

# 2015 annual report



# our history

## 1900 – 1929

### • Earliest forms of out-of-home care

The earliest forms of out-of-home care are created by The Methodist Church with the opening of children's homes in Brisbane – Robgill, Queen Alexandra, Blackheath, Margaret Marr, WR Black and Marsden Home for Boys



The Presbyterian and Methodist Churches lay foundations for an ongoing commitment to health care

## 1948

St Stephen's Presbyterian Church purchases local hospital in Maryborough, later called St Stephen's Hospital

## 1949

The Methodist Church purchases St Helen's Hospital, South Brisbane, later to become The Wesley Hospital

## 1953

### • First Blue Nurse

Sister Olive Crombie, the first Blue Nurse, visits the first patient – an initiative of West End Methodist Church led by Rev Arthur Preston

## 1958

The Presbyterian Church opens St Andrew's War Memorial Hospital

## early 70s

### First wave of deinstitutionalisation of people with a disability begins

Rev Ed Smith establishes the first Crossroads in Queensland providing regular camps, holidays, socials and Sunday School classes for people with a disability

The Methodist Church buys the Moorlands House site and commissions The Wesley Hospital to carry on the work started by St Helen's Hospital

## mid 70s

Methodist Church parishes begin to establish childcare programs

The Clare Homes Program is established to provide emergency accommodation for homeless families

Some homes that had previously supported 'unmarried mothers' were transformed to become women's shelters

Blue Nursing's first independent living units are opened at Girraween and Yoorana Place

Construction of The Wesley Hospital begins and it opens in 1977



## 1977 union

On 22 June 1977, the Uniting Church in Australia (UCA) was formally established when most congregations of the Methodist Church of Australasia, the Presbyterian Church of Australia and the Congregational Union of Australia came together under the Basis of Union



## 1964

### First Lifeline centre opens in Brisbane

Rev Ivan Alcorn, Director of Young People's Department in the Methodist Church, is inspired to open a Lifeline telephone counselling centre in Brisbane

## 1979

The construction of the Buderim Private Hospital begins – purchased by UnitingCare Health in 2000 and later renamed the Sunshine Coast Private Hospital

## 1980s

A time of expansion for most services, responding to growing local needs

Building program expands, reforms in aged care and child protection and further deinstitutionalisation of people with a disability

## 1999

The name Blue Care is created for aged care services



## 1999

The Uniting Church Assembly Standing Committee approves the name UnitingCare Australia for the national body

## 2000

UnitingCare Queensland is formalised as an organisation with many disparate Church organisations coming together, under the one umbrella, for the first time



## 2000

Uniting HealthCare is formed – later to be UnitingCare Health

## 2011

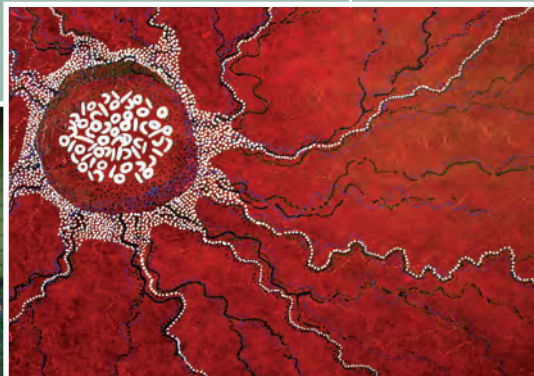
Lifeline Community Care Queensland becomes UnitingCare Community, delivering Lifeline and other services

## 2012

First Reconciliation Action Plan launches

## 2014

UnitingCare Queensland's fourth service group is created – ARCS (Australian Regional & Remote Community Services)



## 2014

UnitingCare Health opens St Stephen's Hospital in Hervey Bay – Australia's first fully integrated digital hospital

## 2001

Lifeline Community Care Queensland is formed

bringing many individual organisations into one, with 12 regional Lifeline Divisions across the State

The Centre for Social Justice is established

## 2008

Shared values established

## 2004

The UnitingCare Queensland Board is created – a single integrated model for decision making and accountability



## 2015

One of Australia's largest health and community services providers

Delivering quality person-centred care to thousands of people every day of the year

# about us

UnitingCare Queensland provides health and community services as part of the Uniting Church. We work to deliver quality outcomes, providing person-centred care and services that enable our clients and patients to have the best possible lives whatever their circumstances.

Our 15 000 staff and more than 9 000 volunteers support many thousands of people each day throughout Queensland, northern New South Wales and in the Northern Territory. On any given day this could be a patient undergoing palliative care in hospital; a client moving from home to residential aged care; a young person living in foster care, away from their natural family; or a person living with a disability who has chosen to live independently.

We support more than 460 locations; many of these are in areas where other providers do not go. Our staff travel thousands of kilometres to reach out and care for people in some of the more remote areas of Queensland – from Thursday Island in the far north, to just south of the Queensland border and out west, as far as Mt Isa and Charleville – and now, to the remotest regions of the Northern Territory.

Our annual revenue is in excess of 1.5 billion dollars and we are continually investing in new and improved facilities as well as the latest clinical technology to ensure we meet expectations and remain competitive.

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

# our mission

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

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

UnitingCare Community, UnitingCare Health, Blue Care and ARRCs (Australian Regional and Remote Community Services) are vital expressions of this mission.

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# 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 contributors, 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**

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

## **UnitingCare Health**

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

## **ARRCS - Australian Regional and Remote Community Services**

- Aboriginal and Torres Strait Islander flexible aged care services
- Residential aged care
- Personal care, social support and domestic assistance
- Disability services
- Respite care
- Allied health
- School nutrition

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

# highlights of the year

## Australia's first fully integrated digital hospital

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Australia's first fully integrated digital hospital opened in October – the \$96 million St Stephen's Hospital in Hervey Bay is the first Australian hospital to completely digitise and integrate all equipment and processes, allowing a superior level of patient care

## Lifeline Crisis Line answers 170 000 calls

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UnitingCare Community's Lifeline Crisis Line answered an additional 40 000 calls bringing the total number of calls to 170 000 – a 30 per cent increase

## NDIS ready in 2016

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UnitingCare Community's new Disability Service Model outlined a person-centred approach to delivering disability services, ready for the launch of Queensland's National Disability Insurance Scheme (NDIS) in 2016

## St Andrew's Emergency Centre celebrates 20 years

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St Andrew's War Memorial Hospital celebrated 20 years since it opened its Emergency Centre and the Centre now treats more than 12 000 patients each year

## Reconciliation action

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All UnitingCare Queensland's services participated in reconciliation efforts as part of Reconciliation Australia's Recognise Campaign, supporting the actions outlined in the Reconciliation Action Plan

## 1300BlueCare

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Blue Care rolled out 1300BlueCare across all its services – a single enquiry point to the Customer Service Centre – and established it as the contact point for the Government's MyAgedCare Gateway and the Regional Assessment Service

## Domestic and Family Violence Taskforce

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UnitingCare Community advocated to government on issues relevant to its key services with a number of recommendations from its Elder Abuse paper adopted by the Queensland Government Domestic and Family Violence Taskforce. UnitingCare Queensland CEO, Anne Cross, was a member of the Taskforce.

## First purpose-built breast clinic

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The Sunshine Coast Private Hospital opened the first comprehensive purpose-built breast clinic on the Sunshine Coast, with same day results for both screening and diagnostic appointments

## Successful first year for ARRCS

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In just a little over a year ARRCS has achieved many important milestones focussed on transferring staff and establishing appropriate governance arrangements. This has ensured the continuity of important services to some of the remotest areas of the country



## Tailor Made for the future

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Blue Care undertook its first formal evaluation of its Tailor Made service performance model, establishing a baseline for future progress

## New operating theatre complex

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The Wesley Hospital officially opened The Russell Stitz \$20 million operating theatre complex expansion, making it the largest theatre complex of any private hospital in Queensland

## Record breaking Bookfest sales

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UnitingCare Community sold a record breaking \$1.2 million worth of books at the Lifeline Bookfest at the Brisbane Convention Centre in January

## Humanitarian Award for Blue Care

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Blue Care received the Humanitarian Award from international workforce learning management organisation SABA, for its humanitarian services, social projects, community programs and initiatives

## Investment in staff at Blue Care

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Blue Care invested heavily in staff professional development this year to help meet changes in the aged care sector

## Response to community crisis

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UnitingCare Community and Blue Care supported more than 36 000 people in four community crisis events: Cyclone Marcia, the East Coast Low, the family tragedy in Cairns, and the Ravenshoe café explosion

## New clinical school at St Andrew's

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The new Clinical School at St Andrew's War Memorial Hospital opened with 400 medical students now trained by UnitingCare Health hospitals each year

## Children's contact centre in Logan

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UnitingCare Community supported children from separated families to spend time with their parents in a safe and welcoming environment with the opening of a Children's Contact Centre in Logan

## Child Safe, Child Friendly

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The UnitingCare Queensland Board approved the Child Safe, Child Friendly Framework which was rolled out across the organisation during the year. The safety of children continues to be a high priority for UnitingCare Queensland with recruitment, induction and ongoing training and supervision reflecting this commitment

## Significant capital works program

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To improve the quality of and access to health and community services, an extensive capital works program has continued throughout the year with many large scale refurbishment programs underway or completed in aged care facilities. Construction was also completed of the new St Stephen's digital hospital in Hervey Bay, the Cape York Family Centre, a community centre in Mutitjulu and the co-location of 600 service support staff in a Brisbane central office.

# a message from our Chair **Craig Barke**

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In this first full year as Chair I have hit the ground running with multiple and complex issues for consideration before the Board.

In an environment of significant reform across all sectors, increased competition and compliance, and the implementation of consumer directed care in aged care and disability services; UnitingCare Queensland is working hard to continue to deliver excellent health and community outcomes, while transforming the way it delivers services.

As our services go through renewal, so too has our Board as we warmly welcomed new Board member Susan Forrester. Drawing on more than 25 years of commercial experience in executive management roles, Susan has brought a focus on strategy and corporate governance to her role.

On behalf of the Board I would also like to thank the outgoing Rev Kaye Ronalds for her time as a very productive Board member and Moderator of the Queensland Synod. We welcome Rev David Baker as the new Moderator and Gary Doyle as the new Synod General Secretary; both new Board Members.

Despite the sector challenges ahead of us, we have achieved very positive milestones including the successful transition of Australian Regional and Remote Community Services (ARRCS) with improved performance both financially and operationally in its first year.

This is a significant achievement. Congratulations to all the staff involved. It has been a great first year.

Further Frontier Services were transferred to UnitingCare Community and ARRCs including rural and remote child and family services in Charleville, Mt Isa, Longreach, Mareeba and child care at Mutitjulu. The Board is committed to delivering high quality services to support the people and communities in regional, rural and remote areas. This speaks to our mission of providing care and support in areas that most other providers will not go.

Another noteworthy achievement was the opening of Australia's first fully integrated, digital hospital; UnitingCare Health's St Stephen's Hospital in Hervey Bay. This is an example of UnitingCare Queensland's enduring commitment to innovative, high quality health care services around the state and in regional areas.

With the opening of this new state-of-the art hospital, we sadly saw the closure of a community icon – the St Stephen's Hospital in Maryborough. The Board was disappointed that after years' of service to the members of the Maryborough community that a viable ongoing option for the hospital site was not possible. We continue to support the Maryborough community through access to a wider range of services at Hervey Bay and the continuation of our Blue Care, UnitingCare Community and Lifeline services in Maryborough.



To ensure we continue to be there for local communities in the future, our systems and processes will evolve as the organisation becomes more fit-for-purpose for the changing environment.

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UnitingCare Queensland remains focussed on being a leader in person-centred care and improving the lives of those we serve. Our mission motivates us to provide high quality professional and compassionate health and community services to people from all walks of life and in many different locations, led by the needs of the community.

To ensure we continue to be there for local communities in the future, our systems and processes will evolve as the organisation becomes more fit-for-purpose for the changing environment. I am very positive about UnitingCare Queensland's evolution given the confidence the Board has in the organisation's foundations. It has an incredibly committed and talented CEO and Executive Team, is driven by sound and robust governance, has 24 000 staff and volunteers who deliver some life-changing services on a daily basis with great skill and compassion, and is founded in the values and vision of the Uniting Church in Queensland.

Before closing, I also want to acknowledge the great public recognition of our CEO, Anne Cross in being named the 2014 Telstra National Business Woman of the year. This is a tribute to Anne and her contribution to UnitingCare Queensland and to the sector throughout her career.

Thank you everyone for a very successful year.

**Craig Barke**  
Board Chair

# a message from our CEO **Anne Cross**

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There is something about “stepping up” to be the best you can be that is incredibly challenging and energising at the same time. It is this concept that has marked the year for UnitingCare Queensland.

As the year closed, Blue Care was inducted into the Queensland Business Leader’s Hall of Fame. This honour recognised the contribution of the Uniting Church to Queensland communities, celebrating the vision of the founders as well as the many people who have worked for, volunteered for and led Blue Care over more than 60 years. It is a story of many hearts and hands; of compassion and commitment; a great story of inspired and diligent stewardship over generations.

UnitingCare Health was also recognised internationally this year for its achievements in the development of St Stephen’s Hospital at Hervey Bay, as the first fully integrated digital hospital in Australia – a truly pivotal contribution to health care in Australia.

Blue Care is responding to and preparing for the very significant changes that are washing across the aged care sector: consumer directed care, opening up of the aged care ‘market’ to very significant competition, increased financial contribution by residents of aged care facilities and those needing support at home and in the community. It is a time of great potential for innovation and improved efficiencies, but also could be a time of great concern for some people and communities that will not benefit from new consumer empowerment. The resultant market forces also

challenges the sustainability of some community services across the sector now and in the future.

Similarly, UnitingCare Community and Blue Care are preparing for the implementation of the National Disability Insurance Scheme (NDIS), often spoken of as the biggest social policy and funding change in Australia since the introduction of Medicare. Like the aged care reforms, the NDIS will fundamentally change the way services for people with disabilities are funded and purchased. UnitingCare Community also continues to respond to reforms in Child and Family services that are being implemented as a result of the Queensland Child Protection Commission of Inquiry.

Motivated by our mission to serve, UnitingCare Queensland is responding to and preparing for all these very significant changes. UnitingCare Queensland’s strategic ambition to be a leader in person-centred care has seen the organisation getting on with the business of reforming itself. I know this has seen everyone in the organisation reaching just that little bit deeper in order to achieve some of the critical milestones we needed to achieve. As a result, we are well positioned and prepared for the future.

It is exciting to have completed our first full year of operations of our newly formed service group, Australian Regional and Remote Community Services (ARRCS). During its first year, ARRCS staff, supported by Blue Care, have achieved an increase in service



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quality and improved business systems and processes. Major refurbishments have been completed at some facilities and the new 18 bed aged care facility at Mutitjulu was built and opened. This first year of foundational work has positioned ARRCs well for the coming years, especially as it works in partnership with Indigenous people to close the gap in Indigenous health and employment.

We are passionate about supporting people to be the best they can be – people from all walks of life, who live in many different locations. I am proud of the fact that UnitingCare Queensland is now the largest health and community service provider in regional and remote Australia.

We hold the fact that we are intergenerational stewards of the Church's work in health and community services uppermost in our minds as we plan and build a sustainable portfolio of services into the future. There are many adjustments we will continue to make to strengthen our ongoing capacity to serve the people of Queensland, northern New South Wales and the Northern Territory.

