

12



UnitingCare Queensland Year
in Review
2012
Annual Report



UnitingCare Queensland works together to:

Reach
out to people
in need

Speak
out for fairness
and justice

Care with compassion,
innovation and wisdom

Table of Contents

Highlights of the year4
About us6
Message from our Chair8
Message from our CEO.	10
Message from our Director of Mission	12
The work we do - a case study.	14
UnitingCare Queensland	17
Informing our practice through research	20
UnitingCare Community (previously Lifeline Community Care Queensland).	23
The work we do – a case study.	38
UnitingCare Health.	41
The work we do – a case study.	50
Blue Care	53
The work we do – a case study.	66
Corporate Governance Statement	68
Our Board	72
Our Executive Leadership Team	77
Financial year highlights	80
Board and committee meeting attendance.	82
UnitingCare Queensland supporters	83

12

Highlights of the year

UnitingCare Queensland launches its Reconciliation Action Plan (RAP) in February during a special celebration at kuril dhagun in the State Library of Queensland

- UnitingCare Queensland experiences significant growth over the last financial year including \$20 million in community care services for Blue Care and an additional \$8 million for UnitingCare Community
- Lifeline Community Care Queensland becomes UnitingCare Community to better reflect its range of programs and services. All staff and programs, including Lifeline services, such as telephone counselling, shops, suicide prevention and support programs and community recovery, continue unchanged
- Blue Care launches its new service model, “Blue Care Tailor Made” to be implemented at 260 sites over the next two years, offering more flexible services “tailor made” to each of the 49 000 individuals it assists
- The innovative ‘Living Values’ leadership initiative, an integrated performance management system, is in the first stages of implementation at all UnitingCare Health hospitals and is fully rolled out at St Andrew’s War Memorial Hospital following a successful pilot in 2011
- The implementation of shared services arrangements for some of UnitingCare Queensland’s corporate functions is announced – the first services are procurement, ICT and property
- UnitingCare Queensland launches its Reconciliation Action Plan (RAP) in February during a special celebration at kuril dhagun in the State Library of Queensland. The plan will help the organisation deepen its relationships and make its services more culturally relevant
- The \$60 million Azure Blue project on Brisbane’s Redcliffe Peninsula, the first of six new resort-style integrated retirement communities which will transform the way older people live in the future, nears completion. Building of Blue Care’s second highly anticipated Azure Blue Lifestyle Community commences at Carina in April - 80 per cent of the apartments are sold ahead of construction
- UnitingCare Health receives commitment for \$47 million funding support from the Federal Government to help build Australia’s first fully integrated digital “hospital of the future” at Hervey Bay on Queensland’s Fraser Coast
- The UnitingCare Community “Helping Out Families” pilot program is a success - in eight months it gives more than 400 Logan families a helping hand to manage their issues and stay safe together
- Blue Care takes top honours at the 2011 Queensland Road Safety Awards for significantly reducing fleet vehicle crashes, achieving best practice in fleet safety and instilling a culture of road and vehicle safety awareness among its fleet drivers and staff
- The construction of Blue Care’s new \$11 million facility at Gracemere Gardens, west of Rockhampton, is completed and a \$10 million revitalisation at Mareeba Garden Settlement in the Atherton Tablelands is also nearing completion
- Together St Andrew’s War Memorial Hospital, The University of Queensland and Medtronic create the Asia-Pacific Centre for Neuromodulation, set to be an international hub for research into neurological diseases with a focus on the ground breaking deep brain stimulation (DBS) neuromodulation procedure. A range of neurological disorders are treated, including Parkinson’s disease and Tourette’s syndrome
- UnitingCare Community deploys 20 Lifeline crisis support workers to administer “psychological first aid” throughout southwest Queensland to people affected by the floods – some for the third year in succession. Medium to long term support for flood victims continues

- After nine years of operating in the Uniting Church hall, a new purpose-built Blue Care Community and Respite Care building opens in Murgon with 29 nursing, personal care and support staff to assist 220 clients from Murgon and surrounding areas
- UnitingCare Health's St Stephen's Hospital and Blue Care partner to provide an integrated patient discharge procedure. Already implemented at St Andrew's and The Wesley Hospitals, the partnership involves providing a very experienced aged care community nurse to assist in making arrangements through Blue Care for patients leaving the hospital who need ongoing medical care in their homes
- The inaugural National Elder Abuse Prevention Conference organised by UnitingCare Community in Brisbane in June is an unqualified success and receives wide publicity on TV and radio
- The University of Queensland/Blue Care Research and Practice Development Centre leads a team of Australian researchers in the development of a palliative care toolkit which aims to improve the quality of care for people approaching the end of their life in a residential aged care facility
- Blue Care and The University of Queensland team up to launch the first aged care management course in the state
- Two Blue Care nurses are announced as winner and runner-up of the Conni Awards which acknowledge the work of continence nurses across Australia
- A profoundly deaf nursing student from the Helena Goldie Hospital in the Solomon Islands (a hospital supported by UnitingCare Health) is given the gift of hearing by a dedicated team of medical professionals from St Andrew's War Memorial Hospital
- Blue Care's Pine Woods Aged Care Centre in Lawnton wins five national Better Practice Awards which recognise innovation and better practice in aged care from the Aged Care Standards and Accreditation Agency
- The second annual UnitingCare Queensland Research Conference is held on 1 December at The Wesley Hospital and is attended by more than 120 participants from across the organisation and Wesley Mission Brisbane
- A new project which aims to change the lives of people living with dementia is commissioned by Blue Care with a view to developing and implementing a model of care for the organisation during the next four years
- UnitingCare Queensland launches a new toolkit for developing place-based responses to disadvantage to assist anyone - from a community worker to an experienced community development practitioner - to plan, organise, implement and evaluate place-based projects
- More than 4 000 Blue Care staff participate in world renowned FISH! philosophy workshops to help generate thinking that reflects the new tailor made service delivery model
- UnitingCare Community staff engage in "brand essence" workshops in more than 13 locations around the state to determine the heart and soul of the recently renamed service group (previously Lifeline Community Care Queensland)
- A new multicultural service to assist people with culturally and linguistically diverse backgrounds (CALD) to access aged care services in the Logan, Ipswich, Gold Coast and Tweed areas, opens at Blue Care Springwood.

Blue Care's
Pine Woods
Aged Care
Centre in
Lawnton wins
five national
Better Practice
Awards which
recognise
innovation and
better practice
in aged care...

12

About us

Who is UnitingCare?

UnitingCare Queensland is the health and community service provider of the Uniting Church and supports more than 14 000 people throughout Queensland every day of the year.

With over 15 000 staff and 8 500 volunteers in more than 400 geographic locations across Queensland, UnitingCare Queensland is one of Australia's largest non-profit health and community service providers, with annual revenue in excess of one billion dollars.

UnitingCare Queensland also participates in the UnitingCare Australia network, contributing to social policy development and advocacy at a national level.

Our mission

UnitingCare Queensland claims its place in the mission of God through its health and community services, research, advocacy and community development.

As part of The Uniting Church, the mission of UnitingCare Queensland is to improve the health and wellbeing of individuals, families and communities as we: Reach out to people in need; Speak out for fairness and justice; Care with compassion, innovation and wisdom.

UnitingCare Community, UnitingCare Health and Blue Care are vital expressions of this mission.

Our values

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

Compassion

Through our understanding and empathy for others we bring holistic care, hope and inspiration

Respect

We accept and honour diversity, uniqueness and the contribution of others

Justice

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

Working together

We value and appreciate the richness of individual contributions, partnerships and teamwork

Leading through learning

Our culture encourages innovation and supports learning





Our service network

UnitingCare Queensland delivers quality and compassionate care through its service groups including:

Blue Care

- Generalist and specialist nursing services
- Residential aged care services
- Allied health services
- Personal care, social support and domestic assistance to people in their own homes
- Respite care
- Retirement living
- Pastoral care and counselling

UnitingCare Community

(previously Lifeline Community Care Queensland)

- Lifeline – (suicide prevention, telephone counselling, shops and community recovery)
- Child and family care
- Counselling (including financial counselling)
- Crisis support
- Disability support
- Social inclusion
- Prison ministry

UnitingCare Health

- The Wesley Hospital
- St Andrew's War Memorial Hospital
- St Stephen's Hospital – Maryborough and Hervey Bay
- The Sunshine Coast Private Hospital

UnitingCare Queensland also works with Wesley Mission Brisbane to further the outreach of the Uniting Church in Queensland.

12

Message from our Chair



The Board of UnitingCare Queensland has overseen a dynamic year as the organisation makes inroads into its ambitious 2011 Strategic Plan and positions itself in a changing policy and regulatory landscape. Our stewardship role means that the Board focuses on ensuring the long-term sustainability of UnitingCare Queensland. This means we meet our responsibilities to help achieve the Church's mission to improve the health and wellbeing of those individuals, families and communities we support.

During the year the Board undertook a rigorous evaluation process; consequently its committee structure was changed to better support our key strategic initiatives and establishment of a Quality Committee was approved. This new committee will help the organisation to drive a service culture that is client and patient centred and future focussed. It will also advise on the development and oversight of a performance monitoring and reporting system. This initiative will assist us achieve our strategic objective to be "a leading organisation in person centred care."

Over the past 12 months the Federal Government has announced significant changes and reforms that will have a substantial impact on UnitingCare Queensland. These include the establishment of a national regulator for the charities and non-profit sector, major reform of the aged care sector and the creation of a National Disability Insurance Scheme.

A new independent statutory office, the Australian Charities and Not-for-profits Commission, will start as part of national reforms to improve transparency and accountability for the sector, as well as reduced red tape.

UnitingCare Queensland is well positioned to respond to aged care, health care and disability reforms which will provide greater choice and control for those people who require care.

The Board was pleased to participate in the launch of UnitingCare Queensland's inaugural Reconciliation Action Plan - an important milestone in our commitment to improving outcomes for Aboriginal and Torres Strait Islanders.

The UnitingCare Queensland Board is also pleased to see the significant progress made towards achieving the commitments in the Strategic Plan. In particular, the shared services model for our service groups is well underway. This structural change will help the organisation respond to the cost pressures associated with delivering our health, aged and community services. Establishment of the shared service functions will also enable better service delivery and outcomes for our clients and patients.

This year has seen UnitingCare Queensland evolve and grow in the dynamic environment in which we operate. Our Strategic Plan has provided us with a clear direction and we have made some important and far reaching changes to support this. We are now in a good position to continue our commitment to support the growing needs of our community and to ensure our future sustainability as we work on behalf of the Uniting Church to Reach out, Speak out and Care.

We welcomed the appointment of Rev Kaye Ronalds, the Moderator of the Uniting Church in Queensland Synod.

I would like to thank my fellow Board members and commit them to continue in their quest to seek the best way forward for our organisation. I would also like to convey, on behalf of the Board and personally, sincere thanks to UnitingCare Queensland CEO Anne Cross, for her commitment, passionate leadership and vision. Our thanks also go to the executive team for their dedication and hard work throughout the year.

On behalf of the Board I express our ongoing commitment to the Uniting Church's mission in Queensland and to the community through UnitingCare Queensland.

Heather Watson

Chair

UnitingCare Queensland

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12

Message from our CEO



Each year UnitingCare Queensland is presented with both challenges and opportunities that impact on the delivery of our mission in health, aged care and community services, and on our organisation as a whole. The 2011-2012 financial year was no exception. Demand for our services continued to increase, the expectations and requirements of the people we support are changing and there are new policy directions at a federal and state level with direct implications for our organisation and the sector more broadly.

The new state government is committed to return the budget to surplus by 2014-2015, to outsource more services to the non-profit sector and to cut red tape and regulation by 20 per cent. On a national level, the changes include reforms to aged care and health policy, charities reform and the forthcoming National Disability Insurance Scheme. Delivering quality services across our 400 geographic locations across Queensland and northern New South Wales is the priority for UnitingCare Queensland and ensuring we are responsive to changes in our policy and service delivery environments is a key part of this.

Our strategic plan commits us to be a leader in person-centred care and this has underpinned important work in all of our service groups, UnitingCare Community, UnitingCare Health and Blue Care, over the past twelve months.

“Tailor Made”, launched by Blue Care this year, is a new service model with the aim of partnering with residents, clients and their families to offer flexible services ‘tailor made’ to each of the 49 000 people Blue Care assists at any point in time. The development of this initiative involved extensive listening to and consultation with Blue Care staff, clients, residents, community members, local Uniting Church representatives and other service providers across the state to capture their ideas and opinions about current services and future service directions.

UnitingCare Community (previously Lifeline Community Care) has also focussed effort on streamlining its service delivery model through service streams. This has included the grouping of its community support programs to one of three broad areas – Crisis Support, Child and Family Support and Social Inclusion. The new service grouping focusses on service models and quality in each of these areas.

At UnitingCare Health, the “Living Values” initiative, designed to enhance patient care and patient, doctor and staff satisfaction, has been implemented. It seeks to build on organisational strengths and culture to “hardwire” excellence and high performance using our values as a foundation. A weekly measurement using an electronic “patient experience tracker” has ensured that the emphasis is always on listening to and responding to patient feedback.

A milestone I am proud of is that almost 12 months to the day we celebrated our commitment to develop a Reconciliation Action Plan, we launched the completed plan at *kuril dhagun*, furthering our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. This document is a key part of our strategic planning and reporting and has enabled us to identify practical actions and set realistic targets for UnitingCare Queensland’s contribution to help ‘Close the Gap’.

Being a leader in person-centred care is dependent on our growing capacity in evidence-based research which not only informs our service delivery models but also helps to set our social policy agendas.

UnitingCare Queensland hosted our second very successful social research conference and more than doubled the attendance figures of the first research conference. Our partnerships between UnitingCare Queensland's research institutes at both The Wesley and St Andrew's hospitals and at Blue Care, with The University of Queensland, are fundamental to attracting the calibre of research projects and staff we currently have involved in significant research projects – all based on providing improved outcomes for our clients and patients.

A new project this year has focussed on gaining a better understanding of the social impact of the mining and gas resources boom on our workforce and the communities we serve. This work is continuing and involves collaboration with other non-government organisations.

We have invested significant time and effort in relationships with our sector partners, specifically through the UnitingCare Queensland convened CEO Conversation Group. This forum continues to be an important vehicle for collaboration. We are also active contributors to the work of UnitingCare Australia nationally and to other industry bodies.

Our Strategic Plan commits us to be more effective and efficient in our operations and to ensure that our organisational culture fosters innovation. To this end, we have embarked on implementing shared services initiatives bringing the staff and expertise together in the corporate support areas of procurement, ICT and fleet. This helps deliver one of our key objectives in the Strategic Plan 'to be financially sustainable and environmentally responsible'. It is an important project for UnitingCare Queensland as a group, as we build our capability for the future and manage with an ongoing commitment to sustainability.

My thanks to our Board Chair, Heather Watson and our diligent and committed Board, to our colleagues in the Uniting Church for all they do to support UnitingCare as it works to deliver on the Church's mission in community services, to my executive team for the tremendous leadership they provide, to our partners and supporters, and of course to our staff, volunteers and chaplains. It is our 15 000 staff, 8 500 volunteers who work every day to ensure our clients, residents, carers, and patients receive the services they need. I appreciate very much that many regularly "go-the extra-mile" to ensure we deliver on our mission in Queensland and Northern New South Wales as the health and community services provider of the Uniting Church.

Anne Cross

Chief Executive Officer

UnitingCare Queensland

Our strategic plan commits us to be a leader in person-centred care and this has underpinned important work in all of our service groups, UnitingCare Community, UnitingCare Health and Blue Care, over the past twelve months

Message from our Director of Mission



We have three things to do... Trust steadily in God, hope unswervingly, love extravagantly. And the best of these is love. (1 Corinthians 13:13, The Message)

As the Uniting Church at mission through its health and community services, UnitingCare Queensland shows God's love to 14 000 people every day.

We put action into these words through the practical expression of God's love as we are part of the transformation of people and communities, offering spaces of hope and healing, physically, emotionally and spiritually.

