



UnitingCare Queensland

2013 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

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Highlights of the year

- Our 16 000 staff, almost 9 000 volunteers and chaplains apply themselves to caring for and supporting people across a range of services in over 400 different locations each year. This continues to be a key highlight for UnitingCare Queensland
- Blue Care welcomed five Indigenous services in Townsville, Cairns, Cape York and Thursday Island when they were transitioned from Congress Community Development and Education Unit (CCDEU). The services include residential aged care and drug and alcohol rehabilitation, employing approximately 120 Indigenous staff
- As part of the significant child protection work provided by UnitingCare Community, our organisation has been an active participant in responding to the Queensland Child Protection Commission of Inquiry and the Federal Government's Royal Commission into Institutional Responses to Child Sexual Abuse
- UnitingCare Queensland continued its work towards reconciliation. In February last year, it launched its first Reconciliation Action Plan and in April this year the first year report to Reconciliation Australia was submitted, having achieved all actions outlined in the plan
- UnitingCare Queensland Board member, Rev Dr David Pitman, was appointed a Member of the Order of Australia in the Queen's Birthday Honours list announced on 10 June 2013
- Blue Care turned 60 this year and celebrated by hosting 60 events across Queensland and northern New South Wales which culminated with a high tea hosted by the Queensland Governor at Government House the day before the official birthday – 24 August
- Blue Care announced the development of four new community and respite care centres in Coomera, Gatton Goondiwindi, and Toowoomba, to provide services designed to support people's independence and improve the quality of their life
- The UnitingCare Community National Disability Insurance Scheme (NDIS) readiness work took a strength-based approach to building awareness through engagement with 779 of its key stakeholders in workshops and one-on-one interviews
- UnitingCare Queensland and its service groups recognised NAIDOC Week at Musgrave Park this year with a tent display, handouts and merchandise for the thousands of people who attended the annual family day
- After a \$10 million refurbishment, Blue Care's Mareeba Garden Settlement Aged Care Facility was officially opened at a dedication ceremony held on 6 February. The construction of the new 64-bed facility is part of UnitingCare Queensland's ongoing commitment to ensure Queenslanders receive aged and community care services "tailor made" to their needs

“UnitingCare Queensland Board acknowledged the effort of staff and volunteers during the aftermath of Cyclone Oswald as it left a trail of destruction down the Queensland coast ...”

- UnitingCare Queensland Board acknowledged the effort of staff and volunteers during the aftermath of Cyclone Oswald as it left a trail of destruction down the Queensland coast and into northern New South Wales
- CEO acknowledged the successful vote in the House of Representatives to recognise Aboriginal and Torres Strait Islander people as the First Australians in an Act of Parliament, paving the way for a process for Constitutional recognition of Aboriginal and Torres Strait Islander people
- UnitingCare Queensland’s third annual research conference was held at The Wesley Hospital auditorium in December. The conference highlights included inspiring key note speakers, 23 research presentations, updates on the work of our research institutes and a “how to session” for staff embarking on research
- As part of Anti-Poverty Week, UnitingCare Community organised ‘Bring your Bills’ community events at Deception Bay and Gympie to assist people to understand their bills and the options that they have to manage their debts
- Construction of the new St Stephen’s e-health hospital in Hervey Bay – the first fully integrated digital hospital in regional Australia – commenced
- Construction on a new extension to the Blue Care Redland Community Care facility commenced after an official “turning of the sod” ceremony in August and the redevelopment of the Stanthorpe Community Care facility also began
- The Wesley Hospital launched an innovative program for 25 Year 11 students from 12 local schools in The Wesley Hospital catchment area, designed to support the health care workforce of the future. The week-long program provided opportunities to participate in a practical work placement, to attend education sessions in the clinical school simulation labs and to participate in hospital tours
- Group services for procurement, ICT, fleet and property were well established with early procurement indicators showing promising savings
- The new \$11 million Blue Care Gracemere Aged Care Facility near Rockhampton was officially opened on 31 July at a special dedication ceremony
- The Wesley Hospital worked around the clock to manage a Legionella outbreak in June. The hospital closed its doors while the source of the outbreak was identified and eliminated, resuming full services almost one month later with a “clean bill of health”. Extensive preventative strategies were implemented to prevent any future outbreaks
- The Sunshine Coast Private Hospital opened the new 33-room Cooina Mental Health Service, specifically created to meet the growing need on the Sunshine Coast
- Blue Care’s premium integrated community, Azure Blue Redcliffe opened, offering flexible, individually tailored care and accommodation options in a resort-style community.

About UnitingCare Queensland

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 16 000 staff and 9 000 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 and other industry peak bodies, 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
- Seniors' housing
- Pastoral care and counselling

UnitingCare Community

- 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.



UnitingCare Queensland contributed 9 821 (FTE) jobs in 2012-2013, and with the indirect component made a contribution of 13 343 FTE jobs to the economy

UnitingCare Queensland's direct 'value add' to the Queensland economy was \$885 million in 2012-2013 financial year with an additional indirect contribution adding a further \$1.3 billion

73 per cent of Blue Care facilities are located in 60 per cent of Queensland's most disadvantaged areas. In contrast 57 percent of for-profit providers are concentrated in 40 percent of the most advantaged areas

UnitingCare Health provides specialist high cost patient services not generally provided in for-profit hospitals. For example bone marrow transplants and palliative care

The total dollar value of UnitingCare Queensland's volunteer effort is \$29.1 million

We are committed to providing services in locations where other providers may not go. Our regional presence equates to around 42 per cent of our total 'value add' to the Queensland economy and 52 per cent of the Full Time Equivalent (FTE) employed in UnitingCare Queensland

As an aged care provider, we contribute directly to reducing health system costs by around \$18 million a year by keeping people out of the tertiary health system earlier



Message from our Chair

Heather Watson

It is with mixed feelings that I write this, my last report as Chair of UnitingCare Queensland, having first been appointed to the Board in 2005 and assuming the role of chair in 2007. I will be retiring from the Board in March 2014. Since I joined the Board, there have been significant changes in the way UnitingCare Queensland operates and in the challenging environment in which we work. I am proud to have been part of UnitingCare Queensland's journey during this time and together with the leadership of the Board, in the context of the whole Synod, to have wrestled with some significant issues which have resulted in improved outcomes in the lives of the many people we serve.

2013 has been another eventful and significant year for UnitingCare Queensland as we responded to the many and varied challenges presented. I invite you to read the rest of this report which provides greater depth of the work undertaken in furthering the mission of UnitingCare Queensland.

This year has seen renewal in the membership of the Board. In addition to a new Chair commencing from April 2014, the Board also acknowledged the retirement of two long-standing members, Graham Schlecht and Greg Herring, both of whom served diligently from their appointments in 2005 to their retirement in February 2013. On behalf of the Board I would like to pay tribute to the significant contribution they made during their terms.

Ray Richards, a current member and Chair of The Board Audit Committee is also due to retire in March 2014. His tireless pursuit of excellence and leadership in improving reporting and transparency has been greatly appreciated. Reporting to our stakeholders exceeds the minimum requirements of the Australian Charities and Not-for-Profits Commission and meets relevant industry standards, moving us to even greater levels of transparency and accountability. I thank Ray for his commitment and wish him well in retirement.

In light of these changes, we have welcomed a number of new Board members, each bringing with them a range of skills and experience. Our new members will significantly contribute to and complement the current skills and expertise. Our new members are Maree Blake, Myles McGregor-Lowndes, Andrew McBryde and Chris Townend.

Full profiles are available at the end of this report.

The newly formed Board Quality Committee is now fully operational, comprising two Board members and three external members with subject-matter expertise. The Quality Committee has made inroads into supporting the Board in the development and implementation of client and quality frameworks and systems, ensuring effective governance in relation to the quality of care delivered.

As the health and community services provider of the Uniting Church, our Board is in a privileged position of helping to discern how best to serve Queensland communities. We are humbled in knowing that every day the work of UnitingCare Queensland helps improve the quality of people's lives by reaching out, speaking out and caring.

UnitingCare Queensland is dedicated to making a difference in the lives of those people we serve and the Board remains committed to ensuring that the way in which these services are delivered is socially, environmentally and economically sustainable, responsible and consistent with our mission and values.

I extend my appreciation to Chief Executive Officer, Anne Cross and her Executive Team for their continued hard work, dedication and demonstrable leadership. The Church continues to be well served by Anne's dedication and commitment to the role and to the Church's mission.

I am grateful for the privilege of leading the UnitingCare Queensland Board and I look forward to continuing to support UnitingCare Queensland's activities in a variety of ways beyond the completion of my term.

Heather Watson

Chair



Message from our CEO

Anne Cross

UnitingCare Queensland is on a transformational journey. While our 16 000 staff, almost 9 000 volunteers and chaplains apply themselves to caring for and supporting people across a wide range of services in over 400 different locations, it is not a time for standing still.

Changes in consumer and client expectations, demographic changes and fiscal constraint, together with advancements in technology, are driving policy changes across the diverse portfolio of our service streams and industries. It is a dynamic environment that commands us to re-think and re-fashion the way we work. Our commitment to supporting clients and patients to have good lives means that we must continue to transform our relationships as we seek to contribute to the health and wellbeing of individuals, families and communities.

Blue Care, as it celebrated its 60th year, focussed its efforts on creating the frameworks, the programs and the tools to implement Blue Care Tailor Made. UnitingCare Health continued its adoption and implementation of Living Values, which focusses on our core strategic objective of providing person centred care to achieve the best possible outcomes for the patients in our hospitals. UnitingCare Community embarked on a journey of 'making ready' for the implementation of the National Disability Scheme and for reform of the child protection service models that we hope will be the outcome of the Queensland Child Protection Commission of Inquiry.

Our investment in improving our facilities continued this year with the opening of the new Residential Aged Care Service in Gracemere, the significantly refurbished Mareeba Garden Settlement, Azure Blue at Redcliffe and Cooina Mental Health Unit on the Sunshine Coast. We commenced building St Stephen's e-health hospital in Hervey Bay, Azure Blue integrated community at Carina, the redevelopment of our community centres at Stanthorpe and Redland Bay and new community centres in Coomera, Gatton, Goondiwindi and Toowoomba.

Our daily work of journeying with older people, people with disabilities, patients in our hospitals, children, youth and families is predicated on our strategic objective of being a leader in person centred care. The Quality Performance Framework developed during the year with the Board's

Quality Committee, is improving our understanding of how we measure impacts and outcomes of our work and how we understand what our clients and patients want from us.

This is complemented with "Our Promise to You", a document which details in plain English our commitments to our clients, patients and residents. These promises are aligned to our values and will be another foundational document to guide and assess how we support and partner with the people we serve.

During the year UnitingCare Queensland continued its work towards reconciliation. In February 2012, we launched our Reconciliation Action Plan and in April 2013 we submitted our first report to Reconciliation Australia, having achieved all actions outlined in the plan. I am personally buoyed by the internal energy and enthusiasm for our reconciliation work and am pleased that as an organisation, we have the opportunity to create meaningful relationships within our workplace and communities which allow us to work together to improve outcomes for all.

The beginning of 2013 brought the fierce and destructive force of Cyclone Oswald when it hit parts of Queensland and northern New South Wales. The cyclone brought large scale flooding as it moved down the coastline. The regional areas of Mundubbera, Gayndah, Eidsvold and Bundaberg were the most affected and we were able to assist again in the Community Recovery effort deploying Community Recovery officers to provide psychological first aid for people whose lives had been shattered by natural disasters.

UnitingCare Queensland staff and volunteers worked in extreme conditions to maintain as much as possible "business as usual" in the face of significant disruption and devastation. It was inspirational to once again witness the spirit and dedication of our staff and volunteers, some of whom were experiencing personal inundation and loss.

Working together, as one of our values and partnerships are fundamental in helping us to best support Queensland communities. We have continued this approach in our work with relevant peak bodies, UnitingCare Australia and through the NGO CEO network. Our work has focussed on aged care, disability services, health reform, cost of living, child protection, financial counselling and red tape reduction.

“UnitingCare Queensland is in a strong position. Our long history, expertise and strategic focus serve us well as we continue to discern and navigate the most effective way to continue our commitment to reach out, speak out and care for Queensland communities.”

We have welcomed and will contribute actively to the Federal Government’s Royal Commission into Institutional Responses to Child Sexual Abuse. We hope that the Royal Commission and the Queensland Child Protection Commission of Inquiry will provide an opportunity for healing, justice and reconciliation for all those who have suffered, as well as contribute to improved systems and processes in the future.

UnitingCare Queensland’s social research agenda also plays an important role in supporting improved outcomes for service delivery. We have completed over 100 research projects during this financial year with a direct link to improving the lives of our clients, patients and residents.

As this is Heather Watson’s last year as Chair and therefore her last report, I want to especially acknowledge and thank her for her commitment to UnitingCare Queensland and the Uniting Church, for her steadfastness, her outstanding leadership and her personal support. I have also appreciated very much the wisdom and support of Ray Richards who will also complete his term on the Board in March 2014. Ray’s contribution to UnitingCare Queensland has been ‘gold star’ and he will be missed very much.