Reflecting on and learning from the work of the Royal Commission into Institutional Responses to Child Sexual Abuse, another priority for the year has been improving our internal process and systems that keep children safe when they or a family member receive our services. We want to ensure that individually and collectively we take responsibility for the safety and nurturing of any child who is in contact with our organisation.

We have also continued our commitment to reconciliation and this year finalised our second Reconciliation Action Plan. In our annual impact statement to Reconciliation Australia we recorded an increase in cultural awareness training, Indigenous employment and a wide range of partnerships with Indigenous organisations. UnitingCare Queensland also joined the campaign to achieve Constitutional Recognition of Aboriginal and Torres Strait Islander peoples.

Our contribution to research continues and it was pleasing this year to see the merger of The Wesley Research Institute and St Andrew's Medical Institute; creating greater capacity for research that informs patient care across all our hospitals.

Behind all the achievements and challenges faced by UnitingCare Queensland, are the people; more than 15 000 staff, 9 000 volunteers and our chaplains. They are the bedrock of the organisation and I want to thank each of them for their work, their contribution and their commitment to our mission as the health and community service provider of The Uniting Church. I also extend my heartfelt thanks to the Executive Team for their exceptional leadership and to our Board for its considered guidance and support.

Congratulations everyone.

**Anne Cross**  
Chief Executive Officer



# a message from our Director of Mission **Colleen Geyer**

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I'm writing this in the midst of the season of spring – a time of environmental renewal and promise. Not only is there a constancy in the annual regeneration of nature, there is also a rhythm to the cycle of the seasons (in most places anyway!). Our senses catch the change – with the scent of new blossoms, the visibility of new growth, the birds and bees swarming, and for some, even the allergic response to pollen flying free on the wind.

It is this renewal that always serves to remind us of what is possible, and that our human tendency to hope is worth holding on to. Both of these things – possibility and hope – are very important to the thousands of people that UnitingCare Queensland supports every day, of every year. As our staff make a difference by caring, providing services, walking alongside, and empowering people to live the lives that make sense to them, what is possible can often become a reality.

The prophet Isaiah puts the inevitability of righteousness (justice and decency and virtue) being held up as important to the nations (all people everywhere, as well as those who govern), in the same way as spring comes with annual regularity

to the earth. UnitingCare Queensland continues to advocate for those we serve, as we do for those who are doing it tough or who do not have the space for their voices to be heard. An example of this is our commitment to standing for victims of domestic and family violence. Our actions in our workplaces, our processes and our expectations, all say something about the type of organisation we are.

Our values of compassion, respect, justice, working together and leading through learning are guideposts to us for the service we provide, and the behaviours we exhibit in everything we do. They also connect us to who we are as health and community services of the Uniting Church, part of its mission in all the communities where UnitingCare Queensland works.

UnitingCare Queensland – Blue Care, UnitingCare Community, UnitingCare Health and ARRCs – continues to reach out, speak out and care; and to be an authentic expression of God's love for all. With the promise of hope and the potential of possibility, the future will continue to be one of renewal and new growth held firmly within our missional purpose.

**Colleen Geyer**  
Director of Mission



**“For as the earth brings forth its shoots, and as a garden causes what is sown in it to spring up, so the Lord God will cause righteousness and praise to spring up before all the nations.” (Isaiah 61:11)**

# the work we've done

across UnitingCare Queensland

## Person-centred care and service at UnitingCare Queensland – Strategic plan progress

The Strategic Plan 2014/2017, released in September 2014, confirms our strategic ambition to support people to have the best possible lives, improve the wellbeing of communities and pursue a fair and just society. The plan recognises and responds to the many external factors that are impacting the sector. These factors include aged care reform, the introduction of the National Disability Insurance Scheme (NDIS), increasing competition and contestability of government contracts, and tougher private health fund relationships. These reforms are significant and much is being done across the organisation to respond to this changing environment.

UnitingCare Queensland has continued to progress the priorities in the 2014/2017 Strategic Plan and while legislative and service environments continue to change, the strategic intent of the plan remains relevant and continues to inform and shape the agenda for the organisation.





## Highlights

### Goal 1 – The choice for care and service

Our aged care services successfully met the 1 July 2015 deadline for the implementation of Consumer Directed Care for all community aged care packages and the commencement of the MyAgedCare Gateway.

A revamped marketing campaign was also implemented to ensure service information is readily accessible by our customers.

Blue Care provided important stewardship in transitioning services in the Northern Territory from Frontier Services to UnitingCare Queensland's fourth service group, Australian Regional and Remote Community Services (ARRCS). UnitingCare Community also successfully transitioned a range of community services from Frontier Services.

St Stephen's Hospital Hervey Bay was successfully opened in October 2014; the NSQHS Standards were achieved for our hospitals; and external reporting of selected patient safety measures through the MyHospital website commenced.

Reform projects are underway and on track to deliver: disability services transformation; the CARE model in out-of-home care; a new child and family model; improved management and information capability; and client safety monitoring.

### Goal 2 – Financially sustainable and secure

Significant work is underway to address the long term financial sustainability of UnitingCare Queensland including the finalisation of the consumer directed care pricing structure for aged care; a review of overhead costs; and a five year financial roadmap has been developed.

### Goal 3 – Dynamic people in a dynamic organisation

Development opportunities as part of UnitingCare Queensland's Values Based Leadership Framework have continued as a priority across UnitingCare Queensland in the last 12 months. Activities use a mixture of workshops, projects, and on-the-job learning, all underpinned by our organisational values.

Our leadership style agreed as part of the framework is described as, "outcome oriented, collaborative and accountable, performed with integrity, humility and reflection". We have confirmed these leadership skills with both experienced managers as well as new leaders through an emerging leaders program. In addition the next cohort of students commenced a Graduate Certificate in Leadership, presented in partnership with Griffith University and focusses on developing our future senior leaders. This partnership has been in place since 2008.

In the first half of 2015, the final UnitingCare Community and Blue Care Community Energy Efficiency Program (CEEP) report was delivered to the Federal Government, highlighting service groups' CEEP projects.

UnitingCare Health has become a member of the Global Green and Healthy Hospitals network, a virtual community of more than 9 700 hospitals and health centres from six continents that are committed to reducing their ecological footprint and promoting environmental health.

Data from UnitingCare Queensland Fleet's implementation of RACQ driver training has demonstrated not only a reduction in crashes, but also a reduction in CO<sup>2</sup> emissions and financial savings.

The first Growing a Greener UnitingCare Queensland Forum was held in March 2015.

A number of critical and complex foundational ICT initiatives culminated in the commissioning of two new core infrastructure platforms in two external data centres. Other significant ICT projects included the audit and implementation of technology for ARRCS; completion of WIFI capability across all hospitals; and commencement of a pilot trial of Skype for Business video and collaboration tools for staff across more than 30 aged care sites.

## Service quality

The UnitingCare Queensland Quality Management Framework has been implemented across all services. The framework will drive improved service quality for UnitingCare Queensland. Specifically it is designed to:

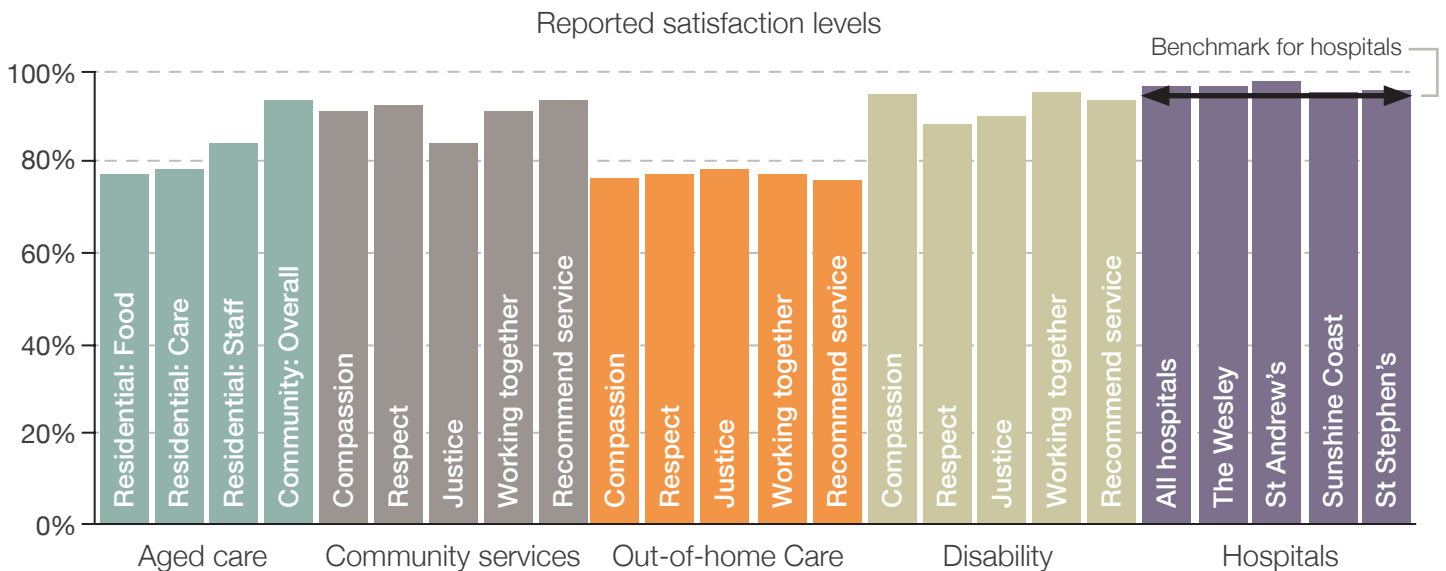
- provide service groups with a structured way to think about the achievement of impacts and outcomes for their clients
- allow us to build an organisational view of whether our services are making a positive difference in the lives of people who receive our services.

In addition to considering quarterly results and trends in the performance domains, the Quality Committee undertakes an annual in-depth analysis of the adequacy of service group governance of the six supporting pillars and the two foundational elements of the framework.

As a result we are developing a better understanding of the quality of the services that we deliver with progress made in identifying appropriate measures of impact, safety and experience and in the reporting and analysis of results.

### Client/patient experience:

Tailored versions of the Client/Patient Experience Tracker are now used across UnitingCare Queensland to collect feedback from the people who use our services.



Patient satisfaction levels for our hospitals are consistently above the industry benchmark and while benchmarks have not been established for aged care and community services, results indicate consistently high levels of client satisfaction with those services.

### Client/patient impact:

Progress has been made in assessing the difference that we make in the lives of people who receive our services. In our hospitals the results for key measures of clinical effectiveness and of rehabilitation outcome are consistently better than industry benchmarks or internal improvement targets. Key measures of client impact for disability services, out-of-home care, and community services have now been developed and data capture is underway with quarterly reporting (including comparisons with appropriate benchmarks) to commence in early 2016.

### Client/patient safety:

All services now monitor and report a set of key measures for safety. Results for patient safety in our hospitals are consistently better than industry benchmarks or internal improvement targets and the one benchmarked measure for aged care is within range. The majority of the trends for other measures of safety continue to improve.

## Reconciliation

Following the launch of UnitingCare Queensland's second Reconciliation Action Plan 2014/2017 (RAP) in May 2014, work has continued towards UnitingCare Queensland's vision for reconciliation. This RAP builds on the work of the first RAP and introduces new approaches to building relationships, showing respect and improving opportunities.

Our RAP continues to be driven by the Advisory Group on Reconciliation (AGR). The members of the AGR are enthusiastic champions of the RAP – they promote the work being undertaken across the organisation and ensure that commitments are progressed and met.

This year UnitingCare Queensland became an official campaign partner of the Recognise Campaign which aims to achieve recognition of Aboriginal and Torres Strait Islander peoples in Australia's Constitution. Our campaign launched across the organisation in Brisbane, Cairns and the Sunshine Coast on 29 October 2014. Supporting the Recognise Campaign is an important step in reconciling our past.

## Reconciliation highlights

- An event held as part of Reconciliation Week at kuril dhagun at the State Library. Dr Jackie Huggins spoke about the importance of recognising Aboriginal and Torres Strait Islander peoples in the Australian Constitution.
- Blue Care Hollingsworth Elders Village in Cairns was highly commended in the Queensland Government's 2015 Reconciliation Awards. Hollingsworth's dedicated staff support the unique aged care and disability care needs of Aboriginal and Torres Strait Islander communities in North Queensland. The awards recognise organisations and initiatives advancing reconciliation in Queensland.
- The opening of the Cape York Child and Family Centre in North Queensland. Based in Cooktown, this innovative service comprises 10 self-contained family homes designed to support Indigenous families who are at risk of breakdown, as a result of alcohol or drug addiction.
- The collection and sharing of 'stories of belonging' across the organisation. This was undertaken as part of our commitment to the national Recognise Campaign and in the spirit of building a nation where everyone's story counts. Staff shared their stories explaining what it means to be recognised and to belong.
- Our service groups continue to develop strong relationships with Aboriginal and Torres Strait Islander service providers and community groups. In addition to highlighting the importance of collaboration, this helps to inform service planning and promotes practice and resource sharing.



## Advocacy

The CEO Conversation Group has continued to be a valuable forum to exchange ideas and identify areas for collaborative action. UnitingCare Queensland's CEO remains as Chair, bringing together the CEOs of The Salvation Army, St Vincent de Paul, Life Without Barriers, Mercy Family Services, Centacare Brisbane, Churches of Christ Care, Mission Australia, Anglicare Southern Queensland, The Benevolent Society Queensland and Red Cross Queensland.

The CEO of the Community Services Industry Alliance (CSIA) joined us this year and has been a valuable addition to the group. Against the backdrop of the Royal Commission into Institutional Responses to Child Sexual Abuse, the group maintains a focus on the implementation of child and family reforms in Queensland. It successfully lobbied the Federal Government for greater certainty for homelessness funding and raised a range of housing issues with the Queensland Minister for Housing. The group also considered the implication of the Competition Policy Review's recommendations to increase competition in the delivery of human services and opportunities for impact investing in Queensland.

In addition, the Group has been actively working to build relationships with the new Queensland Government, raising some key issues for consideration including the implementation of the National Disability Insurance Scheme; the need to continue the momentum of child and family reforms; outcomes based approaches to investing in human services; opportunities for partnerships between public and private health providers; innovative models of community based health care; and the need for a strong whole of community response to domestic and family violence.

### Domestic Violence Taskforce

UnitingCare Queensland progressed its response to domestic violence including a workplace approach to support staff who live with domestic violence. The work was developed by HR leaders and aims to provide financial stability, contact and support outside of the home, access to leave entitlements to deal with practical issues like court attendance and housing needs, flexibility in work hours or location where possible, and being part of safety planning.

These workplace supports were highlighted as part of the report "Not Now, Not Ever: Putting an end to domestic and family violence in Queensland". The report was prepared as a result of the work completed by the Premier's Special Taskforce on Domestic and Family Violence. Our CEO, Anne Cross was a member of the Taskforce.

### Rural and remote

UnitingCare Queensland's commitment to regional and remote communities and to Aboriginal and Torres Strait Islander peoples is driven by our commitment to service delivery in what can be difficult and challenging circumstances. We provide services in some of the more remote areas of Australia, supporting people in locations other providers do not go. We worked extensively with The Federal Government, National Assembly and community partners to ensure continuity of care, transitioning aged care and community services in the Northern Territory from Frontier Services to UnitingCare Queensland.