Sometimes the connection to who we are as part of the Church's work may not seem clear. The practicality of the work our staff do every day is grounded in the nitty gritty of life. The gospels in the Bible are full of stories of Jesus being part of the nitty gritty of life - where people were sick, in crowded places, with vulnerable people, people who were hurting and people with big life questions. He wasn't afraid of the complications and complexities of life.

In effect, the work of Jesus has a direct relationship to UnitingCare Queensland's identity. Jesus' way was practical, present and offered God's love to those he was with - and that is our way too. Our services are practical and present - in among where people are, whether in their own homes, in a residential aged care facility, in a hospital, in a child care centre... and whether we acknowledge it or not, through the care and services we provide, we offer God's love to people. Jesus often let his actions show this too.

The Uniting Church in Australia, in response to God's grace, has a deep and abiding commitment to community services. The Church engages in community services because it believes that the work of healing, growth, liberation, renewal and reconciliation, is God's work in the lives of people and in the life of the world. Jesus' life and ministry challenge us to give more serious attention to the way in which we relate to and serve each other and the world. (*excerpt from UnitingCare Queensland, mission statement*)

Our commitment to the people we serve every day is grounded in the practical, present example of Jesus' life and the opportunity we have to offer hope, healing and transformation to people as part of the mission of the Uniting Church.

May God continue to bless the work of UnitingCare Queensland, as we *trust steadily in God, hope unswervingly, and love extravagantly.*

Colleen Geyer

Director of Mission

UnitingCare Queensland



Andrew reaches out before it is too late

Andrew, a middle-aged father of two from North Queensland, has lost all hope. His once reliable and sizeable income has diminished over the past few years due to ill health and the impacts of natural disasters and the global financial crisis on his business. He and his family are struggling to make ends meet.

He owes a lot of money and debt collectors are knocking on his door. He doesn't want to declare bankruptcy as this will affect his ability to work in the future. Andrew feels a sense of hopelessness, distraught that he can no longer provide for his family.

He has thoughts of taking his own life. He even drives his car towards a tree, imagining what it would be like to crash, thinking it would absolve him of his incredible pain. Feeling like there is nowhere else to turn he rings UnitingCare Community's Financial First Aid Line...

How UnitingCare Community helped Andrew

Rosemary, the financial counsellor immediately realises that Andrew is in great distress. She draws on her suicide intervention training to try and ensure Andrew's safety. She must establish a relationship with him, and build up a level of trust.

Firstly, she establishes that Andrew is in no immediate danger, then she enters a "contract" with him where he undertakes to stay safe until he can see a UnitingCare Community financial counsellor in person. She talks with Andrew about all the things he has to live for... his kids, his family and he starts to identify the things he can do to make himself feel better.

Rosemary then follows up with Andrew over the next couple of days until he meets with the financial counsellor. Andrew stays safe and by the time he meets with the financial counsellor in his area, he is feeling much better. The counsellor listens to Andrew's situation and reviews all of his debts and expenses. Together they plan a way forward. Andrew feels hope and he is so relieved he made the decision to reach out to a UnitingCare Community financial counsellor.

UnitingCare Community financial counsellors assisted approximately 17 000 clients through financial literacy workshops and face-to-face counselling and 15 000 clients through the financial first aid phone line.



The
work
we've
done
across UnitingCare Queensland

The work we've done - across UnitingCare Queensland

Reconciliation

UnitingCare Queensland launched its first Reconciliation Action Plan on 9 February 2012 at the kuril dhagun Indigenous Knowledge Centre at the State Library of Queensland. This two-year plan commits us to a series of targets in important areas such as cultural awareness, relationship building, recruitment and retention of Indigenous staff and inclusive communications and marketing. The plan is intended as a guide for the subsequent development of service group specific initiatives. It provides an important framework for developing relationships, respect and opportunities between Aboriginal and Torres Strait Islander peoples and all our staff, including identifying employment opportunities and leadership development.

An advisory group on reconciliation was subsequently formed to drive implementation, monitor progress and report annually, including to Reconciliation Australia. The group membership is drawn from across the three service groups and also includes a Calvary Presbytery nominee and a representative from the Queensland Aboriginal and Torres Strait Islander Human Services Coalition. The group had its inaugural meeting in April where an energy-charged group answered the question “where would we like to be in 2014?” and quickly identified organisation-wide cultural awareness, engagement and respect increased employment of Aboriginal and Torres Strait Islander peoples and services that feel culturally safe to the people we serve and to staff.

Shared Services

UnitingCare Queensland's Strategic Plan outlines an objective “to be financially sustainable and environmentally responsible”. To help meet this objective the organisation agreed to implement shared service arrangements for some of its corporate functions, to leverage combined resources and expertise across the group. The first shared corporate services are procurement, ICT and property.

This shared services journey is about making the very best of the organisation's joint expertise, building future capability and improving support services – both internally and with our external partners that are so important for service delivery to clients, residents and patients.



Place based responses to disadvantage

During September 2011, UnitingCare Queensland hosted a workshop in Biggenden to explore the value of partnerships with non-government organisations (NGO) based on particular localities. In March 2012 members of this group and other stakeholders formed a regional NGO decision maker's forum, the Wide Bay Burnett Community Alliance.

Additionally, two internal workshops and one with external agencies were held in Hervey Bay in May 2012 with the aim of identifying significant local assets – relationships, skills and knowledge, community associations, formal institutions and economic exchanges – that could assist place based work. Staff from the Uniting Church in Hervey Bay, Blue Care Fraser Coast, UnitingCare Community Bundaberg and Hervey Bay, and St Stephen's Hospital in Hervey Bay and Maryborough continue to meet to discuss ongoing opportunities for collaboration.

Towards Zero Harm

As part of UnitingCare Queensland's strategic planning process it was agreed to refine the organisation's focus on work health and safety in every aspect of the work that we do across our three service groups. To support this objective, the Towards Zero Harm program was launched with the fundamental message to all staff, volunteers and visitors that no level of workplace based harm is acceptable.

The program approach focusses on behavioural change with a view to developing a safety culture throughout the whole organisation, understanding that this process requires a long term view.

The key components of the 2012 program included:

- developing a common and improved reporting framework to the Board and Executive through a common set of metrics across all service groups
- forming a group-wide Workplace Health and Safety Committee with the aim of improving safety performance and sharing good practices.

All UnitingCare Queensland service groups now have an integrated long term plan in place to improve the organisation's overall safety performance.

The CEO Conversation Group

The CEO Conversation Group was established in late 2011, bringing together Anglicare, Centacare Brisbane, Churches of Christ Care, Mercy Family Services, Mission Australia, The Benevolent Society Queensland, Red Cross Queensland and Wesley Mission Brisbane. The collective organisations have a significant footprint across the state with grass root connections in almost all Queensland communities.

Chaired by Anne Cross, the group met regularly to discuss opportunities for collaboration. Considerable effort was made towards developing principles and ways of working together to address place-based disadvantage and the group also provided ideas about how the sector could work to take responsibility for its own reforms.

Leadership model

UnitingCare Queensland executive team and staff consultation groups recently agreed and implemented a Values-based Leadership Framework which defines what it means to be a leader in this organisation. The framework is integrated with our mission and resonates strongly with who we are and what we do on a daily basis.

Our leadership style has been identified as:

Outcome oriented, collaborative and accountable, performed with integrity, humility and reflection.

The framework has now been integrated into all leadership development programs across UnitingCare Queensland's service groups, with the focus of further integration in the near future with other human resource practices such as recruitment and retention strategies.

Sustainability

Sharpening our focus on environmental sustainability is a continuation of our mission to improve the health and wellbeing of individuals, families and communities – and our environment. As part of our ongoing commitment to environmental sustainability, a Sustainability Coordination team has been established to provide a group-wide view of sustainability initiatives across the service groups of UnitingCare Queensland. The team has confirmed the organisation's sustainability principles which act as a daily guide. Alongside our organisational values, the principles call us to act wisely as a community and global citizen.

A sustainability framework has also been drafted which will help the organisation to respond and report on legislative requirements as part of the Energy Efficiency Opportunities Legislation.

Sharpening our focus on environmental sustainability is a continuation of our mission to improve the health and wellbeing of individuals, families and communities – and our environment

12

Informing our practice through research

... a regular research update has been instigated which alerts practitioners and other researchers, internally, to current and new research projects

Research in UnitingCare Queensland is undertaken with the support of the University of Queensland (UQ), through our Chair of Social Policy and Research position, our research centres and institutes and the growing capacity of our specialist research staff working across all our service groups.

Our research centres include:

The Wesley Research Institute

St Andrew's Medical Institute

UQ/Blue Care Research and Practice Development Centre

More detailed information about some of the research activities of the institutes, research centre and research areas are documented in the relevant service group section of this report. A full research report can be viewed at www.ucareqld.com.au.

Strategic direction

The Research Committee has worked on developing strategies to increase our overall capacity for research in our service groups and encourage staff to initiate, participate in and contribute to research relevant to their area of expertise.

The Committee has also focussed our research to align with the 2011 UnitingCare Queensland Strategic Plan particularly in relation to the key strategic goal "to be a leading organisation in person centred care". The focus has been on defining key concepts in the strategic plan including wellbeing, client centric care and client satisfaction to support their implementation in practice and in their measurement.

Additionally, practice issues not necessarily linked to the strategic plan are also supported when particular opportunities or queries arise.

Further work has been done around the development of flagship research in areas that cut across different UnitingCare Queensland services. Understanding the impact of expanding mining and gas extraction in Queensland on staff and service provision has been highlighted as a current strategic area of research across the group. This significant research project focusses on the social impact of the mining resources boom on our workforce and the communities we serve. Initial visits were conducted to services in impacted communities including Gladstone, Emerald, Moranbah, Clermont and Blackwater.

Governance of research

The UnitingCare Queensland Human Research Ethics Committee (HREC) provides a robust governance structure for human research conducted throughout the organisation. All non-clinical research requiring ethics approval conducted by or in our service groups is now referred to the HREC for vigorous and standardised consideration.

The considerable effort spent on ensuring all human research is considered by the HREC has paid off with a significant increase in the number of projects that have been submitted for consideration.

To help connect the implications of research to the work of the organisation, a regular research update has been instigated which alerts practitioners and other researchers, internally, to current and new research projects. It is particularly important to ensure that work conducted by university researchers within UnitingCare's facilities is widely read and where relevant, helps consider how the results can be used to improve client and patient care.

UnitingCare Queensland provides a base for a significant amount of research by higher degree research students across Queensland and nationally and it will continue to explore these opportunities.

Improving practice through research

Two transition studies concluded this year had a direct connection to informing and improving our practice. One was a pilot project which was funded by the National Prescribing Service Pilot Project. The findings indicated that communication between hospitals and aged care facilities is often a problem during transitions between the two services, potentially creating a risk where medicines are concerned. This pilot offered an opportunity to map and improve communications and consequently measure whether quality of medicine use in transition can be improved.

The other transition study involved a study of older people in transition from home to an aged care facility. This was funded through a National Health and Medical Research Council Dementia Grant and resulted in Blue Care adopting caregiver and staff training DVDs and You Tube videos in all of their residential aged care facilities.

Research conference

Following the success of the inaugural research conference in 2010, a second research conference was held in December 2011 at The Wesley Hospital. More than 120 delegates from the organisation attended and 24 research projects conducted within our service groups and Wesley Mission Brisbane were presented in the plenary sessions with a small number of poster presentations featured out of session. New to the second conference was the introduction of key note speakers - Dr Howard Bath, Children's Commissioner, Northern Territory and Ms Noritta Morseu-Diop, from the School of Social Work and Human Services at the University of Queensland – who spoke to the theme "wellbeing in relation to Aboriginal and Torres Strait Islander peoples".

Planning and partnering for research

The range and depth of UnitingCare Queensland services provides a rich research landscape for potential researchers and as such we value the opportunities this can provide, specifically when proposed research informs policy and practice in the future.

The organisation continues to identify research partners from a range of disciplines who can assist in the development of research and evaluation proposals, seeking external funding from sources such as national competitive grants and foundations.





UnitingCare Community

(Previously Lifeline Community Care Queensland)

UnitingCare Community continues to enact the mission of the Uniting Church through its work with vulnerable and disadvantaged people. After five years of active growth, UnitingCare Community now provides a wide range of individual and community based services throughout Queensland. These are complemented by over 130 Lifeline shops which sell low-cost retail goods to generate substantial income which supplements our funding from state and federal governments.

UnitingCare Community's key services include telephone counselling, family relationships and family mediation, disability, out-of-home care, foster care, community development, childcare, inclusion support and prison ministry.

The organisation's 2 905 staff members and 5 613 volunteers supported people across the state from Far North Queensland, down to the Tweed Valley border and inland to Mt Isa and beyond.

Service facts

- supported 614 clients with a disability
- currently caring for 480 children in Out-of-Home-care services
- helped approximately 17 000 people through financial literacy and counselling
- worked with over 1 200 families in our Family Relationship Centres
- assisted more than 400 families through our family intervention service
- provided generalist counselling support to over 3 000 people
- answered approximately 15 000 financial first aid phone calls
- answered 108 293 calls to Lifeline 24/7 Telephone Crisis Support service.

In addition to providing these services, the organisation has focussed on improving internal processes and systems. It continues to challenge itself in this regard – embracing more contemporary management approaches and ensuring agility and responsiveness in meeting community needs.

This journey began 18 months ago when structural changes and improved governance practices were implemented and UnitingCare Community was rebranded – all with the aim of increasing capacity to support Queensland communities.

More recently, the new State Government, emerging trends in community services and national reforms proposed for the non-profit sector further challenged the organisation to be effective and efficient – actively preparing for a future environment that includes a National Disability Insurance Scheme.

Workforce engagement

At a time when competition for talent continues to grow, the importance of creating and implementing organisational practices, programs and initiatives that strengthen our ability to attract and retain employees and volunteers is vital. In response to this, a Workforce Engagement Framework was developed, underpinned by our organisational values and a series of key drivers of workforce engagement. Arising from this framework, various projects are now in train.

People survey

This year a whole-of-workforce (staff and volunteers) survey was undertaken for the first time, providing insights into the organisational climate. This will help us better understand the factors required to improve organisational performance and client outcomes.

The survey achieved a much higher response rate than previous years - 2 069 individual responses, providing 155 799 items of quantitative (measurable) data and 37 543 separate items of narrative text. The Executive Director directly received well over 1 000 personal messages ("in a bottle") from respondents.

Workforce health, wellbeing and safety

The vision we have for our workforce is that our people experience genuine care and commitment for their health, wellbeing and safety in the workplace and this year a multi-year workforce health, wellbeing and safety plan was approved with the welfare and wellbeing of our people as the primary driver.

Volunteers

The value of volunteers within the organisation is hard to overlook, with the 670 000 hours they devoted this financial year equating to a staggering \$16.1 million in wages.

Our organisation's largest fundraising and volunteer events are the Brisbane Bookfests. Close to 1 000 volunteers donated their time, contributing more than 10 000 hours at the events that took place in January and June and raised \$1.6 million.

As the number of volunteers start to diminish through age and employment we have been working on ways to attract volunteers from a wider demographic pool, for example, younger people who are generally not as involved in the day-to-day operations as other volunteers. To this end, work commenced this year with the Queensland University of Technology on projects engaging students in volunteering with the organisation.

Another impact on volunteering is the digital age. This has diversified the ways in which people can contribute with the option of becoming a virtual volunteer through an external, online platform. UnitingCare Community has joined with Volunteering Queensland on a research initiative to explore how virtual volunteers can benefit both volunteers and the organisation.

Learning and development

UnitingCare Community's Learning and Development Unit is responsible for ensuring staff are trained appropriately for their roles and are provided with opportunities to extend their personal and professional development.

This year, Learning and Development focussed on its evolution in becoming a self-funded business unit. This included securing funding and increasing the scope of UnitingCare Community as a Registered Training Organisation to provide a wider range of training to internal and external clients.