Also my thanks to the UnitingCare Queensland executive leadership team who continue to provide inspirational leadership in a challenging environment and to all our executives, staff and volunteers for all that they do every day of the year.

UnitingCare Queensland is in a strong position. Our long history, expertise and strategic focus serve us well as we continue to discern and navigate the most effective way to continue our commitment to reach out, speak out and care for Queensland communities.

Anne Cross
Chief Executive Officer



“UnitingCare Queensland staff and volunteers worked in extreme conditions to maintain as much as possible ‘business as usual’ in the face of significant disruption and devastation.”



Message from our Director of Mission Colleen Geyer

“What is astonishing, what is amazing, what is over-the-top special is the difference that is made in people’s lives...”



I suppose you could say that what UnitingCare Queensland has done in the past year is nothing special.

I say this (and in my mind I’m saying it quickly, so I can say the next bit before you get the wrong idea) because it’s been another year of our staff and volunteers doing exactly what it makes sense for them to do – reaching out to people in need, speaking out for fairness and justice, and caring with compassion, innovation and wisdom. It’s been a year of us being who we are, the Uniting Church at mission in communities throughout Queensland and northern New South Wales.

Every day we make a difference in the lives of approximately 14 000 people, through our health and community services, because the Uniting Church, in response to God’s grace, has a deep and abiding commitment to community services. It’s all about being true to this and our mission, in everything we do, every day.

So, it’s nothing special, because we are being authentically who we are meant to be.

Jesus’ life, as recorded in the Gospels, gives many examples of this. His care for the poor, for those on the edge of society, his commitment to justice, to healing, to liberation was, in a way, nothing special either. He was just being who he was meant to be – the hope and embodiment of God’s love for us all. That it was astounding to those he walked with, and

connected with, speaks of their non-experience of what was being offered, rather than Jesus being something other than who he was.

Members of the early church also chose to serve their communities, sharing their possessions, helping the poor, meeting together for meals. Their way of living out their new faith which they were still making sense of, held true to Jesus’ example, and became the foundation of how the Church would continue to serve and make a difference in the communities in which it has lived and worked.

And in this tradition, UnitingCare Queensland continues to offer hope to the people it provides care and services to. We could say that our staff and volunteers were doing nothing special, because the work they do is part of us being who we were always meant to be. And that is so.

But it’s not all. What is astonishing, what is amazing, what is over-the-top special is the difference that is made in people’s lives, the comfort that is given, the healing, the hope, the transformation. And this is because every day, UnitingCare Queensland, its staff and volunteers are being exactly who they should be.

And we are so thankful!

“It’s who you are and the way you live that count before God.” (John 4:23, The Message)



The work we do - a case study Brighter days ahead for Sunni's family

When Sunni's marriage ended two years ago, it triggered significant impacts on the lives of her and her children. She admits that she hit rock bottom.

"I fell into a depression that affected my ability to care for my kids the way I wanted and needed to," she said.

This difficult time in Sunni's life had an unfortunate flow-on effect. Her four youngest children Rhamsey, Issac, Zachary and Parish reacted to the stress that their mother was under and exhibited a number of serious and concerning behaviours such as graffiti, break and enter and arson.

With Sunni's existing struggles, these behaviours felt impossible for her to manage. She admitted defeat and with this, was deemed an unfit mother. Her children were taken from her care by the Department of Communities, Child Safety and Disability Services. The children were cared for by a number of family members until Sunni was well enough to provide the support they needed.

The department informed her that she could resume care for her children as long as she linked with UnitingCare Community's Family Support Program. Sunni complied, hoping that UnitingCare Community could offer the kind of support she and her family needed.

She began weekly counselling with Alison, a Family Support Worker with UnitingCare Community to get things back on

track. Alison offered positive guidance, empowering Sunni to learn strategies to cope with managing behaviour, relationship breakdowns and stress. With Alison's guidance and support Sunni traced back the steps that had led to this point in her and her family's life. Regular contact with the program over a two-year period proved vital to Sunni's progress in rebuilding her family life.

Sunni also worked with another Family Support Worker, Tracey, in connecting her two youngest sons with UnitingCare Community's YACCA (Youth and Combined Community Action) program and in tracking the family's overall progress. YACCA worked closely with the children to strengthen their abilities and encourage positive actions to build a positive sense of identity in their community.

"This was key in the overall support provided by UnitingCare Community. The program staff acted as role models in my boys' lives as well as built bonds with them that were much needed during this time," Sunni said.

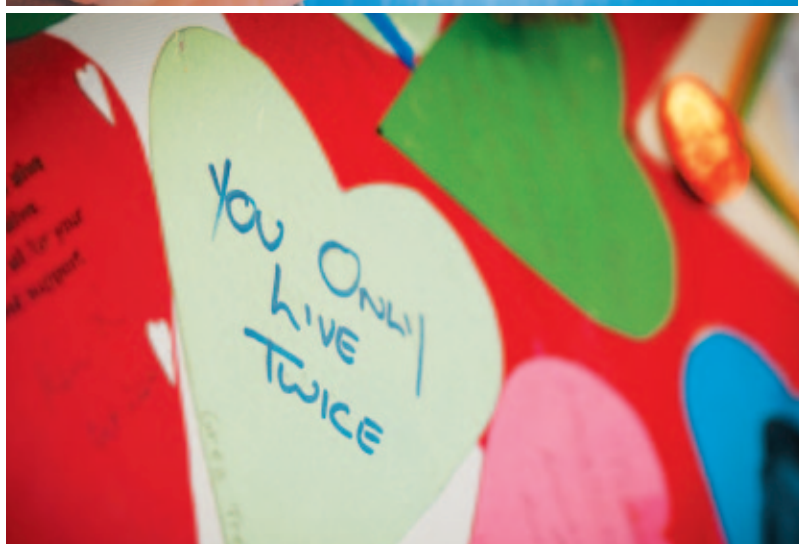
"They discussed with the boys the importance of making correct choices; this was imperative to us," she said.

The dual support from UnitingCare Community allowed for a tailored approach to Sunni and her family and a year on from her first meeting, Sunni feels as though they are well on the way to becoming a stable and strong family unit, with a foundation established for ongoing work together.



THE WORK WE'VE DONE

across UnitingCare Queensland



The work we've done - across UnitingCare Queensland

Reconciliation

UnitingCare Queensland's Reconciliation Advisory Group continued to meet regularly to drive and monitor the actions in our Reconciliation Action Plan (RAP). We delivered our first year report to Reconciliation Australia, having achieved all actions outlined in our RAP. The significant initiatives achieved through our advisory group have included:

- implementing cultural awareness training and induction across the organisation
- the adoption of cultural protocols for conducting Acknowledgements and Welcome to Country for all informal and formal events. Our protocol includes inviting Indigenous Elders to perform a Welcome to Country at all public ceremonies and events.
- executives and staff visits to Country
- supporting staff to attend NAIDOC week activities and hosting a UnitingCare Queensland booth at Musgrave Park during these celebrations
- commencing development of an Aboriginal and Torres Strait Islander staff network
- developing a cultural capability checklist which is now being rolled out across the organisation
- ensuring marketing material contains positive images and stories of Aboriginal and Torres Strait Islander staff

Increased efforts have been made to attract and retain Aboriginal and Torres Strait Islander employees and to develop and promote Indigenous culture. Currently 2.3 per cent of UnitingCare Queensland staff are Aboriginal and Torres Strait Islander people which is just below the proportion of Indigenous people in the Australian population, which is 2.5 per cent

As part of our commitment to support Indigenous employment, 87 traineeships were provided across UnitingCare Community and Blue Care including youth workers, disability support workers and case workers, a small number of supervisor and team leader positions, and positions in maintenance and hospitality. In addition six Indigenous Enrolled Nursing Scholarships were awarded.

Sustainability

Continuing UnitingCare Queensland's commitment to environmental sustainability, our focus over the past year has been on developing sustainability plans across all areas of the organisation. These will be implemented during 2013-2016, with strategies addressing the key areas of energy, waste, water, transport and ecologically sustainable development.

Our sustainability effort was also helped this year with the successful joint application for a Federal Government Community Energy Efficiency program grant, valued at \$610 191. The grant will be used for energy efficiency initiatives in 16 UnitingCare Community and 16 Blue Care sites, mostly in regional and remote areas, and where there is significant social disadvantage.

Also in accordance with our Energy Efficiency Opportunities (EEO) program we conducted energy assessments across 40 per cent of our services and identified \$250 000 per annum in energy savings. Further assessments are currently underway to establish a baseline for energy use across the whole organisation.

Quality Performance Framework

One of UnitingCare Queensland's strategic objectives is to "be a leader in person centred care and service" which, in simple terms, recognises each person as an individual in the context of their relationships with others and invites, recognises and respects their views on how their needs are to be met.

In 2012 the Board established a Quality Committee to support the organisation in working towards that objective. This year the Committee established a Quality Performance Framework for improving service quality across the whole of UnitingCare Queensland by providing Blue Care, UnitingCare Health and UnitingCare Community with a consistent way to identify, assess and report on the performance of services. The framework makes explicit the difference between assessing impacts and outcomes from a clinical or program perspective as opposed to assessing experience from a client or patient perspective; and acknowledges the importance of both.

“As part of our commitment to support Indigenous employment, 87 traineeships were provided across UnitingCare Community and Blue Care including youth workers, disability support workers and case workers, a small number of supervisor and team leader positions, and positions in maintenance and hospitality...”

Social advocacy

UnitingCare Queensland's CEO chairs the CEO Conversation Group which brings together The Salvation Army, St Vincent de Paul, Life Without Barriers, Anglicare Southern Queensland, Centacare Brisbane, Churches of Christ Care, Mercy Family Services, Mission Australia, The Benevolent Society Queensland, Red Cross Queensland and Wesley Mission Brisbane.

As well as coming together around relevant policy areas, the group was also focussed on establishing a Community Services Industry Body in Queensland which will enable the sector to take responsibility for its own reforms and better understand the “business of running the business”.

In addition, UnitingCare Queensland has been actively working with both the Federal and State Governments this year. With the election of the state Liberal National Party in early 2012, we have been talking to relevant ministers and the Premier, where appropriate, on key human services policy issues, such as cost of living, financial counselling, red tape reduction and child protection.

On a national level, meetings have been held with Queensland-based federal ministers and senators to discuss priority policy areas, including welfare reform, aged care and health care.

Group services

Group ICT

Technology continues to be one of the key drivers of business growth and development. A major milestone was reached in 2012 with the integration of IT infrastructure and user support services from Blue Care, UnitingCare Queensland, UnitingCare Community, and UnitingCare Health. These were brought together to provide a centralised service desk for IT support.

An infrastructure roadmap was developed to guide activities to stabilise, integrate and then extend the technical footprint to support UnitingCare into the future.

Group Procurement

Group Procurement also centralised its services to establish best practice procurement processes and systems in order to provide efficiencies in quality, price, delivery, and innovation across UnitingCare Queensland and its service groups.

Group Procurement now delivers its services through four category management teams: medical, prosthetics, pharmaceuticals and care services; ICT, utilities, travel and HR Management; hospitality and property services and capital equipment, special projects and fleet.

The initial focus of the team has been on the delivery of ‘business as usual’ requirements and establishing new systems, processes and tools to establish a group function. Within the first 12 months, the team had undertaken a number of tenders and contract negotiations achieving an estimated \$3 million savings for the 2013 financial year across the organisation.

Informing our practice through research

Our social research agenda is an essential element in improving practice across our services and also provides a platform for achieving our strategic objective to be a leader in person centred care.

Research at 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

Details of UnitingCare Queensland's individual research projects can be viewed in the current research report at www.ucareqld.com.au.

Strategic direction

The research year at UnitingCare Queensland included a full audit of projects undertaken across 2011 and 2012 to evaluate the effectiveness of the research agenda, given our strategic priorities.

The audit analysed 100 projects listed in UnitingCare Queensland's research reports over a two year period. The findings highlighted that overall, the organisation's research is impacting positively and also emphasised the important role that our research partners play in conducting evidence-based research.

UnitingCare Queensland partnered with 17 state and national organisations over 2011 and 2012. Our research partners included the University of Queensland (31 projects), Queensland University of Technology - QUT (12 projects), and Griffith University (seven projects).

Peer-reviewed publication and conference presentations were also noted as part of the audit with some stand-out project examples. A project which provided a swimming intervention for elderly people with dementia had been presented at four national and international conferences. Research projects on palliative care and pain management in the elderly showed similar success.

Research governance

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 referred to the HREC.

In order to continue to develop the internal research capacity, regular updates are published outlining new research and progress for any ongoing projects.

Improving practice through research

Outcomes from a study commenced in 2013 will directly contribute to our strategic objective of being a leader in person centred care. The Carer Support project, coordinated by UQ, QUT and New York University, is designed to improve the counselling skills of carers. Twenty-five Blue Care staff are undertaking New York University Caregiver Intervention modules to educate carers about the progressive nature of dementia and Alzheimer's disease so staff are able to cope with the changing needs of the patient as time goes on.