### Aged care reform

As one of the largest national providers of aged care services, UnitingCare Queensland continues to engage with the Federal Government around the significant aged care reform agenda. Reforms include increasing competition from commercial enterprises in services traditionally provided by the not-for-profit sector and consumer directed care which transfers funding from the organisation to the customer. This quite rightly provides greater choice for aged care customers. We have contributed to these reforms through various working parties including the Commonwealth Home Support Program.

### Digital Health

UnitingCare Health's construction of St Stephen's Hospital, Hervey Bay – the first fully integrated digital hospital in Australia – has earned it a reputation in the digital health space, resulting in invitations from The Federal Government to share knowledge and experience in relation to digital health governance arrangements and health records.

## Royal Commission into Institutional Responses to Child Sexual Abuse

UnitingCare Queensland has continued to closely monitor and contribute to the work of the Royal Commission into Institutional Responses to Child Sexual Abuse. We contribute to work being undertaken by the Uniting Church nationally, as well as the work of the Queensland Synod. This has included drafting submissions on Royal Commission consultation topics and issues papers, analysis and sharing learnings of the Royal Commission's case studies, and continually improving our response to the needs of survivors of abuse that we have contact with.

The CEO also represented the Uniting Church in Australia at the Royal Commission's public hearing on Redress in March 2015. The Uniting Church is currently considering its response to the Royal Commission's final report on Redress and Civil Litigation. Through our Complaints of Past Abuse and Neglect Policy and Procedure we continue to work with survivors of abuse who approach us, offering them a compassionate approach that contributes to their healing.

## Child Safe, Child Friendly

The UnitingCare Queensland Board approved Child Safe, Child Friendly: UnitingCare Queensland Child Safety Risk Management Framework in November 2014. During the year, it was rolled out across UnitingCare Queensland and adopted by ARRCs. Risk assessments have been undertaken across all services, with service groups adopting the necessary mitigation strategies tailored to their service risk. The safety of children continues to be a high priority for the organisation with recruitment, induction and ongoing training and supervision reflecting our commitment. Our reporting processes and expectations of staff and volunteers are clear and robust. The Framework will be reviewed annually with the first review to take place from March 2016.

## Informing our practice through research

We conduct social research that is aligned with our strategic plan, that is ethical and academically rigorous. Research continued to inform practice across UnitingCare Queensland in 2014/15 with 12 projects approved by the Human Research Ethics Committee. These projects range from examining the effectiveness of our services in helping people with gambling addictions, through to more effective ways of assisting elderly people with wound management.

### UnitingCare Community

Approved projects have attracted a range of significant partnerships, for example, UnitingCare Community partnered with the Department of Environment and Heritage Protection to conduct research into illegal dumping at Queensland charity bins and stores. This work is important for the Lifeline Shops in Brisbane with \$109 452 spent in 2013/2014 to dispose of waste left outside the bins and shops. The research project is supported by six Queensland charities and the findings will inform a social marketing campaign aimed at reducing the volume of waste.

### Blue Care

Blue Care's major research projects included evaluating the extent to which the person-centred care (PCC) philosophy has been embedded across both residential and community care; as well as measuring the impact and effectiveness of their memory support and palliative care programs. The findings of these reports revealed that according to staff perceptions, Blue Care meets 67 per cent of the elements that define PCC, providing a strong baseline from which to move forward. Furthermore, residents in memory support units enjoy a good quality of life (QOL) at 70 per cent of a possible perfect QOL score. This data is supported by an overall client satisfaction survey result of 90 per cent. Blue Care executive staff presented these findings at the recent Aged and Community Care Australia (ACSA) international conference in Perth.

Service groups also continued to implement policies and procedures which improve our research governance. The financial year saw the development of a new UnitingCare Community Research Policy and a Research and Evaluation Plan (2015/2017), both of which align research and evaluation activities with organisational strategy. Blue Care has also embarked on actioning a three year research strategy that will establish and drive a stronger research culture.

Professor Jill Wilson's role as the Chair of Social Policy and Research came to a close. Jill has been instrumental in improving our research governance with the establishment of a UnitingCare Queensland Research Committee and a Human Research and Ethics Committee. Jill will be the new Chair of this committee commencing in early 2016.





## 2014/2015 highlights

This year our volunteer numbers have grown by an additional 641 people – a total of 6 841 volunteers supporting 2 454 staff. Each month more than 200 community members enquire about volunteering

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We finalised our future approach to disability services with our new Disability Service Model. This model focuses on a person-centred approach for clients and prepares us for Queensland's roll-out of the National Disability Insurance Scheme (NDIS) in 2016

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The Lifeline Crisis Support team answered an additional 40 000 calls in 2014/2015 – bringing the total of crisis support calls to 170 000 – an increase of 30 per cent

All out-of-home care staff (372) completed training in Therapeutic Crisis Intervention (TCI), Transforming Care, and the evidence-based, therapeutic Children and Residential Experiences (CARE) training – with each model representing best practice in our industry

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The Brisbane Bookfest Sale achieved a record result, generating sales of over \$1.2 million

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We responded to four Community Recovery events this year: Cyclone Marcia, the East Coast Low, the family tragedy in Cairns, and the Ravenshoe café explosion. Our staff and volunteers supported over 36 000 people

We opened a new Children's Contact Service at Logan, which enables children from separated families to spend time with their parents in a safe and welcoming environment

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We formally advocated to government on a number of not-for-profit issues including pay equity, funding tendering processes, Commonwealth funding reductions and outcome measurement and payment models

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Our core services secured more than \$9 million in new funding

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We provided a formal submission to the Domestic and Family Violence Taskforce and a subsequent paper on Elder Abuse at the request of the Taskforce

# UnitingCare Community

UnitingCare Community continues to provide support when and where the community needs us. We support people from the city, and in rural and regional areas to lead connected and valued lives and help them to overcome times of crisis. As a service group of UnitingCare Queensland, we operate over 150 services across Queensland in crisis support, child and family services, and disability support.

## Current environment

Our focus in 2014/2015 has been on streamlining our processes and strengthening our capacity to improve service delivery to our clients. For example, this year we extended our commitment to client safety with a new Client Safe Review Team and an oversight committee. We undertook improvements to our child safety risk management framework and quality framework. As an organisation that many Queenslanders trust to provide them with support – often at their most vulnerable times – we are committed to the safety of every client as a first priority.

In 2014/2015 there have been a number of broad changes and reforms impacting on the service areas we operate. These changes include government inquiries and the roll out of the National Disability Insurance Scheme (NDIS) in Queensland.

We are building an enduring presence in rural and remote Queensland and have established new services and partnerships that support families and drought affected communities. We continue to actively work towards genuine reconciliation with Aboriginal and Torres Strait Islander peoples as we work through our Reconciliation Action Plan, establish partnerships with local Indigenous Elders and community groups, and increase our support to Indigenous communities.

## Government Inquiries

This year the Queensland and Australian Governments have conducted a number of inquiries that impact our services. These included the ongoing Royal Commission into Institutional Responses to Child Sexual Abuse, and the Queensland Domestic Violence Taskforce Report (Not Now, Not Ever). We welcome the positive impact these inquiries have.

We have actively responded to these inquiries and will continue to advocate on key policy issues that impact our services. Our submissions have positively influenced government policy and the Queensland Government has adopted a number of our recommendations to reduce domestic violence. In particular, UnitingCare Community provided a paper that ensured that the often-hidden issue of elder abuse was considered and addressed in the recommendations of the Not Now, Not Ever report.

During 2014/2015 we have also proactively worked with the Queensland Government to co-design new ways of reporting on government funded services. This work is continuing.

## 2015 key facts



2 454  
staff  
employed



6 841  
volunteers



170 000 Lifeline  
Crisis Support  
calls answered



\$1 200 000  
record sales at the  
Brisbane Bookfest

## Service models

We continued to prepare for the NDIS, with a significant amount of work done to transform existing disability services to meet the challenges of reform.

As the Government implements the recommendations in the Carmody Report, reforms to children and family services have an increasing focus on early intervention programs.

To respond, UnitingCare Community has developed new service models for our disability and child and family programs. These models outline service goals, philosophies and standards to support us to deliver best practice and sustainable services.





# Vacation care for everyone: Daniel's story

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Thirteen-year-old Daniel has severe autism. Last year his dad, Ben, enrolled Daniel into UnitingCare Community's vacation care program for children with disabilities to encourage Daniel to make friends and try new experiences. Ben knew this would be hard for Daniel but felt it was important for him to establish connections at school and in the community.

Vacation Care Case Worker, Ruby, met with Daniel and his dad before the holidays to understand how best to help him.

Ruby learnt that Daniel had limited speech and communication abilities and didn't like to be touched. Daniel also found new environments and routines distressing and so Ruby arranged one-on-one support to help Daniel settle into vacation care.

Ruby also discovered that Daniel loves cars and would sit outside as often as possible to watch cars go by. Knowing this, on his first day Ruby created activities that

involved car themes. She also engaged Daniel in sensory response play activities to support his limited communication needs.

On Daniel's second day, Ruby announced that all the children were going on an excursion at the end of the week. She expected that Daniel would find this routine change challenging, however when he found out where he was going, his eyes lit up.

The excursion was to Kingston Park Raceway – and race cars were Daniel's favourite. Ruby took Daniel under her wing and was determined that Daniel would have a great day out.

On excursion day, the children caught the bus to the raceway. Daniel watched the cars go by and enjoyed the bus trip. However once they arrived, Daniel didn't want to get off the bus.

He shook his head. He couldn't see the race track from the bus and didn't want to move to a new environment.

Ruby was patient with Daniel and knew what to do. She showed Daniel photos of the cars at the raceway and simulated how much fun it would be to be inside the car.

Eventually Daniel smiled and she knew he was ready.

Daniel had a great day. Sitting in the car with Ruby, he laughed as they drove around the track.

When Ruby told Ben of Daniel's day, Ben smiled. "I struggle to get him out of the house!" he said. "What an amazing experience for him."

"I never dreamt he'd actually drive around the track!"

As a single parent, Ben was also grateful for the respite of UnitingCare Community's school vacation care program as it allowed him to go to work and continue to financially support his family.

The Vacation Care service runs activities for children with a disability during school holidays. Find out more at [www.uccommunity.org.au/vacation-care](http://www.uccommunity.org.au/vacation-care)

**"I never dreamt he'd actually  
drive around the track!"**

# the work we've done

## supporting people and communities across Queensland

UnitingCare Community continues to focus on providing high-quality services that respond to both community and individual needs of Queenslanders. As a state-based organisation, we are flexible and agile in our response to community need, and quickly mobilise to deliver services such as community recovery response and drought relief. We use contemporary and innovative approaches to deliver value-for-money services and outcomes for clients.



### Early intervention – keeping families together

Our Referral for Active Intervention Service (RAI) has been operating for over nine years and aims to keep kids safe by providing information, support and counselling to parents. It has supported over 1 000 family members in Toowoomba, Beenleigh and the South Burnett. More than 55 per cent of clients are children under eight years of age.

In 2014/2015, the RAI service established an Intensive Early Childhood Development Support program in Toowoomba as a result of a successful tender. The program will start in 2015/2016 and will work with existing RAI families who are experiencing multiple and complex issues within the family and have children up to five years old. The program aims to link children with quality early childcare, kindergarten or prep.



### Lifeline

This year the Lifeline Crisis Support Line introduced new initiatives to help streamline processes and provide opportunities for volunteers and staff to answer more calls. For example, we developed a cluster model to share resources, management and support across a number of Lifeline call centres.

This initiative along with greater staff efficiencies has enabled the Lifeline Crisis Support team to answer over 170 000 calls – an increase of more than 40 000 calls from the previous financial year. The line also streamlined volunteer training and started a fee-for-service training model.

### Crisis support

UnitingCare Community offers a number of programs to support Queenslanders in crisis. These programs include Lifeline Crisis Support Services, support services for seniors, financial counselling and Community Recovery for communities affected by a natural disaster or other tragedy.

In 2014/2015, the program responded to four critical events: Cyclone Marcia, the family tragedy in Cairns, the East Coast Low and the Ravenshoe café explosion. Across all events, our staff and volunteers provided support to over 36 000 people.

Our Financial Counselling program provides a free, independent and confidential service to inform the community about their rights and responsibilities in relation to credit and debt issues. In 2014/2015, the Financial First Aid Helpline responded to over 9 500 enquiries and provided face-to-face support to 4 500 people in financial distress.

The Financial Counselling Program continues to focus on community education, with workshops established in 2014/2015 specifically for young people, as they look to move out on their own for the first time.



## New services supporting Queensland families

This year we were successful in securing government funding to establish Family and Child Connect services in Rockhampton, Gladstone and Emerald, and Intensive Family Support in Gladstone and Emerald. These services aim to support families who are at risk of entering or re-entering the child protection system so they can get back on track before problems escalate. Both services align with UnitingCare Community's focus on child and family wellbeing and community connection.

In 2014/2015, we worked with the Uniting Church to transition some Frontier Services programs to UnitingCare Community. These services support people in remote areas and will help to ensure the long-term sustainability of child and family support in regional Queensland. This has strengthened our ability to offer a continuum of support to families in these regions.

At the request of the Moderator of the Queensland Synod, UnitingCare Community began interim management of Blair Athol in 2014/2015 and will complete the full transition in 2015/2016. Blair Athol provides accommodation and support services to individuals and families who are homeless or at risk of homelessness in the Gold Coast region. It was previously managed by the Queensland Synod of the Uniting Church in Australia.



## Innovative service delivery – Country Callback

Country Callback is a free and confidential advice, referral and counselling service to help rural Queenslanders affected by drought and hardship. The service was developed in 2014/2015 as a 'Drought Line' but quickly evolved in response to direct input from rural Queenslanders.

Country Callback adopts a triage model to respond to each caller in a way that is appropriate to them. The 'Callback' is about timely referral to the service best suited to the caller. To be effective, the service needed to build trust in the drought-affected communities. To do this, UnitingCare Community engaged with local businesses, contacts and musicians to run local workshops, luncheons, a wellbeing expo and concerts. We ran over 60 community events and engaged with over 40 000 people.

## Supporting children in care

UnitingCare Community's out-of-home care services include residential care, foster and kinship care, respite care and specialist foster care. UnitingCare Community runs four foster care services in Brisbane, Sunshine Coast, Far North Queensland and Rockhampton, and 26 residential houses. Combined, these services supported more than 600 children in care.

UnitingCare Community has continued to implement the Children and Residential Experiences (CARE) model of practice across its out-of-home care services this year. This model was developed by Cornell University and is designed to support an evidence-based therapeutic approach to the care of children and young people. The CARE model represents international best practice in delivering positive outcomes for children and young people in out-of-home care.

All out-of-home care staff (a total of 372) have trained in Therapeutic Crisis Intervention and Transforming Care. We continue to work with Cornell University and the Therapeutic Welfare Institute to embed CARE into day-to-day service delivery, with full implementation taking four years. We are one and a half years along the journey.

This year, sadly the number of children requiring foster care continues to rise, and as a result, demand for our foster and kinship care placements has increased. Despite these challenges, UnitingCare Community has been able to grow the foster and kinship care base with new general foster care placements in south east Queensland (Beenleigh to Gold Coast).



## Disability services

UnitingCare Community's vision is to work alongside people with disabilities and their families to imagine and build personally meaningful lives. This year our disability services area developed a new service model and has begun implementing this model with staff.