The unit is in the planning stages of adding Certificate III in Aged Care, Certificate IV in Pastoral Care and Advanced Diploma of Community Sector Management to its training courses. It has also established training for two new UnitingCare Community crisis support programs, Suicide AAA and Suicide Aware, available to both internal and external students.

Learning and Development also secured contracts this year allowing the delivery of external training in Psychological First Aid and Home Energy Saving to the Queensland Government Department of Communities, Child Safety and Disability Services and Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

Conducting research to inform the work of UnitingCare Community

UnitingCare Community's Research, Analysis, Innovation and Development Unit has progressed significantly since its inception in 2010.

This year, the unit initiated and developed a number of projects around program evaluation to ensure services meet the needs of clients, including Out-of-Home-Care programs, Crisis Support services and Community Recovery.

The research unit also commenced a number of projects aimed at identifying emerging needs in our communities. One such project was conducted with Blue Care and Drummond Street Services in Victoria which aimed to highlight the need for a broader national elder abuse prevalence study and to advocate for the future service needs of our ageing population. The initial findings were presented at UnitingCare Community's National Elder Abuse conference in Brisbane in June.

These revealed that over half those surveyed had either experienced or witnessed elder abuse in the last 12 months, 70 per cent of victims were aged between 75 and 85, 78 per cent were female and an alarming 76 per cent of abusers were related to the victim. Since the conference, further results have come to light, finding the most common forms of abuse include being belittled (38 per cent), bullied (35 per cent), financially exploited (32 per cent) and verbally abused (28 per cent).

The value of volunteers within the organisation is hard to overlook, with the 670 000 hours they devoted this financial year equating to a staggering \$16.1 million in wages

12



The study also found older males were the least likely to experience abuse, while males who were Aboriginal and Torres Strait Islander and Anglo-Australian females were most likely to be victims of elder abuse. Aboriginal and Torres Strait Islander peoples were less likely to perpetrate social or financial elder abuse or neglect than Anglo-Australians.

Other research innovations this year included the investigation of the use of music to assist traumatised people and the evaluation of a pilot model for the 'Transition to Young Adulthood' for young people in care. The results of these projects will be used to improve the services delivered by UnitingCare Community and to advocate for better ways of supporting vulnerable people.

The establishment of our research unit has enabled a planned and proactive research capability within the organisation which will support UnitingCare Community's goals of implementing an evidence-based practice culture. It will also provide vital performance data to inform reports and submissions to stakeholders on UnitingCare Community's core services. The unit has come a long way and is now beginning a phase of delivering upon the initial goals and purpose of research for our communities and organisation.

The
work
we've
done

Offering hope to
Queensland communities

12

The work we've done - working towards an inclusive community for all (Social Inclusion)

UnitingCare Community's Social Inclusion services provide support to childcare services and individual children to remove barriers to child care that may be experienced by children with a disability, or who come from culturally and linguistically diverse backgrounds and/or are Aboriginal and Torres Strait Islander children. As part of this work, Inclusion Support Agencies (ISA) were established with the goal of providing practical support to create a quality inclusive environment for children with additional needs in child care facilities.

This financial year, UnitingCare Community supported 1 542 early childhood and care centres and 1 642 children with additional needs to receive high quality care free from discrimination, segregation and prejudice.

Through the organisation's ongoing commitment to the development of the Inclusion Support Agencies and in response to the Reconciliation Action Plan, staff undertook a range of professional development programs and participated in cultural awareness activities in order to provide more tailored programs for Aboriginal and Torres Strait Islander peoples and establish a measure of consistency of practice around inclusion for all programs.

Elder Abuse Prevention Unit

The Elder Abuse Prevention Unit (EAPU) this year brought the issue of elder abuse to a public forum with the first National Elder Abuse Conference. The two-day conference held to mark World Elder Abuse Awareness Day accurately reflected UnitingCare Queensland's values of "Working Together" and "Leading through Learning" with world class presenters joining the conference from England, Canada, South Australia, Victoria, New South Wales and Queensland.

In addition, the Elder Abuse Prevention Unit's core business carried on across the state, providing 124 training sessions to 1 968 community aged care sector staff. The unit also delivered 72 awareness sessions to 1 401 seniors focussing on recognising elder abuse and assisted a substantial 1 061 victims of elder abuse through the Elder Abuse Helpline 1300 651 192.

This year, the Seniors Round Table, an apolitical group comprising eight key organisations working with older people, continued its active support of the Elder Abuse Prevention Unit. The Unit also worked in conjunction with Queensland Government Department of Communities, Child Safety and Disability Services and the Public Trustee to launch a successful elder abuse campaign involving the production of resources.

Seniors Enquiry Line

UnitingCare Community's statewide, personalised telephone information, referral and support service, Seniors Enquiry Line answered 17 026 calls this year. It also expanded its service delivery capacity by linking with the Support Link Service which manages

a referral gateway connecting Police and Ambulance services with other agencies to support vulnerable Queenslanders.

Since linking with the Support Link Service in October 2011, the Seniors Enquiry Line has responded to 367 Support Link Service referrals providing telephone support to older people who for a range of complex reasons have had limited support and had fallen through the service delivery gap. Many of these older people live in poverty, are socially isolated or have diminished capacity to manage their health. The dedicated Seniors Enquiry Line staff aim to determine the most effective means of obtaining support for these clients and connect them to community caseworkers for specialised assistance.

Supporting people with a disability to have a better life

Our organisation continues to offer an extensive range of disability support for individuals and families impacted by disability and is driven by the individual needs of each client, aiming to support people with a disability to have an independent life.

Our disability support includes a number of services that help people with accommodation support, respite, post-school options, residential support, day time respite, family support and foster care.

This year, the disability services staff of 800 provided 1 085 344 hours of direct support to 614 clients across the state. This direct support continues to grow as a flexible and adaptable service. Over 200 people with a disability were assisted by the disability services staff on national and international holidays to destinations such as Japan, Samoa, Sydney and the Queensland outback, allowing them to grow and experience travel and other cultures around the world.

National Disability Insurance Scheme

UnitingCare Community welcomed endorsement by the Prime Minister for a National Disability Insurance Scheme (NDIS). It responded by forming the NDIS Readiness Team and instigated the project "Responding to an Emerging Future: Disability Services under the NDIS".

This project aims to engage clients, staff and stakeholders across metropolitan and regional Queensland in building a working knowledge of current disability reforms. It also aims to build capabilities and confidence to inform and navigate these changes effectively. The organisation continues its support for strong outcomes and futures for people with a disability.

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Employment Services

UnitingCare Community Employment Services (previously Ipswich and Toowoomba Employment Services – ITES) supports people with a disability to find lasting employment. The service continued to receive positive acknowledgement from its 745 clients. Due to the large geographic area in which clients are based and high service demand, a new site was established in Laidley, 65 km west of central Brisbane.

Another development this year was the part-time employment of an Indigenous worker in Toowoomba as a means of linking the services provided to Indigenous job seekers in the area.

Indigenous Advisory Group

The Indigenous Advisory Group (IAG) consists of Indigenous and non-Indigenous UnitingCare Community staff. The group was established in August 2010 and meets four – six times each year.

It works in collaboration with UnitingCare Queensland's Advisory Group on Reconciliation, which oversees the implementation of the UnitingCare Queensland Reconciliation Action Plan. UnitingCare Community staff were active contributors to the development of this important document, and its launch in February was a particular highlight.

During 2011, the IAG channelled its actions through a small team of around 10 – 12 members. This enabled the group to focus on delivering practical outcomes on matters of cultural sensitivity and awareness, access, policy and practice, and mentoring and employment.

It also began an Indigenous mentoring trial in response to a growing need to attract and retain a larger proportion of Indigenous employees. The trial currently has 12 participants being supported by two UnitingCare Community mentors. The trial will be evaluated with findings expected in early 2013.

The work we've done – supporting people and communities to recover from grief and trauma

Telephone Crisis Support

In Australia, a call is made to the Lifeline 24/7 Telephone Crisis Support Service – 13 11 14 – every minute. With almost 700 active volunteers across the state, UnitingCare Community continues to work tirelessly to answer Telephone Crisis Support calls every day. This financial year in Queensland, 108 293 calls were answered, amounting to 23 per cent of all calls received nationally.

With an ever increasing demand for crisis support, need for innovation in a changing environment and for judicious use of resources, Telephone Crisis Support continued to diversify and work in ways which are more efficient and accessible to the community.

This year, Telephone Crisis Support introduced an online “Crisis Support Chat” service, introduced to improve access for callers between midnight and 6:00am. Initially only operating four nights per week, high call levels on the 24/7 Telephone Crisis Support service saw the service move to a seven night operation. Results to date have shown approximately 80 per cent of callers were females identifying between ages of 15-34 years. Since the implementation of this service, the call answer rate for the 24-hour Crisis Line 13 11 14 has improved by 2.7 per cent resulting in an average of 1 947 calls answered daily.

UnitingCare Community continues to work with Lifeline Australia on service reform to ensure services meet call demand. Centres have continued to offer competency based training, supervision and professional development for Volunteer Telephone Crisis Supporters in order to ensure a professional level of service to the community.

Community Recovery

UnitingCare Community continues its reputation as one of Queensland's leading non-profit disaster recovery services. This service is provided through our Lifeline services and is activated on request from the Queensland State Government in the event of a disaster. It provides support for individuals and communities impacted by natural disasters or critical incidents by focussing on their emotional wellbeing.

Currently, there are 368 registered Crisis Support Officers within Community Recovery services, all trained in psychological first aid and suicide intervention which equips officers to handle the immediate impact, trauma and stress associated with critical incidents and disasters.

This financial year saw the initial impacts of the 2010-2011 natural disasters subsiding as people continued their recovery. However the work and support of Community Recovery continued in early 2012 when the program was activated to assist after a number of natural disasters across the state, including:

- monsoonal troughs in Southwest Queensland
- storms and flooding on the Southeast coast
- tropical low in the Wide Bay region
- small scale tornado in Townsville

This year, Community Recovery provided support to 4 624 individuals within the four disaster affected areas.

In 2011 Her Majesty the Queen approved the establishment of a new medal in the Australian Honours system, the National Emergency Medal. The organisation's community recovery contribution was recognised when 25 staff were awarded the medal in recognition of the sustained service they rendered during the 2010-2011 natural disasters.

Community Recovery maintained its strong commitment to continual improvement this year through the commencement of statewide training for team leaders and coordinators that focussed on the preparedness of the program and its ability to respond to future events. Community Recovery also investigated innovative approaches for engaging with Indigenous and culturally and linguistically diverse client groups.

Suicide prevention and bereavement

UnitingCare Community also run a number of other programs focussed on suicide prevention and bereavement.

Our Standby Response services located in North Queensland and Brisbane offer support to people bereaved by suicide. In 2011-2012, the Brisbane service provided support to 192 clients. This service works actively to engage Aboriginal and Torres Strait Islander communities and was recently invited by the Australian Centre of Performing Arts to speak to 40 Indigenous students about suicide prevention. The invitation has been extended for a return visit in the future.

UnitingCare Community, through its Lifeline services, continue to provide avenues of additional support for people through suicide bereavement groups operating in Brisbane and at the Gold Coast.

Volunteer Telephone Crisis Supporters also provide short term telephone call-back support to people in the Cairns and Gladstone communities. Responsive Intervention and Supportive Care (RISC) in Cairns helps individuals through the crisis caused by the suicide of a loved one by providing regular contact with a RISC crisis supporter for up to eight weeks following initial contact. The service has worked with a number of clients, all have remained safe and have later reconnected with other professional and personal supports. The Crisis Call-back service was established as a trial for Central Queensland, commencing this year. Referrals are now being received with clients in crisis being provided with up to eight sessions of call-back support.

Financial Counselling

UnitingCare Community is the largest community based financial counselling provider in Queensland operating statewide face-to-face counselling and a Financial First Aid hotline.

The demand for financial counselling has risen by more than 30 per cent in the past two years. In 2011/12:

- 17 000 clients participated in financial literacy workshops and face-to-face counselling
- 15 000 clients contacted the Financial First Aid hotline.

This increase can be attributed to a number of factors, including:

- increases to the cost of living in Queensland, exacerbated by the natural disasters, rising food prices, insurances, utilities and petrol
- larger numbers of clients presenting with suicide ideation and personal distress due to the pressures of managing financial issues
- seniors relying on credit and credit cards to meet basic living expenses
- increases in requests to deliver financial literacy education workshops in the community
- increasing complexity of presenting issues, for example financial hardship is now seen as also impacting middle income earners who have a higher level of debt and assets
- The flow-on impacts of natural disasters

This year, the client profile of Financial Counselling clients shifted with the demographic of people seeking financial advice broadening from predominately welfare recipients to large numbers of wage earners also seeking assistance, due to changes in employment circumstances and the issues listed above. Financial counsellors are now seeing a clear link between financial stress and mental and emotional wellbeing, allowing UnitingCare Community to develop a more tailored support service for clients.

With UnitingCare Community's plans to continue its commitment to the financial wellbeing of Queenslanders, the goal of securing recurrent funding for this important service will continue in coming years to ensure adequate support provided by skilled and experienced financial counsellors is available to those in need.

Financial counsellors are now seeing a clear link between financial stress and mental and emotional wellbeing, allowing UnitingCare Community to develop a more tailored support service for clients

12

The work we've done – strengthening families and children and building resilience



UnitingCare Community continued to provide its Child and Family Care services across many regional and metropolitan centres in Queensland. Our services focus on parenting, family relationships, early intervention, foster and kinship and Out-of-Home Care services, all of which adopt a resilience approach and prioritise the safety and wellbeing of children and families in Queensland.

Helping out Families

The Helping out Families (HOF) program, now in its second year of operation continued to provide intensive support services to vulnerable families in the Logan Community. Over the last 12 months the HOF program has provided a service to 3 622 individuals, (822 families) and 1 397 of these individuals (330 families) were referred into the Intensive Family Support component. A total of 28 016 hours of service provision was recorded during this same period.

This financial year the program and its staff achieved successful outcomes in delivering tailored services and support to families at risk of entering, or re-entering the statutory child protection system.

While the program is relatively new, there have been early signs of a reduction of notifications of child concerns to the Department of Communities, Child Safety and Disability Services in Logan. “Families engaging with HOF Intensive Family Support program were almost 40 per cent less likely to be re-reported than those who were referred but did not engage.” (Preliminary Outcomes Paper: Re-reporting to Child Safety and Progression within the Statutory System)

UnitingCare Community continues its work to strengthen relationships with the Department of Communities, Child Safety and Disability Services and other non-government providers to better address and respond to the complex needs of vulnerable families.

The recent development of the Family Support Local Level Alliance Group has been a positive venture for Helping out Families this year, resulting in improved relationships across the local sector. The adoption of a collaborative approach to supporting families has brought key partners together to develop a shared responsibility for vulnerable families and children across child protection and community service organisations.

These partnerships have helped to minimise the duplication of service provision and also resulted in the strengthening of local referral pathways to best meet the needs of local families impacted by child protection issues.

Out-of-Home Care

UnitingCare Community provides a range of Out-of-Home Care services that cater for children and young people whose families are unable to adequately meet their needs.

The organisation is licensed for 22 residential care services and 10 foster and kinship care programs. Approximately 354 staff are employed in these programs, of whom 12 per cent are Aboriginal and Torres Strait Islander. Currently 480 children are cared for, with 20 per cent in residential care facilities. Between 25 and 30 per cent of these are Aboriginal or Torres Strait Islander children.

Residential Services

Residential Services typically provide placements for children and young people in houses where care is provided by a team of youth workers. Across Queensland this year, these residential services grew, with the addition of two new services in Emerald and Townsville.

The new Townsville residential service has a therapeutic focus predominantly addressing substance abuse, with the Emerald residential service focussing on broader issues. The addition of these services has been a positive and welcome resource to the local communities.

In total, our residential services supported 79 young people aged up to 17 years in 17 other existing residential services in Queensland, stretching from Cairns to Mount Isa.

