reviews and voluntarily seeks opportunities for learning and external benchmarking.

### **Australian Regional and Remote Community Services Board**

The role of the Australian Regional and Remote Community Services (ARRCS) Board is to approve the strategic direction of ARRCS, guide and monitor the management of ARRCS in achieving its strategic plans, and oversee good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including clients, employees, volunteers and the wider community. The ARRCS Board reports to the UnitingCare Queensland Board (UCQ) on matters reserved by the UCQ Board. ARRCS has three Directors appointed by the UCQ Board. The ARRCS annual accounts are audited by the UCQ auditors and consolidated in the UCQ annual accounts.

### **Leap in! Australia Ltd**

In August 2017, the Synod Standing Committee approved a joint venture, Leap in! Australia Ltd, between UnitingCare Queensland (UCQ) and Uniting (NSW.ACT). This exciting start-up work includes developing an app to assist people living with disability navigate the complexity of services provided, identify provider availability and assist in the co-ordination of care.



# Attendance and fees

	Board		Audit Risk and Compliance Committee		Governance Committee		Health Committee (Commenced 3/10/17)		
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	
Craig Barke (as Board Chair)	3	3			2	2			
Anne Cross	5	5	3	3	5	5			
Maree Blake	10	10	2	2	1	1			
Susan Forrester	7	6			5	2	2	2	
Andrew McBryde	10	10			3	3			
Professor Myles McGregor-Lowndes	10	10	5	5					
Dawson Petie	10	10	3	3	7	7			
Andrea Staines	10	10	2	2			1	1	
Chris Townend	10	10	5	5			3	3	
Nigel Alexander	10	9			5	5			
Cheryl Herbert	3	3	1	1			1	1	
Brian Gillespie	3	3							
<b>Ex Officio members</b>									
Rev Heather den Houting	10	8							
Rev David Baker	10	9							
<b>External Committee members</b>									
Linda Dawson									
Dr John O'Donnell							3	2	

## Notes:

The Chief Executive Officer is not paid Board Fees

Craig Barke resigned as Chair of UCQ Board on 3/10/17

Anne Cross retired as Board Member on 15/12/17

The fees paid are inclusive of Superannuation which is an adjustment on previous reporting.

Fee increases for the period were 1.5%.

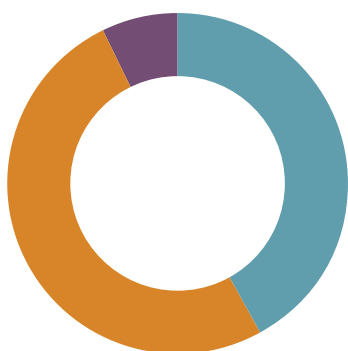
	Child and Family Services Committee (Commenced 3/10/17)		Aged Care and Disability Services Committee (Commenced 3/10/17)		Financial Sustainability Committee (Commenced 3/10/17)		Quality Committee (Disbanded 15/11/17)		Health Strategy Working Party (Disbanded 3/10/17)		Fees \$
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Inclusive of Super
											26,851
											0
	3	3			3	3					59,582
							2	2			43,134
			3	3	3	2					57,962
	3	3					2	2			57,962
					3	3	2	2	2	2	95,382
	3	3			2	0					53,913
									2	2	59,312
			3	3	1	1					53,913
											13,478
			1	1	1	1					13,478
											0
											0
							2	2			5,530
									2	2	7,374

# Financial highlights

## Income statement

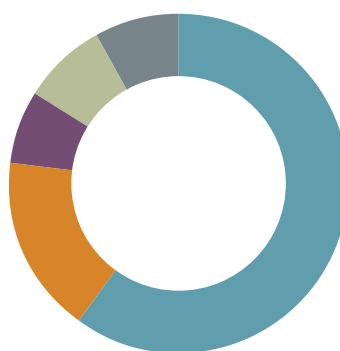
	Year ended 30 June 2018	Year ended 30 June 2017
	\$000	\$000
<b>Revenue</b>		
Governments	665,144	650,827
Patients, clients and residents	799,101	762,988
Other sources	117,763	128,597
<b>Total revenue</b>	<b>1,582,008</b>	<b>1,542,412</b>
<b>Expenses</b>		
Salaries and employee expenses	956,911	944,719
Supplies and services	261,000	252,468
Depreciation and amortisation expense	107,721	106,308
Property expenses	127,237	126,694
Other expenses	130,843	119,255
<b>Total expenses</b>	<b>1,583,712</b>	<b>1,549,444</b>
<b>Total net deficit</b>	<b>(1,704)</b>	<b>(7,032)</b>
Other comprehensive income	—	549
<b>Total comprehensive loss</b>	<b>(1,704)</b>	<b>(6,483)</b>

### Revenue



42% Governments  
51% Patients, clients and residents  
7% Other sources

### Expenses



60% Salaries and employees  
16% Supplies and services  
7% Depreciation and amortisation expense  
8% Property expenses  
8% Other expenses

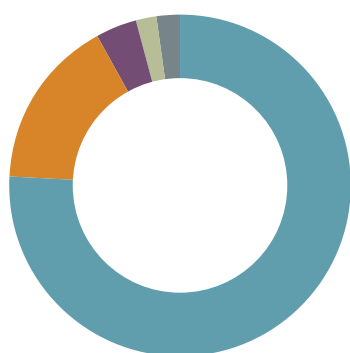
Audited accounts are published on UnitingCare Queensland's website at [unitingcareqld.com.au](http://unitingcareqld.com.au)  
Certain 30 June 2017 amounts have been restated, refer to the audited financial statements for further details.