We have engaged clients and families in conversations about government reforms and how those reforms will impact on our services. We held seven forums in Brisbane north and south, Ipswich, Toowoomba and Townsville. In these forums we shared our vision for disability services, provided information about the National Disability Insurance Scheme (NDIS), and invited people to raise issues for discussion.

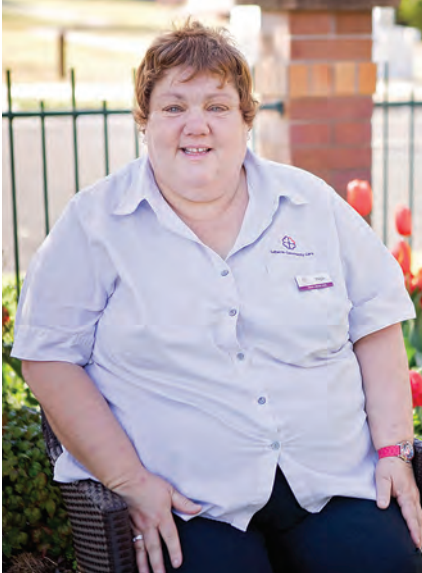
To prepare for the introduction of the NDIS, we have investigated how to support people with disability to lead the best possible lives. We have researched what services people may need and revised our service approaches to find the best way of delivering those services.

We have introduced new measurement and planning tools to assist with each person's individual goals. The measurement tool has been partially introduced and it allows us to report on meaningful outcomes. We continue to engage the people we support in this process as we work with them on their goals and aspirations.

To support a more person-centred approach to service delivery under

the NDIS, UnitingCare Community has initiated a redesign of Disability Services' operational structure. The new structure provides more resources to deliver direct support and increases the capacity for staff to undertake a social facilitator role. This role enables our clients to genuinely participate and establish connections and socially valued roles within the mainstream community.

UnitingCare Community has developed a Learning and Development Framework, a revised Induction Program, and a Workforce Plan. We have begun to implement the Learning and Development Framework and will continue this throughout 2015/2016.



## **Disability Employment Service – person-centred care in action**

The Disability Employment Service supports people with a disability to find and maintain employment. To do this, the service works in partnership with local businesses and employers to generate employment. In 2014/2015, the Disability Employment Service won the contract to expand delivery in the Toowoomba region.

This expanded service will support people to return to work after sustaining an injury or illness or acquiring a disability. We have supported an additional 100 people to access employment, with a total of 267 employment outcomes achieved through this contract.



## **Vacation Care – supporting children with disabilities**

The Vacation Care program provides fun activities and outings for children with a disability of school age. In 2014/2015, the service supported 137 children across four schools. Because of the support we provide, 49 per cent of parents were able to increase their participation in the workforce, and 30 per cent increased their participation in the community.

UnitingCare Community's Vacation Care service is unique as it provides one-to-one and one-to-two client-staff ratios. This level of support provides children with a disability the opportunity to gain greater access to the community and to socially interact in popular public spaces.

In 2014/2015, our commitment has been to further engage parents in the service. This has been successful with a 94 per cent satisfaction rating from parents.

# Helping parents to care for their children: Kylie's story

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Kylie's early experiences of family life later impacted on her own experiences as a parent. Growing up, her father hit both Kylie and her mother and he was rarely part of their life. Her mother was on drugs most of the time and Kylie felt unloved and uncared for. As Kylie got older, she distanced herself from her biological family.

At 24, Kylie was mother to three-year old Holly and pregnant with her second child. She had no contact with Holly's father.

While Kylie wanted to be a good mum, she had struggled with parenting Holly. She had tried to be patient but at times had snapped. A number of calls were made to Department of Child Safety with reports that Kylie would regularly yell at and hit Holly.

Kylie was referred to UnitingCare Community's Referral for Active Intervention (RAI) program, which seeks to offer support to improve family wellbeing.

Specialised Case Worker Annette visited Kylie to talk about the support available. Initially Kylie was quiet, withdrawn and skeptical, as she feared that telling the truth would result in Holly being removed from her care. However over several weeks, Annette visited Kylie and gently built trust and rapport and learnt about Kylie's family history and challenges.

Annette determined that Kylie

needed further support on behaviour management strategies, training in positive relationships and language building within the family, and support to access community-based activities.

Kylie knew she needed help but she'd never had close friends or family to help her along the way and was feeling very isolated.

Not long after, Kylie started independently seeking resources. This was a turning point. When Annette arrived for a cup of tea one day, she saw that Kylie had borrowed a book from the library called, *Is that me yelling? A parent's guide to getting your kids to cooperate without losing your cool*.

Annette and Kylie would talk about the tips Kylie had learnt in the resources she researched and what she thought would work with Holly, in their weekly catch-ups.

Annette also supported Kylie to get her driver's licence so that she could more easily access community resources and spaces and Holly was finally able to play in the park. Kylie was changing her behaviour towards Holly. She had adopted some new strategies to manage her emotions – and they were working.

Although she had made great progress, Kylie was still missing friends and family as a personal support network. Through conversation, Kylie identified some

people she knew that she could trust and reached out to them. They confirmed they would support her.

This happened just in time, as the following week her son, Robert, was born and she had the support of her friends.

In the following weeks, Kylie's mood changed. She would call Annette and cry on the phone. She would try and hide her emotions from Holly, but felt heartbroken when Holly asked why she was sad. Kylie had never felt like that before.

Annette worked with Kylie to explore where she could turn to for support. Kylie visited her GP and started accessing free face-to-face counselling sessions with UnitingCare Community.

Annette also contacted Holly's day care provider and helped her apply for a special day care benefit. This meant that Kylie had more time to access support services to improve her emotional wellbeing.

Kylie is no longer with the RAI program. She is now focussed on raising her children and being a good role model to them – something she never had. While she is still finding ways which work for her and her children, she is now more aware of local community services and resources that she can access should she need support again in her parenting journey.



**Kylie is now focussed on raising her children and being a good role model – something she never had. While she is still finding ways which work for her and her children, she is now more aware of local community services and resources that she can access should she need support again in her parenting journey.**

# the work we've done

supporting our staff and volunteers



## Our volunteers

During 2014/2015 our volunteers contributed 754 361 hours to the organisation, volunteering in Lifeline shops, on the Lifeline Crisis Line, in our corporate support functions and by supporting a range of child and family care, and disability support services across the organisation. This year we saw an increased interest from the community to get involved, with up to 200 volunteer-related enquiries per month.

We continue to work closely with universities to establish student placements and in January 2015, the volunteer management office took over the management of UnitingCare Community's tertiary student placement programs. Social Work and Human Services students completed placements with the Logan Intensive Family Support Service, the Referral for Active Intervention service and Disability Services.

In 2014/2015, we launched a number of new volunteer programs. For example, professional volunteers facilitated a workshop on worth, strength and purpose at Kingaroy as part of the Domestic Violence service. We also engaged a number of law students to work with our Elder Abuse Prevention Helpline to research legislative and policy issues affecting our clients. This assistance enabled our team to provide more comprehensive information to callers.



## A snapshot

A total of 2 454 staff and 6 841 volunteers supported the work of UnitingCare Community in the past year. We undertook significant work to support our staff and volunteers by streamlining processes, and developing and implementing major human resource systems and policies such as performance and supervision, recruitment and selection, and probity.

We continue to work on the Towards Zero Harm initiative and the "Stay Safe" campaign and during 2014/2015, we addressed eight "Stay Safe" safety awareness topics to increase the level of awareness within the organisation.

Another major piece of work finalised during 2014/2015 was a management capability audit. A total of 235 leaders were involved in this exercise, which aimed to invest in and upgrade the management leadership capabilities across the organisation. The results of the audit will be used to develop career plans for managers across the organisation.

We have made continued progress towards UnitingCare Community's Reconciliation Action Plan. Each Service Delivery Directorate in the state has used a cultural capability checklist to develop local action plans aimed at improving the delivery of culturally appropriate services. In 2014/2015, we purchased a cultural capability learning licence from Corporate Culcha and cultural awareness training will be delivered across the organisation in 2015/2016.





## Environmental sustainability

UnitingCare Community has applied a comprehensive approach to sustainable practices, with significant changes in our habits and culture. Our commitment to sustainability is demonstrated through our initiatives to reduce carbon emissions and organisational costs.

Awareness about the importance and benefits of environmental sustainability reinforces our commitment to improved sustainability practices. This commitment has been recognised by both the energy and social services industries with UnitingCare Community case studies being used by Energex and the Australian Council of Social Services (ACOSS).

In 2014/2015, we received funding from the Community Energy Efficiency Program (CEEP) to allow us to increase energy efficiency at 16 sites in regional Queensland. Excellent results have been achieved with an overall improvement of 37 per cent in energy efficiency and savings of \$54 000 per annum. Additionally, UnitingCare Community has realised energy efficiency savings of \$44 000 per annum at our three largest sites (Gipps Street, Chermerside and Annerley).



## Lifeline Shops

Our 129 Lifeline Shops and other recycling activities continue to make a significant contribution to the Lifeline Crisis Support services. Funds raised through the Lifeline Shops and at the Bookfest events support the Lifeline 24-hour Crisis Support Line to answer more calls and save more lives. Revenue growth for the financial year was 3.8 per cent. This, together with constrained spending, resulted in a substantial improvement in the net surplus for the division of 25.9 per cent on the previous year.

Also contributing to environmental sustainability, the Lifeline Shops extend the life of products and prevent good-quality clothing and furniture from going to landfill. In 2014/2015, UnitingCare Community's Lifeline Shops arranged 25 534 furniture and bric-a-brac pick-ups and received 8 070 tonnes of clothing.

The Bookfests and other special clothing sale events held across the state continue to play an important role in relation to both revenue and profile. Sales this year from events exceeded \$2.6 million, which represented growth of 4.3 per cent over the previous year.



## Fundraising

In 2014/2015, UnitingCare Community raised more than \$630 000 through bequests and other fundraising activities. Of the total amount received, \$420 000 was donated through bequests. This year UnitingCare Community invested in the development and establishment of ongoing fundraising initiatives, including the implementation of a bequest program, the establishment of an annual donor event, and the development of a community fundraising program.

Discretionary income from retail operations and fundraising activities provides UnitingCare Community with the ability to be responsive to community needs and continue to self-fund community services such as the Lifeline 24-hour Crisis Support Line, face-to-face community counselling, prison ministry and community development initiatives. Funds raised also supported the Peer Skills program, which provides young people with the skills and confidence to assist friends or peers who are experiencing problems.



## 2014/2015 key facts

Hospital	Admissions	Bed days / year	Operations	Births
The Wesley	67 118	195 083	36 821	1 361
St Andrew's	31 002	82 980	23 603	
The Sunshine Coast	22 926	65 175	14 411	1 061
St Stephen's	7 249	15 596	6 211	
<b>TOTAL</b>	<b>128 295</b>	<b>358 834</b>	<b>81 046</b>	<b>2 422</b>

Hospital	Staff numbers (total not FTE)	Hours worked	Volunteer hours
The Wesley	2 255	2 507 813	50 000
St Andrew's	1 101	1 306 456	13 745
The Sunshine Coast	765	852 838	6 517
St Stephen's	366	228 538	7 200
<b>TOTAL</b>	<b>4 487</b>	<b>4 895 645</b>	<b>77 462</b>

# UnitingCare Health

UnitingCare Health is one of the largest not-for-profit private hospital groups in Queensland with more than 1 000 licensed hospital beds and over 4 400 staff.

UnitingCare Health comprises The Wesley Hospital and St Andrew's War Memorial Hospital in Brisbane, The Sunshine Coast Private Hospital in Buderim and St Stephen's Hospital in Hervey Bay. This year our hospitals admitted just under 130 000 patients and performed more than 81 000 surgical procedures.

Our hospitals provide values-based holistic care to patients and their families, and invest significantly in facilities, technology, research, education and community engagement to improve patients' wellbeing.

Volunteers are vital to the work we do and thanks to their generosity, our patients have benefited from more than 77 000 hours of donated time.

## Current environment

This year UnitingCare Health has continued its commitment to improving our services, ensuring we offer patients the highest possible standard of person-centred health care.

Medical technologies are expanding rapidly and this has provided UnitingCare Health with opportunities to deliver better treatments, improve our care to patients and streamline our processes. Of particular note this year was the completion of Australia's first fully integrated digital hospital – St Stephen's Hospital in Hervey Bay.

The Sunshine Coast Private Hospital has invested significantly in services to better meet patient needs and ensure long-term sustainability. In the past year, the hospital opened a new breast clinic, introduced new clinical services, and expanded its mental health day programs.

In February 2015 The Wesley Hospital officially opened a \$20 million expansion of its operating theatre complex, named after eminent surgeon Dr Russell Stitz. This investment reflects UnitingCare Health's continued commitment to meet the demand for surgical procedures.

St Andrew's War Memorial Hospital's Emergency Centre celebrated 20 years of operation in August 2014, with the emergency centre now treating more than 12 000 patients each year for conditions including cardiac, neurological, orthopaedic and surgical emergencies, sports injuries and other urgent conditions.

UnitingCare Health's new Clinical School at St Andrew's War Memorial Hospital opened on 16 December 2014. Together with The Wesley Hospital and The Sunshine Coast Private Hospital campuses, UnitingCare Health will train 400 medical students each year.

We have continued to develop partnerships with specialists and primary care providers to ensure streamlined referral and admission processes in areas such as cardiac treatment and care. We seek to ensure Queensland continues to benefit from a strong not-for-profit private hospital sector.

As a not-for-profit organisation we have a strong focus on mission and are able to contribute to community development through the Helena Goldie College of Nursing in the Solomon Islands, where we provide pro bono and volunteer services to extremely disadvantaged patients.

## 2015 key facts



128 295  
admissions



2 422  
births



358 834 bed  
days/per year



4 487 staff  
(total not FTE)



4 895 645  
hours  
worked



77 462  
volunteer  
hours



81 046  
operations

# the work we've done

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

In 2014/2015 our four hospitals have undertaken significant improvements and projects to provide better health care to our patients – from our fully digitised hospital, to greater maternity support for new parents. We have extended paediatrics, offered cardiovascular services direct to rural Queensland, and extended support for breast screening and women with breast cancer.



### A new benchmark for health care

Australia's first fully integrated digital hospital, which opened in October 2014, has established a new benchmark for health care delivery.

St Stephen's Hospital in Hervey Bay is the first Australian hospital to completely computerise and integrate all equipment and processes, allowing a superior level of patient care.

The \$96 million facility received international recognition with the Healthcare Information and Management Systems Society (HIMMS) Elsevier Digital Healthcare Award for 'Outstanding ICT Achievement' as well as two accolades at the 2015 Master Builders Wide Bay Construction Awards for 'Best Health Service Building over \$5 million' and 'Best Overall Construction'.



### Supporting breast surgery patients

St Andrew's War Memorial Hospital has developed a new package to support breast care patients, by offering them individualised information and support. The package includes a guide to breast surgery and a specially designed bra and support pillow. This initiative was generously supported by a donation from Felicity's Wish Foundation.



### Maternity home visiting service

The Wesley Hospital celebrated a successful first year for its new maternity home visiting service, extending its outreach into the community. Our midwives made more than 960 first visits to new mums in the week following the birth of their baby/babies in the maternity unit, and more than 800 second visits, clocking up 25 000 km in the year. Almost 95 per cent of new mothers used the community service, with overwhelming feedback that visits provided valuable care and reassurance to parents following discharge.