Foster and Kinship Care

Foster and Kinship Care provide placements in the home of approved carers or extended family members for children and young people who are on Child Protection Orders. Short and long term care is provided in a family environment by a primary carer who may or may not be related to the child.

This year an additional service was implemented in Rockhampton, allowing for 56 extra placements for children and young people. A new program called First Response was also added in Cairns to help children maintain relationships with their natural parents, build stable relationships with their carers and to work with children and families who are new to the foster care system.

In this program, 10 children were initially placed in care for the first time with experienced carers and since then, as a result of the work of Foster and Kinship Care, 80 per cent of all children returned to kin or natural family. While this was not the sole intention of the program, quality family intervention work by the experienced Foster and

Kinship Care leadership team and committed foster carers led to quality outcomes for young people and ultimately resulted in reunification of families.

In order to evolve and innovate its services, Foster and Kinship Care this year formed a partnership with CREATE Foundation, Australia's peak body that advocates on behalf of children and young people in out-of-home care. A joint review was conducted of the residential services in Southeast Queensland to ensure children were receiving the best care possible. This partnership and review allows the opportunity for Foster and Kinship Care to manage and adapt service delivery to better meet the needs of children in Queensland.

Family Relationship Centres

UnitingCare Community manages three Federal Government funded Family Relationship Centres in Bundaberg, Logan and the Sunshine Coast. These centres operate a range of services including:

- community information and referral to other services to help with family relationship and separation issues
- guidance on developing workable parenting arrangements after family separation, including parenting plans and advice on resolving family disputes
- information and resources about the impact of conflict on children and helping to manage family changes
- access to a library of information about parenting, relationships, personal development, step-families and separation issues
- mediation and intervention to support clients to avoid the Family Law Courts and to reach positive family outcomes.

During 2011-2012, the Family Relationship Centres assisted a total of 1 522 clients including parents, children and grandparents to build and maintain healthy family relationships. This represented a total number of 5 649 hours of client contact.

The Family Relationship Centres have seen steady success in developing flexible and practical parenting plans, with more than 80 per cent of clients attending family dispute resolution sessions and achieving positive outcomes.

Other achievements this year included the development of a resource for use in work with Indigenous children and the formation of a number of partnerships with local parenting order programs which provide counselling and support to parents to achieve a more cooperative post-separation parental alliance. The Logan Family Relationship Centre also formed partnerships with a number of free legal services who provide free advice and assistance to clients.

Domestic Violence Services

Domestic Violence Services provide a range of diverse programs with a multi-faceted approach to address the needs of people living with domestic violence in their relationships. UnitingCare Community's domestic violence services include early intervention, information and referrals to safe accommodation and behaviour change programs.

Domestic Violence Services supported 2 804 people living with domestic violence. A further 1 123 individuals received information and referrals and 747 people accessed counselling.

A total of 30 women participated in support groups while 101 men attended behaviour change group programs. Safe accommodation in refuge programs was organised for 376 women and 192 children. Indigenous specific support programs were provided to 235 men, women and children.

Supported accommodation

UnitingCare Community accommodation programs provide safety and shelter for families and young people in distressing circumstances. This year, 31 adults accompanied by 51 children were provided with accommodation during the transition to stable and sustainable long term housing. Additionally 51 young women aged between 15 and 21 years were provided with safe accommodation, totalling 1 041 bed nights for these young women.

Lifeline shops

Despite a number of challenges this year, the Lifeline shops, operated under UnitingCare Community in Queensland increased their revenue to \$42.8 million - \$756 000 more than the same time in the previous year.

This is a great achievement considering the many challenges experienced, including the unexpected closures of shops at Stones Corner, Kippa Ring, Moranbah, Biggenden, Woolloongabba and Margate. Sadly, three of these closures were total losses as a result of fire. These losses proved difficult to overcome given the significant work that took place rebuilding large parts of the business following the floods of the previous year. The cumulative effect of these losses for 2011-2012 is estimated to be \$529 000. Despite this, target sales and budget surplus for the year were up approximately three per cent on the previous year. This is an incredible result in what was a difficult trading climate across the broader retail industry.

Safe accommodation in refuge programs was organised for 376 women and 192 children. Indigenous specific support programs were provided to 235 men, women and children

Best scones ever

(reflections from a Disaster Recovery Community Worker in a rural and remote town)

I received a referral from the local GP asking if I could check-in on one of his patients (we will call him David) who had been particularly distressed recently. He was in his mid 50s and was married with three children. The youngest child, aged 14, was at boarding school and the two older children had finished school but still lived at home.

His home had been completely inundated with flood waters in the Christmas rains of 2011 and the family had only recently returned home after the rebuilding. Unfortunately the rebuilding did not go as planned and it looked as if the family would again need to move out for the house to be repaired again. They had no other accommodation options at this time. The GP had recommended that David take some time off work to help reduce his stress levels.

A home visit was conducted and it transpired that David had not applied for any financial government assistance as he could not 'face' the paperwork. I visited him four times in a two week period during which time we completed and submitted all the forms. It appeared that David's wife was a great support to him and we spent considerable time talking through concerns they had and helping them develop some plans for the future. They had planned to move before the flooding as they wanted to be closer to their daughter at boarding school. These plans had been cancelled.

David's wife disclosed that she was being bullied and harassed at work and was very stressed as a result. With agreement from the family, I involved the local social worker who then advocated on the wife's behalf. I also referred the older child to this social worker for counselling as he too was having some difficulties coping with stress and anxiety.

I connected the family with a local community organisation that had been formed to arrange temporary housing for locals. They were then able to get accommodation for a four week period to allow for the repairs to be made to their home.

Every fortnight they would invite me and the social worker for morning tea with home made scones. This became an informal ritual that occurred for a four month period. These morning teas also became popular with a few of the neighbours who would come and join us. It was a privilege to be a part of these as there were lots of open conversations about how people were since the floods, what was happening to them and what they were doing to cope. In hindsight it ended up being an informal support group for David's family and their neighbours.

Six months after meeting this family they made the decision to sell their home and move, as planned before the flood. They said they felt it was now time to move on.

I still miss the scones.....best I ever tasted.





UnitingCare Health

This year our hospitals; The Wesley and St Andrew's War Memorial Hospitals in Brisbane, The Sunshine Coast Private Hospital in Buderim and St Stephen's Hospital in Maryborough and Hervey Bay continued to provide essential healthcare services in their communities. The focus for UnitingCare Health this past year has been on reinvesting for the future benefit of Queenslanders. UnitingCare Health has invested significantly in its facilities, technology, research, education and community engagement to improve the future wellbeing of its patients.

Statistics

	The Wesley Hospital	St Andrew's War Memorial Hospital	Sunshine Coast Private Hospital	St Stephen's Hospital	Linen Service	Total
Overnight beds	523	242	183	58		1 006
Admissions	55 286	26 020	16 528	6 308		104 142
Tonnes p/wk					82	82
Staff numbers	1 820	800	625	140		3 385
Volunteer hours	57 818	12 350	9 100	5 200		84 468
Bed days per year	181 866	80 431	54 729	15 030		332 056
Operations	33 939	20 166	11 481	5 075		70 661
Hours of care	2.5m	1.3m	0.7m	0.154m		4.65 m
Births	1 590		611			2 201
Robotic procedures	372					372

The
work
we've
done

caring for people's
health through our private,
non-profit hospitals

The work we've done – caring for people's health through our private, non-profit hospitals

Current environment

Redevelopments have led to continued growth in patient volumes in UnitingCare Health's hospitals in the past 12 months. An Inpatient Rehabilitation Unit at The Wesley Hospital has opened, the new St Andrew's Multidisciplinary Pain Service (StAMPS) program was launched, the new Maternity and Women's Health Unit and Cardiac Catheter Labs at The Sunshine Coast Private Hospital were completed and a \$47 million federal government grant for the construction of a new 96 bed hospital in Hervey Bay as Australia's first fully integrated digital hospital, received approval.

Reinvesting in its hospitals to improve facilities for patients remains UnitingCare Health's priority with \$25.2 million spent on replacement equipment, capital expenditure and new projects. Examples of new projects include an investment in maternity at The Sunshine Coast Private Hospital to accommodate 800 additional births per annum as well as the development of new mental health facilities at the hospital, and a new admissions and waiting area for patients at The Wesley Hospital.

These investments are made to benefit the thousands of Queenslanders who attend our hospitals each year, including the 46 per cent of all patients who live outside Brisbane and travel to one of UnitingCare Health's hospitals to receive care.

On a legislative level, the Federal Government has introduced a means test to assess eligibility for the private health insurance rebate. It is still unknown whether the current figure of 10.4 million people in Australia (as at June 2012) who hold private health insurance, will be impacted.

Additionally UnitingCare Health is working closely with the Federal Government around the introduction of the National Health Reform agenda which was outlined in August 2011 involving the establishment of a new nation-wide network of Medicare Locals. These primary health care organisations have been established to coordinate primary health care delivery and tackle local health care needs and service gaps. Their role is also to work closely with the acute sector including UnitingCare Health to ensure primary health care services and hospitals work well together for the benefit of patients.

Person centred care

Living Values

The Living Values Program was introduced this year. The program focusses direct attention on what is important to the organisation - improving the levels of clinical outcomes to ensure patient safety and quality, increasing patient satisfaction, improving the levels of doctor satisfaction and engagement, increasing employee engagement and further developing a team environment.

Living Values is the foundation of how staff and volunteers conduct themselves and aligns the goals, mission and values of the organisation with everyday behaviours. It ensures the actions, targets and priorities throughout the organisation from individual

12

Reinvesting in its hospitals to improve facilities for patients remains UnitingCare Health's priority with \$25.2 million being put back into replacement equipment, capital expenditure and new projects

staff members, departments, Visiting Medical Practitioners and management at the hospitals are patient centred and are all aligned to meet the organisation's goals. There are nine principles that help to develop an excellence based culture within UnitingCare Health. These principles include:

- Committing to excellence
- Measuring the important things
- Building a culture around service
- Creating and developing leaders
- Focussing on employee satisfaction
- Building individual accountability
- Aligning behaviours with goals and values
- Communicating at all levels
- Recognising and rewarding success

Developing collaborative partnerships within UnitingCare Queensland

In September 2011 St Stephen's Hospital embarked on a partnership with Blue Care to share the role of Discharge Planner which is responsible for coordinating the multidisciplinary discharge needs of patients with complex requirements. This initiative has brought two UnitingCare Queensland service groups together to assist in improving patient health outcomes, patient carer support, hospital financial outcomes and community service provider outcomes. This initiative follows on from a similar relationship that has developed between UnitingCare Health and Blue Care at both St Andrew's and Wesley hospitals in the area of discharge planning.

This work demonstrates the UnitingCare values of Working Together, Compassion and Leading through Learning through increased communications, patient focus and service alignment between our hospitals and Blue Care.

St Andrew's Multidisciplinary Pain Service (StAMPS) program

The introduction of St Andrew's Multidisciplinary Pain Service (StAMPS) program in the last year demonstrates UnitingCare Health's commitment to developing a patient centric culture and to the development of services to respond to particular needs within our community.

Persistent pain is something that affects many people, with one in five Australians affected, according to an Australian Institute of Health and Welfare report 2008-2009.

The StAMPS program combines the expertise of pain medicine specialists, an addiction medicine specialist, a rehabilitation physician, a spinal surgeon, physiotherapists, occupational therapists and a psychologist who are all experienced in treating pain. Patients can join the four-week intensive StAMPS program once the medical aspects of their condition have been addressed.

The program has proved very successful, producing significant outcomes for patients with persistent pain. Results have included: 31 per cent reduction in severity of pain, 30 per cent improvement in feelings of self-worth among the patients, 22 per cent reduction in stress, nine per cent fall in depression, 14 per cent reduction in fear of movement and 29 per cent improvement in function. Overall patient satisfaction with the program is 92 per cent.

Engaging our communities

Helena Goldie College of Nursing

Our focus on connecting to community has also resulted in one of our community outreach initiatives being featured as the cover story in The Courier-Mail's Q Weekend magazine. A journalist and photographer travelled with our volunteer team to the Solomon Islands to capture the important work being performed at the Helena Goldie Hospital. Each year UnitingCare Health staff travel to the Solomon Islands to teach at the Helena Goldie College of Nursing and also source much needed equipment. This year a 'sponsor a nurse program' has commenced to assist students in the Solomon Islands to complete their nursing training. This support from UnitingCare Health staff leads to more registered nurses, thereby building up the healthcare system for the benefit of the Solomon Islands community.

Kim Walters Choices Program

The Kim Walters Choices Program also continues its widespread community support program for individuals and families affected by a cancer diagnosis. Choices staff provide counselling, support groups, complementary therapies, exercise classes and advice to those in need and travel throughout Queensland to provide support and education in regional areas.

Fraser Coast community development

St Stephen's Hospital in Hervey Bay has developed a strategy known as "Building Partnerships in our Community". The aim of the strategy is to build a platform of partnering and connecting with key community groups that will grow and strengthen as an extended range of services is developed at the new hospital in Hervey Bay. This contributes to the vision for the new Hervey Bay facility becoming an integral part of the Fraser Coast community, not only providing high quality healthcare but also contributing to the general wellbeing of the community as a whole. By working together with different networks and groups, the hospital has had an opportunity to share information about its services, both now and in the future, and highlight how services could best serve the local community.

Clinical school established

After two years of planning by UnitingCare Health and The University of Queensland staff and representatives, a new partnership has formed to establish The Wesley and St Andrew's Clinical School. Associate Professor John Allan has been appointed as

the Clinical School Head which now takes University of Queensland MBBS students in Medicine, Surgery, Paediatrics and Obstetrics and Gynaecology.

Our people

In March 2012, UnitingCare Health undertook a staff engagement survey – 2 255 staff participated in the survey, representing 64 per cent of the workforce. The survey resulted in over 28 000 comments given to the hospital executive teams to help shape the future of UnitingCare Health. The organisation is committed to ensuring that these results are converted into actions to help it continue be a genuine employer of choice.

During the last 12 months, The Wesley has introduced the Graduate Recruitment Assessment Centre for Graduate Nurses where prospective graduates attend a half day session at the assessment centre. Here they undergo online psychometric testing, participate in individual interviews and group exercises. This process has worked well in securing the best possible candidates for nursing roles and will be rolled out at St Andrew's War Memorial Hospital in 2012.

In 2012, St Andrew's Emergency Centre (SAEC) introduced a new initiative to deliver an accredited emergency medicine training program. In addition to medical students, the new program will also benefit medical and nursing staff at St Andrew's.

The centre was launched after SAEC secured funding for a Clinical Training Coordinator under the Federal Government's 'More Doctors and Nurses for Emergency Departments' initiative.

Additionally, UnitingCare Health's commitment to recognise and strengthen its relationship with Aboriginal and Torres Strait Islander peoples has resulted in senior executives undertaking cultural awareness training and participating in visits to Country.

Growth, sustainability and environmental responsibility

Investing in technology: the "hospital of the future"

The new St Stephen's Hospital being built at Hervey Bay will be Australia's first fully integrated digital hospital. The state of the art "hospital of the future" will be supported by the Health and Hospitals Fund (HHF) which will provide \$47 million towards the estimated \$87.5 million construction and e-health costs for St Stephen's Hospital. Scheduled to open in August 2014, the 96-bed hospital will not only provide vital medical and surgical services and an unparalleled model of patient care but will also be the first to showcase the future of healthcare.

The project will demonstrate how technology can transform the healthcare experience for patients and clinicians. It is expected that the advanced wireless technologies will generate efficiencies, improve safety and clinical outcomes and create higher levels of patient and clinician satisfaction.

All medical records, X-ray and pathology results will be accessible by doctors and nurses anywhere in the hospital whether at the bedside, or remotely on tablets, mobile phones, laptops or mobile computers on wheels, as well as at nurses' stations.