“Twenty-five Blue Care staff are undertaking New York University Caregiver Intervention modules to educate carers about the progressive nature of dementia and Alzheimer’s disease so these people are able to cope with the changing needs of the patient ...”

Research conference

Inspiring keynote speakers, 23 research presentations, updates on the work of our research institutes and a ‘how to session’ for staff embarking on research were all highlights of the third annual UnitingCare Queensland research conference, held at The Wesley Hospital auditorium on 6 December 2012.

The 2012 research report containing 30 new projects and 41 ongoing and completed projects was also launched at the conference which was attended by more than 80 delegates.

The conference is an important event, supporting the organisation’s commitment to conduct quality practice-based research to provide improved outcomes for our clients.

One of the keynote speakers was Professor Mark Kendall, inventor of the Nanopatch, a revolutionary technology which could eventually replace the traditional hypodermic needle and syringe “jabs”.

Professor Kendall inspired the delegates with his account of how he came to be involved in research after thinking he would be an engineer working on oil rigs. He also described the long process that his invention went through before becoming a reality and how creative ideas, good teamwork and having mentors to support and encourage were the basis of innovative research.

Another highlight included a presentation by Peter Gregory, Senior Practice Advisor (Disability), UnitingCare Community, and two guest speakers Scott and Daniel Harry who talked about ‘transformation through self direction’ in the context of the future introduction of the National Disability Insurance Scheme (NDIS).



UnitingCare Community



UnitingCare Community

UnitingCare Community is a leading provider of community services in Queensland and as part of UnitingCare Queensland works to provide person centred care to our clients across metropolitan, rural and regional Queensland.

Current environment

In 2012-2013, UnitingCare Community remained focussed on delivering services that support the Uniting Church's commitment to vulnerable and disadvantaged people and communities in crisis. This year saw UnitingCare Community embark on a process of consolidating its three core service delivery areas – crisis intervention, child and family wellbeing, and support for people with a disability.

UnitingCare Community's diverse range of services includes Lifeline services such as 24-hour telephone crisis support, suicide intervention and community recovery, as well as family relationships and mediation, counselling, domestic violence support, disability support, out-of-home care, intensive family support, community development, childcare, social inclusion support and prison ministry.

These services are delivered across Queensland, from the New South Wales border and as far north as Cooktown. UnitingCare Community's services are financed largely by state and federal government grants, with additional funding generated through 130 Lifeline Shops, community fundraising activities and multiple Bookfests in metropolitan and regional locations across the state.

Looking forward, the community services sector is undergoing generational reform as a result of policy changes and the introduction of the National Disability Insurance Scheme. These reforms will almost certainly involve a shift in community service models to embrace client-directed care, place-based non-profit collaboration, enhanced performance accountability and competitive funding processes.

These reforms present UnitingCare Community with significant opportunities to rethink and re-align services to meet anticipated community needs and stakeholder expectations. Work is already underway within UnitingCare Community to plan and implement internal change, guided by four strategic drivers – improve service quality and client outcomes; improve financial sustainability; build capability and increase organisational effectiveness. The work undertaken in each of these areas is focussed on one ultimate goal - to improve our services and continue to provide quality support to Queensland communities.

2012 - 2013 key facts and highlights

- ▶ 600 000 hours of support were provided to people with a disability
- ▶ 129 000 calls to the 13 11 14 Crisis Support Service were answered nationally
- ▶ New suicide prevention training, Suicide AAA (Act, Assess, Ask) aimed at recognising when a person is at risk of suicide, was finalised and was provided to staff, volunteers and other community members
- ▶ 6 107 volunteers contributed 697 167 hours of time to the organisation - equivalent to over \$16.7 million in wages
- ▶ 2 700 paid staff were employed
- ▶ Caring for our workforce and keeping staff safe was progressed with the roll out of a Towards Zero Harm workplace health and safety campaign
- ▶ UnitingCare Community Learning Centre facilitated in excess of 250 training courses and programs for over 3 800 staff and volunteers. More than 500 people completed nationally accredited training through UnitingCare Community's Registered Training Organisation (RTO), 280 of whom were trained in Psychological First Aid.



THE WORK WE'VE DONE

Supporting and caring for
Queensland Communities



The work we've done - Working towards an inclusive community for all

Supporting people with a disability to have a better life

UnitingCare Community continued to support people with a disability through a broad range of services including in-home support, accommodation support, out-of-home-care, respite, community linking, employment support and recreation. These significant services were made possible by an annual operating budget in excess of \$40 million and 800 of the organisation's staff and volunteers providing over 600 000 hours of support each year.

The organisation's approach to disability support is driven by the fundamental belief that people with a disability should have the same opportunities as other citizens. This basic understanding sees UnitingCare Community working to negotiate, promote and participate in developing creative individualised support solutions for people with a disability.

Readiness for the National Disability Insurance Scheme (NDIS) has been a key influence on the work in 2012-2013, with the goal of the NDIS being fully implemented across Australia by 2019. The way in which disability support is perceived is shifting from welfare and programs, to an insurance approach driven by choice, control and investment in people and communities.

The UnitingCare Community NDIS readiness work (phase one) took a strength-based approach to building awareness through engagement with 779 of its key stakeholders in workshops and one-on-one interviews.

Stakeholders reaffirmed the importance of the organisational value base and asked for greater transparency, greater alignment between services and better utilisation and visibility of what currently works well. The building of a culture where an individualised approach, dignity and respect characterises all relationships, was also important to them. Clients, families and staff asked for more consistent, free-flowing communication and to be engaged on the important decisions that lay ahead of the organisation.

UnitingCare Community has also had the opportunity to do some detailed work on one aspect of NDIS readiness – building social capital in the communities in which we operate. This short term project was one of 73 nationwide funded under the Commonwealth's NDIS Practical Design Fund and was completed in April.

Having completed this consultation, UnitingCare Community is ready to continue the process of transforming its existing services and identifying opportunities in preparation for the introduction of the NDIS in Queensland.

Inclusion Support Agencies

UnitingCare Community's Inclusion Support Agencies are located across Queensland in Brisbane, Sunshine Coast, Wide Bay Burnett, Gold Coast, South West Queensland and South Brisbane.

To create a quality inclusive environment for children with additional needs, the 42 Inclusion Support staff provided practical support to 1 723 eligible childcare facilities this year.

In line with UnitingCare Community's focus on person centred care and reconciliation, the Inclusion Support Agencies progressed initiatives to encourage participation for Aboriginal and Torres Strait Islander people.

In addition, the agencies participated in the Griffith University study "Circles of Change – Building Community". This project aims to increase reflective practice skills with staff in the early childhood education and care settings.

Childcare centres

UnitingCare Community's childcare and family day care centres provide high quality care and supportive environments for families and children across Brisbane, Roma and Rockhampton.

The centres employed a total of 69 staff who cared for a total of 397 children across the four childcare centres in 2012-2013 providing over 700 000 hours of care to children.

UnitingCare Community's childcare centres significantly invested in staff this year with a number of learning and development opportunities made available to staff. These include the addition of Autism and Asperger's Syndrome training, child protection training, critical reflection training, environmental sustainable practices training and inclusive practices training.

A key achievement of the year was the establishment of Toombul and Forest Lake centres as government approved kindergarten services.

“The organisation’s approach to disability support is driven by the fundamental belief that people with a disability should have the same opportunities as other citizens.”

Supporting older people

UnitingCare Community’s Elder Abuse Helpline received 982 notifications of elder abuse cases involving over 1 000 victims this year. The helpline also received a further 855 enquiries about possible cases of elder abuse.

In an attempt to decrease the number of older people at risk of emotional, physical and financial harm, the Elder Abuse Prevention Unit conducted important community awareness work through the delivery of 85 training sessions to 1 798 community aged care sector staff. 49 other awareness sessions which were delivered to 1 316 seniors, focussed on recognising the signs of elder abuse.

The Time for Grandparents program, an initiative of the Queensland Government in response to growing numbers of grandparents who are the primary carers for their grandchildren, reached its seventh year of operation this year.

The program operates camps each year aimed at providing opportunities for grandparents to join together and share stories and experiences. Each camp provides individual face-to-face and group counselling and guest speakers provide legal and financial information to grandparents.

This year, Time for Grandparents conducted a total of 11 camps in Queensland. Indigenous specific camps were also held for grandparents on Magnetic Island in North Queensland and in the Wide Bay region.

Additionally, UnitingCare Community’s Seniors Enquiry Line answered a total of 15 272 calls this year and identified the primary issue impacting callers as older people seeking practical help for things they can no longer do themselves. Finance and income were identified as key issues; callers also asked for information about concessions, discounts, rebates and were struggling to manage energy and home maintenance costs.

Seniors Enquiry Line staff travelled extensively across Queensland this year to talk with older people and service providers about issues most important to seniors. A total of 78 information sessions took place this year reaching 3 546 seniors and service providers.

Indigenous Advisory Group

UnitingCare Community continued on its reconciliation journey this year as a participant in UnitingCare Queensland’s Reconciliation Action Plan. The UnitingCare Community Indigenous Advisory Group (IAG) consists of Indigenous and non-Indigenous people with a passion for devising and overseeing practical steps towards reconciliation. Such enthusiasm however, is not restricted to membership of the IAG. The organisation as a whole advanced a number of worthwhile initiatives this year, including:

- refinement of the intranet site to provide staff with reconciliation related information
- continuing the roll-out of Indigenous training and awareness-raising packages
- implementation of an Indigenous staff mentoring trial in south west Queensland
- development of a Cultural Capability Checklist that will guide UnitingCare Community’s workplaces to be more welcoming and inclusive of Indigenous clients.

During the year many staff were formally recognised for their contributions to reconciliation. In particular, staff in Central Queensland’s Fraser District received a NAIDOC community organisation award.

In September 2012, in an attempt to further understand local Indigenous history, UnitingCare Community executives with members of the IAG, visited the Cherbourg Ration Shed – a museum dedicated to preserving the story behind the impact of the Aboriginal Protection Act and to celebrating the town’s pride in its Aboriginal culture. The tour involved 25 staff, including other executives from across UnitingCare Queensland.

The work we've done - Supporting people and communities to recover from grief and trauma

Telephone crisis support

In Lifeline's 50th year in Australia, 10 centres across Queensland – with almost 800 Volunteer Crisis Supporters – continued the much valued work of Lifeline, answering over 129 000 calls to the 13 11 14 Crisis Support Service nationally.

This significant figure is credited not only to the introduction of the paid overnight Crisis Support Service, which assists with the ability to answer calls during shifts that are difficult to fill, but also to the continued dedication of the many volunteers who volunteer their time and expertise to answer calls to those in crisis.

In line with Lifeline's commitment to ensure support is available at any time, the recently introduced Crisis Support Chat Service that improves access to support between midnight and 6:00am was awarded the Mental Health Services (MHS) Gold Award for Innovative Use of Technology and nominated for the Suicide Prevention Australia award for excellence in service provision.

Operating in an environment with increased service demand and competition for resources, UnitingCare Community continues to work cooperatively with Lifeline Australia to implement national reform procedures to ensure sustainable services into the future. Reform is focussed on recruitment and volunteer retention, improved intensive training, call quality and supervision strategies, expansion of current services and a national workforce management system.

Suicide prevention and bereavement

UnitingCare Community's suicide prevention and bereavement programs, StandBy Response Service (Cairns and Brisbane) and Crisis Support Call-back Program (Gladstone) support individuals at risk of, or bereaved by, suicide.

This year, the StandBy Response Service responded to more than 100 enquiries in Cairns alone. In addition, the service collaborated with TAFE, the Australian Defence Force Symposium in Cairns, Veterans Counselling Service and Legacy in educating communities on suicide prevention and bereavement.

Pathways to Care workshops were also held in the Cairns region aimed at initiating a collaborative approach to supporting

families, friends, colleagues and associates bereaved by suicide.

Demand grew for the StandBy Response Service in Brisbane with the provision of almost 200 telephone contacts. Work was conducted with Queensland Transcultural Mental Health to establish strategies to increase suicide prevention awareness in culturally and linguistically diverse communities. Support was also provided to workplaces and schools to educate school communities about suicide bereavement.

Following its trial last year, the Crisis Support Call-back program provided short term crisis support to local community members.

Community recovery

UnitingCare Community maintained its commitment to disaster recovery support this year through the Lifeline Community Recovery program and responded to two major activations on request from the Queensland Government - bushfires in Mareeba in Far North Queensland and tropical ex-Cyclone Oswald in Bundaberg.

The bushfires in Mareeba required a collaborative approach from the North Queensland centres to provide Psychological First Aid support to the affected region during the Christmas break. Shortly after, tropical ex-Cyclone Oswald caused widespread damage across a number of communities in Queensland. 256 Crisis Support Officers were deployed across Bundaberg, South and North Burnett and South East Queensland and provided support to 27 280 people in these regions.