## HCF survey results

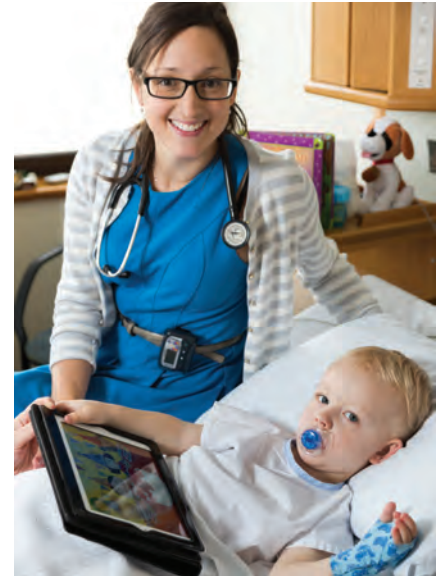
Australia's largest not-for-profit health insurer, HCF, rated The Sunshine Coast Private Hospital at Buderim in the top 10 hospitals in Australia based on a survey of patient experiences. The hospital scored 9.2 out of 10 with more than 11 000 HCF members across Australia participating in the survey. This score was based on HCF members rating from 0 to 10 on how likely they would be to recommend the hospital to a friend or colleague based on their experiences.



## St Andrew's celebrates 20 years of emergency care

From small beginnings in 1994, St Andrew's War Memorial Hospital's Emergency Centre has grown to become one of Brisbane's leading private emergency care providers, celebrating 20 years of operation in August 2014.

The centre now treats more than 12 000 patients per year for conditions including cardiac, neurological, orthopaedic and surgical emergencies, sports injuries and other urgent conditions.



## Growth spurt for paediatrics

Services for children and adolescents' services at The Wesley Hospital have grown significantly due to an influx of new paediatric specialists and the opening of new Paediatric Sessional Suites. A number of new services are now available including respiratory medicine, diagnostic sleep studies, allergy testing and an insulin pump service; along with expanded surgical services ranging from orthopaedics, ENT and paediatric neurosurgery.

To lift the spirits of young patients, cartoonist Phil Day and students from the Queensland Academy of Creative Industries (QACI) completed a Country Meets City mural in The Wesley Hospital's children's playground.



## New breast clinic

The Sunshine Coast's first comprehensive breast clinic was opened at The Sunshine Coast Private Hospital in March 2015. The purpose-built breast clinic offers same day results for both screening and diagnostic appointments. Before this, similar services were only available in Brisbane.

Modelled on The Wesley Hospital's renowned breast clinic in Brisbane, the state-of-the-art clinic features the latest technology and equipment, including 3D mammography. This technology results in greater accuracy, improved detection rates and fewer recalls for patients on the Sunshine Coast.

The breast clinic has become an important focal point for clinicians, GPs and the local community and has achieved 99.8 per cent patient satisfaction as measured by the dedicated patient experience trackers.



## Mental health day program

The Sunshine Coast Private Hospital significantly expanded its mental health day programs with new programs in addiction, transition to wellness, skills-based training for parents of children with eating disorders, and complementary education sessions for carers.

The hospital continued its commitment to engaging the people of the Sunshine Coast in matters of mental health to help create a healthier community by holding its annual art exhibition, 'The Path to Wellness'. The hospital was also an active participant in the national 'The Elephant in the Room' campaign, which focussed on breaking down the stigma associated with mental illness.



## Cardiology services delivered from the back of a truck

Rural Queensland had never seen anything like it. A custom-built, \$1.5 million, 25 metre-long semi-trailer staffed by a team of cardiologists and respiratory specialists who took cardiology services to remote areas.

The "Heart of Australia" mobile service was founded by cardiologist Dr Rolf Gomes and is supported by St Andrew's War Memorial Hospital. It provides diagnosis, treatment and follow-up for a range of cardiovascular and respiratory conditions. The truck is fully equipped with specialist diagnostic equipment and technology and is run by specialists on a rotating roster.



## SmartPups partnership

Puppies and patients have benefited from a unique new community partnership between The Sunshine Coast Private Hospital and SmartPups Assistance Dogs. The young dogs regularly visit wards and departments of the hospital as part of their training to better help children with special needs.

SmartPups Assistance Dogs, based at Pomona on the Sunshine Coast, specialise in providing trained service dogs to assist children with conditions such as autism and seizure-related syndromes, including epilepsy. For many children, hospital visits are frequent and ongoing. Each dog has to complete part of its training in a clinical environment so that they are prepared for the smell, sound and feel of a hospital.





# Restoring her smile: Jessica's story

Jessica Lova, 36, from Papua New Guinea couldn't wait to return to her home outside Mount Hagen to show her three children her new face and smile.

Jessica travelled from Papua New Guinea to St Andrew's War Memorial Hospital in late September to have a facial arteriovenous malformation (AVM) removed and her face reconstructed.

AVMs are the result of abnormal connections between arteries and veins and cause overgrowth of tissue, pain and substantial risk of massive bleeding. Jessica's disfiguring AVM had also affected her speech, ability to eat, and had obstructed her eyesight.

In pro bono surgery, surgeons removed Jessica's malformation and reconstructed her face using grafts of skin from her leg.

St Andrew's visiting plastic, craniofacial and reconstructive surgeon Dr Richard Lewandowski led the surgical team, which included Dr Ryan Fitzgerald and anaesthetist Dr Vernon Moo.

The doctors and St Andrew's nursing and theatre staff volunteered their time and services while St Andrew's covered Jessica's hospital stays and theatre costs.

Organisations including Lions Australia and Oil Search provided financial support for Jessica and her husband, Simon, who


accompanied her to Brisbane.

Before Jessica and Simon flew back to Papua New Guinea, they expressed their thanks to everyone who had been involved in Jessica's care.

"I am so grateful for all the people who have helped us to get here, to those who helped us during our stay, and to the doctors and nurses. Through your hands I am a different woman and I am so happy," Jessica said.

Jessica's treatment was organised through the World Care Program of medical charity, Operation Smile Australia, which was founded by Dr Lewandowski and his wife, Sue, in 1999.





**“I am so grateful for all the people who have helped us to get here, to those who helped us during our stay, and to the doctors and nurses. Through your hands I am a different woman and I am so happy.” Jessica**

# the work we've done

supporting our staff and volunteers



## Reconciliation at UnitingCare Health

In 2015, UnitingCare Health appointed our first Indigenous Liaison Officer. The aim of the role is to further develop relationships with local Indigenous communities, organise cultural events, and provide guidance on UnitingCare Health's Aboriginal Employment Strategy. This role also assists new Indigenous staff as they transition into jobs within UnitingCare Health.

Our hospitals have deepened their commitment to reconciliation through events and ceremonies over the year. The Sunshine Coast Private Hospital hosted a morning tea to celebrate National Reconciliation Week. The day included a display of Australia's first and only Aboriginal outrigger canoe, painted by the local Nandjimidji Aboriginal Art

Group, and two of the artists attended the morning tea. The 40-foot canoe symbolised the connection between sea life, river creatures, and the local Indigenous people and how they work together as one.

Staff at St Andrew's War Memorial Hospital decorated a boomerang and their boomerangs were displayed outside the hospital's Little Birdee Café. Also on display was a rare headdress, which was admired by many hospital visitors.

Each of our four hospitals now has a set of Aboriginal totems at their entrance. This provides a welcoming arrival for all Aboriginal and Torres Strait Islander peoples to our hospitals – either as patients, visitors or staff.

## Noel Kahler nurse leadership program

An innovative program to nurture nursing leadership skills was launched at The Wesley Hospital in 2014, thanks to a generous donation from a hospital benefactor. The Noel Kahler Leadership Program is open to young aspiring nurse leaders and has already resulted in two successful clinical improvement projects and several more to be trialled. One of these, the Yellow Brick Road project, involved adding yellow checkboxes as visual cues on nurses' logs for an extra layer of medication safety. Another initiative called the Oncology Research Tool provides a specialist nursing care tool for more remote oncology patients.



## New biography of remarkable nurse and leader

The story of Queensland nurse legend and octogenarian Pixie Annat MBE OAM was launched at St Andrew's War Memorial Hospital on 18 March 2015 in a new biography called, Pixie Annat – Champion of Nurses.

Pixie fought for recognition of nurses throughout her long and distinguished nursing career, and later campaigned on behalf of the elderly and homeless women. During a working life where women, and particularly nurses, were often undervalued, Pixie stared down many an adversary who underestimated her resolve.

Service was the golden thread that connected Pixie's many roles including matron and CEO of St Andrew's War Memorial Hospital, nursing leader, fundraiser and campaigner for a host of causes. Readers can reserve a copy from St Andrew's website: [www.standrewshospital.com.au/community/pixie-annat-biography](http://www.standrewshospital.com.au/community/pixie-annat-biography)



## Remembering the ANZAC spirit 100 years on

This year, the newly opened St Stephen's Hospital in Hervey Bay dedicated a new war memorial statue to honour those brave soldiers lost on the battlefield on the Fraser Coast.

The dedication of the statue took place in a blessing service led by St Stephen's Chaplain Sandra Keay outside the hospital's chapel.

The symbolism of the memorial stemmed from the practice of using a sword as a mark for fallen soldiers lost on the battlefield.

ANZAC Day services hold particular significance at St Andrew's War Memorial Hospital because it was established in 1958 as a living memorial to the sacrifices of the men and women who served in the two world wars and subsequent campaigns.



At the 2015 ANZAC commemorations, Dr Stan Mellick – who fifty years to the day since he first attended an ANZAC Day service at St Andrew's War Memorial Hospital in Spring Hill – once again took his place at this special occasion, performing the raising and lowering of the flag.

Dr Mellick OAM ED, who served in World War II in the New Guinea campaign, was a long-time member of the St Andrew's Hospital Board of Governors.

St Andrew's Hospital also conducted an art competition with the theme "Healing after Conflict". Led by hospital Art Curator Dr Philip Hall, the competition attracted 131 entries and 29 were selected for display in the hospital during April and May.

Ros Paton won the ANZAC Art Prize for her work, La Colombe. Former Governor-General Dame Quentin Bryce announced the winner at a special reception held at the hospital on 20 April.

# the work we've done

working towards growth and sustainability



## Restored historic house for new clinical school

UnitingCare Health opened its new clinical school after a \$1.2 million restoration of an historic house in Leichhardt Street Spring Hill, within the St Andrew's War Memorial Hospital grounds.

The then Federal Minister for Health and Minister for Sport, Peter Dutton, officially opened the new St Andrew's campus on 16 December 2014. Together with The Wesley Hospital and The Sunshine Coast Private Hospital campuses, the UnitingCare Health Clinical School now trains 400 medical students across the state each year.

The project was jointly funded by the Federal Government, UnitingCare Health and The University of Queensland.



## New facilities for cyclists

Cyclists at The Wesley Hospital are benefiting from an upgrade of the hospital bike facility. The hospital is even more cycle-friendly with new battens for increased security, extra bike racks, an air station and a tool kit. Part of the hospital's environmental plan is getting more doctors and staff riding to work. The next step will include improvements to the changing rooms with more lockers and a laundry service.



## Russell Stitz operating theatre complex expansion

The Wesley Hospital opened a \$20 million expanded operating theatre complex, named after surgeon Dr Russell Stitz, in February 2015 to meet demand for surgical procedures. With 19 operating theatres, one hybrid theatre and three cardiac catheter laboratories, The Wesley Hospital now has the largest theatre complex of any private hospital in Queensland, undertaking up to 750 operations per week.

The new hybrid theatre has increased the hospital's capacity for endovascular (vein and artery) surgery and is equipped with advanced imaging technologies, which allow surgeons to perform complex procedures through small incisions.

In addition, The Wesley Hospital has two da Vinci surgical robots in operation and purchased the latest system (Xi) in 2014. Dr David Cavallucci performed Australia's first robotic procedure to treat pancreatic cancer in June 2015.

The upgraded 17-bay Wesley Emergency Centre is also one of Queensland's largest private facilities, catering for more than 22 000 patients a year.



## St Andrew's first in Queensland to use implant defibrillators

In a first for Queensland, St Andrew's War Memorial Hospital cardiologists implanted the world's first and only heart defibrillator system that is placed under the skin, without direct contact to the heart.

The device sits under the skin and a lead wire is placed along the bottom of the rib cage and breastbone rather than through a vein into the heart, leaving the heart and blood vessels untouched.

The new S-ICD implantable defibrillator protects patients at risk of sudden cardiac arrest and is less invasive and carries less risk than traditional methods.

Approximately 80 000 people in Australia are at risk of sudden cardiac arrest because of genetic conditions or previous cardiac disease.

## New heart procedure

In May 2015, The Sunshine Coast Private Hospital introduced a procedure to treat patients suffering from atrial fibrillation, a common disorder of the heart. The hospital is the only centre north of Brisbane to offer the procedure.

The procedure, called cardiac cryoablation, works by freezing and destroying the cells at the entrance to the pulmonary veins that cause atrial fibrillation. Once the disruptive tissue is frozen it can no longer interfere with the heart's normal rhythm.

## New service to help tackle pain and pharmaceutical dependence

St Andrew's War Memorial Hospital in Brisbane expanded its Multidisciplinary Pain Service with the launch of a new inpatient unit for people suffering from chronic pain and associated issues, including dependence on pharmaceuticals.

Chronic or persistent pain is Australia's third most costly health condition. One in five Australians will suffer chronic pain in their lifetime and this figure rises to one in three people over the age of 65.

The new St Andrew's Multidisciplinary Pain Service (StAMPS) Pain and Dependency Unit provides integrated services in a supportive environment for people who require investigation, assessment, stabilisation and treatment of both chronic pain and substance dependency.

## Environmental action plan

The Sunshine Coast Private Hospital introduced a number of environmentally responsible initiatives this year including improved waste management systems, recycling plans and power saving initiatives. For example, the hospital has introduced a new biodegradable bag that breaks down within two to three years instead of decades, like plastic bags. Since switching to the oxo-biodegradable plastic, the hospital has reduced its footprint on the environment by approximately 200 000 bags each year.

# Recycled hospital wrap helps sick children

An innovative recycling project at The Sunshine Coast Private Hospital has turned theatre waste into hospital gowns for sick children in Southeast Asia.

More than 850 gowns made from a recyclable product used to wrap sterilised surgical equipment have been sent to a hospital in the Philippines, through a partnership with a local community volunteer organisation, Sunshine Linus Inc.

About 1 200 bags of the product, called Kinguard, is consumed each month by the hospital and ends up as landfill.

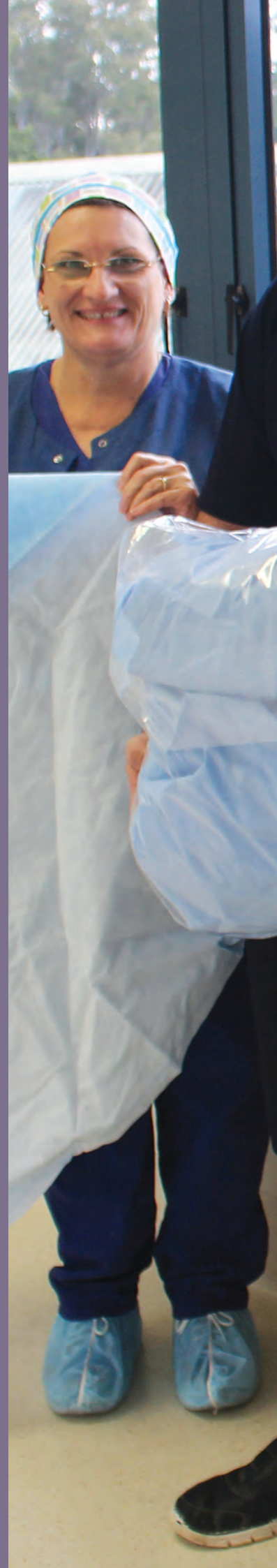
Volunteer workers who provide medical aid to the Philippines told the hospital that most children arrive at hospital for treatment and surgery in clothing that does not meet infection control standards and is unsuitable for post-surgery recovery.