The construction of the hospital aligns with the strategic vision of UnitingCare Queensland, to be a leader in providing safe and high quality services that clearly prioritise the needs of people. It is hoped the project will enable linkages between St Stephen's and other UnitingCare service groups on the Fraser Coast, such as UnitingCare Community and Blue Care, to allow UnitingCare Queensland to improve its broader services to the community.

St Andrew's generates 3D models of the heart

The upgrading of the St Andrew's cardiac electrophysiology laboratory (Cath lab) with a new Siemens Artis zee Biplane cardiac imaging system provides cardiologists with world-leading technology. It has made straightforward procedures even safer and has enabled the hospital's specialists to treat even more complex heart rhythm disturbances.

The imaging system generates CT-like 3D images that are loaded into the anatomical mapping systems and can generate 3D models of the heart and see electrical measurement all on one large screen. The biplane imaging system means doctors can view X-rays in two different directions at the same time – this generates rich information and much more accurate imaging which improves the safety of procedures.

The Wesley Breast Clinic's Digital Implementation Program

In September 2011 The Wesley Breast Clinic installed four full field Hologic Digital Mammography Units. The equipment was purchased through funds donated by multiple donors including the Helen Hackett Foundation and The Wesley Auxiliary, among others.

The installation of this equipment was the first stage of the Clinic's Digital Implementation Plan.

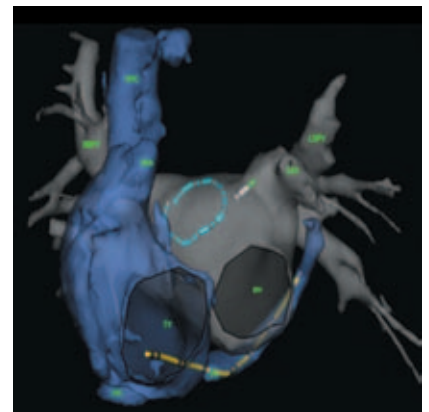
The next stages will include the purchase and implementation of:

- Radiology Information System (RIS) which will control scheduling, billing, dictation and reporting modules as well as other patient data
- Patient Archiving and Communication System (PACS) which will store digital mammographic, ultrasound and MRI images generated by the breast clinic's imaging equipment
- Remodelling of the breast clinic to accommodate multiple computer workstations so that images may be viewed on a monitor rather than printed onto film and viewed on a light box.

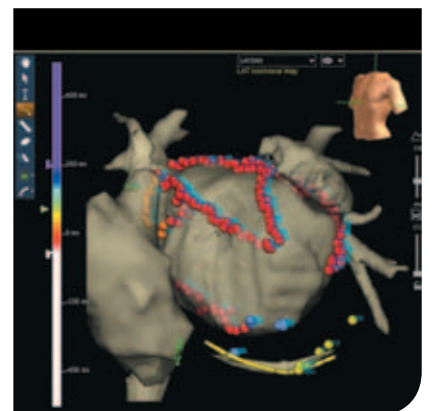
This project will be a major undertaking by the clinic and will bring many benefits to patients and staff. The completed project will allow the clinic to adapt to emerging



2D mapping of the heart



3D Ensite Velocity mapping



Atrial fibrillation ablation using Ensite Velocity

12

St Andrew's War Memorial Hospital has entered into a joint agreement... to launch a new \$10 million Asia-Pacific Centre for Neuromodulation (APCN). The centre will conduct research to revolutionise the diagnosis and treatment of neurological disease

breast technologies such as tomosynthesis as well as having the potential for surgeons and other clinicians to view their patient's images in the operating theatres or consulting rooms.

The Wesley operating theatres

The Wesley Hospital continues to improve its operating theatres. In January a four bed holding bay was built in The Wesley's perioperative complex. These holding bays facilitate improved patient turn-around time and are a quiet place to briefly wait prior to surgery, where the anaesthetist and surgeon can easily access their patients.

Two theatres were digitally integrated to increase efficiency. Touch screens and wireless technology give the operating team the ability to control all the functions of the equipment in the operating room in a safe environment.

The Wesley purchased key theatre equipment including an Ensite Velocity 3D mapping system – the latest technology in cardiac electrophysiology primarily used to treat patients who experience heart arrhythmias, and 12 high definition laparoscopic camera systems and stacks to cover the high volume of laparoscopic surgery the hospital performs.

The Wesley Inpatient Rehabilitation Unit

In late 2011, The Wesley launched an Inpatient Rehabilitation Unit to provide ongoing care for patients until they are ready to return home. The unit has treated over 500 patients since opening and offers individualised treatment programs for both acute and chronic conditions. Programs are goal orientated and address patient specific needs in a supportive inpatient environment.

Social policy, research and advocacy

Asia-Pacific Centre for Neuromodulation (ACPN)

St Andrew's War Memorial Hospital has entered into a joint agreement with The University of Queensland and Medtronic to launch a new \$10 million Asia-Pacific Centre for Neuromodulation (APCN). The centre will conduct research to revolutionise the diagnosis and treatment of neurological disease.

The centre builds on two decades of ground-breaking clinical research in the application of Deep Brain Stimulation (DBS), a neuromodulation procedure to treat Parkinson's disease, dystonia, essential tremor, post-stroke disorders, Tourette's Syndrome, intractable pain and epilepsy. Central to the centre's establishment are St Andrew's-based neurologist, Professor Peter Silburn, Professor of Clinical Neuroscience at The University of Queensland and neurosurgeon Dr Terry Coyne, both world leaders in deep brain stimulation. One of the centre's goals is to convert knowledge and research into improved treatments for patients suffering from debilitating neurological diseases and conditions.

The centre will work with partner organisations such as the Queensland Brain Institute to analyse data so that it can map individual brain cell activity and produce better outcomes for patients.

The Wesley Research Institute

Over the last 12 months, The Wesley Research Institute (WRI) has been continuing in its mission to 'make a difference today' by carrying out medical research that leads to immediate improvement in patient care.

Its "investigator-initiated" and "patient outcome improvement" projects are everyday examples of this mission. This program of work includes clinicians approaching WRI with projects they believe will lead to faster diagnosis, better treatment, fewer side effects and higher quality of life for their patients. Research is being undertaken in a number of clinical disciplines such as cardiovascular, kidney, respiratory disease, neurology, cancer and women's and men's health.

Through the WRI's dedicated Clinical Trials Centre, more than 20 clinical trials were carried out in the last year, sponsored by pharmaceutical and device companies. These trials were necessary before new drugs or treatments could be routinely prescribed and also allowed patients for whom other treatments had not been successful to have access to the latest developments. With the cooperation of Wesley Hospital surgeons, the Ventyx WRI Tissue Bank collected, clinically-annotated and stored samples of cancerous tissue and made it available to researchers studying the causes and potential cures for cancer.

St Andrew's Medical Institute

St Andrew's Medical Institute (SAMI) is actively committed to becoming a recognised leader in research methodologies which improve patient outcomes. Contingent on this is maintaining an active partnership with Visiting Medical Practitioners and a strong relationship with St Andrew's War Memorial Hospital (SAWMH). The institute is also collaborating with Queensland's leading universities to leverage a broad clinical and academic input.

A major activity of the past twelve months was the completion of a three year collaborative clinician-led project, Applied Medical Intelligence® (AMI) which was co-funded by a Queensland Government Research Industry Partnership Grant ("Smart State"), SAMI and two multi-national corporations (Medtronic Australasia and Dendrite Clinical Systems, UK). The project has developed systems for providing near real-time, continuous feedback to healthcare professionals, linking clinical practice to patient outcomes and enhancing and promoting clinical excellence.

Cardiac audits

Earlier this year St Andrew's and The Wesley Hospitals conducted their annual cardiac audits in conjunction with their research institutes to review outcomes for patients from a wide range of cardiac activities performed at the hospitals during the preceding 12 months. Regular auditing of patient outcomes allows the monitoring of ongoing performance and clinical results can be benchmarked against those achieved by other facilities, both within Australia and internationally.

Gift of hearing thanks to medical team at St Andrew's War Memorial Hospital

A profoundly deaf nursing student from the Helena Goldie Hospital in the Solomon Islands (a hospital supported by UnitingCare Health) has been given the gift of hearing thanks to a dedicated team of medical professionals from St Andrew's War Memorial Hospital.

Stephen Heskibo (25), who learnt to communicate by lip reading from the age of seven, can now hear for the first time in almost 20 years after receiving a cochlear implant which was provided free through a collaborative effort between Ear, Nose and Throat surgeon at St Andrew's, Dr Chris Que Hee, Queensland Cochlear, and audiologist Annette Kaspar.

Ms Kaspar met Stephen at Helena Goldie Hospital last year. She said that she believed that Stephen was a "walking miracle" to have found education and employment without hearing and was determined to help him hear once again.

According to Ms Kasper, prior to the operation Stephen prayed morning and evening that he would be able to hear again one day.

"He wanted to hear the birds singing, to listen to the news on the radio, to hear people singing and talking and telling stories – he wanted to hear his patients complaining," Ms Kaspar said.





EMERGENCY EXIT

HONEY
MAPLE

 BlueCare

 UnitingCare
Queensland

D4D

Blue Care

Every day more than 13 000 older people and people with a disability rely on Blue Care where their care choices are supported through community and residential aged care and within retirement living communities.

Blue Care employs 10 600 people who together create a care network across Queensland and northern New South Wales. Blue Care staff have been proudly caring for people of all ages and walks of life for 59 years.

General statistics

Staff employed	8 289
Volunteers	2 362
Kilometres travelled	31 631 133
Vehicles on the road	1 532

Community care services

Nursing centres	79
Number of community visits	3 111 718
Total number of occasions of service	3 416 507
Community aged care packages	1 493
Extended aged care at home	409
Consumer directed care (respite)	13
Consumer directed care (high care)	10

Residential care services

Residential beds	4 563
(including provisional bed licences)	309
Retirement living units	1 107

Social and Allied Services

Therapy centres/services	9
Respite centres	58
Commonwealth carer respite centres	4
National respite for carers programs	20
Commonwealth Carelink Centres	4

Current environment

The theme of partnership has once again been important for Blue Care throughout the past year. The many challenges facing community and aged care in Australia are well known – government policy and funding, the growing expectations of ageing Australians, the increasing demand for care services and the shortage of skilled aged care staff. Internally, Blue Care is meeting the challenges of a maturing workforce, the increasing costs for delivering care, ageing infrastructure and the impact yet again of flood upon services. In this turbulent environment, it has been partnerships with those cared for and their communities, staff, volunteers and donors, other care providers and the UnitingCare Queensland family which have assisted in meeting these challenges.

As a leader in aged care and a partner in Australia's network of care services, work continued in response to the Productivity Commission's report. Lobbying of the State and Australian Governments and other aged care influencers has continued to make sure Blue Care's voice is heard on a wide range of issues, including rural and remote services, Indigenous care, competitive wages and funding equity in the sector. Blue Care's Executive Director chaired one of several industry reference groups formed by the Minister for Mental Health and Ageing. Blue Care is an active supporter of the national Age Well lobbying campaign which aims to influence many issues on behalf of older Australians.

Despite challenges, the focus remained on the quality of the services and care provided. Community services underwent a range of contractual compliance quality reviews, certification audits and accreditation surveys, all of which produced very pleasing results this year. Blue Care Maroochydore Community Care was the first in Queensland to undergo a new combined review conducted by both the Department of Health and Ageing and The Institute for Healthy Communities, on behalf of the Department of Communities, Child Safety and Disability Services. The results were outstanding.

Pine Woods Aged Care facility also received special recognition. Five programs received a Better Practice Award from the Aged Care Standards and Accreditation Agency: a school holiday program, Infection Control Awareness Week, a staff palliative care support group, a family support group and emergency evacuation initiatives.

This year the journey which was started early in 2011 to consider how best to deliver services into the future continued. Research and consultation was conducted with individuals and communities that Blue Care works with and staff, volunteers, the Uniting Church, government and other service providers. This consultation resulted in a new service model called "Blue Care Tailor Made". Launched in February, Blue Care Tailor Made places the person at the centre of the organisation's work. Each person's uniqueness is appreciated and services are "tailor made" to their individual needs. Blue Care Tailor Made will roll out gradually over the next two years.

Demand for both community and residential care increased again this year. Our staff made over 90 000 additional community visits. Partnerships with other local care providers such as hospitals, general practitioners, Medicare Locals and pharmacies have strengthened and provided strong networks to identify and meet local care needs. In order to maximise the time available for care, innovations have been implemented including the use of telehealth for allied health service; a trial of mobile technology devices to reduce travel and administration time; a new community billing system and the opening of a contact centre.

To help Blue Care meet the increasing challenge of care, a significant capital works program continued with the construction of contemporary residential facilities, workplaces and community centres for the next generation of services. The new \$11

million 64-bed Gracemere Aged Care facility welcomed residents on May 2; major renovations at Emerald's Avalon Aged Care facility were completed; refurbishment work continued at Mareeba Aged Care facility and a new community and respite building opened in Murgon. Blue Care's first integrated community, Azure Blue Redcliffe, neared completion; work commenced on the second Azure Blue development at Carina and plans were escalated for communities at Labrador and Kawana Waters.

While funding continued to be a challenge, partnerships with donors, corporate supporters and volunteers continued. Blue Care is thankful for their gifts of time, skills and dollars. The Men's Shed at Ashgrove Respite Care; equipment to open Cafe 126 for residents at Avalon Aged Care Facility; Blue Care car sponsorships; books and activity supplies; landscaping and garden beautification and a special Christmas lunch and a holiday for people using services at our Emerald Community and Respite Care are a few of the thousands of tangible ways their generous donations have directly helped others this year.

Our People

Through care, respite, accommodation, chaplaincy, research, information and advice, our 8 289 staff and 2 362 volunteers work every day in partnership with clients, residents, and their families and carers. People choosing our services, like most, just want to get on with their lives. Our staff and volunteers make sure they do this – in the way they wish, with the support and care they choose.

An energised and effective work culture

Quality care demands teamwork and strong communication. This year Blue Care introduced the FISH! Philosophy – a set of, practical tools to create more connected teams, better communication, extraordinary service and to encourage higher staff retention. Over five months, nearly 4 000 staff participated in FISH! camps led by Professor Stephen Lundin, co-creator of the FISH! philosophy. The philosophy supports our 220+ workplaces in introducing Blue Care Tailor Made.

Committed to skilled care and support

The work our staff undertakes is vital and rewarding, challenging and demanding. Supporting staff to develop the knowledge, skill and expertise to do their job well, and with safety, is a priority. Programs to develop and support staff this year included:

- 25 service managers completed the Hardy Management Program to enhance their leadership and management skills
- introduction of TRUE customer service training which supports the delivery of consistent, high quality service in a timely, reliable and understanding way
- Indigenous Employment Program strengthened: Blue Care currently employs more than 180 Indigenous staff in diverse areas of care, including nursing, allied health, respite care, disability services and personal care
- participation in UnitingCare Queensland's Towards Zero Harm campaign, Safe Work Week and ongoing safety practices and training, reinforced the importance of work health and safety among staff

Research and consultation was conducted with individuals and communities that Blue Care works with and staff, volunteers, the Uniting Church, government and other service providers. This consultation resulted in a new service model called "Blue Care Tailor Made"



- many of Blue Care's registered nurses completed specialist qualifications, including leg ulcer management, diabetes education, chronic disease management, palliative care and incontinence management
- staff from many disciplines undertook qualifications at TAFE, including Certificate IV in Business, Certificate III in Health Support Services, Certificate III in Administration, Certificate III in Aged Care and Food Supervisor qualifications
- care staff were encouraged and supported to attain nursing qualifications. Assistants-in-nursing and enrolled nurses gained their Bachelor of Nursing and personal carers qualified as enrolled nurses
- in Southwest South Burnett, 10 personal carers trained to become allied health assistants, working alongside allied health professionals to create better access to services for people in rural and remote areas
- the new Graduate Nurses Program was launched in February offering newly graduated registered nurses the opportunity to kick-start their aged care career and develop specialist aged care skills.