Based on the severity of the structural and emotional impacts of Cyclone Oswald in Bundaberg and North and South Burnett regions, counsellors were still present in these areas months after the event, and continued to work with individuals, families and businesses in supporting them through their long-term recovery.

Lifeline Community Recovery has strengthened its focus from state requests to engaging with local councils and respective local disaster management groups, prompted by requests for support at a local level. This arrangement has allowed the program to remain flexible in working with partner agencies.



Community donations to the program funded crucial Psychological First Aid training which increased Lifeline Community Recovery's workforce capacity. Donations also funded workshops on dealing with grief and loss and building emotional resilience in Bundaberg and outlying areas of the North Burnett region.

Financial health and wellbeing

UnitingCare Community's financial health and wellbeing services work to reduce financial stress and focus on educating and empowering Queenslanders to better manage their finances. These services included a face-to-face financial counselling service and a Financial First Aid hotline, Gambling Help and the Federal Government funded Home Energy Saver Scheme (HESS).

Financial counselling

UnitingCare Community's financial counselling service maintained a significant level of demand this year and remained Queensland's largest community based financial counselling provider.

Approximately 14 000 clients participated in financial literacy workshops and face-to-face counselling and a further 14 000 clients contacted the Financial First Aid Hotline.

An evaluation found the service to be highly effective in supporting clients to expand their financial management skills and financial literacy. The evaluation found that overall, wellbeing of clients increased with 88 per cent of them citing an improvement in their financial situation after connecting with the service.

In June this year, funding for UnitingCare Community's financial counselling service from the National Disaster Relief and Recovery Arrangement (NDRRA) expired. UnitingCare Community is committed to providing crisis support services and has worked hard to maintain the generalist financial counselling program, albeit in a reduced capacity.

Hopefully, funding for this effective program will be forthcoming in the future.



Financial counselling help for problem gambling

UnitingCare Community secured federal funding to provide financial counselling for problem gambling in five key locations across Queensland identified as areas of high risk for problem and excessive gambling.

The program aims to offer specialised financial counselling to people in financial difficulty, including assistance to individuals and families who are affected by problem gambling. This counselling is offered on a face-to-face basis as well as offering community outreach, education and telephone support.

Home Energy Saver Scheme (HESS)

The Home Energy Saver Scheme (HESS) commenced on July 1, 2012 as a nation-wide program offering information around easy, affordable ways to reduce household energy consumption for low-income earners.

UnitingCare Community runs this service in Rockhampton, Gold Coast, Mackay, Cairns and Mount Isa. The service includes energy literacy workshops and home visits to assist Queenslanders to understand energy consumption and set up strategies to reduce their energy bills.

In addition to this, UnitingCare Community also runs the national HESS Helpline which provides general energy advice and makes referrals to other participating HESS providers across the country.

In its first year, HESS experienced progressive growth in demand for the service with 3 410 clients participating in energy efficiency workshops and home visits and 2 665 telephone calls made nationally to the HESS Helpline.

The work we've done - Strengthening families and children and building resilience

UnitingCare Community delivers programs designed to improve outcomes for at risk children, young people and families. Its family and children services include foster and kinship care, out-of-home care, early intervention and intensive family support.

Family Support Program

The Federal Government funds UnitingCare Community to provide a number of programs under its Family Support Program. These programs provide assistance to develop and maintain strong family relationships and build better relationships with partners and children to deal with conflict, separation or any issues that impact negatively on families.

Services are provided across Queensland and include relationship counselling, counselling for children, conflict resolution education and family dispute resolution services. These help to support families in managing conflict and promote the best interests of children in the event of family breakdown.

These programs worked with approximately 9 000 clients across Queensland in 2012-2013 helping them build and maintain healthy family relationships.

The Family Relationship Centre in Logan is currently conducting important research and evaluation of different models of child-informed-practice to develop effective models to ensure the views of children are understood and considered during family separation.

The Family Relationship Centre staff and the Family and Relationship Service in Maroochydore, have collaborated with the Family Law Pathways program to establish an Indigenous Action and Response Group. This group was successfully accepted for presentation of a paper examining culturally appropriate family dispute resolution practice at the Family and Relationship Services Australia conference due to take place in November 2013.

Helping out Families

UnitingCare Community is a large provider of family support services designed to improve family functioning and children's wellbeing. It provides the largest Helping out Families (HOF) program in south east Queensland.

This year the program supported between 185 and 200 families at any point in time and a total of 342 families throughout the year.

Evaluation of the HOF program by the Department of Communities, Child Safety and Disability Services, demonstrated a five per cent reduction in child safety notifications. This was against an 11 per cent increase across the state, outside the HOF pilot region. This also reduced the rate of re-reporting of child safety concerns by almost 40 per cent.

Family Intervention Services (FIS)

The Queensland Government Department of Communities, Child Safety and Disability Services refers families to UnitingCare Community's Family Intervention Services (FIS) across the state to address child protection concerns and ensure families have the capacity to care safely for their children.

UnitingCare Community established the first Family Intervention Service (FIS) in Queensland and now operates 10 services across the state.

50 full-time FIS staff work with families in their own homes to:

- strengthen family capacity to meet the needs of their children
- improve safety and wellbeing of children
- foster non-adversarial relationships between families, statutory authorities and within communities.

FIS staff build strong relationships with family members and work intensively and collaboratively over a period of several months to strengthen the capacity of families to find solutions to difficult problems and make connections with community resources.

This year saw an increase in the number of locations and outreach offered to these families and children. Currently FIS support families and children in Mt Gravatt, Chermside, Sunshine Coast, Central Queensland, Mackay and Cairns. FIS was also established in a number of additional locations in 2012-2013 including Aspley, Emerald, Gladstone, Rockhampton and the Sunshine Coast.

“The Federal Government funds UnitingCare Community to provide a number of programs under its Family Support Program. These programs provide assistance to develop and maintain strong family relationships and build better relationships with partners and children to deal with conflict, separation or any issues that impact negatively on families.”

Also this year, FIS introduced the Family Star, a tool for supporting and measuring change based on the assumption that positive change is a possible and realistic goal for all families. FIS staff embraced this tool as it has enabled clients and themselves to identify and celebrate growth and change.

Domestic Violence services

In 2012-2013, UnitingCare Community’s Domestic Violence services supported 2 804 people affected by domestic violence. Information and referrals were provided to over 2 000 individuals and 800 people accessed counselling support. In addition to this, a total of 30 women participated in support groups while over 100 men attended behaviour change group programs.

The Domestic Violence services supported UnitingCare Community’s goal to deliver practical outcomes on matters of cultural sensitivity and awareness this year with the provision of tailored Indigenous support programs to over 200 men, women and children.

UnitingCare Community’s Domestic Violence services also provide accommodation, safety and shelter to families and young people experiencing domestic and family violence. This year, 46 families were provided with accommodation while transitioning to stable and sustainable long term housing and an additional 47 young women aged between 15 and 21 were provided with safe accommodation.

Legislative change in 2012-2013 created legal difficulties for magistrates to continue to refer men perpetrating domestic violence to UnitingCare Community’s men’s behaviour change groups.

As a consequence, the groups based in Gympie, Bundaberg and Maryborough were reviewed by the Queensland Government Department of Communities, Child Safety and Disability Services and have been reconfirmed as approved service providers.

A welcomed change to the Queensland Government’s service model allowed support to be provided to women experiencing family violence while still living in their homes. This now enables domestic violence prevention work to occur before situations deteriorate and homelessness occurs.



“A trial project was undertaken with Sweet Freedom, a social justice record label, to undertake a music program across five residential care homes in south east Queensland. The aim of the trial was to use music as a medium for young people to develop confidence and skills in communication, team work and facilitate artistic expression.”

Out-of-home care

UnitingCare Community is a leading provider of out-of-home care services in Queensland. Supporting close to 900 children and young people and 320 foster and kinship carers over the last financial year, the organisation provides a range of placement services to meet the care and protection needs of children and young people who are unable to remain living with their parent as a result of child protection concerns.

Services work alongside a range of stakeholders to support the reunification with family, long-term placement stability with care-providers and young people's transition to adulthood.

UnitingCare Community also made submissions to the Child Protection Inquiry and provided significant amounts of information to assist the Child Protection Inquiry in its deliberations regarding residential care.

Residential care services

UnitingCare Community operates 19 residential care services across Queensland, with a number of programs located in the Brisbane, Ipswich, Toowoomba and Gold Coast regions as well as stand-alone services in Emerald, Mt Isa, Cairns, Townsville and Kingaroy. Two of these programs are funded to provide specialist therapeutic care.

Residential care programs provide placements for young people in community-based residences where care is provided by youth workers 24 hours per day. Approximately 143 staff are employed and a total of 753 young people were cared for in UnitingCare Community's residential programs, totalling 24 296 bed nights this year.

UnitingCare Community conducted significant research into the organisation's residential care services and found therapeutic-based residential sites to be the most effective approach to achieve positive behaviour change in young people. This was measured as the young people left the residential services.

Person centred care was at the forefront of out-of-home care service delivery this year with the organisation undertaking a number of projects in residential care. These projects aimed to increase the use of person centred practices with young people. A trial project was undertaken with Sweet Freedom, a social justice record label, to undertake a music program

across five residential care homes in south east Queensland. The aim of the trial was to use music as a medium for young people to develop confidence and skills in communication, team work and facilitate artistic expression. Recordings from the trial were made and are to be published on a CD in the near future.

Foster and Kinship Care programs also operate in the areas of Brisbane, Cairns, Rockhampton and Atherton/Innisfail. These programs recruit and assess prospective carers and provide training and support to approved foster, kinship and respite carers to assist them in caring for the children and young people placed with their family. In 2012-2013, these services supported 320 foster and kinship carers to provide care to 410 children and young people, totalling 70 940 bed nights.

UnitingCare Community also offers specialised placement support to children, young people and their carers in Brisbane and Cairns, offering practical and therapeutic support to facilitate ongoing placement stability. 8 511 hours of direct support was provided to carers of 144 children and young people by 7.5 members of staff in Brisbane and Toowoomba regions this year.

Lifeline shops

The Lifeline shops in Queensland experienced a busy 2012-2013 with significant changes to shops across the state. Shops closed in Springwood, Childers and Ipswich, however, five new shops were opened in Charters Towers in North Queensland, Toowong, Riverlink in Ipswich, Yamanto and Tewantin on the Sunshine Coast.

Lifeline shops generated \$42.3 million in revenue this year, marginally ahead of the previous financial year. Funds from Lifeline Bookfest sales across the state saw a significant 14.5 per cent increase from the previous year. These funds are vital to sustain UnitingCare Community's services across Queensland.



The work we do - a case study

Duncan benefits from community connections

Duncan Clauson has a mild intellectual and speech impairment that affects his communication on a daily basis. His ability to be understood can be the source of much frustration for him.

Duncan is approachable and friendly, however the lack of support options in his home town - Mt Isa - to manage his disability, impacted on his personal growth and development which sometimes made it difficult for Duncan to maintain his usually positive outlook.

In 2011, Duncan relocated from Mt Isa to Townsville to receive increased care. UnitingCare Community's Lifestyle Support Service began to offer Duncan important community access support. Duncan and his support worker AJ, participate in a diverse range of activities as part of this, all aimed at helping Duncan to become an active community member.

A key component of Duncan's community access support is team sports. Each Wednesday, he joins with other local disability support organisations to play a range of sports intended to encourage participation and develop the talents and abilities of people with a disability.

Other parts of Duncan's community access support include trips to the PCYC gym and visits to the library where he hires books and DVDs about personal interests such as gardening, rugby league and country music.

"My favourite CDs are Lee Kernaghan's music, I love to sing along to his songs in the car with AJ," Duncan said.

Duncan also recently completed a course in basic computing at TAFE and volunteered in the Mundy Creek Natureway Regeneration project aimed at integrating culture, arts, environment, recreation and participation - an achievement he is quite proud of.

"I liked the Mundy Creek project a lot, I learned about native plants, animals and Indigenous paintings," Duncan said.

Participation in community activities that foster Duncan's strengths, skills and passions has improved his ability to regulate feelings of anger and frustration.

Duncan's hands-on approach to life and consistent community presence has helped him to live a full and active life.

Future goals for Duncan include independent living, continued community access, joining mainstream sports and, eventually, the ability to hold stable employment and earn a salary.

"I really support Duncan in any goals he has for himself," AJ said.



UnitingCare Health

UnitingCare Health

UnitingCare Health is a large provider of health care services in south east Queensland operating approximately 1 000 licensed hospital beds and employing more than 3 800 staff.

UnitingCare Health administers The Wesley Hospital 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.

UnitingCare Health volunteers have donated more than 85 000 hours this year to help care for over 109 000 patients and their families.

Current environment

UnitingCare Health further developed its services and facilities in its five hospitals throughout 2012-2013 to ensure it continued to provide the highest level of health care for patients and in keeping with our key strategic objective of being a leader in person centred care at the core.