The innovation solution helps sick children while also solving a hospital waste problem.

The benefits to The Sunshine Coast Private Hospital include freeing up storage space in theatres and reducing the labour needed to bag up and remove the clean Kinguard from hospital grounds.

The next project for Sunshine Linus Inc. is to make a line of toiletry carry bags from Kinguard, which will be stocked with toiletry items for people without a home across Southeast Queensland and people in need in remote areas, including Indigenous communities.

Sunshine Linus Inc. is a not-for-profit group who meet monthly at a local Uniting Church hall for craft, networking, social interaction and community projects.





**The innovative solution helps sick children while also solving a hospital waste problem.**



## 2014/2015 key facts

Community care services		Residential care services	
People assisted per week	17 428*	Residential places	4 383
Nursing centres	77	(including provisional bed licences)	96
Number of community visits made	2 656 538	Senior's Housing/rental units	1 168
Total number of occasions of service	2 952 441		
Home Care Packages level 1	13	Social and allied services	
Home Care Packages level 2	1 534	Therapy centres/services	9
Home Care Packages level 3	36	Respite centres	54
Home Care Packages level 4	419	Commonwealth Respite and Carelink Centres	4
Consumer directed care (respite)	13	National Respite for Carers programs	19

\*average



# Blue Care

Each week Blue Care touches the lives of over 17 000 people and more than 5 500 people call our facilities home. For more than 60 years Blue Care has supported people to live independently with dignity and opportunity in their local community.

Our community care and residential services reach across Queensland and northern New South Wales and we are one of Australia's leading care providers. We are the largest provider of Indigenous services and services to regional and rural communities.

Families and carers rely on Blue Care to support them in their life choices and for this reason each and every person we serve is at the heart of what we do. We create professional, inspired care partnerships where we listen and tailor our support to suit each person's goals and choices.

## Current environment

### More choice and a voice: living person-centred care

Blue Care has continued its mission of improving the health and wellbeing of individuals, families and communities and has energetically met the challenges of ongoing Australian Government reform in both the aged care and health sectors.

It has been a year of significant cultural and organisational change as we continue to work with the government, clients and residents to successfully deliver quality care that meets government reform requirements and customer expectations.

We accelerated our planning to increase our capacity to support more than 2 000 people through the Government's Home Care Packages, Consumer Directed Care (CDC) approach, which will start on 1 July 2015. Our team have been working hard to prepare the Tailor Made service model for CDC which empowers clients with individualised budgets and care plans, and a more active role in achieving health and wellbeing goals.

To ensure that a person-centred care approach was embedded into every aspect of our service, we developed the Blue Care Tailor Made service model three years ago. Our goal is that every person who chooses Blue Care receives services unique to their needs and preferences.

Through the Tailor Made service model we have maintained a continued focus on creating a person-centred workplace culture, and have supported our team in partnering with people choosing our services and with each other. Partnerships are key to us giving people more choice, quality care and peace of mind in fulfilling their lifestyle aspirations.

## 2015 key facts

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8 454  
staff  
employed

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2 043  
volunteers

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31 500 000  
kilometres travelled  
delivering services

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1 525 vehicles  
on the road

# At home together: Virginia and Yvonne's story

Photography and story: Robyn Muller

**A mother's love is forever. Watching Virginia van den Berg and her daughter Yvonne is evidence of that. After 51 years living together, and recently two long years apart, Virginia and Yvonne are now happily sharing a home again at Maleny Erowal Aged Care Facility.**

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For more than five decades, Virginia cared for Yvonne 24/7 at home. Yvonne has intellectual and physical disabilities. Virginia was unable to drive, which made taking Yvonne to her many medical appointments and visiting during hospital stays very difficult. With little respite care available, it became increasingly hard for Virginia to cope as the years passed.

Yet when asked how she had managed, she said: "I never thought about it. I just did it. I'm not remarkable – I'm just a mum."

Two years ago, with Virginia's health failing, Yvonne moved to Maleny Erowal Aged Care Facility. With a sibling working at the service and others nearby, the move provided a caring and supportive environment for Yvonne.

Despite the struggle she'd experienced in caring for Yvonne at home, Virginia said being separated from her was "an enormous shock to my system".

"I wasn't prepared for the separation," she said. "I really missed her when she left. I had her with me for 51 years and it was different when she left home.

"I was very lonely.

"It took me a long time to come to terms with it."

Eighteen months after Yvonne's move to Erowal, Virginia had a stroke. Living with another daughter in Maleny by then, Virginia decided to apply to live at Erowal.

In April 2014, she was delighted

to move into a room next to Yvonne's. Both rooms look out onto a dam, set amidst beautiful rural countryside, and while Virginia loves the view, it is the proximity to Yvonne that really makes her happy.

"I was pleased to have a room right beside her," Virginia said.

"It's a good idea – she loves Mummy and I love her."

Service Manager Jane Suller said helping people stay connected to their family and friends was an important aim of the service.

"It is wonderful that Virginia and Yvonne can live together," Jane said.

"Virginia can continue to play an active role as Yvonne's mother and advocate for her, while maintaining her own independence."

Maintaining independence, for both Yvonne and herself was key for Virginia.

"We do our own thing," she said.

"While we enjoy a cup of tea three times a day, and have lunch together, we also have time apart, like our morning and evening meals separately."

Yvonne loves bingo, morning teas and fashion parades, and enjoys pet therapy and rides on the wheelchair-accessible golf cart through the gardens.

Meanwhile, Virginia enjoys feeding the birds, attending church services, joining quiz activities, reading, and spending time with

her other children.

"I like Yvonne to do things for herself," she said.

"It is not good for her to be too dependent on me."

According to staff member Tracey Coombs, the strength of the mother-daughter relationship is evident in the loving way they look at each other, and Yvonne's excitement at having her mother live with her again.

"Yvonne has been much more settled since her mum came to live here," she said.

"It is lovely that they can enjoy a cup of tea together whenever they want.

"To be able to continue doing that once you have left your own home and moved to a service – that is absolute gold."

Virginia sees many positive changes in Yvonne now.

"She is really settled and a lot more talkative – she talks with everyone," she said.

And after years of interrupted sleep, Virginia now enjoys a sound night.

"I used to listen for Yvonne during the night, getting up frequently, but now I can close my door and sleep all night," she said.

"The staff are very good here, very caring."

"Yvonne is safe here, and we are both very happy."



# the work we've done

providing choices, “tailor” made to people’s individual needs and changing circumstances



## Creating wellness

Our person-centred focus enabled our teams to better plan and adopt another key reform this year – the Commonwealth Home Support Programme (CHSP) for people living in their own homes. Through the Blue Care Tailor Made Home Support Program we introduced CHSP’s key approaches to creating wellness. The aim of the program is to assist people to maximise their independence and autonomy. Our specific programs invite people to actively participate in their daily care and reach their individualised short and longer term goals. Our approach is to sustain body, mind and spirit, so people can take part in a fulfilling life.



## Customers first

Last year we piloted 1300BlueCare – a single enquiry point to our Customer Service Centre for carers, referrers, families, and individuals. This year we rolled out the number across all services and established it as the contact point for the Government’s MyAgedCare Gateway and the Regional Assessment Service. We invested in training and people to ensure staff provide current information, personal service and guidance in an increasingly competitive aged care market.



## Memory support

Finding the keys to improve life for people living with dementia is an ongoing goal of Blue Care. This year we delivered an Implementation and Evaluation Guide to assist Blue Care services to deliver memory support programs. The Guide followed the successful pilot of the Blue Care Tailor Made Memory Support Services Program in Metro North, Metro South and Fraser Coast clusters.



## Death with comfort and dignity

The way we provide peace and dignity to people during the final stages of life received a greater focus and a consistent approach with the launch of the Blue Care Tailor Made Palliative Care Program in July 2014. The Queensland Government also awarded Blue Care a two-year agreement to provide domiciliary palliative care services in the Metro North area, demonstrating their confidence in our services.



## Measuring our progress

We undertook the first formal evaluation of how our services are tracking with Blue Care Tailor Made. The data collected provides a baseline for planning and a comparison for future progress. We believe Blue Care is the only provider who has undertaken such a comprehensive person-centred service evaluation.

The results showed solid progress in embedding the approach into all services:

- Nine out of 10 clients said the service they received focussed on their individual needs and choices.
- Seven in 10 memory support unit residents said they enjoyed a good quality of life.
- The Palliative Care Program in residential services has accommodated greater choice for residents with end-of-life wishes.

# the work we've done

## supporting our staff and volunteers

Our team of 8 454 dedicated and professional staff and 2 043 volunteers are at the heart of all Blue Care services.

Blue Care is committed to supporting staff health, safety and wellbeing and this has been vital in building a healthy workplace culture that is agile and responsive to the changing environment of our sector. Key to our workplace culture is a focus on enthusiasm, values, commitment and fun. We continue to focus on the FISH! Philosophy (a workplace culture model introduced in 2012) to embed the goals of more connected teams, better communication and exceptional service.

This year we focussed on supporting our people to be connected and updated, no matter where they are based. We launched a staff application tool for mobile phones and tablets called My BlueCare, which provides organisational updates directly to staff.



## Our people's great work

Blue Care has been acknowledged externally for a number of initiatives this year including:

- The South Coast cluster received a Better Practice Award from the Australian Aged Care Quality Agency for the Play Up Program, bringing humour therapy to help people living with dementia
- The Azure Blue Carina facility was recognised for innovative planning, development and delivery, winning their National Lifestyle Housing for Seniors Award – Multi Unit Development from the Department of Social Services. The facility was also a finalist in the Seniors Living category of the Urban Development Institute of Australia Queensland Awards for Excellence
- Hollingsworth Elders Village was highly commended in Queensland's Reconciliation Awards for its community engagement and employment and training initiatives
- Blue Care received the SABA Humanitarian Award for its record of developing humanitarian services, social projects, community programs and initiatives. SABA is an international workforce learning management organisation
- Blue Care staff won awards in the categories of Security/Grounds/Transport; Support Service Officer/Patient Care Assistant; and Food Service in the Institute of Hospitality in HealthCare Queensland Excellence Awards
- Our Townsville Hospital-in-the Home (HITH) team was a finalist in Queensland Health's Customer Focus category.

## Natural disasters

Our team stepped up to a number of natural disaster challenges this year, demonstrating commitment and resilience. Category five Cyclone Marcia crossed the central Queensland coast in February, and south east Queensland flooded in May. The central Queensland team and colleagues who travelled from Wynnum to relieve staff in these areas did a fantastic job of providing support and generosity to clients, colleagues and the local community in adverse conditions.



## Volunteers

Volunteers enrich the lives of residents and clients, bring support to carers, and partner with our staff. Their generosity and commitment is integral to the services we provide.

Our volunteers make up one fifth of our workforce. They range in age from 18 to 94 years and three-quarters are women. Volunteers are involved in every one of our 10 geographical clusters.

In recognition of the significance of volunteer involvement in the organisation and the potential to enhance the way we work with volunteers, Blue Care aims to revitalise our volunteer services over the next three years. We will develop a Blue Care Tailor Made Volunteering Strategy to extend the important work of our current programs and explore innovative and additional volunteer opportunities to complement our existing services.



## Preparing our workforce for the future

Aged care is undergoing its greatest change in more than a decade. The energy, skill and agility of our workforce enabled our services to deliver the care and support people want in a busy aged care market. Blue Care has focussed on further developing a positive and supportive workplace culture and building change leadership skills, preparing staff for the ongoing reform environment.

A key focus of our learning and development program has been on building the Blue Care team's skills to meet aged care reform. Our Home Care Package partners have upskilled in technology and finance to assist people with their Package budgets; some specialist nurses have gained skills to deliver Hospital-in-the-Home; and we have invested in leadership programs for front line managers, service managers and senior leaders.

Each Blue Care cluster held middle and senior leader forums to foster a shared understanding of strategic direction, challenges, and the impact of industry reform across the organisation. These forums have helped us to work on managing the high levels of change.

We are embracing the benefits and challenges of health care information technology through our new Care Technology Strategy, including partnering with Telstra on a planned pilot in south west Queensland. Blue Care also supports innovation in care practice through our research centre and our continued relationship with the University of Queensland.

# the work we've done

## working towards growth and sustainability

Our commitment to quality and appropriate services for all, no matter where they live, remains firm. We are the largest provider of regional and remote aged care and community services.



### Contributing to reconciliation

Blue Care, as part of UnitingCare Queensland's reconciliation efforts, launched its Recognise campaign at Hollingsworth Elders Village in Cairns. The music, dance and shared stories of belonging created a strong foundation for constitutional recognition among our residents, clients and staff.

Blue Care provides Indigenous alcohol and drug services in Townsville and Cape York. To further our efforts, we continue to seek financial support for other important programs such as support to increase Indigenous employment.

The official opening of the Cape York Family Centre in October was a major step in providing innovative support to individuals and families from the Cape who are battling alcohol and drugs. It comprises 10 individual family houses and community spaces.



### Providing innovative homes and workplaces

Blue Care's quality, welcoming and attractive places to live are home to more than 5 500 people. This year's highlights are below.

- We continued the major refurbishment program at 36 of our 51 aged care facilities. This three-year program will refurbish 40 per cent of our aged care rooms, providing high quality living spaces as well as positioning Blue Care as a competitive provider. The Edenvale and Kirra facilities were completed, with work underway at Bethania, Caloundra, Dicky Beach, Grevillea, Kenmore, Nowlanvil and Woodlands.
- The Queensland Governor officially opened Azure Blue Carina in December, now home to 128 residents and workplace to more than 200 staff. Azure Blue Carina has been recognised with awards from both the Master Builders of Australia and Urban Development Institute of Australia this year.
- We commenced construction of our state-of-the-art residential aged care facility at Mt Louisa, Townsville. Expected to open in late 2016, this new facility replaces our Townsville Pallarenda facility.
- We partnered with Brisbane Housing Company to redevelop low cost housing at Bowen Court Retirement Living, New Farm, which opened to residents in August 2014.
- We advanced Blue Care's growth and sustainability strategy through the sale of Redlynch Glenmead Village Aged Care Facility in Cairns and closed Gladstone Hibiscus Gardens. These initiatives enable us to reinvest our resources where they are needed the most.

### Hospital-in-the-Home

Blue Care successfully tendered to expand its Hospital-in-the-Home service to the Gold Coast. This service offers people high quality, 24 hour, one-on-one acute care at home to reduce the time patients spend in hospital, or to replace a hospital stay altogether. The Hospital-in-the-Home program already operates in Logan, Redlands and Townsville.





## Strengthening business performance

This year Blue Care's overall financial performance improved, particularly in residential services.

Our success in the 2014 Aged Care Approvals Round (ACAR) capital grant allocations assisted us with a number of major capital works projects. These projects included the refurbishment and construction of additional rooms at Star of the Sea on Thursday Island; the construction of additional rooms and upgrades at ARRCs Terrace Gardens in Darwin; and 65 new Consumer Directed Care Home Care Packages for community services on the Darling Downs, in West Moreton, Fitzroy and Mackay.