Sharing our expertise

Many Blue Care staff are leaders in their field. They shared their knowledge with peers and the next generation of aged care specialists through conferences, in-house clinical education, specialist courses and through mentoring nursing students from TAFE and universities, including Southern Cross University, Griffith University and the University of Queensland, who undertook work placement with Blue Care.

Recognising excellence

Blue Care staff do what they do because of commitment and dedication, however it is wonderful when their excellence receives acknowledgement including:

- 63 long-serving staff were recognised at the annual staff recognition night celebration in November. 35 care services were acknowledged for their resilience during the year's natural disasters
- The Fleet Safety Program won the Fleet/Occupational Safety Award at the 2011 Queensland Road Safety Awards
- Service Manager Elaine Horrocks received commendation from the Queensland Police for her gallant efforts during the 2011 floods in Grantham
- Clinical Nurse Consultant Karen Matthews at the Continence Advisory Service, Mt Gravatt, was awarded the 2011 Conni Award for Excellence in Continence Care which included attendance at the International Continence Society Meeting in Beijing. Continence Nurse Advisor and manager of the Wide Bay Continence Advisory Service, Ros Male, was runner-up
- Assistant Nurse Gary Watson received a Q-Comp Return to Work award for his inspirational career change from cattle property manager to assistant nurse at our Pioneer Lodge Aged Care facility, Bundaberg
- Lockyer Community Care was awarded the Gatton Star Business, Training and Apprenticeship Community Service Award

- Toowoomba staff were part of a regional group recognised for their promotion of recruitment, skill development and the wider aged care sector in the Health and Community Services Workforce Innovation Award.

Celebrating commitment

This year we proudly celebrated many major anniversaries, including:

- 50 years - Cairns Community Care and Mackay's Homefield Aged Care facility
- 40 years - Gayndah Community Care and Proserpine Community Care
- 39 years - Lowood/Rosewood Community Care
- 30 years - Therapy Centre, Toowoomba Allied Health
- 21 years - Pineshaven Aged Care facility, Elanora
- 20 years - Pilgrim Aged Care facility, Beachwood Aged Care facility and Kallmar Retirement Living, Kallangur

On 28 September 2011, after 38 years of care, Southerden Lodge Aged Care facility and Retirement Living at the Grange was closed. Residents and staff shared in a thanksgiving ceremony to acknowledge and celebrate the service. Blue Care prides itself on providing the highest quality of care services and the buildings and the physical environment onsite could no longer provide the appropriate standard of accommodation for residents and staff. Residents were supported in relocating, with many moving to nearby Blue Care facilities.

Appreciating volunteers

Blue Care's volunteers are invaluable. They freely give of their time, energy and experience to support a wide range of activities for people who choose Blue Care services. They are an integral part of the organisation through their friendship, experience and connections within communities. The hard work and commitment of volunteers, local auxiliaries and committees are especially appreciated.

While we formally recognised and thanked our volunteers during National Volunteer Week and on International Volunteer Day, we count our blessings each and every day for their presence and commitment. They enrich our organisation.

The
work
we've
done

creating and delivering
choices tailor made
to people's individual
needs and changing
circumstances

Person centred care

Person centred care has had an even greater focus for Blue Care since the February launch of the new service model, Blue Care Tailor Made. The model has five key components – Connecting, Wellbeing, Restoring, Caring and Dying with Dignity – and at any given time, people may be engaged with one, more, or all of the components, depending on their needs and wishes.

The supporting frameworks and programs for Blue Care Tailor Made will be rolled out gradually over the next two years.

A place of their own – Men’s Sheds

This year several Blue Care services increased activities to offer men more opportunities to socialise and keep their bodies and minds healthy and active: Ashgrove Respite Care opened a Men’s Shed, registered with the Australian Men’s Shed Association; in Bundaberg, Riverlea Aged Care facility created a Shed Museum, where residents have been enjoying reminiscing among displayed tools and relics from times past; men from Townsville Community Care’s Men’s Shed were recognised for their woodwork skills, winning prizes at their local community shows; Callide Valley Respite Care introduced special outings Blokes about Biloela and on the Sunshine Coast and in Pine Rivers, The Blokes Bus and the Nuts & Bolts men’s groups commenced.

Respecting cultural diversity

Blue Care provides care and support to people from many different cultures and its services respect and reflect this.

Having a first language other than English can pose a barrier to accessing services. Blue Care opened a new multicultural service in March at Springwood Community Care which assists people from a wide range of cultural and linguistic backgrounds in the Logan, Ipswich, Gold Coast and Tweed areas.

Support for Aboriginal and Torres Strait Islander peoples also strengthened through our Indigenous Employment and Indigenous Care Programs. Our Indigenous Employment Program successfully recruited more than 35 new trainees in a range of disciplines, including care, diversional therapy and hospitality. Blue Care also contributed to the development of UnitingCare Queensland’s Reconciliation Action Plan which supports the organisation’s continued contribution to “Closing the Gap” in life expectancy, wellbeing and health for Indigenous people.

Children and young people

Services supporting children and young people grew this year. Our services are wide-ranging and include practical support for children with a disability and social support for young people caring for parents or other relatives. New programs included:

- The Young Carer Transition Program which links young carers with community services and other networks as they leave our Young Carer Program at the end of high school

- The 0-6 Early Intervention Program which supports families with a child recently diagnosed with a learning difficulty
- The Youth Social Program which supports the personal development of young men, aged 14-17 with a mental health diagnosis
- Management of a community nursery in Biloela. It supports young people with a disability to develop their horticultural skills and engage with the local community
- The Dry Beds Program at Sandgate Community Care, to help local children and families manage bed wetting
- The Autism Social Skills Program, on the Gold Coast and in Logan, which helps children to improve their emotional understanding and social skills.

Improving accessibility and communication

Several new initiatives to help people overcome distance or mobility issues, include:

- outreach carer consultations for respite services
- the Caring For Someone at Home four-week program provides practical information about back care strategies, home safety, eligibility for equipment, managing pressure care and access to services
- the Blue Care Contact Centre was launched in October and provides easy access to local information about Blue Care services, as well as a single point of contact for entry to our residential services.

Partnerships

Blue Care is an active partner in the community which helps deliver care across the care continuum to meet local community needs and the specific needs of individuals. Some of the new partnerships formed this year include:

- Emerald Community and Respite Care with Emerald Hospital
- Gladstone Community Care with the MS Society
- Cunnamulla Respite Care and Cunnamulla Bowls Club
- Blue Care Murgon and STEPS' Care for Carers formed a new carers group
- Blue Care Surat Maranoa Health Enhancement Program with Queensland Health, Vital Health, Active Roma, Be Healthy Maranoa and Balonne Regional Council
- Blue Care Southport Surfers Paradise Community Care with Hopewell Hospice and other non-government organisations together created the Hopewell Outreach Program supporting people needing palliative care through respite care, spiritual care and counselling
- Blue Care Woodlands Aged Care facility with a local dentist, to support high care clients needing dental care
- Blue Care services in Gympie with local hospitals, private practice nurse managers and other local services. A wound interest group was formed to share information about new products

- Blue Care Toowoomba Aged Care facility with Alzheimer's Australia to provide meeting facilities for community members and families
- Extensive partnerships with Queensland Health, including funding, have resulted in a wide range of new and increased services, including palliative care services, care coordination services and transport services.

Growth, sustainability and environmental responsibility

Inspiring dementia care supports growing need

The number of Australians living with dementia continues to grow and demand for dementia-specific services is increasing. Throughout this year, activity has been strong within Blue Care in many fields vital to high quality dementia and memory support care, including program development, research and the creation of safe and supportive care environments.

Several specialist programs commenced in our aged care facilities. In September, the Minna Murra sensory garden opened at Toowoomba Aged Care facility. Sensory gardens have been shown to improve mood, physical health and mobility for people with dementia. Its interactive elements, such as a footbridge, mural, sign posts, garden seating, a Men's Shed and a Hills Hoist washing line aim to encourage enjoyable memories and activity.

Another Sensory Inspirations project opened at Coopers Plains Respite Care in August. It provides people with dementia and their carers with a supportive and relaxing space, including a sensory garden, an edible garden and a quiet room. These complement the onsite Coopers Cafe, which opened in May 2011 and offers an informal way for people to connect with others and with support staff. Another project, Voices, launched at Kingscliff Aged Care facility provides a regular supportive network, including education and social events for the families of residents with dementia.

Toowoomba Aged Care facility also launched a Water Memories Swimming Club in April, in association with the University of Queensland/Blue Care Research and Practice Development Centre. The Club offers a dementia-specific, evidence-based aquatic exercise program which aims to increase psychological wellbeing, functional and physical abilities, improve sleep and decrease behavioral and psychological symptoms.

Living environment has a huge impact on the physical and emotional health of people with dementia. In January, the first residents were welcomed into Mareeba Aged Care facility's newly renovated Melaleuca wing. Melaleuca is home to 16 residents with dementia, providing a safe and supportive place to live. It is the only residential aged care service for people with dementia in the Mareeba community.

The number of Australians living with dementia continues to grow and demand for dementia-specific services is increasing...



Activity to educate and grow the skills and expertise of staff in delivering contemporary dementia care has continued through clinical training and care networks. Recent initiatives include staff across Southwest Queensland undertaking training through the Dementia Behaviour Management Advisory Service and a new project, “About Me”, which resulted from staff workshops on the Sunshine Coast. “About Me” is a person centred care approach which individualises a person’s care plan creatively in a picture format. The client and staff create a profile page together, which symbolises what is important to and for the client. The client displays the profile at home which then acts as a quick reference for visiting care staff, helping them to provide tailor made care.

Working smarter through our UnitingCare Queensland network

Following the successful establishment of a similar service at St Andrew’s War Memorial Hospital and The Wesley Hospital, Blue Care and UnitingCare Health’s St Stephen’s Hospital launched a service to help people leave hospital earlier with care and support. A Community Liaison Nurse supports hospital staff in planning discharge and linking the person to the community services they choose, to enable a safe and smooth transition home.

New funding helps people stay at home

The Extended Aged Care at Home (EACH) program provides services to support people with high care needs who choose to remain living at home. Blue Care received funding for 409 EACH packages this year and offered support through a wide range of flexible services from nursing care and allied health to personal care and social support.

New funding was also secured for education programs to support people to remain at home. These programs taught life skills such as cooking and health management skills such as managing a chronic condition and advocacy.

Championing sustainability

Blue Care’s Sustainability Strategic Plan 2009-2012 continued to guide actions this year to reduce carbon emissions and use resources responsibly and efficiently. Blue Care’s Sustainability Task Group oversees the plan and sustainability initiatives.

In August 2011, a new staff network was established to better link the task group with staff across the organisation. Sustainability champions represent each geographical cluster and encourage and promote sustainable practices throughout local services.

Blue Care staff drove more than 31 million kilometres delivering care this year. The Fleet team’s sustainability focus has been to keep staff safe and the fleet performance efficient, through initiatives such as the introduction of hybrid and more four cylinder vehicles, driver education and industry partnerships to maintain market intelligence. Ongoing staff education included safer driving practices, eco-driving and practical driver safety training for bus drivers, all of which support staff safety, help save fuel and reduce

carbon emissions. Thanks to the driving efforts of our staff, monthly emission reporting continues to show a downward trend across the organisation.

Local initiatives aimed at reducing the impact on the environment included can and paper recycling and minimising water and electricity use. This year the upgrade and consolidation of ageing IT equipment across the organisation helped reduce electricity and paper use and the relocation of the data centre from the central support office to a purpose-built, commercially operated centre reduced energy consumption and provided increased data recovery capability.

As part of UnitingCare Queensland, planning commenced on Blue Care's contribution to the Australian Government's Energy Efficiency Opportunities Program which will see detailed energy assessments undertaken next financial year at three sites.

Social policy, research and advocacy

Research initiatives

Over the past year, staff have been involved in research at a variety of levels from small team-based projects to large collaborative research programs with partners, such as the University of Queensland/Blue Care Research and Practice Development Centre and The Queensland University of Technology. Links with universities, professional bodies and aged care industry groups, as well as Blue Care's specialist research staff, place the organisation among leading academics and researchers, and make a real and practical contribution to the care delivered by Blue Care.

This year Blue Care entered its third year as a key partner in an eight-year, \$28 million wound management research project with the Cooperative Research Centre for Wound Management at the Queensland University of Technology. This collaborative group is committed to the challenges of wound healing, improving quality of life for people with wounds and providing cost-effective treatments. Within this group, Blue Care is involved in developing a risk assessment tool to guide the management and prevention of specific types of leg ulcers and looking at online learning tools to help bridge inequity in wound education for health professionals in rural and remote communities.

Other research activities staff undertook this year include:

Evaluation of Coopers Cafe, a cafe for people with dementia and their carers at Coopers Plains Respite Care

Carers of people with dementia are often isolated by their caring roles. Coopers Cafe offers an informal way for people with dementia and their carers to connect with others in a similar position and with support staff. Staff conducted a research evaluation of the cafe and were invited to present their findings at the International Federation on Ageing Global Conference, Prague in May 2012.

Music therapy and dementia, Wynnum Allied Health Service

In conjunction with the University of Queensland/Blue Care Research and Practice Development Centre, two music therapists are researching the benefits of music therapy for people with dementia. They are evaluating group music therapy as an intervention for residents of a dementia care unit, and their research goal is to measure its impact on behaviours including agitation, anxiety, wandering, hyperactivity and restlessness.

Mobile technology trial

Clinical staff in 10 community care centres trialed mobile technology devices, including laptops, tablets and smart phones across four different operating platforms, to gauge their suitability in supporting staff delivering care to people in their own homes. The trial, held between September and April, evaluated the use, function and security of the devices. Major benefits identified included the introduction of more efficient and consistent work practices, cost savings, reduced administrative time and an increase in the time spent with clients, as staff could easily access all required resources during their visit. Based on the findings of the trial, a project will roll out next financial year to provide iPads to community care staff who spend more than half their time providing clinical care to people at home.

The cost and effectiveness of managing pain

Pain affects the quality of life for many residents and clients. This year, a team on the South coast are collecting data to compare the effectiveness and cost of two managing pain strategies: a nurse-led pain clinic and an externally provided physiotherapy service.

Chronic disease and healthy ageing

Eastside Community Care has been providing a Chronic Disease Healthy Living Program since 2009 to help people manage chronic disease, including arthritis, heart disease, stroke and diabetes. The program provides community-based healthy lifestyle interventions, such as health education and skill-building opportunities and peer and clinical support.

Wicking Trust e-Health project

A project in Southwest Queensland has been investigating the use of technology to provide people in rural communities with allied health services. In the pilot, a client was connected to an allied health professional through a video-link called eHAB. The allied health professional would then give therapy interventions over the link. Personal care assistants supported the client in-person, under the direction of the telelinked allied health professional.

Delivering therapy through the telelink was found to be more cost-effective after initial equipment setup costs. Both allied health professionals and clients responded positively to the pilot program and client health outcomes were comparable between the two services. The research will be presented at three conferences next financial year.

The helping hand of assistive technology

People using community care services under the HACC Program on the Sunshine Coast took part in a trial to determine if assistive technology devices could help them maintain their independence at home. The 14 month, government-funded trial used devices such as sensor lights, personal alarms, falls detectors, watch prompting devices, medication dispensers and movement detectors.

There was significant improvement in the 148 clients who actively took part in the research. This was measured using the client-rated Canadian Occupational Performance Measure, for both performance and satisfaction.

The research will be presented at the Joanna Briggs International Colloquium in Chiang Mai in November 2012.

Pain affects the quality of life for many residents and clients. This year, a team on the South coast are collecting data to compare the effectiveness and cost of two managing pain strategies...

New swim club helps memories surface

Toowoomba people living with dementia are participating in a new swimming program which is stirring up happy memories and delivering surprising benefits.

Every week, eight Blue Care residents head along to Milne Bay Aquatic Centre – some know why they are going, some don't – but everyone has high spirits and a sense that something fun and exciting is about to happen.