This year UnitingCare Health witnessed unstinting professionalism and support from staff at both The Wesley and at St Andrew's War Memorial hospitals when two positive cases of Legionnaires Disease were linked to Legionella in

The Wesley Hospital's water system. The UnitingCare value "Working Together" was clearly demonstrated during this difficult and unprecedented time. The Wesley Hospital has ongoing strategies and protocols in place to combat Legionella, ensuring water in all UnitingCare hospitals is as safe as possible and has also provided leadership across the health care sector, setting a new standard for managing Legionella in hospitals.

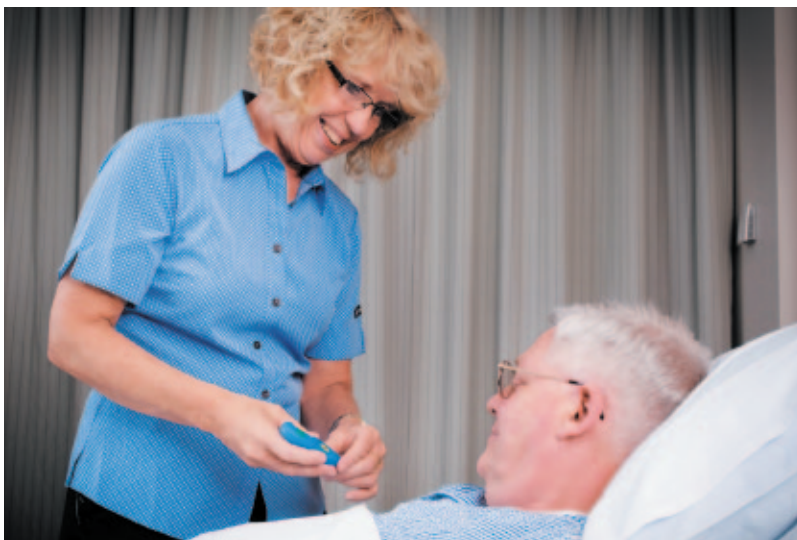
In Hervey Bay major progress has been made with the development of the new St Stephen's Hospital - the first fully integrated digital hospital in regional Australia. UnitingCare is proud of this achievement and looks forward to serving the community with these excellent state-of-the-art facilities.

The Sunshine Coast Private Hospital has grown substantially with more than \$40 million reinvested in the development of services over the last decade. This has enabled Sunshine Coast residents to receive professional and compassionate medical services locally. This investment, together with the hospital's quality outcomes, positions it well for imminent increased competition in the region with a new 200-bed Sunshine Coast University Private Hospital due to open in November 2013. This hospital will be co-located with the new public hospital when it opens in 2016.

2012-2013 key facts and highlights

Hospital/facility	Hours worked	Admissions	Bed days/ year	Operations	Robotic procedures
The Wesley	2.59 million	54 625	179 502	32 604	361
St Andrew's	1.3 million	28 413	81 990	21 471	
The Sunshine Coast	0.76 million	20 048	60 360	13 106	
St Stephen's	0.16 million	6 209	13 764	5 190	
Linen service					
Total	4.81 million	109 295	335 616	72 371	361

Hospital/facility	Births	Staff numbers (total not FTE)	Hours of care	Volunteer hours
The Wesley	1 568	2 041	2 594 391	45 914
St Andrew's		961	1 295 374	12 380
The Sunshine Coast	1 130	672	762 043	24 300
St Stephen's		121	164 757	2 480
Total	2 698	3 883	4 816 565	85 074



THE WORK WE'VE DONE

Caring for people's health
through our private,
community-based hospitals



The work we've done - Caring for people's health through our private, community-based hospitals

Person centred care

Living Values

Following a successful pilot project at St Andrew's War Memorial Hospital last year, the 'Living Values' program, which focusses on the core strategic objective of providing person centered care to achieve the best patient outcomes, was rolled out in all UnitingCare Health hospitals.

A number of new initiatives were implemented at St Stephen's Hospital, as part of the Living Values program. These included the completion of patient boards for each patient, shift-to-shift bedside handover, a framework for staff to support communication with patients and their families, and the introduction of hourly patient rounds. These initiatives have improved patient care and safety and provided a more peaceful ward environment.

These practices were implemented in a 'test' ward at St Andrew's and resulted in a reduction of more than 35 per cent in patient falls and a decrease in the number of call bells activated by approximately 2 000 per month.

Additionally, as part of their mandatory education program, staff at St Stephen's Hospital have had the opportunity to review feedback from patients and their families on their hospital experience, gathered from focus groups and patient testimonials. This provides an opportunity for staff to further enhance the patient experience.

Service innovation - day rehabilitation program

This year The Wesley Hospital opened a day rehabilitation service which offers individual treatment for both acute and chronic conditions, where people can attend therapy sessions as outpatients. This means that patients can be discharged earlier and it can also help people at home to maintain or improve their general health and functional ability.

This new service is for patients who have had orthopaedic surgery or fractures, a neurological illness or injury, or who require reconditioning to improve body strength, function and mobility. The multidisciplinary team providing this new service includes doctors, nurses, physiotherapists, dieticians, occupational therapists, speech pathologists, pharmacists, a psychologist and a discharge planner.

Service innovation - renal denervation

The first renal denervation patients were operated on at The Wesley in May 2013 by cardiologist Dr Tony Rafter. The purpose of this new procedure is to treat patients with uncontrolled hypertension when more common forms of treatment have failed. This new service allows The Wesley to provide expert care for cardiac patients and improve their quality of life, as well as leading the way with the latest technologies in the cardiac field of expertise.

Community partnerships

UnitingCare Health hospitals work hard to form good relationships with local communities. This year St Stephen's Hospital has developed a program called "Building Partnerships in our Community" designed to encourage and build community engagement during the lead up to the opening of the new inpatient hospital in Hervey Bay. Importantly, it will also help support the Maryborough community during the prospective changes to health care services.

Since the program's inception, considerable inroads have been made to establish working partnerships and explore opportunities with community groups, educational institutions, support agencies, local businesses and the Indigenous community.

A consumer advisory group has also been established by St Stephen's to enable community representatives from both the Maryborough and Hervey Bay communities to assist and advise the executive of St Stephen's Hospital in relation to existing and emerging health care trends and services and customer information and protocols, from a consumer perspective. The group has assisted the hospital this year by reviewing quality outcome data and patient satisfaction results.

Reconciliation initiatives

During National Reconciliation and NAIDOC Weeks our hospitals hosted events to celebrate the culture and histories of Aboriginal and Torres Strait Islander peoples. During the NAIDOC family day at Musgrave Park in Brisbane, representatives from The Sunshine Coast Private Hospital and our Brisbane hospitals talked to the hundreds of attendees about health issues and our Indigenous services.

“The expansion of St Stephen’s Hospital, Hervey Bay, from a day hospital to a fully integrated state-of-the-art digital facility is well underway and due for completion in September 2014. When completed it will transform the delivery of health care and establish UnitingCare Health as a leader in automated patient care.”

Additionally, cultural awareness training has been rolled out across UnitingCare Health as part of the UnitingCare Queensland Reconciliation Action Plan. At the Sunshine Coast Private Hospital all heads of departments participated in cultural awareness training, facilitating a greater understanding of Indigenous employees and community members.

Awards

The Sunshine Coast Private Hospital was awarded the Sunshine Coast Regional Council Excellence and Innovation Award for service excellence. This is the third time the hospital has won the award and it has now entered into the Hall of Fame.

Our people

Internship program

In December 2012, an innovative program to support the health care staff of the future was initiated at The Wesley Hospital with 27 Year 11 students from 12 Brisbane schools taking part in the inaugural Wesley Hospital School Internship Program. The 27 students were chosen from over 400 applicants.

The aim of the week-long program was to provide an opportunity for students to experience health care in a hospital setting. Students engaged in discussions with Wesley Hospital health care leaders, toured departments and wards, attended education sessions and watched surgery. The program was well received by students, their families, schools and staff, and will be a permanent addition to the annual calendar at The Wesley.

At the Sunshine Coast Private Hospital 60 students from Sunshine Coast high schools received education about the many potential career options that the health industry has available. This program is in its seventh year.

Graduate Nurse Program

The St Andrew’s Graduate Nurse Program identifies talented nursing graduates and supports their skill development to help them become the health care leaders of the future. Twelve graduate nurses were selected for the 2013 program - nine general and three perioperative (surgical).

The 12-month program provides a professional, caring and structured program, comprising two rotations of six months

each (medical/surgical including cardiac); a fully supported program with paid study days throughout the year and in-service programs catering to the challenges facing new graduates. Following completion of the graduate year, the participants are able to specialise in their area of choice.

Communications survey

A weekly e-bulletin was launched at St Andrew’s War Memorial Hospital this year following the results of an internal communication survey. A redesigned bi-monthly newsletter containing staff and hospital news was also launched, with more hard copies printed to include staff who do not work with a computer.

The improved communication has helped everyone in the hospital have a clearer understanding of the values, aims and objectives of UnitingCare Health and the hospital.

Six new digital screens have also been installed, highlighting the shared values – Compassion, Respect, Justice, Working Together and Leading Through Learning - and also the achievements of the hospital and its staff.

Growth and sustainability

UnitingCare Health has continued to increase its capacity and improve patient care through the redevelopment and refurbishment of its facilities.

Hervey Bay – Australia’s first fully integrated digital hospital

The expansion of St Stephen’s Hospital, Hervey Bay, from a day hospital to a fully integrated state-of-the-art digital facility is well underway and due for completion in September 2014. When completed it will transform the delivery of health care and establish UnitingCare Health as a leader in patient care. The new hospital is being built with the assistance of a grant from the Federal Government’s Department of Health and Ageing.

The new eHealth technologies will enable patient data to be uploaded automatically to the patient’s electronic medical record from monitoring systems, resulting in improved accuracy, efficiency, quality and safety. Timely clinical decision making will be further enabled through readily accessible clinical information, care pathways and decision support, all



based on international best practice. This will include real time mobile clinical alerts on allergies, medications, and abnormal vital signs and test results - clinicians will have the right device, at the right time, in the right place.

St Stephen's Hospital will provide increased access to high quality care in Hervey Bay - the third fastest growing local government area in Australia - and will take pressure off the public sector.

New mental health service

This year, The Sunshine Coast Private Hospital completed and opened the new Cooina Mental Health Service. The facility has been specifically created to meet the growing need for mental health services on the Sunshine Coast.

Staffed by a team of expert psychiatrists, highly qualified and experienced mental health nurses and specialised support staff, this facility will help private voluntary patients suffering from anxiety, mood disorders, post-traumatic stress disorder and post-natal depression, using both inpatient care and outpatient day programs.

Heart Centre

The Sunshine Coast Private Hospital has launched the Heart Centre which has increased the critical care service bed numbers to 14. The new centre allows private patients to be admitted directly to the hospital's intensive care unit.

North Street Medical Centre

The new North Street Medical Centre at St Andrew's War Memorial Hospital was officially opened by Health Minister Lawrence Springborg. The centre incorporates the Pelvic Medicine Centre Day Infusion Unit, Colorectal Diagnostics, Queensland Respiratory Services and specialist sessional suites, The Pelvic Medicine Centre, the first of its kind in Queensland, brings together leading specialists in gynaecology, urology, colorectal surgery, sexual dysfunction and men's and women's health.

The new Day Infusion Unit has also improved services and increased service delivery capacity for patients requiring regular infusions of medications. Patients at the facility each have their own area with a patient call bell and television.

Sleep Study Unit

A new Sleep Study Unit was also opened at St Andrew's War Memorial Hospital during the year providing consultation, diagnosis and treatment services for patients with debilitating sleep related health issues, such as sleep apnoea, narcolepsy and restless leg syndrome.

Improvements were also made to St Andrew's surgical admissions lounge – including two new consulting rooms (making a total of six), extra seating in the waiting area for an additional 15 people and five extra spaces for patients in the 'sit up' area awaiting surgery.

Wesley theatre expansion

The first stage of a theatre expansion project at The Wesley Hospital was completed in June 2013. The day surgery complex now has four additional consultation rooms and the third floor of the theatre complex has become a 'hot floor' for authorised theatre staff only which has increased patient safety and privacy and helped to streamline the theatre process.

The final stage of the project is due to commence early in 2014 and will include the creation of four new theatres and four additional post anaesthetic care unit beds. The completion of the theatre expansion project in 2014 will result in a state-of-the-art theatre complex with 19 theatres including a hybrid theatre for specialised cardiac and vascular procedures.

Hybrid theatre

St Andrew's War Memorial Hospital has received the approval for the construction of a hybrid theatre which will merge conventional operating theatre components with advanced imaging technology, enabling surgeons to perform highly complex surgery in minimally invasive ways. The project is due for completion in early 2014.

“In the past year our research institutes at St Andrew’s and The Wesley Hospitals have been engaged in a wide range of research projects that seek to improve the health and wellbeing of our patients.”