Blue Care has worked with UnitingCare Community to prepare for the introduction of the National Disability Insurance Scheme (NDIS) on 1 July 2016, and commenced an audit of the service types and locations likely to be impacted.

Our approach and practice to workplace health and safety has significantly reduced our injury rates and in turn, our premium costs. Improved safety for our people and quicker return to work practice is good for everyone – both our staff and the people choosing our services.



## Doing more with less

Blue Care remains on track to achieve further improvements in its sustainability goals through energy efficiency and reduced water, waste and fuel use. Our achievements this year include:

- upgrading the energy efficiency of 12 community care and respite services, and encouraging energy efficiency through education with clients, residents and staff. This was possible thanks to a grant from the Commonwealth Department of Industry, Innovation and Science.
- targeting energy use through our Building Energy Efficiency Program. Our progress has included adjusting electricity tariffs to save more than \$325 000 a year; conducting energy audits and retrofits at residential services; developing a program to replace high energy air-conditioners, hot water systems and other equipment with more efficient systems; and introducing Eden Suite – a new system to help measure and manage energy use.
- Blue Care took possession of its 200th hybrid car, a new Toyota Prius, saving fuel, money and the environment.
- fostering sustainable practice in recycling and waste management by participating in Earth Hour, World Environment Day and National Recycling Week.



## Fundraising

Like most health organisations, Blue Care receives government funding and client contributions. Additional fundraising support enables us to do much more. The gifts we have received have helped us to extend our programs and provide extra services that would not otherwise be possible. Every gift directly benefits our clients.

Many of our donations are a result of a bequest, which is a gift left by an individual in their Will. We have also received donations from our direct mail appeals this year. In the last financial year we received over \$2.6 million from bequests, which has enabled us to renovate, build and replace equipment. This year we have extended the Hervey Bay Community Centre, constructed a men's shed at Pilgrim Aged Care Facility, replaced 544 mattresses across several clusters, and installed a sensory garden at the Mt Gravatt Respite Centre. We gratefully acknowledge the gifts from each of our donors and supporters. Their assistance has helped us to extend the work we do in the community – thank you.



# Getting back on her feet: Ingrid's story

**It might only be a 10 minute walk to the local shops but it's taken Blue Care client Ingrid eight weeks to get there.**

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After a stroke left her weakened and isolated in her Nundah apartment, Ingrid was determined to get back on her feet. She wanted to avoid another stroke and do her own shopping. Walking was the key. On referral to Blue Care, Occupational Therapist Belinda Sutherland included her in a trial of the Blue Care Tailor Made Service Model approaches of Wellbeing and Reablement, in preparation for the new Commonwealth Home Support Programme (CHSP) from 1 July 2015.

Belinda worked with Ingrid on her goals to improve mobility and body strength and avoid permanently relying on in-home support. Her priorities were shopping, catching the bus, housework and getting back on her bike.

Allied health staff and personal carers visited Ingrid three times a week to provide "just enough support." A key reablement approach is withdrawing support

as the person regains strength, confidence and independence.

Ingrid's return to shopping was planned and gradual. Senior Care Worker Kay O'Leary arranged for a personal carer to do her shopping. This progressed to Ingrid being driven to the shops and the personal carer doing the shopping, to Ingrid doing the shopping. As Ingrid progressed, and with her agreement, the personal carer gradually withdrew support.

Ingrid bought a new shopping trolley, and where once she would drive to the shops, now she enthusiastically walks!

Ingrid wanted to exercise more and welcomed the instructions posted around her house for exercises to do while washing up, watching TV or cleaning the bathroom. This was further progressed when Kay suggested she join a local gym.

"It's not always about Blue Care providing the service but finding

the right support in the client's best long-term interest," Kay said.

Belinda and Kay said Wellbeing and Reablement also support staff, providing greater work satisfaction by having more creative input in developing and delivering care.

"It's a thrill to see Ingrid take control and ownership of her life. Before we would have put care plans in place, leaving them until they needed to be reviewed. Now, we change the plan week to week and work as a team, talking and setting the bar higher for Ingrid. She has set it higher again – sometimes we have trouble keeping up," Kay laughed.

Using the bus was another of Ingrid's goals. Hydrotherapy was introduced for strength and personal carers helped her plan trips and accompanied her on buses, withdrawing as she gained confidence. Today Ingrid rides the bus without support.



# ARRCS

## Vision

“We will work together and in partnership with others to be a leading provider of culturally responsive, quality aged and community services in regional and remote Australia.”

ARRCS (Australian Regional and Remote Community Services) is a newly created service group of UnitingCare Queensland. The Uniting Church in Australia has a long history of providing support to people living in regional and remote Australia. ARRCS is proud to continue this tradition.

ARRCS was established in July 2014 to operate residential care facilities and community care programs in the Northern Territory. The services were previously managed by Frontier Services.

It operates nine residential aged care facilities and 11 community care programs located in Darwin, Alice Springs, Tennant Creek, Katherine, Mutitjulu and Docker River. Many of the services are specifically designed for Aboriginal and Torres Strait Islander peoples.

The services are tailored to meet the needs of older people, people with a disability or mental health issues, Indigenous children attending schools and child care, people requiring transition care and respite services, carer support services and memory support services in acute and non-acute service settings.

ARRCS supports people in their homes, community, community care centres and residential aged care facilities. ARRCS also provides hundreds of school children with nourishing meals and has recently assumed responsibility for a child care centre adjacent to the aged care services at Mutitjulu.

## The year in review

In the first year of ARRCS, the focus was on ensuring the consistent provision of high quality services to all clients and residents; improving financial performance; upgrading buildings and fleet; and strengthening processes and systems. An enormous amount was achieved through the hard work of many people within ARRCS and Blue Care and through the financial support of the Australian Government and UnitingCare agencies across Australia. We were delighted that staff made the transition from Frontier Services to ARRCS.

Significant capital programs were completed during the year. We've repaired and upgraded existing facilities, and built a new residential aged care facility at Mutitjulu. At that centre, and others like it, we are doing what we can to ensure that Indigenous Elders receive the quality services, comfort and care that all Australians need and deserve.

Through a process of consultation with community members, Uniting Church representatives, clients and staff, ARRCS has completed its first strategic plan. The plan highlights our commitment to develop a workforce strategy that will result in ARRCS being an employer of choice in the region. As part of this, equitable and fair staff conditions have been a priority and a new three year Enterprise Agreement is now complete.

We are pleased with what has been achieved in this first year, and much remains to be done to realise our ambition to be a leading provider of culturally responsive, quality aged care and community services in regional and remote Australia. We are now well positioned to continue to grow to support those who need our help.

## 2015 key facts



65 vehicle fleet



located in Darwin,  
Alice Springs,  
Tennant Creek,  
Katherine, Mutitjulu  
and Docker River

# 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 accordance with the Synod policies, in health and community services in Queensland.

The UnitingCare Queensland Board is committed to the highest standards of governance and has established governance practices that 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, funders and the wider community.

As part of effective governance processes, all relevant governance documents are reviewed on a regular basis.

## Board composition

The By-Laws set 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, unless otherwise approved by the Synod Standing Committee is for a period of three years from the date of letter of appointment, with a maximum of three terms (nine years). The Board is composed of up to twelve (12) members, including the Chair and ex officio members. Board members have varied backgrounds and experience to provide the necessary breadth and depth of knowledge 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 10 times per year in scheduled meetings, where it receives monthly or quarterly performance, operations and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Executive Directors and the Board Committees.

The Board also receives regular reports from senior executives and managers on employee safety, client and patient quality outcomes, implementation of the whole of group and service group strategic plans, key policy decisions, stakeholder engagement, and social justice and research

activities and outcomes. In addition to formal meeting time, Board members spend time reading and analysing Board papers and reports submitted by management. They also engage in strategic planning sessions and in informal discussions with management.

The Board has established committees to assist it 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. The Board also at times, convenes and disbands various working parties, as specific strategic projects are required.

## 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 three Board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director Group Governance and Chief Internal Auditor and other senior executives and managers by invitation.

Representatives of the organisation's external auditor and any other Board members also attend meetings as required by the Committee.

## Audit process

UnitingCare Queensland's financial accounts are subject to an annual audit by an independent external auditor. The Audit, Risk and Compliance Committee maintains 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 member recruitment and succession planning for future governance leaders, including defining the skills and attributes required in Board members, their orientation and ongoing training and development requirements.

The Committee consists of five 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 support the organisation 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 to provide content 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, 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 UnitingCare Queensland Board with the appointment endorsed by the Synod Standing Committee 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. The CEO and Executive's remuneration is reviewed and approved by the Board.

## Board appraisal and remuneration

The Board formally reviews and evaluates both its collective and individual performance on a regular basis. This is done with external support. The Chair also meets on an annual basis 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 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 continuously.

## Ethical standards

The Board expects members and employees to observe high standards of behaviour and 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 – [unitingcareqld.com.au](http://unitingcareqld.com.au)

# our board



## Craig Barke

Craig Barke joined the UnitingCare Queensland Board in 2011 and was appointed Chair of the Board in 2014 as well as Chair of the Governance Committee. He has previously served on the 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 and is actively involved in the foster care system. He is an active member of the Uniting Church.



## Anne Cross (ex officio)

Anne Cross has been the CEO of UnitingCare Queensland since November 2003. She is also Chair of Australian Regional and Remote Community Services (ARRCS Ltd), UnitingCare Queensland's aged care and community services in the Northern Territory.

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 the Child Protection Council and the Smart State Council.

Anne has recently been a member of the Queensland Government Domestic and Family Violence Taskforce led by Dame Quentin Bryce AD CVO.

Anne is the 2014 Telstra Australian Business Woman of the Year and the national Government and Community category winner.

She has undergraduate and postgraduate qualifications in social work. She is a Fellow of the Australian Institute of Management, a graduate of the Australian Institute of Company Directors and a member 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.



## Rev David Baker (ex officio)

Rev David Baker was inducted as Moderator of the Queensland Synod of the Uniting Church in Australia in October 2014.

He experienced the church's ministry in the community from a young age through the Methodist tradition.

David worked as a valuer in rural and regional Queensland before completing theological training and ordination in 1991. He served in rural Queensland, and in a successful church planting venture in Karana Downs, before serving as a Presbyterian Minister.

David holds a Diploma in Business Management from Queensland Agricultural College, a Bachelor of Theology from Brisbane College of Theology, and is a member of the Australian Institute of Company Directors.





### **Maree Blake**

Maree Blake joined the UnitingCare Queensland Board in April 2013 and is the Chair of the Audit, Risk and Compliance Committee. Maree was previously a member of the Board's Governance Committee. Other positions she currently holds include directorships with Hear and Say Centre for Deaf Children, Holy Cross Laundry, and independent chair/member roles on audit and risk committees for Queensland Police Credit Union and Toowoomba City Council.

Previously she was an independent member on the audit and risk committee of Queensland Emergency Medicine Research Foundation and RSPCA Australia's Governance Committee. She is Deputy Chair of the Queensland State Council of the Governance Institute of Australia (formerly Chartered Secretaries Australia (CSA)) and assists the Governance Institute 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 lengthy career in the accounting sector. 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.



### **Andrew McBryde**

Andrew McBryde joined the Board in 2013 and is a member of the Governance Committee. He 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.

Andrew 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. He was appointed as a Director of the Australian Regional and Remote Community Services Board in 2014 and 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.

He operates a group of importing, wholesaling and retail businesses in south east Queensland and 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**

Professor Myles McGregor-Lowndes, a lawyer with extensive experience in the charity and non-profit sector, was appointed to the UnitingCare Queensland Board in 2013 and is a member of the Audit, Risk and Compliance Committee. He is the Director of The Australian Centre for Philanthropy and Non-profit 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 and 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 was appointed as Deputy Chair in 2014, is a member of the Board's Quality and Governance Committees and has previously served on the Audit, Risk and Compliance Committee.

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. He holds board positions on Indue Ltd and Community Services Industry Alliance and he has previously held Board positions on QIC, Queensland Rail, Sunsuper, TUH and UC Super.

Dawson has a strong commitment to community organisations and the non-profit sector, and is a Rotary Paul Harris Fellow. He was awarded the Centenary Medal for distinguished service to the community. He 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 the Governance Institute of Australia.



### **Rev Dr David Pitman**

Rev Dr 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. When Alcorn was amalgamated with Trinity College in 1986, David became a member of the combined Faculty, teaching 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.



### **Chris Townend**

Chris Townend was appointed to the Board in 2013 and is a member of the Audit, Risk and Compliance Committee. He is a chartered accountant currently working in his own practice focussing on governance and strategic financial management.

With extensive experience in a wide range of government, non-profit and private sector organisations throughout Australia, New Zealand and the UK, Chris has been the CFO in organisations across a range of sectors including health, higher education and non-profit. He was appointed to the Trinity Health Board in 2013 and currently holds board appointments with entities operating in construction and a charitable foundation.

A fellow of the Institute of Chartered Accountants, Chris is also a graduate member of the Institute of Directors and has an MBA.



### **Susan Forrester**

Susan Forrester joined the UnitingCare Queensland Board in April, 2015. Susan is an experienced, professional Chair and Company Director with an exceptional blend of commercial management and legal experience, complemented by extensive board and consulting experience across listed, public and private companies. Drawing on more than 25 years commercial experience in executive management roles, Susan brings a focus on strategy and corporate governance.

In addition to her commitment with UnitingCare Queensland, Susan chairs two national small-to-medium enterprises and serves as a non-executive director on an ASX200 company and a federal e-health agency. She also serves on two Queensland Government Audit Committees.



### **Gary Doyle**

Gary Doyle commenced as General Secretary of the Uniting Church Queensland Synod in January 2015. Previously the principal of The John Flynn College at James Cook University in Townsville, Gary has a strong track record in strategic management, innovating and achieving goals through teamwork.

Gary's long career in education, management, leadership, administration and communications has included work in the private sector, secondary schools, TAFE colleges, and universities. Gary is a Fellow of the Australian Institute of Management, a graduate of the Institute of Company Directors and Justice of the Peace.

With a keen passion to serve God in his professional life, Gary works to build an enduring culture of excellence and shows vision leadership and the ability to achieve strong growth through collaboration.

# our executive leadership team



**Anne Cross, CEO,  
UnitingCare Queensland**



**Robyn Batten, Executive  
Director, Blue Care and  
Australian Regional and  
Remote Community Services**

Robyn has been Blue Care's Executive Director since January 2011. She has also been the Executive Director of ARRCS since 2014.

Robyn's previous position was Executive Director, Uniting Aged Care Victoria and Tasmania. Prior to this role, she was CEO of Dental Health Services Victoria, and Director of Primary Care and Mental Health for Southern Health Victoria.

With executive management experience in health, aged care and local government, Robyn's areas of expertise include implementing cultural change within large organisations.

In November 2012 Robyn was appointed to represent Queensland members as a director on the board of Aged and Community Services Australia (ACSA).

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, UnitingCare  
Queensland**

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 led a large team of chaplains, providing caring support throughout the service streams. She also led Blue Care's work in environmental sustainability.

Colleen was 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 has over 30 years' experience in the health and community service sectors across government and non-government organisations. Bob joined UnitingCare Community in July 2010.