The Water Memories Swimming Club was developed by the University of Queensland/Blue Care Research and Practice Development Centre and is a dementia-specific, evidence-based aquatic exercise program developed by University of Queensland Exercise Physiologist Dr Tim Henwood, who specialises in exercise for older people and Associate Professor Christine Neville, an expert in dementia care.

The program has resulted in a number of psychological and physical benefits for the participants, who say they feel more relaxed.

Blue Care's program facilitator and clinical nurse has been heartened by the smiles seen on participants' faces as they revisited childhood memories in an environment where they feel safe.

Just getting the residents out and active in a community setting is a significant benefit as well as the joy it brings to the family members and staff who benefit from seeing and interacting with residents outside the care environment.

The program is open to participants of all age groups and levels of care. It is delivered by a qualified swim instructor and each participant is assisted in the pool by a family member or volunteer.



12

Corporate Governance Statement

The UnitingCare Queensland Board is commissioned and empowered through By-Laws approved by the Queensland Synod of the Uniting Church in Australia to be responsible for the Church's involvement in health and community services in Queensland.

UnitingCare Queensland has established corporate governance practices 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.

Board composition

Synod By-Law Q2.2.5 sets out the rules for membership of the Board. Members of the Board are appointed by Synod Standing Committee on advice of a selection panel appointed by this committee.

The normal term of appointment is for a period of three years from the date of letter of appointment, with a maximum of three terms (nine years).

During 2011-2012 the Board was made up of 11 members, including the Chair and Ex Officio members. The names and biographies of Board members in office can be found in the Board member profile section of this report.

Board operations

The Board meets at least 10 times per year in scheduled meetings, where it receives monthly or quarterly performance, operations and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Executive Directors and the Board Committees.

The Board also receives regular reports from Senior Executives and Managers on employee safety, client and patient quality outcomes, implementation of the whole of group and service group strategic plans, key policy decisions, stakeholder engagement and social justice and research activities and outcomes. In addition to formal meeting time, Board Members spend time reading and analysing board papers and reports and they also engage in strategic planning sessions and in informal discussions with management.

Committees are also used to assist the Board in fulfilling its responsibilities. Each committee has its own terms of reference setting out the authority delegated to it by the Board and detailing the manner in which the committee is to operate. At this time, the Board has established an Audit, Risk and Compliance Committee and a Governance Committee and is in the process of establishing a Quality Committee.

Audit, Risk and Compliance Committee

The purpose of this 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 compliance and the integrity of the financial statements and reports.

The committee consists of three Board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director Group Governance and Chief Internal Auditor 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.

Audit process

The organisation's financial accounts are subject to an annual audit by an external auditor. The Audit, Risk and Compliance Committee maintain oversight of this process. The Audit Committee Chair meets the external audit partner periodically and the auditors have a standing invitation to meet with the committee, with the committee Chair, or the Board Chair at any time in the absence of senior executives from the Group Office.

The auditors attend Board meetings at which annual accounts are adopted.

Auditor independence

The Audit Committee is responsible for ensuring the independence of the Auditor and approves non-audit services and activities in advance of engagement to ensure the independence of the Auditor.

Governance Committee

The Board has established a Governance Committee. Its purpose is to assist the Board with the refinement of the governance framework for UnitingCare Queensland 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 identifying, preparing and recruiting future governance leaders, including the definition of skills and attributes required in Board members.

The Committee assists the Board with orientation of new and existing Board members, training and education of the Board related to governance roles and responsibilities (and with respect to bridging Board knowledge gaps) and the performance evaluation of the Board.

The Committee consists of three Board members. Meetings are also attended by the Chief Executive Officer, the Director of Mission and Director of Group Governance.

Quality Committee

The Board is in the process of establishing a Quality Committee. Its purpose is to assist the Board to support the organisation in its intent to deliver excellence in person centred care and to evaluate the quality of care provided by UnitingCare Queensland services. The Committee will consist of two Board members and three external members with content expertise across the service groups and expertise in performance measurement and reporting.

Chief Executive Officer

The Chief Executive Officer is appointed by the Synod on advice from the Board and is subject to at least annual performance reviews by the Board. The Chief Executive Officer, together with the Senior Management team, recommends policy and strategic direction and submits plans to achieve the same for Board approval.

Board appraisal and remuneration

The Board reviews and evaluates the performance of the Board, 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 committee of the Synod delegated to oversee Board remuneration.

Board members - Independent advice

The Board Members, the Board and the Board Committees are empowered to seek external professional advice, as considered necessary, subject to prior consultation with the Chair. Any advice so received will be made available to all Board members.

Conflicts of interest

The Board has approved a Conflicts of Interest Policy. Declaration of Board member interests/conflicts of interest is a standing agenda item and Board members have an obligation to declare a conflict of interest at any point in discussions at Board meetings where they feel it appropriate and necessary to do so. Board members, after consultation with the Chair, will remove themselves from the board room and not participate in Board decisions where the Board member is deemed to be conflicted. A Register of Board member interests is maintained and reviewed and updated annually.

Ethical standards

The Board expects Board members and employees to observe high standards of behaviour and business ethics. All Board members, executives and employees are expected to act with integrity, striving at all times to enhance the reputation and performance of the organisation. The service groups have adopted codes of conduct and these are made available to all staff.

Synod, Church and stakeholder relations

Synod and Church stakeholder relations are an integral part of corporate governance and the Board strives to ensure that stakeholders are kept informed of all major developments that impact on UnitingCare Queensland through:

- Regular updates and reports to the Synod Standing Committee
- The UnitingCare Queensland Annual Report
- The Internet on www.ucareqld.com.au

12

Our Board



Heather Watson (Chair)

Heather Watson joined the Board in 2005 and was appointed as Chair of the Board in 2006. She also chairs the Board's Governance Committee

Heather is a Partner at McCullough Robertson Lawyers and leads its specialist Social Infrastructure group. Her specialisations include legal and tax structuring for charitable and non profit organisations, and advising boards on risk and governance issues. She has broad experience in the non profit sector, acting for, and as a member of a wide range of community and charitable organisations.

Heather is a former Board member of UnitingCare Health and The Wesley Hospital, Townsville and has served on numerous Uniting Church committees and councils. Currently she is also a director of a number of non profit organisations, including McCullough Robertson Foundation Ltd, Australian Legal Sector Alliance Ltd and Board Connect Ltd.



Dr Shirley Coulson (ex officio)

Shirley Coulson was appointed as the first lay General Secretary of the Queensland Synod of the Uniting Church in Australia in 2011.

Shirley holds three degrees from Monash University – a Bachelor degree in Arts, a post-graduate Bachelor degree in Education and a Masters of Educational Studies, as well as a Bachelor of Theology degree from Melbourne College of Divinity and a Doctorate in Education from Australian Catholic University.

Prior to her appointment as General Secretary, Shirley had 27 years of service in Catholic education in a range of leadership roles.

Shirley is a committed member of the Uniting Church congregation and has endeavoured to live a life of worship, witness and service in a range of challenging contexts. She has a passion for strategic planning and is committed to furthering the Church's role in service to the wider community.



Anne Cross (ex officio)

Anne Cross has been the CEO of UnitingCare Queensland since November 2003.

Anne came to the role with more than 25 years experience in health and community services and has held senior positions in government and non-government organisations across a broad range of rehabilitation and community services.

Anne has had extensive experience in developing capacity in non government community organisations and has been involved in service development and change projects in disability and aged care throughout Australia and internationally.

In 2008, Anne was appointed as an Adjunct Professor in the School of Social Work and Applied Human Services at the University of Queensland.

Dr Greg Herring

Dr Greg Herring joined the Board in 2005. He is a member of the Board's Governance Committee.

Greg is a specialist medical practitioner who runs his own health management consulting company.

Prior to establishing his consultancy, Greg spent almost twenty years in the Royal Australian Air Force, retiring as Group Captain in 1986. He was Executive Director of the Australian Private Hospitals Association from 1986-1995 and was also CEO of Holy Spirit Hospital, Brisbane from 1995-1997.

In addition to his medical qualifications, Greg has a Masters of Health Planning and is a Fellow of both the College of Medical Administrators and the College of Health Services Executives.

Greg has served on many industry and government committees and councils.

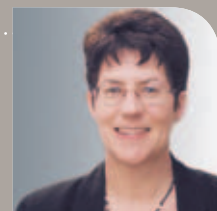


Rev Kaye Ronalds (ex officio)

Rev Kaye Ronalds was inducted as the first female Moderator of the Queensland Synod of The Uniting Church in Australia, on 7 October 2011.

She studied at Trinity Theological College in Brisbane (1981-1983) and was ordained in the Uniting Church in Australia on 9 March 1984 in Rockhampton where she served for three years in congregational ministry.

In 1992 she joined the Army Reserve and became the first female Chaplain in the Australian Army. She has continued to serve as a Chaplain in the reserves being posted to various part-time positions across Queensland and on the Regional Assistance Mission to the Solomon Islands. In 1995 the Scripture Union employed Kaye as High School Chaplain at Kenmore High School. From 1997- 2005 she was Minister to the parish of Capricorn Coast and then took up the role of Presbytery Minister in which she had pastoral and administrative responsibilities for ministry agents, their families and congregations in the Central Queensland region.





Jude Munro AO

Jude Munro joined the Board in 2010. She is a member of the Governance Committee. Jude is Partner of Jude Munro & Associates, a consultancy she established in 2010 with a focus on providing leadership and solutions to assist government and non-government organisations, non profit bodies and private companies.

Jude is the former Chief Executive Officer of Brisbane City Council and has worked in a range of senior local government positions with councils around Australia. Prior to joining local government, she held senior executive roles in a Community Services Departments of the Public Service.

Jude sits on a number of business and industry committees and boards and has experience in significant change programs, stakeholder relations and working with organisations to achieve their vision. She was appointed Chair of Queensland Urban Utilities in 2010.

Jude has post-graduate public policy and business administration qualifications and is a Fellow of both the Australian Institute of Company Directors and the Australian Institute of Management.

In 2010 Jude became a recipient of the Order of Australia in recognition of her service to local government, particularly the Brisbane City Council, and to the community through contributions to business, professional development and philanthropic organisations.



Dawson Petie

Dawson Petie joined the Board in 2007. He is a member of the Board's Audit, Risk and Compliance Committee and also served on the Board's Governance Committee until 30 June 2012.

Dawson has held senior executive positions in both commercial and non profit organisations and is a professional Company Director, with a background in financial services and workplace relations. He has over 30 years experience as a Company Director and Board Chairman. Board positions held during this time include Queensland Rail, Sunsuper, Teachers Health and Indue.

Dawson is a former Director of Uniting Church Superannuation Pty Ltd (UC Super). Following the merger of UC Super with NGS Super effective 1 March 2012, Dawson joined the board of NGS Super in an advisory/non-voting capacity.

Dawson has a strong commitment to community organisations and the non profit sector and is an active Rotarian (Paul Harris Fellow). He was awarded the Centenary Medal for distinguished service to the community through industrial relations.

Dawson is a Fellow of the Australian Institute of Company Directors, a Fellow of the Association of Superannuation Funds of Australia and Affiliate Member of Chartered Secretaries Australia.

Ray Richards

Ray Richards joined the Board in 2005. He is Chair of the Board's Audit, Risk and Compliance Committee.

Ray is a qualified accountant and a member of the Institute of Chartered Accountants. He has specialist knowledge and experience in insolvency practice and has experience across a diverse array of industries, including banking, education, manufacturing, tourism retail, health related areas, nursing homes and child care centres

Ray is a consultant to PPB Advisory, a firm of chartered accountants and business advisers, having recently retired as a Partner of the firm.

Ray served on the UnitingCare Health Board from 2000-2004 where he chaired the Uniting HealthCare's Audit and Risk Committee. He is a former Board Member of St Andrew's War Memorial Hospital and has also served as deputy chair of the Board of John Paul College Ltd.



Graham Schlecht

Graham Schlecht joined the Board in 2005. He is a member of the Board's Audit, Risk and Compliance Committee.

Graham has more than 35 years experience in the community service field with extensive experience at senior levels within the public sector. He has extensive policy and operational knowledge and experience in aged care, child care, disability services, health, rehabilitation, youth and services for homeless people.

Graham was previously Executive Director of Carers Queensland.



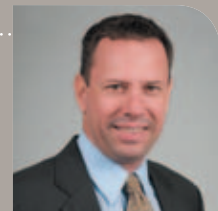
Craig Barke

Craig Barke joined the Board in 2011. He is a member of the Board's Audit, Risk and Compliance Committee.

Craig is a Certified Practising Accountant and has an MBA. He has over 20 years of experience in a range of government and corporate financial and management roles. In 2008, he was appointed as the Chief Executive Officer of the Scenic Rim Regional Council.

Craig was a member of the Queensland Urban Utilities establishment committee and interim board.

Craig has a passion for disadvantaged youth and children in the community and is actively involved in the foster care system. He is an active member of the Uniting Church.





Rev Dr David Pitman

David Pitman was appointed to the Board in 2011. He is a member of the Board's Governance Committee.

David has previously served two terms on the Board in an ex officio capacity as the Moderator of the Queensland Synod of the Uniting Church in Australia.

David worked as a teacher before studying theology at Parkin-Wesley College in Adelaide. He then spent 13 years in parish appointments and taught at the Theological College and acted as Secretary for Education at the Methodist Church in Fiji. David moved to Queensland in 1983 and until 1996 taught at Alcorn College and then Trinity College.

David was inducted as the full-time Moderator of the Queensland Synod in 1996. Upon completion of his term as Moderator in 1999, he served as Superintendent Minister of Wesley Mission Brisbane and Albert Street Uniting Church, before being reappointed as Moderator of the Queensland Synod for a further three year term from 2005 to 2008.



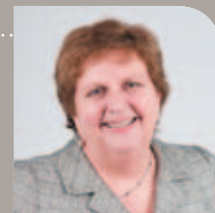
Reverend Bruce Johnson (ex officio)

Bruce Johnson worked as a dental technician for an orthodontist before completing a Bachelor of Arts degree. In 1981 Bruce entered Trinity Theological College and in 1984 he was ordained as a Uniting Church Minister in Rockhampton. He served The Uniting Church in Central Queensland in Clermont/Capella Parish, Gladstone Parish and then as Presbytery Chairperson. Moving to Brisbane in 2001 he served Broadwater Road Congregation before taking up the role of Moderator of the Queensland Synod in October 2008 and then retired from this role in October 2011.

Our Executive Leadership Team

The Executive Leadership Team (ELT) comprises the Executive Directors from UnitingCare Queensland service groups and executive staff from the Office of the Chief Executive Officer. The team is accountable for the successful integration and implementation of agreed UnitingCare strategic priorities, strategic alignment across service delivery agencies and the effective use of resources.

Anne Cross, CEO, UnitingCare Queensland



Robyn Batten, Executive Director, Blue Care

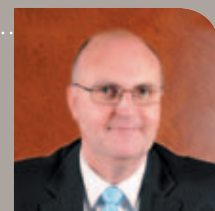
Robyn was appointed Executive Director of Blue Care effective 1 February 2011, having been acting in the position since November 2010. She has extensive experience in health and aged care and comes from a distinguished background in health administration at executive levels, including Executive Director, Uniting Aged Care in Victoria and Tasmania from 2007.



Prior to this Robyn served as Chief Executive Officer of Dental Health Services Victoria and the Director of Primary Care and Mental Health for Southern Health Victoria. Robyn's original professional training was as a Registered Nurse and Social Worker. She has also chaired UnitingCare Australia's national Aged Care Network. She is also a member of the Commonwealth Ministerial Ageing Advisory Committee. In Victoria she served as a member of numerous health policy and strategy bodies.

Bob Gilkes, Executive Director, UnitingCare Community

Bob joined UnitingCare Community in July 2010 (which was then Lifeline Community Care Queensland) after 25 years experience in the health and community service sectors and the last 10 years working in Blue Care in the roles of Regional Director; Principal Advisor, Community Engagement and as Director of Organisational Development.