Environmental responsibility

Environmental responsibility is a key priority for UnitingCare Health. Our hospitals participate in waste minimisation and recycling programs. The building of the new St Stephen’s Hospital in Hervey Bay has provided the opportunity to focus on environmentally sustainable design features including performance glazing (to improve energy efficiency), metering of mechanical, electrical and hydraulic supplies to improve operational efficiency, solar panels and the use of eWater (electrolysed water to create alkaline cleaning water and minimise chemical usage).

The Wesley Hospital has appointed an environmental champion to highlight environmental awareness throughout the hospital to encourage staff to consider the environmental impact of daily work and make changes to their practices. This year also saw the introduction of battery and plastics recycling programs. Over 900 kilograms of batteries have been recycled through the battery scheme and the plastics recycling program is projected to capture approximately 150 000 litres of plastic for recycling.

Social policy, research and advocacy

In the past year our research institutes at St Andrew’s and The Wesley Hospitals have been engaged in a wide range of research projects that seek to improve the health and wellbeing of our patients. At St Andrew’s Medical Institute (SAMI) notable achievements included:

- award of health services grant to SAMI, St Andrew’s specialists and Queensland University of Technology, for a project to improve long-term results for cardiac surgery patients. This project involves collaboration between St Andrew’s, The Wesley Hospital and The Prince Charles Hospital working to assess the risks and benefits of alternative ways of managing bleeding during and after high risk cardiac surgery
- research carried out by SAMI, which ensures patients undergoing angioplasty procedures continue to receive the best care possible, was published in the national medical journal Heart, Lung and Circulation. The research paper



describes the development of a risk model that predicts the failure rate of treating individual lesions (or blockages) within the coronary arteries during angioplasties

- five research projects conducted by SAMI and St Andrew’s Cardiologists were presented at the Cardiac Society’s 60th annual scientific meeting in Brisbane.

Prostate MRI trial brings new hope

The Wesley Hospital Urologist, Dr Les Thompson, has completed a ground breaking research trial on better ways to detect life-threatening prostate cancer by using new 3TmPMRI imaging technology. The \$270 000 trial of 229 patients was funded by the Wesley Research Institute, the Thorsen Foundation and UnitingCare Health.

The aims of the trial was to significantly decrease the number of men who need biopsies, to increase the accuracy of the diagnosis of life-threatening prostate cancer, and most importantly, to allow men to avoid the diagnosis of non-life-threatening disease, therefore avoiding unnecessary treatment and its complications. The results of the trial are expected to be published in a leading medical journal in late 2013.



The work we do - a case study

John walks daughter down the aisle thanks to staff at St Andrew's

Walking your daughter down the aisle is a proud moment for all fathers but for John Henry, whose daughter Sarah married in November, it was an especially poignant moment.

In February the Warwick farmer and father of three, was left fighting for life following the discovery of brain abscesses. However, thanks to his steely determination and the care of neurosurgeon Dr Michael Bryant and the multidisciplinary team at St Andrew's War Memorial Hospital, he was able to walk out of the hospital unaided in June and accompanied his daughter Sarah down the aisle to marry her fiancé, Shaun.

John's recovery was a real team effort and highlighted the importance of the multidisciplinary team at St Andrew's.

John said that there had been no sign of there being anything wrong before he started feeling ill one day.

"It all happened suddenly. On the Saturday I had been climbing a windmill on the farm. The first I noticed anything was wrong was on the Sunday morning when I couldn't lift my leg to get on my motorbike. I also had a bit of a headache."

Even after the specialist team in St Andrew's ICU had removed the infection, John was paralysed down his left side, unable to walk or swallow. A long, hard journey lay ahead, including three further operations and months of rehabilitation. Rehabilitation began right from the start in ICU with physio, occupational and speech therapists all working together to ensure the quickest and best recovery.

"I don't remember much about the early months in St Andrew's but I didn't think I'd ever walk again. The staff were always positive though. Amanda, one of the physios said, 'you'll walk out of here' when I was still unable to stand. I didn't think that would be possible but the staff kept me going," he said.

John's wife Narelle was full of praise for the staff at St Andrew's.

"We can't thank St Andrew's enough. From the ICU and neurosurgical and rehabilitation wards, to all the doctors, nurses, allied health professionals, administration staff, chaplains, cleaners, ward orderlies, security and food services staff, they could not have done more for us - they were all brilliant," Narelle said.

Following his discharge from St Andrew's on 27 June, when he walked out unaided, John was booked in for three sessions a week for a four-week period in the hospital's Day Rehabilitation Unit to continue his rehabilitation.

"I've been a farmer all my life, and to be able to get back to our farm and manage it again was so important to me," he said.

"And of course, being able to walk Sarah down the aisle meant the world to me."

Blue Care



Blue Care

Blue Care is committed to supporting thousands of older people and people living with a disability through community care and accommodation services from Thursday Island in far north Queensland to Kingscliff in northern New South Wales, and out west as far as Cunnamulla, Longreach and Mt Isa.

Everything Blue Care does is about the people it supports. This year as Blue Care celebrated 60 years, the opportunities provided by its new service model and structure - Blue Care Tailor Made - were explored. This included new thinking, and new approaches to the services and choices offered to the people Blue Care support.

Current environment

As a non profit organisation, financial sustainability is a constant challenge. Every year the small increases in government funding fall well short of the increase in the cost of services. In response to this challenge Blue Care has continued to advocate for significant reforms and has been a key influencer in the aged care policy discussions.

The appointment of Executive Director, Robyn Batten, to the Aged and Community Services Australia (ACSA) board has helped to ensure industry concerns have been heard by government and policy makers. With UnitingCare Australia, Blue Care has worked for aged care reforms to be consistent with its priorities: Choice, quality, improved access and service sustainability.

In light of its advocacy efforts Blue Care acknowledged that the Federal Government's aged care reform – Living Longer Living Better - was one of the most significant reforms in more than a decade. The changes brought opportunities for increased community care; more flexible services; increased government contributions and financial supplements for those who are most vulnerable. It also provided the opportunity for increased payments from people who are in a position to contribute to their care and importantly, provided more choice in support and care. There were also changes to funding and regulatory authorities.

Due to the many aged care workforce challenges, including an ageing workforce, Blue Care has developed a Human Resource strategy to ensure a strategic approach is taken to workforce planning, reward and recognition, learning and development, workplace health and safety and staff wellbeing.

2012-2013 Key facts and highlights

Staff	8 841
Volunteers	2 311
Travel delivering services	28 690 629 kilometres
Vehicles on the road	1 570

Community Care services

Nursing centres	77
Number of community visits made	2 891 740
Total number of occasions of service	3 189 992
Community Aged Care Packages	1493
Extended Aged Care at Home	419

Residential Care services

Places for aged care residents (including 170 provisional bed licences)	4 460
Retirement living units	1 146

Social and Allied services

Therapy centres/services	9
Respite centres	54
Commonwealth carer respite centres	4
National respite for carers programs	20
Commonwealth Carelink centres	4

- ▶ 1 staff member in 1953; 8 841 in 2013
- ▶ 2 311 volunteers
- ▶ Staff make more than 3.1 million community visits each year
- ▶ Staff provide care to 13 000 plus people each day
- ▶ Work in 230 different job roles; 36 per cent are personal carers
- ▶ Staff are 90 per cent female; 10 per cent male



THE WORK WE'VE DONE

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



The work we've done - Creating and delivering choices tailor made to people's individual needs and changing circumstances

Person centred care

In February 2012 Blue Care's new approach to support and care, Blue Care Tailor Made was launched. The service model aims to ensure services are tailor made to each individual to support them to live the way they want to for as long as possible. Through its programs and frameworks, Blue Care's vision is for all services to deliver person centred care.

Work has focussed on creating the programs, frameworks and tools to assist staff to implement a tailor made approach. This year services began to bring this new model to life. Several service areas piloted the Blue Care Tailor Made memory support services, palliative care programs, the local service planning framework and the person centred care philosophy. Changes to our structure and senior leadership better aligned staff and operations to the service model.

Blue Care Tailor Made has enabled staff to think and work differently. The world-renowned FISH! Philosophy, which was introduced in early 2012, continued to support Blue Care's workplace culture.

Coopers Plains Respite Care

This respite service in Brisbane's southern suburbs supports people with dementia and their carers and families. People spend an enjoyable and meaningful day with the service.

Each person has a My Life, My Story pictorial profile created with staff to celebrate their own life's story. It provides reassurance and fosters happy memories and connections. It helps staff to get to know the person; their likes and dislikes, what is important to them and the connections they share.

People are busy with activities they enjoy - planting seedlings in the sensory garden, helping to lay the table for morning tea, painting, picking herbs with the kitchen staff or enjoying the sitting room, sensory garden or the paths through the dry river bed rockery.

Carers also receive support - meeting up for movie days, keeping in touch with others or enjoying outings - all of which can be difficult as a carer. Some days there are outings for both the people using the service and their carers. Participants comment on how much they enjoy going out as a couple.

Azure Blue Redcliffe: A community of care and support

This year the first of Blue Care's new premium integrated communities - Azure Blue Redcliffe - opened just north of Brisbane. Azure Blue Lifestyle Communities offer flexible, individually tailored care and accommodation options in a contemporary, relaxed, resort style feel with village amenities, such as a book club, library, gym, pool and café.

Choices include high quality, architect-designed retirement living apartments and home-like aged care suites. Residents can choose the services they need, from meal services to cleaning and personal care to clinical nursing. Blue Care's second Azure Blue community at Carina, on Brisbane's southside, is under construction and is due to open in February 2014.

Our people

Leadership and learning

A new organisational structure and leadership team commenced this year to support Blue Care Tailor Made. By grouping services geographically, local links have been strengthened which has supported our person centred approach.

Learning and development and supporting staff through the use of technology were key priorities. Nine staff commenced a Graduate Certificate in Leadership and Management, a UnitingCare Queensland service-wide initiative. Additionally, the first registered nurses completed the Graduate Nurse Program, which supports recently-qualified registered nurses to transition into residential and community aged care services. Blue Care's new Shaping Futures Scholarships assisted 26 staff in meeting the cost of university study.

Innovative use of technology supported staff efficiency and skill development, including the Community Mobile Project which introduced mobile tablet devices to support quality care, information access and staff efficiency. Implementation of the e-Residential Management System also commenced.

“... Blue Care’s Pine Woods Aged Care Facility received its sixth Better Practice Award from the Aged Care Standards and Accreditation Agency. The award recognised its Lovers Lane support group for couples separated because of the need for residential care.”

Blue Care Tailor Made provides increased opportunity for staff to work in both residential and community care services, supporting their skill development and offering workplace flexibility.

Work continued on the Human Resources Strategy to identify future workforce requirements, provide leadership to our workforce in providing person centred services and to assist Blue Care in responding to the numerous pressures upon its workforce.

Safety and recognition

Ensuring staff and volunteers are safe and well at work is always a priority. Safety initiatives, early intervention strategies and a review of injury management processes resulted in a significant reduction in time ‘lost to injury’. Staff safety education undertaken included participation in UnitingCare Queensland’s Towards Zero Harm campaign, Safe Work Week, driver education and a wide variety of workplace safety training.

A strong focus on internal audits, quality and risk management has supported managers in leading their teams through accreditation. A special recognition for innovation and excellence was awarded to Blue Care’s Pine Woods Aged Care Facility when it received its sixth Better Practice Award from the Aged Care Standards and Accreditation Agency. The award recognised its Lovers Lane support group for couples separated because of the need for residential care. Azure Blue Redcliffe also received a special mention for its first full accreditation; assessors commented on the impressive living environment and quality care, enhanced by the clinical expertise from the village’s community care team.

Blue Care’s Total Rewards Program launched in July, recognised both the innovation of staff and the every day contributions they make. The staff awards night in November honoured 50 staff who had given 20 years or more dedicated service. Other staff were recognised through employee excellence awards. The first employee recognition day was held in August to celebrate the contribution staff make as a team.

The time, experience and friendship that volunteers and local auxiliaries and committees bring enrich Blue Care and provide much valued support for staff and those using Blue Care services.

Social media

In the past year, Blue Care has established a stronger presence on Facebook and LinkedIn, launching official fan and follower pages. In the January 2013 flood crisis, Facebook in particular was a useful tool for managers to access real-time emergency updates and other important information from emergency service groups. Blue Care’s various 60th anniversary events were also promoted via Facebook and Blue Care’s fan base is continuing to grow. www.facebook.com/BlueCareAustralia

Growth and sustainability

Blue Care welcomed the staff and services from five Indigenous services in far North Queensland (formerly the Congress Community Development and Education Unit) and a specialist Alzheimer’s support service on the Sunshine Coast (formerly Reflections Respite Services).

More Blue Care services in regional, remote and rural areas can access spiritual and pastoral care support from our chaplains after a review of chaplaincy services this year.

Partnerships with other local care providers, such as hospitals, general practitioners, Medicare Locals and pharmacies were strengthened and provided strong networks to identify and support local care needs. In north Brisbane, Blue Care partnered with a local hospital to pilot a new palliative care approach allowing people the dignity and comfort of spending their last days at home with their loved ones. Across our community services Blue Care provides palliative care to more than 500 people every week.