## Balance sheet

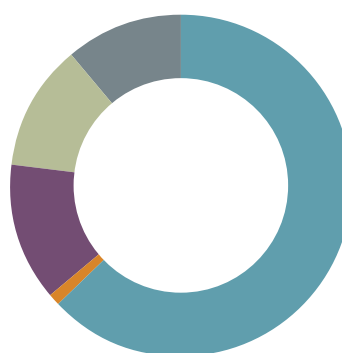
	Year ended 30 June 2018	Year ended 30 June 2017
	\$'000	\$'000
<b>Assets</b>		
Property, plant and equipment	1,575,721	1,553,560
Cash and cash equivalents	335,376	505,561
Trade and other receivables	91,905	69,439
Intangible assets	33,855	44,719
Other assets	49,432	49,139
<b>Total assets</b>	<b>2,086,289</b>	<b>2,222,418</b>
<b>Liabilities</b>		
Ingoing contributions and accommodation bonds	725,221	698,118
Borrowings	11,098	207,734
Employee benefits and other provisions	155,216	153,381
Trade and other payables	134,468	102,074
Other	129,541	128,662
<b>Total liabilities</b>	<b>1,155,544</b>	<b>1,289,969</b>
<b>Total funds</b>	<b>930,745</b>	<b>932,449</b>

### Assets



<b>76%</b>	Property, plant and equipment
<b>16%</b>	Cash and cash equivalents
<b>4%</b>	Trade and other receivables
<b>2%</b>	Intangible assets
<b>2%</b>	Other assets

### Liabilities



<b>63%</b>	Ingoing contributions and accommodation bonds
<b>1%</b>	Borrowings
<b>13%</b>	Employee benefits and other provisions
<b>12%</b>	Trade and other payables
<b>11%</b>	Other liabilities

# Thank you to our supporters

We are driven by our purpose to make a positive difference to the lives of the people we care for and their communities.

We recognise we can't do this alone. Through the generosity of many individuals, families and businesses this year we have been able to make a positive difference to the lives of many.

☺ **Blue Care employee Vicki Tucker with Danny Everingham in Toowoomba.**



## Here is a snapshot of what we have achieved together in 2018:

- Completed a major refurbishment at Blue Care Mackay Homefield aged care facility providing the residents with renewed rooms, living areas and ensuites.
- Created a special place with sensory gardens for our residents living with dementia at Camelia Court (Caloundra), Carina, Edenvale and Mt Louisa (Townsville).
- Designed and tested new ways of supporting clients through the commencement of home care services using concierge and advisory roles to help people navigate the complexities of the aged care landscape.
- Enhanced and improved a number of homes for our residents through minor refurbishment programs throughout Queensland, including Blue Care Lawnton Pinewoods.
- Increased support for people living with terminal illness with palliative care services at our Wynnum and Mareeba aged care facilities.
- Continued to introduce Montessori principles within our aged care facilities to support residents and clients living with dementia.
- Provided Queenslanders with access to world leading innovative medical technologies with the addition of the Da Vinci Robotic system at Buderim Private Hospital, the NanoKnife at The Wesley Hospital and cardiac equipment at St Andrew's War Memorial Hospital.
- Continued looking for cures and medical advancements through important research programs and initiatives at Wesley Medical Research.
- Supported vulnerable children and families right across Queensland by helping us to provide critical care and support programs to those in need.
- Provided help and support to those in critical need through the Lifeline Crisis Support line and created the opportunity to save lives by supporting our transition to a new call centre facility at Woolloongabba.
- Provided spiritual support and guidance to prisoners at 13 Correctional Centres around Queensland as part of the UnitingCare Queensland (UCQ) Prison Ministry.

We would also like to thank our many wonderful supporters who have helped UCQ make an extraordinary impact on the lives of people, families and communities throughout Queensland.

## Our achievements this year have been, in part, as a result of the support we receive from others such as:

- Australian Government
- Queensland Government
- Local governments and councils
- Corporate partners
- Charitable trusts and foundations
- Service clubs
- Community groups
- Volunteers and our hospital auxiliaries
- Members of the Uniting Church

**Thank You.**

# How you can make a difference?



With the generosity of those who can afford it, together we can make a real difference in the lives of those who need it most. If you can support in any way, please contact us for a confidential discussion. Our Planned Giving Manager can provide you with any information you need.

You can also leave a gift in your Will to UnitingCare Queensland or any number of our charities including:

- UnitingCare
- Blue Care
- Lifeline
- The Wesley Hospital
- St Andrew's War Memorial Hospital
- St Stephen's Hospital
- Buderim Private Hospital
- Australian Regional and Remote Community Services (Northern Territory)

**Call us:**

**1800 001 953**

**Email us:**

**[plannedgiving@ucareqld.com.au](mailto:plannedgiving@ucareqld.com.au)**



*Image courtesy of our 'Keep our kids connected' Foster Care campaign.*





⤴ **Hollie Fairhall and Aleigha Manski**  
from **Child and Family Services**.

“

*Walking is something we just take for granted. Following my injury I now have to concentrate on every single step. It was so intense. I am so thankful I had the St Andrew's team to help me. I would not have recovered as well as I have without the intensive rehabilitation provided by the St Andrew's team.*

**St Andrew's War Memorial Hospital patient**

“

*You can tell they actually take something special out of helping people, they're not just there to do their job, they're there to make an impact and I think that is a rare quality, to truly value and deliver such holistic healthcare.*

**Wesley Hospital patient**

“

*Now, Mum is living with her dementia while continuing to live life her way at Carramar. I am so relieved when I see how happy she is. It has made the difficult emotions around moving Mum into residential care so much easier.*

**Blue Care client**





⌚ Blue Care employee Rod Hammond with client Marjorie.



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