Before joining UnitingCare Community, Bob had extensive experience working with the Tasmanian Department of Health and Human Services where he had responsibility for Tasmania's child protection, youth justice, adoptions, domestic violence, sexual assault and homelessness services. During his time in this role he led the development and introduction of new Children & Family and Youth Justice legislation that fundamentally changed how the child protection and youth justice systems operated in Tasmania. Prior to this he developed a number of innovative disability employment models in New South Wales.

Bob is a Director of the Lifeline Australia National Board and is a member of the Australian Institute of Company Directors.



**Peter Gunn, Chief Finance Officer, UnitingCare Queensland**

Peter commenced as the Group CFO for UnitingCare Queensland in July 2014. Prior to his appointment, he held a number of Senior Executive Finance and Commercial Roles with a broad corporate and operating site background which has included significant experience in finance/accounting, cash/treasury, legal/commercial, corporate and project funding, procurement, IT and governance. Peter is an FCPA with CPA Australia and holds both a Bachelor of Commerce and a Masters of Applied Finance.



**Sue McKean, Director, Group Governance, UnitingCare Queensland**

Sue commenced as the Director of Group Governance for UnitingCare Queensland in October 2013. Prior to her appointment she had been the Director, Risk and Quality for UnitingCare Health for 11 years and has more than 18 years experience in risk, quality and safety management systems.

Sue's qualifications include a Masters Health Science (Risk Management), a Graduate Certificate in Leadership and Management, Graduate Diploma in OHS and a Certificate in Governance Practice. She is currently enrolled in a Bachelor of Laws at the Queensland University of Technology. Sue is a graduate member of the Australian Institute of Company Directors and a certificated member of the Governance Institute of Australia.



**Anna Moynihan,  
Director, Strategy,  
UnitingCare Queensland**

Prior to her commencement as Director, Strategy 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 the community 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. She 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 has a Bachelor of Social Work, a Master of Public Sector Management, Certificates in Health Economics and Horticulture, and is a Graduate of the Australian Institute of Company Directors.



**Geoff Rogers, Director,  
Human Resources,  
UnitingCare Queensland**

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 regularly provided Human Resources support and advice to the UnitingCare Queensland Board and Executive over the five years he was 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 and is currently Executive Director of UnitingCare Health.

Richard has played a key role in setting UnitingCare Health's growth strategy. This has included major expansions at The Wesley and St Andrew's Hospitals totalling \$200 million. The group has also recently built a new 100 bed private hospital in Hervey Bay which is Australia's first fully integrated digital hospital.

He has held several other senior roles in health care organisations, including public and private hospitals as CEO, in New South Wales and Victoria.

Richard is an Adjunct Professor at Queensland University of Technology in Health Management. He is President of the Australian Private Hospitals Association and Deputy Chairman of the HESTA Superannuation Fund. In 2013 undertook the role of chairing an independent review into the Personally Controlled Electronic Health Record on behalf of the Federal Minister for Health, Hon. Peter Dutton.



# financial year highlights

	Year ended 30 June 2015 \$'000	Year ended 30 June 2014 \$'000
<b>Revenue</b>		
<b>Total revenue</b>	<b>1 524 393</b>	<b>1 407 898</b>
<b>Expenses</b>		
Salaries and employee	901 178	850 817
Depreciation and amortisation	90 737	79 948
Other	491 499	441 265
<b>Total expenses</b>	<b>1 483 414</b>	<b>1 372 030</b>
<b>Surplus for the year</b>	<b>40 979</b>	<b>35 868</b>
Other comprehensive income	13 315	262
<b>Total comprehensive income for the year</b>	<b>54 294</b>	<b>36 130</b>
<b>Net assets</b>		
Total assets	1 765 961	1 644 981
Total liabilities	835 696	769 010
<b>Net assets</b>	<b>930 265</b>	<b>875 971</b>
<b>Cash flows</b>		
Net cash inflow from operating activities	176 350	98 265
Net cash outflow from investing activities	90 196	110 682
Net cash inflow from financing activities	56 675	32 780
<b>Net increase in cash and cash equivalents</b>	<b>142 829</b>	<b>20 363</b>

The financial year highlights shown above are based on the audited financial statements for the year ended 30 June 2015 including the audited comparatives for the year ended 30 June 2014.

Audited accounts are published on [unitingcareqld.com.au](http://unitingcareqld.com.au)



On 1 July 2014, management of the Australian Regional and Remote Community Services (ARRCS) operations (formerly operated by Frontier Services) was transferred at nil consideration to ARRCS Ltd - a new entity established on 7 February 2014 to operate ARRCS. ARRCS Ltd was established as a service group of UnitingCare Queensland, and is supported by Blue Care. Accordingly, the financial information presented above for the year ended 30 June 2015 includes ARRCS Ltd. The carrying value of the net assets transferred (\$13.315 million) are included in Other comprehensive income in the financial results of UnitingCare Queensland.

## Revenue

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

**UnitingCare Health** comprises The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital, St Stephen's Hospital Hervey Bay. The hospital group contributed \$643.068 million (2014 \$629.590 million) to the group revenue. Revenue from St Stephen's Maryborough that closed during the year was offset by the gradual ramp-up of St Stephen's Hervey Bay.

**Blue Care** comprises residential aged care, retirement living and community services. Blue Care contributed \$645.881 million (2014 \$604.620 million) to the group's revenue.

**ARRCS** comprises residential aged care, retirement living and community services. ARRCS contributed \$56.428 million to the group's revenue.

**UnitingCare Community** comprises Lifeline services, child and family care, counselling, disability support and social inclusion programs. UnitingCare Community contributed \$182.479 million (2014 \$174.565 million) to the group's revenue.

## Operating highlights

UnitingCare Queensland utilised the increased operating cash flows in the year for continued capital investment into its various services. The most notable capital investments in the year were the completion of St Stephen's Hospital Hervey Bay and continued development and refurbishment of Blue Care aged care and retirement living facilities.

# attendance and fees

## Board and committee meeting attendance and fees paid (1 July 2014 – 30 June 2015)

	Board		Audit, Risk and Compliance Committee		Governance Committee		Quality Committee		Fees paid
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	\$( inclusive of super- annuation)
Craig Barke	11	11			3	3			80 800.00
Dawson Petie	11	9			3	3	4	4	47 957.08
Rev Dr David Pitman	11	8			3	3			43 591.80
Susan Forrester	3	3							10 897.95
Jude Munro	11	9					4	4	47 957.08
Professor Myles McGregor-Lowndes	11	11	5	5					43 591.80
Andrew McBryde	11	10			3	3			43 591.80
Chris Townend	11	11	5	5					43 591.80
Maree Blake	11	11	5	5					47 957.08
Professor Harry McConnell							4	4	6 634.72
Linda Dawson							4	4	6 634.72
Kerry Batcheler							4	4	6 634.72
<b>Ex officio members</b>									
Anne Cross <sup>1</sup>	11	10	5	4	3	3	4	4	-
Rev Kaye Ronalds <sup>2</sup>	3	3							
Rev David Baker <sup>2</sup>	8	8							
Gary Doyle <sup>3</sup>	5	5							

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

1 Chief Executive Officer

2 Moderator

3 General Secretary

# supporters

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

**We thank the following funders and supporters who have helped us make a real difference to the care we deliver to people who need our help:**

## Blue Care supporters

Alex Gow Funerals  
Duncan Shire Council  
EPAC Salary Solutions Pty Ltd  
Hesta Super Fund  
Port of Brisbane  
RACQ

### Trusts and Foundations

Ethel and John Richardson Fund  
Helen Jones Charity Trust  
Lee Family Trust  
Queensland Community Foundation

- Dorothy May Bailey
- George Lawrie Bell
- K.J. Dunlop
- Jameson Family Perpetual
- Lesley Jolley
- Betty Kersley
- Roy Langford Fund
- John Curran and P.M. Martin
- John Bar McCrum
- Alice Joan Meurant
- Uniting Church Beenleigh
- Uniting Church Toowoomba
- Uniting Church Townsville

The Cory Charitable Foundation  
The Perpetual Foundation John Thomas Endowment Fund  
The Perpetual Foundation Gladys Myrtle Brown Charitable Fund  
The Perpetual Foundation Dr And Mrs J J Luddy Charitable Trust  
The Perpetual Foundation Mary O’Keeffe Charitable Trust  
The Perpetual Foundation RA and EF Poore Foundation  
The Perpetual Foundation – The Wheeler Family (NQ) Charitable Endowment

## UnitingCare Health supporters

- Allergan
- ANZ
- Base
- Betty Christensen
- BMS
- BMW
- Boston
- Brisbane Roar
- Device Technologies
- Dot Dash
- Empire Careers
- Flair Jewellery
- Foxtel Transpacific
- Fraser Coast Chronicle
- Fraser Coast Regional Council
- GE
- Hervey Bay RSL
- Hilton Hotel, Brisbane
- Hologic
- J&J
- John and Ngaire Roberts
- Marriott Resort & Spa, Surfers Paradise
- McGrath Real Estate
- Medtronic
- National Surgical / LMT
- NeoTract
- Novartis
- Perios
- Pfizer
- Pilot Partners
- QDI
- QFG
- QML Pathology
- QScan
- Real Estate
- Roche
- Rotary Club of Mooloolaba
- Sanofi
- Sheraton Mirage Resort & Spa, Gold Coast
- Sofitel Brisbane
- St Jude
- Sunshine Linus Inc

# UnitingCare Community supporters

## Funders

- Department of Justice and Attorney-General
- Commonwealth Respite and Carelink Centres
- Department of Education and Training (Commonwealth)
- Department of Education and Training (Queensland)
- Department of Communities, Child Safety and Disability Services
- Department of Community Safety (EMQ)
- Queensland Health
- Department of Health (Commonwealth)
- Department of Social Services
- Department of Housing and Public Works
- Department of Environment and Heritage Protection
- Department of Prime Minister and Cabinet
- United Synergies
- Lifeline Australia
- Queensland University of Technology

## Government supporters

- Townsville City Council
- Gold Coast City Council
- Woorabinda Aboriginal Shire Council
- Lord Mayors Community Trust Fund
- Lady Bowen Trust – Government Supporters
- Australian Securities Investment Commission (ASIC)
- Queensland Family and Child Commission
- Department of the Premier and Cabinet
- Queensland Treasury and Trade

## Corporate supporters

- Credit Union Australia
- Aurizon (previously QR National)
- Xstrata Coal Queensland
- Regional Development Australia
- QGC – Queensland Gas Corporation
- Queensland University of Technology
- Queensland Urban Utilities
- Bunnings Warehouse
- Cannon Park Gourmet Meats Townsville
- Aitkenvale Bakers Delight Townsville
- Sheridan Meats Cairns
- Jackley's Bakehouse
- KPMG
- Bendigo Bank
- Gold Coast AFL Suns
- Mundingburra IGA
- Wide Bay Motor Group
- Bundaberg Newsmail
- Outback Steakhouse
- Admiralty Towers
- Student Flight Centre
- Suncorp
- NAB
- Ernst and Young

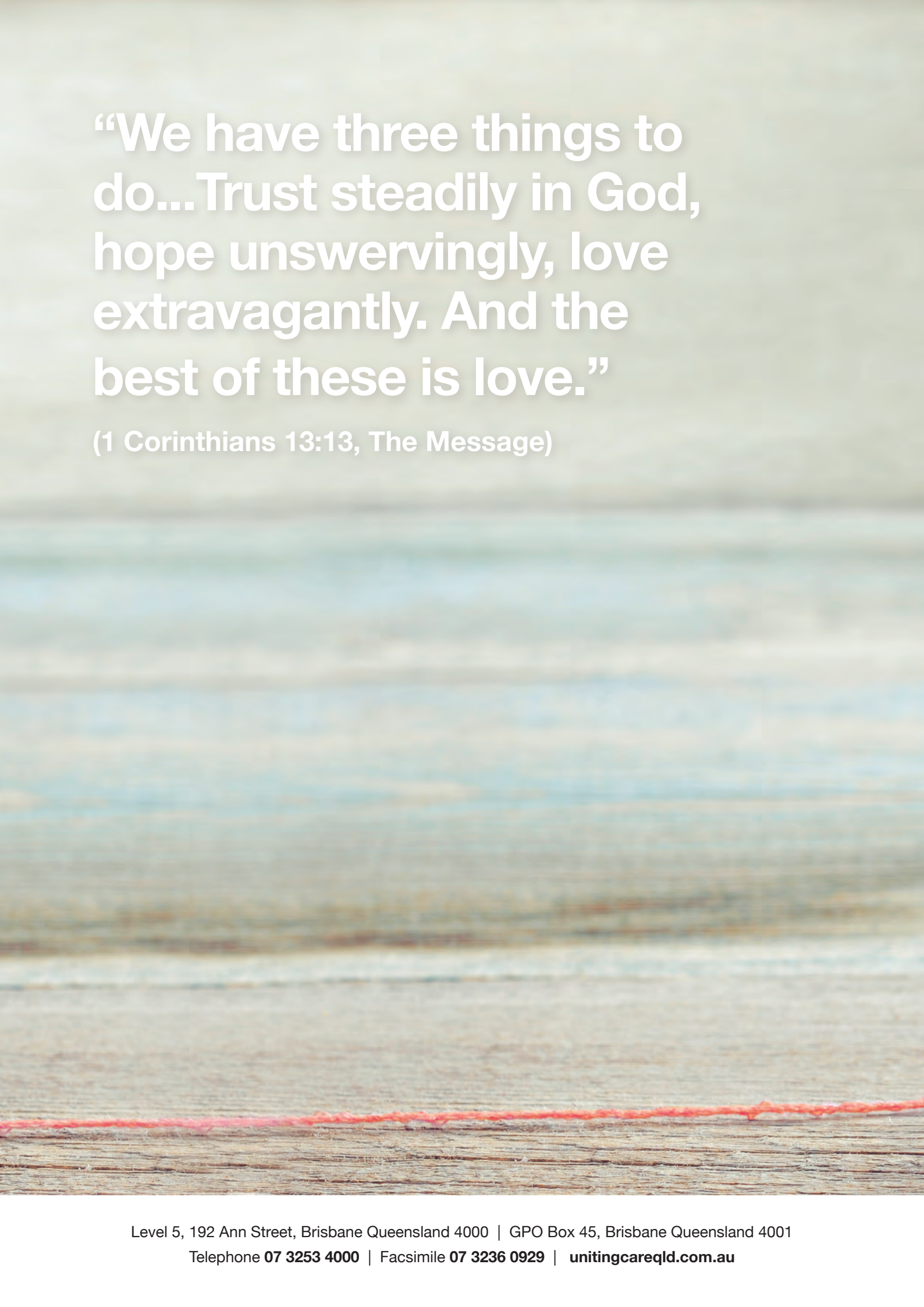
## Community supporters

- Rotary Bundaberg
- Give 2 Asia
- Second Bite
- Lifeline Australia
- MLC Community Foundation
- Assist A Sista
- Givit
- YMCA
- The Wise Foundation
- Gambling Community Benefit Fund
- Lions Club
- Rotary
- Bonnie Babes Sisterhood
- Brendale Evening View Club
- Second Chance
- Zibeta
- Volunteering Queensland
- Queensland State Library

## Major bequests

- Estate of Dorothy Griffiths
- Estate of Lenore Mary Lemke
- Estate of Jack Gorodeitah Singh
- Estate of Annie Jane Fursman
- Estate of Rene Eschbach
- Estate of Evelyn Hazel Slater
- Estate of Alistair William Goldin

**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)