Prior to joining Blue Care, Bob had extensive experience working with the Tasmanian Department of Community and Health Services where he was State Director of Child, Youth and Family Support, with responsibility for Tasmania's child protection services, youth justice, adoptions, domestic violence, sexual assault and homelessness services.

During his time there he managed a Parliamentary enquiry into Tasmania's stolen generation as a result of past adoption practices. He was also Program Manager for aged and disability services in two regions of Tasmania.



Richard Royle, Executive Director, UnitingCare Health

Richard has 35 years experience in the healthcare industry including his current role as Executive Director of UnitingCare Health. Other roles previously held by Richard include Strategic Funding Director for Medibank Private and as Director in a private consulting company specialising in health and aged care.

Richard was a founding Board member of Uniting Aged Care, Vic/Tas. He is the Vice-President of the Australian Private Hospitals Association and is Chairman of its Policy and Advocacy Committee. He is also a Director of the HESTA Superannuation Fund.



Anna Moynihan, Director, Strategy Team

Prior to her commencement in February 2012, Anna was Assistant Director-General, Strategy Policy and Performance with the Queensland Department of Communities, Child Safety and Disability Services for a number of years. She had previously been Executive Director Social Policy in the Department of the Premier and Cabinet.

Anna began her career as a social worker in both community organisations and hospitals in Australia and the UK. In her senior policy posts Anna has provided strategic advice on social and health policy to federal and state governments and the community services sector. Anna has a track record in driving reform in complex areas including homelessness, Indigenous policy, child protection, primary health, service system integration and human service evaluations. Anna's qualifications include a Bachelor of Social Work, Certificate of Health Economics and a Masters of Public Sector Management.



Andrew Haynes, Director, Group Governance

Andrew Haynes joined UnitingCare as Director, Group Governance in November 2010. Andrew is responsible for managing the business of the UnitingCare Board and its committees and ensuring their effectiveness through high standards of compliance and the provision of advice on governance matters.

Andrew's background has been as a company secretary across a number of industries. Most recently he was a company secretary for Queensland Rail Limited. Prior to this his roles included Director, Corporate Governance for the Metropolitan Fire and Emergency Services Board in Victoria and Company Secretary for General Electric, Australia and New Zealand.

Andrew is a graduate of the Australian Institute of Company Directors and a Fellow of Chartered Secretaries Australia.

Colleen Geyer, Director of Mission

Colleen commenced as Director of Mission for UnitingCare Queensland in January 2012. Prior to her appointment she had been Director of Mission for Blue Care for more than four years. In this role she had led a large team of chaplains providing caring support throughout the service streams. She also led Blue Care's work in environmental sustainability. She had been Associate Director with UnitingCare Australia before joining Blue Care and she has also served as a Social Responsibility Advocate with the Queensland Synod of the Uniting Church of Australia. Colleen currently chairs the UnitingCare Queensland Human Research Ethics Committee and has a strong interest in bioethics. Colleen holds qualifications in teaching and theology and has a Graduate Certificate in Executive Leadership.



Paul Mullooly, Chief Financial Officer

Paul Mullooly is Chief Financial Officer of UnitingCare Queensland. He has more than 25 years experience as a senior financial executive and his governance experience includes working closely with boards as a senior executive and as a Company Secretary. He is also an experienced Board Director.



He has served for more than two years as a member of a UnitingCare Board committee and one year as a member of the Board. In addition to being a chartered accountant, Paul has an MBA, is an Associate Fellow of the NZ Institute of Management and a Graduate of the Australian Institute of Company Directors.

Geoff Rogers, Director Human Resources

Geoff has more than 20 years experience in human resource management and has spent much of the last 10 years either as a senior HR leader in IT and financial services organisations or consulting to employers across a diverse range of industries. Most recently he headed HR for the National Australia Bank's IT department based in Melbourne. He has regularly provided Human Resources support and advice to the UnitingCare Queensland Board and executive over the past five years in his capacity as an independent human resources consultant. During this time he assisted with the development of a number of important HR initiatives for UnitingCare Queensland across diverse areas such as remuneration and benefits and leadership development.



Greg Mackay, Director, UnitingCare Social Justice

Greg's background is in service design and delivery, social policy and management. His significant involvement in change and advocacy efforts has earned him a reputation for working on behalf of and with marginalised and disadvantaged people. Greg was an executive member until September 2011.



12

Financial year highlights

	Year ended 30 June 2012 \$'000	Year ended 30 June 2011 \$'000
Revenue		
Revenue from continuing operations	1,216,821	1,109,314
Other income	64,435	54,378
Total revenue	1,281,256	1,163,692
Expenses		
Salaries and employee expenses	764,196	707,196
Depreciation and amortisation expense	71,908	68,761
Other expenses	395,838	364,049
Total expenses	1,231,942	1,140,006
Surplus for the year	49,314	23,686

Revenue

Revenue is derived from the activities undertaken by each of the three service groups outlined below.

UnitingCare Health comprises The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital, St Stephen's Maryborough Hospital and St Stephen's Hervey Bay Hospital. The hospital group contributed \$545.768 million (2011 \$500.049 million) to the group revenue.

Blue Care comprises residential aged care, retirement living and community services. Blue Care contributed \$570.78 million (2011 \$515.285 million) to the group revenue.

UnitingCare Community comprises Lifeline services, child and family care, counselling, disability support and social inclusion programs. UnitingCare Community contributed \$165.339 million (2011 \$148.913 million) to the group revenue.

Surplus for the year

The reported surplus includes certain revenue streams totalling \$57.347 million (2011 \$43.3 million) that are either restricted in their uses or tied to specific purposes. The surplus in 2012 included capital grants from government of \$16.473 million that are tied to the construction of specific building projects. Capital contributions from clients totalled \$31.211 million, bequests totalled \$5.550 million and donations for capital acquisitions amounted to \$0.113 million.

While these amounts tend to be recurring revenue streams they are not available for general operational expenditure and cannot be relied on as such.

Bequest income

Each year UnitingCare Queensland is privileged to be the recipient of various bequests from past residents, clients and other members of the community. Once again in the current period a total of \$5.550 million was received. Some of the bequests received by Blue Care over recent years have been allocated to assist with the funding of three community respite and service centres in regional locations that will commence in the 2013 financial year. Without this funding source such projects are difficult to finance and the communities that they will serve will benefit for many years to come.

Major capital expenditure

UnitingCare Queensland has a ten-year major capital program that is designed to ensure that our facilities, whether they are hospitals, residential aged care facilities, independent living facilities, community service facilities or administrative support facilities including information technology infrastructure, are maintained at a standard required to meet the care needs of the people we serve as well as conforming with legislative standards.

While it is a challenge for a non-profit organisation to fund major capital expenditure, UnitingCare Queensland seeks to do so through specific grants and other sources as well as operating cash flow generated primarily from depreciation and amortisation.

During the 2011-2012 period a total of \$154 million (2011 \$76 million) was expended on major capital projects.

Refundable deposits

UnitingCare Queensland holds refundable deposits from clients and residents that amounted to \$222.5 million (2011 \$216.9 million). Cash from refundable deposits is invested in both residential aged care and independent living facilities and is an important source of capital for these particular facilities.

12

Board and committee meeting attendance and fees paid (1 July 2011 - 30 June 2012)

	Board		Audit, Risk and Compliance Committee		Governance Committee ¹		Finance and Property Committee ²		Fees Paid (\$) ³
	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	
Heather Watson ⁴	10	10	1	1	4	4	-	-	70 103
Craig Barke	10	8	4	2	-	-	-	-	39 503
Dr Greg Herring	10	9	-	-	4	3	2	2	42 220
Jude Munro	10	8	-	-	4	4	-	-	40 589
Dawson Petie	10	8	5	4	4	2	-	-	47 437
Rev Dr David Pitman	10	10	-	-	3	3	-	-	39 503
Ray Richards	10	9	5	5	-	-	2	2	43 530
Graham Schlecht	10	10	5	5	-	-	2	2	42 220
Ex Officio members									
Anne Cross ⁵	10	9	-	-	-	-	-	-	-
Bruce Johnson ⁶	3	3	-	-	-	-	-	-	-
Rev Kaye Ronalds ⁷	7	7	-	-	-	-	-	-	-
Dr Shirley Coulson ⁸	10	8	-	-	-	-	-	-	-

¹ Operated as the Governance and Remuneration Committee until September 2011

² Committee ceased to operate from October 2011

³ Fees for ex officio Board members are paid to the Queensland Synod; the CEO is not paid Board fees

⁴ Chair

⁵ Chief Executive Officer

⁶ Ex Moderator of the Queensland Synod – retired October 2011

⁷ Moderator appointed October 2011; Rev Ronalds also attended the September 2011 Board meeting in her capacity as Moderator Elect

⁸ General Secretary

UnitingCare Queensland supporters

UnitingCare Queensland is a non-profit organisation partially funded by the Australian and Queensland Governments. However, as our operating costs are substantially more than the funds received, we rely on the loyalty and generosity of our corporate and community supporters.

We thank the following supporters, who have helped us make a real difference to the care we deliver to the people we serve.

UnitingCare Community supporters

- Attorney-General's Department
- Aurizon (previously QR National)
- Bundaberg Newsmail
- Commonwealth Respite and Carelink Centres
- Credit Union Australia
- Department of Employment, Economic Development and Innovation
- Department of Education, Employment and Workplace Relations
- Department of Communities, Child Safety and Disability Services
- Department of Community Safety (EMQ)
- Department of Education, Training and Employment
- Department of Health and Ageing
- Department of Families, Housing, Community Services and Indigenous Affairs
- Ergon Energy
- Gambling Community Benefit Fund
- Give2Asia
- Gold Coast Medicare Local
- Lifeline Australia
- My Community Directory
- Origin Energy
- QGC - Queensland Gas Corporation
- Queensland University of Technology

- Rotary Bundaberg
- The Wise Foundation
- Townsville City Council
- United Synergies Limited
- Virgin Mobile
- Xstrata Coal Queensland

UnitingCare Health supporters

The redevelopment of St Stephen's Hospital is supported by funding from the Australian Government under the Health and Hospitals Fund Program.

- Allergan
- Art from the Margins
- Astra Zeneca
- B105
- Brisbane Broncos
- Brisbane Convention and Exhibition Centre
- Brisbane Girl's Grammar School
- Brookwater Golf Club
- Busy@Work
- Campbell Brothers
- Cerner
- Cleanaway
- Clem Jones Foundation
- Coca-Cola Amatil
- Cr Paul Pisasale, Ipswich City Council Mayor

12

UnitingCare Health supporters continued

- De Bortoli
- Device Technologies
- Dr Phil Hall
- Dr Fraser Mackenzie
- Erica Fordham
- Felicity's Wish Foundation
- Gambaro Restaurant and Function Centre
- GE Healthcare
- Griffith Business School
- HeartCare Partners
- Helen Hackett Foundation
- Hendrix Photography
- HESTA
- Hospira
- Investec
- Ipswich Grammar School
- Janssen Cilag
- John Paul College
- Johnson & Johnson
- LifeHealthcare
- Lion
- MDA National
- Medfin
- Medtronic
- Metropolitan Funerals
- Mr David A McColm
- NAK Hair
- NGS Super
- Norgine
- Oz Mosaics
- Pert & Associates
- Pfizer
- Psycare Corporate
- QML Pathology
- Queensland Diagnostic Imaging
- RemServ
- Rivercity Motorways
- Rotary Club of Centenary Brisbane
- Rotary Club of Jindalee
- Servier
- Size Duzz Matter
- St Andrew's War Memorial Hospital Auxiliary
- St Jude Medical
- Stefan
- Sullivan and Nicolaides Pathology
- Sunshine Coast Institute of TAFE
- The Clem Jones Foundation
- The Haines Group
- The Jephson Hotel
- The Wesley Hospital Auxiliary
- The Wesley Hospital Palliative Care Fundraising Committee
- Treasury Casino and Hotel
- Wedding Solutions
- Yellow Cabs

Blue Care supporters

Corporate supporters

- Origin LPG
- Toyota

Partnerships and sponsors

- Centre for Accident Research and Road Safety Queensland
- Combined Health Agencies Group
- EPAC
- HESTA
- MBF
- MPS Australia
- Pickles Auctions
- Port of Brisbane Pty Ltd
- Queensland Gas Company
- Queensland Health
- Queensland University of Technology
- RACQ
- Sci-Fleet Toyota
- South East Alliance of General Practice
- Sabot
- TENA
- Think Pharmacy – Acacia, Chermside, Maroochydore and Nerang
- UnitingCare Health – St Andrews Hospital and Wesley Hospital
- University of Queensland
- Wynnum Gardening Club
- Wynnum Manly Leagues Bowls Club

Community supporters

- Anglo Coal
- Bauhinia Social Club
- Betta Electrical - Cunnamulla
- Biloela Panthers Rugby League
- Blue Care auxiliaries in Beaudesert, Fassifern, Gladstone, Jimboomba, Rockhampton and Wynnum
- Blue Care Esk Thrift Shop
- Blue Care Lowood/Rosewood Thrift Shop
- Bunnings – Bundaberg
- Cancer Council Queensland – Biloela
- Chinchilla Bowls Club
- Chinchilla Bridge Club
- Chinchilla Campdraft Committee
- Construction, Forestry, Mining and Energy Union – Callide Valley and Moura Lodge
- CS Energy
- Deloitte
- Edlyn Foods
- Inner Wheel
- Iwasaki Foundation
- Kingaroy Senior Citizens
- Kragra Gymkhana
- Lions Clubs of Ashgrove/The Gap, Emerald, Moore Park and Tewantin Noosa
- Lioness Club of Palm Beach
- Lyon D&D
- Minerva Mine
- Mitsui Coal Holdings Pty Ltd

Community supporters continued

- Murgon Senior Citizens
- National Seniors – Chinchilla
- Nestle
- Order of the Eastern Star – Cooroy and Darling Downs
- PFD Foodservices
- Perpetual Trust
- C. Pryde
- Queensland Country Women’s Association – Goovigen, Thangool and Wychie
- Quota – Beaudesert and Jimboomba
- Redland City Council
- L Rinehart
- Rockhampton City Council
- Rosewood Craft and Quilters
- Rotary Clubs – Biloela, Caloundra, Chinchilla, Emerald and Toowoomba
- RSL Sub Branch - Chinchilla
- RSLA Women’s Auxiliary – Biloela
- St Christopher’s Guild – Jambin
- St Vincent De Paul – Emerald
- Sunrise Club – Emerald
- Tip Top
- The Neighbourhood Centre – Emerald
- Transpacific Waste
- Trinity Lutheran Church
- True Value Hardware – Cunnamulla
- Toastmasters
- Tweed Shire Council

- Uniting Church Ladies Ancillary Association – Capricorn Coast
- Uniting Church – Callide Valley and Emerald
- Western Downs Regional Council
- Wicking Trust

Vehicle sponsors

- Blue Care Wynnum Ladies Auxiliary
- Cancer Council Queensland
- Chinchilla RSL Charity Bingo
- Lions Club Withcott Helidon
- Blue Care Lowood/Rosewood Thrift Shop
- New Hope Coal Australia
- Queensland Cancer Fund
- Rotary Club of Mossman
- The Wheeler Family (NQ) Charitable Trust
- Xstrata

Trusts and Partnerships

- Enid and Leonard Shepherd Trust
- Hector Waldron Pride Charitable Trust
- John Thomas Wilson Endowment (Perpetual Trustees)
- Mary O’Keefe Charitable Trust
- Queensland Government Community Benefit Fund
- The Cory Foundation
- Thomas Hanley Kelly and Winnifred Jean Kelly Memorial Fund

UnitingCare service network

The work of UnitingCare Queensland and its service groups would not be possible without the support of the Queensland Government, Australian Government, private and corporate donors, volunteers, suppliers, local communities and Uniting Church congregations.

This support, commitment and financial contribution enable UnitingCare Queensland to continue to provide quality health and community services across the state.





“We have three things to do... Trust steadily in God, hope unswervingly, love extravagantly. And the best of these is love.”
(1 Corinthians 13:13, The Message)



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