Changes in health policy resulted in many hospitals and health services contracting out or ceasing to provide Home and Community Care services. This led to opportunities for Blue Care to become the local provider in Brisbane’s southern suburbs and in Maryborough.

Our building program

Blue Care continued to invest in communities around the state - construction commenced on three new community care buildings in Coomera, Gatton and Goondiwindi. Redevelopment of community care services in Redland and Stanthorpe also began. These services will support local community sustainability and Blue Care’s ability to respond

“In many regional and rural areas Blue Care is the only provider of community care services other than the state government.”

to increasing demand for services. In many regional and rural areas Blue Care is the only provider of community care services other than the state government.

The \$10 million refurbishment of Mareeba Aged Care Facility created a new home for its 64 residents and provided new facilities for community care and a modern workplace for staff. At Caloundra Retirement Village, \$1.2 million was invested to modernise 11 units, creating affordable accommodation for local seniors. Construction started on the new Cape York Family Centre near Cooktown - a unique residential service which will provide family therapy to Indigenous families at high risk as a result of drug and alcohol use and related mental and physical health problems.

Opening celebrations were held for two newly-built services - Gracemere Aged Care Facility, Rockhampton, home to 64 residents, and Azure Blue Redcliffe, our first integrated community.

The floods early in 2013 affected services throughout the state from Ingham in the north, Kingscliff in the south and west to Emerald. This was the third major natural disaster in two years to affect services. Staff worked courageously to keep residents safe and essential community services going while repairs were made, despite personal loss including, in some cases, their own homes.

Sustainability

This year sustainability initiatives focussed on energy saving at many services and included:

- trial of a specialist power correcting device at Wynnum Aged Care Facility
- evaluation of energy-saving lighting and hot water initiatives at three services as part of reporting under the Federal Government's Energy Efficiency Opportunities Program
- a successful funding application in conjunction with UnitingCare Community and Ergon Energy to the Community Energy Efficiency Program. This funding supports energy-saving initiatives at 16 rural and remote community care and respite centres
- adoption of energy-saving measures by staff at services after increased staff education to encourage sustainable energy use.





The successful trial of a microfibre cleaning system which saves water and chemical use and improves work practice for staff, led to consideration of its wider application for services. Widespread adoption of new chemical practices in laundries created a reduction in water, chemicals and energy usage.

Blue Care has a fleet of more than 1 500 vehicles - 86 per cent of the vehicles are now four-cylinder and eight per cent are petrol/electric hybrids. These changes have meant substantial savings on petrol and emissions. Staff education in eco-driving has also supported efficient and safe driving practices.

The Sustainability Task Group revised our Sustainability Strategic Plan, which guides actions in reducing carbon and using resources responsibly.

Social policy, research and advocacy

Australian first: Family centred counselling to support carers

Blue Care was chosen to pilot a successful counselling program from the USA in which staff support carers of people with dementia to help them improve their support network and better cope with their caring role. Associate Professor Christine Neville from the University of Queensland School of Nursing and Midwifery secured \$800 000 in funding from the Wicking Trust to conduct the three year pilot with Blue Care.

The program has been shown to reduce carer depression, support carer reactions to changes in the behaviour of the person they are caring for, improve the physical health of carers and delay admission of the person being cared for to residential aged care.

Sharing our dementia expertise

Support for people with dementia and their carers continued to be a major focus for Blue Care services. Blue Care contributed to the Senate Community Affairs Committee Inquiry into the Care And Management of Younger and Older Australians Living with Dementia and Behavioural Psychiatric Symptoms of Dementia.

Blue Care staff also shared their dementia expertise at a variety of professional forums including the UnitingCare Queensland Research Conference in December. Other topics presented at the conference included projects in its multicultural and respite services.

Engaging those who use our services

The introduction of client experience trackers has provided an easier and instant way to gather feedback from residents, clients, staff and others who use Blue Care services. This technology supports quality and performance processes and helps Blue Care create services which best meet the needs of the people we support.

Toolkit for palliative care in residential aged care

Collaborative work continued with Associate Professor Deborah Parker, University of Queensland/Blue Care Research and Practice Development Centre on a palliative approach toolkit. In 2012, Amaroo and Iona aged care facilities trialled the toolkit and it will now be progressively introduced across all of our residential aged care facilities. The toolkit aims to improve the quality of care for people approaching the end of their life by providing staff with training, education and resources to identify the special needs of each resident, including wound care, dementia, continence and rehabilitation.



The work we do - a case study

Adrian connects with family - digitally

For Adrian, an Aboriginal man from Normanton, in Queensland's Gulf country, the news that his elder sister had died was shattering but the realisation that he would be unable to attend her funeral to say his last farewells made his loss even more devastating.

A resident at Shalom - Blue Care's Indigenous residential aged care service in Townsville - for the past three years, Adrian requires weekly kidney dialysis treatment to keep him alive. Due to the remoteness of his home country and the difficulty of finding transport to get him back in Townsville in time for his life-saving treatment, there was no way he could attend the funeral.

"I was very sad that I couldn't go because my sister was like a second mother to me," Adrian said.

Residential Service Manager at Shalom, Elizabeth Tilbrook was deeply affected by Adrian's distress and tried all avenues to try and get him to the funeral and back in time for his dialysis appointment.

Determined to find a solution to help Adrian, Elizabeth decided to try and set up a Skype session on a laptop computer so that Adrian could see the funeral and talk to his family who he hadn't seen for three years.

"With the help of the Blue Care IT team who pulled out all stops, we managed to set up a Skype connection between Adrian and one of the people at the funeral. We were able to make Adrian comfortable and gave him the privacy to take part in the service for his sister," Elizabeth said.

When the Skype connection was switched on Adrian could hardly believe his eyes as he could see so many familiar faces looking back at him.

"Well the truth is I couldn't talk for a while then I said to all the people looking at me 'Can you see me?' and they said 'Yeah,' and I thought, 'What - two little wires and you can see all that, I didn't think it would be possible,'" he said.

"Then the funeral service started so I just sat there and listened and watched and I felt like I was really there."

"It was very kind of Elizabeth to organise it and I really appreciate what she did for me. It meant a lot to me to be able to see my sister's funeral and to be able to talk to all the family and friends at the service," Adrian said.

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.

The UnitingCare Queensland Board is committed to the highest standards of governance and has established 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.

The role of the Board is to approve the strategic direction of UnitingCare Queensland, guide and monitor the management of UnitingCare Queensland and its service groups in achieving its strategic plans, and oversee good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including employees, clients and patients, volunteers and the wider community.

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 the Synod Standing Committee.

The normal term of appointment is for a period of three (3) years from the date of letter of appointment, with a maximum of three terms (9 years).

The Board is currently made up of thirteen (13) members, including the Chair and Ex Officio members. Board Members have varied backgrounds and experience to provide the necessary breadth and depth of knowledge and experience to meet the Board's responsibilities and objectives. The names and biographies of the Board Members in office can be found in the Board Member Profile section of this report.

Board operations

The Board meets at least ten 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 submitted by management, and they also engage in strategic planning sessions and in informal discussions with management.

The Board has established committees 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, a Governance Committee and a Quality Committee.

Audit, Risk and Compliance Committee

The Board is supported by an Audit, Risk and Compliance Committee. The purpose of the 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 four 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

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

The auditor attends Board meetings at which annual accounts are adopted.

Auditor independence

The Audit, Risk and Compliance Committee is responsible for ensuring the independence of the auditor and approves non-audit services and activities in advance of engagement 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 of overseeing and evaluating UnitingCare Queensland's governance framework and processes, including performance evaluation of the Board and the effectiveness of governance policies and practices. The Committee assists the Board with Board member recruitment and succession planning for future governance leaders, including defining the skills and attributes required in Board members and their orientation and ongoing training and development requirements.

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

Quality Committee

The Board has established a Quality Committee. The Committee's purpose is to assist the Board to support the organisation in its intent to deliver excellence in person centred care and services and to evaluate the quality of the services provided by UnitingCare Queensland. The Committee consists of two Board Members and three external members with content expertise relevant to the services provided across the service groups to provide expertise in service delivery, evaluation and performance improvement.

The objectives of the Quality Committee are to assist the Board in its role of overseeing the development and implementation of client and quality frameworks and systems with a particular focus on engagement methods, key care and service processes and monitoring quality of care performance indicators and assurance of evidence based care. The Committee's focus is effective governance in relation to the quality of care delivered by UnitingCare Queensland and effective management of matters which have systemic and/or reputational implications.

Chief Executive Officer

The Chief Executive Officer is appointed by the Queensland Synod on advice from the UnitingCare Queensland Board and is subject to at least an annual performance review by the Board. The Chief Executive Officer, together with the Executive Leadership Team, recommends policy and strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

Board appraisal and remuneration

The Board formally reviews and evaluates the performance of the Board with external support, collectively and individually on a regular basis. The Chair also meets informally with each Board member to discuss individual Board member performance. Board members are remunerated in accordance with a policy approved by the 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, at UnitingCare Queensland's expense, 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 Boardroom 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 UnitingCare Queensland. The service groups have adopted codes of conduct based on UnitingCare Queensland shared values and these are made available to all staff.

Synod, Church and stakeholder relations

Synod, Church and 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 – www.ucareqld.com.au

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 and Board Connect Ltd.



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. Kaye 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 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.



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 having held senior positions in government and non-government organisations across a broad range of rehabilitation, disability, aged care and community services. She has served on various government bodies including as Deputy Chair of the Disability Council of Queensland, the Child Protection Council and the Smart State Council.

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.

Anne has undergraduate and postgraduate qualifications in social work. She is a Fellow of the Australian Institute of Management, a member of the Australian Institute of Company Directors and of Chief Executive Women. In 2008, Anne was appointed as an Adjunct Professor in the School of Social Work and Applied Human Services at the University of 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.



Maree Blake – commenced April 2013

Maree Blake joined the UnitingCare Queensland Board in April 2013 and also sits on the Board's Governance Committee. Other Board positions she currently holds include Queensland Police Credit Union, Hear and Say Centre for Deaf Children and Holy Cross Laundry.

Maree is also an independent member on audit and risk committees for Toowoomba City Council and Queensland Emergency Medicine Research Foundation, and previously, RSPCA Australia Governance Committee. She is Deputy Chair of the Queensland State Council of Chartered Secretaries Australia (CSA) and assists CSA in writing material and presenting governance training for the non-profit sector.

Maree's most recent executive role was Queensland Regional Commissioner for the Australian Securities and Investments Commission, prior to which she had a long career in a national accounting firm.

Maree is a Graduate member of the Australian Institute of Company Directors, a Fellow of CSA and a Fellow of CPA Australia. She holds a Bachelor of Business degree and post-graduate Management qualifications.



**Dr Greg Herring – Retired
February 2013**

Dr Greg Herring joined the Board in 2005 and retired from the UnitingCare Queensland Board in February 2013. He was a previous 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.



**Mr Andrew McBryde – Commenced
March 2013**

Andrew McBryde has wide experience in a variety of roles with Church Councils and governance bodies, including as Chair of the Finance Investment and Property Board of the Queensland Synod of the Uniting Church since 2007.

Has also served as a member of the Parish Council and Finance Committee at the Albert Street Uniting Church for many years prior to taking on the role of inaugural Chair of the Board of Wesley Mission Brisbane. Andrew has previously served as a member of the Board of Directors, Endeavour Foundation (1993-2003), and as Treasurer and Chair of the Finance and Audit committees.

Andrew operates a group of importing, wholesaling and retail businesses in south east Queensland. He is a member of the Australian Institute of Company Directors, the Centenary and Districts Chamber of Commerce, an Honorary Member and Past President of the Jindalee Rotary Club and a member the Lighting Council of Australia.



**Professor Myles McGregor-Lowndes
OAM – Commenced March 2013**

Professor McGregor-Lowndes, a lawyer with extensive experience in the charity and non-profit sector, was appointed to the UnitingCare Queensland Board in 2013. He is the Director of The Australian Centre for Philanthropy and Nonprofit Studies in the Faculty of Business, Queensland University of Technology and is a legal consultant to McCullough Robertson.

During the past ten years he has also undertaken consultancy work for the Australian Taxation Office, Australian Treasury and all state and territory Treasury Departments, the Productivity Commission, Queensland Department of Fair Trading and the Queensland Department of Communities, Child Safety and Disability Services.

Myles is a member of the Uniting Church and has at various times been a Church elder, Church Council Secretary or Chair, Presbytery member, member of Synod, Synod Standing Committee, Assembly, Assembly Standing Committee and Assembly and Synod legal reference committees. Myles is also a member of the Synod Governance Nomination and Remuneration Committee (GNRC).



Jude Munro AO

Jude Munro joined the Board in 2010 and is Chair of the Quality 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 various Community Service Departments.

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 served on the Board of Air Services Australia (2012 – 2013) and as the inaugural Chair of the Queensland Urban Utilities Board up until 2012.

With post-graduate public policy and business administration qualifications, Jude 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 Quality Committee and has previously served on the Audit, Risk and Compliance and the Governance Committees.

He 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. Dawson has many years experience as a company director and board chairman. Board positions held include QIC, Queensland Rail, Sunsuper, TUH, UC Super and Indue.

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.

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



Rev Dr David Pitman AM, KCSJ

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, including four years working with the Indian Division of the Methodist Church in Fiji as Superintendent Minister of the Nausori Circuit.

David moved to Queensland in 1983 to become Principal of Alcorn College, later Trinity Theological College, where he taught worship, preaching, pastoral care and mission. David was inducted as the full-time Moderator of the Queensland Synod in 1996 and completed his term in 1999 when he then served as Superintendent Minister of Wesley Mission Brisbane and Albert Street Uniting Church. He was reappointed as Moderator of the Queensland Synod for a further three year term from 2005 to 2008.

In addition to his membership of the UnitingCare Board, David serves as Convenor of the Uniting Church National Assembly Working Group on Worship and is an Honorary Research Fellow at the University of Queensland. David was awarded an AM in the Queen's Birthday Honours in June 2013.



Ray Richards

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

He is a qualified accountant and a member of the Institute of Chartered Accountants. Ray has specialist knowledge and experience in insolvency practice and also 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 retired partner from PPB Advisory, a firm of chartered accountants and business advisers.

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 – Retired
February 2013**

Graham Schlecht joined the Board in 2005 and retired in February 2013. He was a previous 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.



**Chris Townend – Commenced
April 2013**

Chris Townend is a chartered accountant currently working in his own practice focussing on governance and strategic financial management.

Chris has had extensive experience with a wide range of government, non-profit and private sector organisations throughout Australia, New Zealand and the UK. He has been the CFO in organisations across a range of sectors including health, higher education and non-profit.

Chris currently holds board appointments with entities operating in construction and a charitable foundation. Chris is a fellow of the Institute of Chartered Accountants, he is a graduate member of the Institute of Directors and has an MBA.

Our Executive Leadership Team

The Executive Leadership Team (ELT) comprises the Executive Directors from UnitingCare Queensland service groups and executive staff from the UnitingCare Queensland group office. 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 has been Blue Care's Executive Director since January 2011, moving to Blue Care from her position as Executive Director Uniting Aged Care Victoria and Tasmania. Prior to this role, Robyn had been Chief Executive Officer of Dental Health Services Victoria, and Director of Primary Care and Mental Health for Southern Health Victoria.

Robyn has executive management experience in health, aged care services and local government. Developing and implementing major organisational change and introducing cultural change within large organisations are particular areas of Robyn's expertise.

In 2008 Robyn was appointed to the Australian Government Ministerial Advisory Committee for Aged Care and she was a member of the National Aged Care Alliance representing UnitingCare Australia until 2012. She was appointed to represent Queensland members as a director on the board of Aged and Community Services Australia (ACSA) in November 2012.

Robyn has a Masters in Business Administration, a Masters in Social Work, a Bachelor of Social Work and a Diploma from the Australian Institute of Company Directors. She is a Fellow of the Australian Institute of Company Directors and Adjunct Professor, School of Nursing & Midwifery, The University of Queensland.



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.

Colleen had been Associate Director with UnitingCare Australia before joining Blue Care and 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.



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 Inquiry 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.



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.



**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 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.



**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.



**Richard Royle, Executive Director,
UnitingCare Health**

Richard has 35 years experience in the health care industry including his current role as Executive Director of UnitingCare Health. Other roles previously held by Richard include Strategic Funding Director of 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 Deputy Chairman of the HESTA Superannuation Fund.

Financial year highlights

	Year ended 30 June 2013	Year ended 30 June 2012
	\$,000	\$,000
Revenue		
Revenue from continuing operations	1 249 782	1 217 368
Other income	88 652	64 904
Total revenue	1 338 434	1 282 272
Expenses		
Salaries and employee expenses	824 302	764 196
Depreciation and amortisation expense	74 953	71 908
Other expenses	410 374	396 854
Total expenses	1 309 629	1 232 958
Surplus for the year	28 805	49 314
Other comprehensive income	5 876	
Total comprehensive Income for the year	34 681	49 314

Revenue

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

UnitingCare Health comprises The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital, St Stephen's Hospital Maryborough and Hervey Bay. The Hospital Group contributed \$586.479 million (2012 \$545.768 million) to the group revenue.

Blue Care comprises residential aged care, retirement living and community services. Blue Care contributed \$572.827 million (2012 \$571.327 million) to the group revenue.

UnitingCare Community comprises Lifeline services, child and family care, counselling, disability support and social inclusion programs. UnitingCare Community contributed \$176.446 million (2012 \$165.339 million) to the group revenue.

Surplus for the year

The reported surplus includes certain revenue streams totalling \$78.304 million (2012 \$57.347 million) that are either restricted in their uses or tied to specific purposes. The surplus in 2013 included capital grants from government of \$29.934 million that are tied to the construction of specific building projects. Capital contributions from clients totalled \$34.106 million, bequests totalled \$8.348 million, donations for capital acquisitions \$0.40 million and the recognition of the net assets of Congress Community Development and Education Unit Limited (CCDEU) which are accounted for as tied revenue and not an amount available for operational purposes (refer "Other comprehensive income" below).

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

Other comprehensive income

During the year, the assets and liabilities of CCDEU were transferred to Blue Care. The net effect of this common control transaction of \$5 876 028 was recognised in other comprehensive income and accounted for as a reserve in the statement of changes in funds.

Major capital expenditure

The group has a ten-year major capital program that is designed to ensure that all our facilities whether they are hospitals, residential aged care facilities, independent living facilities, community services 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 2013 period a total of \$129.476 million (2012 \$154.073 million) was expended on major capital projects.

Refundable deposits

The group holds refundable deposits from clients and residents that amounts to \$237.733 million (2012 \$222.478 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.

Board and committee meeting attendance and fees paid (1 July 2012 - 30 June 2013)

	Board		Audit, Risk and Compliance Committee		Governance Committee		Quality Committee ¹		Fees Paid (\$) ²
	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	
Heather Watson ³	12	12	-	-	3	3	-	-	67 980.96
Craig Barke	12	11	6	5	-	-	-	-	39 407.08
Dr Greg Herring	8	7	-	-	1	1	-	-	29 555.31
Jude Munro	12	8	-	-	1	1	3	3	40 371.67
Dawson Petie	12	11	-	-	-	-	3	3	41 007.26
Rev Dr David Pitman	12	10	-	-	3	3	-	-	39 407.08
Ray Richards	12	12	6	6	1	1	-	-	40 693.20
Graham Schlecht	8	8	5	5	-	-	-	-	29 555.31
Andrew McBryde	4	4	-	-	1	1	-	-	12 602.30
Maree Blake	3	3	-	-	1	1	-	-	9 851.77
Chris Townend	3	3	1	1	-	-	-	-	9 851.77
Myles McGregor-Lowndes	4	4	1	1	-	-	-	-	12 602.30
Harry McConnell	-	-	-	-	-	-	3	3	4 800.57
Linda Dawson	-	-	-	-	-	-	3	3	4 800.57
Kerry Batchler	-	-	-	-	-	-	3	3	4 800.57
Ex Officio members									
Anne Cross ⁴	12	11	6	4	3	3	3	3	-
Rev Kaye Ronalds ⁵	12	10	-	-	-	-	-	-	33 006.32
Dr Shirley Coulson ⁶	12	10	-	-	-	-	-	-	33 006.32

¹ Quality Committee commenced November 2012

² Fees for ex officio Board members are paid to the Queensland Synod; the CEO is not paid Board fees

³ Chair

⁴ Chief Executive Officer

⁵ Moderator

⁶ 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 people in need.

UnitingCare Community supporters

Funders

- Attorney General's Department
- Commonwealth Respite and Carelink Centres
- 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
- Department of Housing and Public Works

Government supporters

- Metro North Brisbane Medicare Local
- Townsville City Council
- Gold Coast Medicare Local
- Gold Coast City Council

Corporate supporters

- Aitkenvale Bakers Delight Townsville
- Assist A Sista
- Aurizon (previously QR National)
- Bendigo Bank Coomera
- Bonnie Babes Sisterhood
- Bundaberg Newsmail

- Bunnings Warehouse Cairns
- Cannon Park Gourmet Meats Townsville
- Community Supporters
- Credit Union Australia
- Gambling Community Benefit Fund
- Give 2 Asia
- Givit
- Gold Coast AFL Suns
- Jackley's Bakehouse
- KPMG Cairns
- Lifeline Australia
- Lions Club Rollingstone
- Margaret and Gid Fontana
- MLC Community Foundation
- Mundingburra IGA
- Origin Energy
- QGC – Queensland Gas Corporation
- Queensland University of Technology
- Queensland Urban Utilities
- Regional Development Australia
- Rotary Bundaberg
- Second Bite
- Sheridan Meats Cairns
- United Synergies Limited
- Uniting Church Cairns
- Valley Rotary Coomera
- Virgin Mobile
- Wide Bay Motor Group

- The Wise Foundation
- Xstrata Coal Queensland
- YMCA

Major Bequests

- Kelvin Garland
- Elsie Scougall

UnitingCare Health Supporters

- Advanti Advertising
- Allergan
- Amgen
- Astra Zeneca
- Aussie World
- Avant
- B105
- Boston Scientific
- Brisbane Broncos
- Brisbane Convention & Exhibition Centre
- Buderim Florist
- Bundilla Dry Cleaners
- CalaLuna Italian Restaurant
- Cardno
- Cerner
- Cooper Grace Ward
- Coca-Cola Amatil
- De Bortoli
- Device Technologies
- Federal Government of Australia, Health and Hospitals Fund
- Fraser Coast Regional Council
- GE Healthcare
- Genesis Sleep Care
- Hesta
- HIP
- HOCA
- ICON
- Investec
- Invigorate
- John and Ngaire Roberts
- Kings Jewellers
- Lexus Maroochydore
- Lion
- Love Gold Coast Deals
- ME Bank
- Medtronic
- Mercedes
- Minter Ellison
- NGS Super
- Noosa Spring Gold and Day Spa
- Olympus
- PDT Architects
- Pert & Associates
- Pfizer
- PFD (Food supplies)
- Phillips Healthcare
- Poole Group Accountants
- QML Pathology
- QScan
- Rauland
- RBS Morgans
- Regis
- Remserve
- RiverCity Motorway
- Roy and Betty Christensen and Family
- Rotary Clubs – Maryborough, Sunrise and Alexandra Headlands
- Siam Thai Restaurant Mooloolaba
- St Stephen's Hospital Auxiliary
- Sullivan Nicolaides Pathology
- Sunshine Coast Cardiology
- Svein Kningen
- The Clem Jones Group
- The Haines Group
- Toshiba Medical
- Wedding Solutions
- Yellow Cab Co

Blue Care supporters

Funders

- Department of Communities, Child Safety and Disability Services
- Department of Families, Housing, Community Services and Indigenous Affairs
- Department of Health and Ageing

Corporate support

- Origin LPG
- Toyota

Partnerships and sponsors

- CARRSQ
- Combined Health Agencies Group
- EPAC
- HESTA Super Fund
- MBF
- MPS Australia
- Pickles Auctions
- Port of Brisbane Pty Ltd
- QGC
- Queensland Health
- Queensland University of Technology
- RACQ
- Sci-Fleet Toyota
- South East Alliance of General Practice
- Sabot
- TENA
- Think Pharmacy – Acacia, Chermside, Maroochydore and Varsity Lakes
- UnitingCare Health – The Wesley Hospital and St Andrew's Hospital
- University of Queensland
- Wynnum Gardening Club
- Wynnum Manly Leagues Bowls Club

Community supporters

- Brisbane School of Distance Education
- Chinchilla Bowls Club

- Clarrie Burke
- Clayfield College
- CS Energy
- Hopelands Indoor Bowls Club
- Kragra Gymkhana Association Incorporated
- Lions Club of Ashgrove/The Gap
- McDonalds - Chinchilla
- Merle Newman
- Murphy Pipe and Civil
- PFD Food Services
- Rotary Club of Chinchilla
- RSL Sub Branch – Chinchilla
- Tony and Judy Salecich
- Uniting Church Blue Care Social Group
- Uniting Church Taroom Ladies Fellowship
- Western Downs Regional Council

Vehicle sponsors

- Aurion Corporation
- Blue Care Wynnum Ladies Auxiliary
- Cancer Council of Queensland
- Chinchilla RSL Charity Bingo
- Gatton Bowls Club
- Lions Club of Withcott Helidon and Tewantin Noosa
- Lowood/Rosewood Thrift Shop
- New Hope Coal Australia
- Rotary Club of Mossman
- The Wheeler Family (NQ) Charitable Trust
- Stanbroke Employees
- 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 Queensland 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 enables 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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