



ANNUAL REPORT 2019



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↑ Front cover

Terry Managrave, who lives in Blue Care's Wynnum aged care home, with his grandchildren Tyka Managrave and Sabian Managrave.

Our **Mission**

As an outreach of the Uniting Church, our mission is to improve the health and wellbeing of individuals, families and communities as we speak out for fairness and justice; and care with compassion, innovation and wisdom.

Live life in all
its fullness

John 10:10

(The Holy Bible, Good News Translation)



Our Values

UnitingCare believes the following values are fundamental to the work we do and the way we work together.



Compassion

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



Respect

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



Justice

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



Working Together

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



Leading through Learning

Our culture encourages innovation and supports learning.

Who **we** are

Since the early 1900s, we've been helping people across Queensland live life in all its fullness.

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

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



Proudly representing



↓ UnitingCare Customer Service
Centre staff members, Jeremy Rail
and Mandy Clarke.





↑ UnitingCare Disability Services staff member, Emily Kirke, with UnitingCare client, Willie Webster.



17,000 employees



9,600 volunteers



**460 locations
supporting more than
600,000* people**



**1.5 million
volunteer hours**



Four private hospitals



**10 Lifeline Crisis Line
contact centres**



**127 Lifeline
retail stores**



**56 residential
aged care facilities**

* The number of people supported by our Aged Care and Community Services, Family and Disability Services, plus the number of people admitted to our hospitals

Message from the Chair

UnitingCare's values are rooted in our origins and connection with the Uniting Church; compassion and respect for each other, justice for the people we serve, a commitment to working together and always leading the way through learning. By embodying these values, we stay rooted in our mission to improve the health and wellbeing of the individuals, families and communities we are called to serve.

The health and community service sectors in which we operate continue to undergo unprecedented reform and disruption, and we are continuing to adjust and adapt to the evolving needs of Australia's ageing population and the community more generally. With this as a backdrop, it is incumbent upon us as good stewards of the resources entrusted to us to ensure we are deploying these in a way that yields the greatest sustained positive impact for the people of Queensland and the Northern Territory.

In my first year as Board Chair we have taken a number of important steps forward in charting a longer-term course for UnitingCare Queensland which will enable us to prioritise and capture the countless opportunities that lie ahead of us, while addressing and overcoming some significant challenges.

To that end, in 2019 we developed our 2030 Vision and Strategy *Taking Care Further*, which outlines where we need to be by 2030 and importantly, how that vision will be realised.

Our 2030 Vision is to be Australia's most trusted and respected health and community services provider, delivering exceptional, values-based care to Queensland and Northern Territory families in every corner of the community, and globally recognised as a leading light in care model innovation for ageing people.

Our 2030 Strategy focuses our resources and efforts on becoming a market leader in high-quality, innovative, person-centred aged care services in the home and in the

community. We will expand our social impact through the growth of our child and family services and an optimised disability service offering. In parallel we will optimise our highly regarded and clinically excellent hospitals to deliver the best possible health and life outcomes for patients.

I would like to thank my Board colleagues and the Executive Leadership Team led by CEO Craig Barke for the large amount of work over the past year to develop this long-term plan and commence its implementation. I am confident the process we have undertaken and the early work in implementing our 2030 Strategy is setting the organisation up for sustained success and excellence in values-driven health and community service provision.

At the Board level, in 2019 we welcomed Jacqueline Kelly, who joined the Board with a wealth of experience in the aged care and community services sectors. Subsequent to the end of the reporting period, Board member Maree Blake sadly elected to leave the Board in July 2019 for health reasons. The Board and I sincerely thank Maree for her service to UnitingCare and wish her all the best for the future.

I also extend my sincere thanks to all the 17,000 employees and 9,600 volunteers of UnitingCare Queensland for the achievements illustrated in this year's Annual Report, and for the tremendous work we will do together over the year ahead.

Nigel Alexander

Chair of the Board



Message from the CEO



Every year our work at UnitingCare touches the lives of hundreds of thousands of people, and this past year our people continued to empower communities, create opportunities and support people of all ages and backgrounds to live life in all its fullness.

In 2019 we continued to expand our services and support new communities, including the opening of our redeveloped Star of the Sea aged care home on Thursday Island, and the completion of the new Australian Regional and Remote Community Services (ARRCS) Terrace Gardens facility in Darwin. We also refurbished and renovated a number of our sites across Queensland and I was delighted to continue visiting our services across the State to hear and see first-hand how we continue changing people's lives.

Our 2030 Vision and Strategy program commenced in earnest this year with changes to our operating model and organisational structure to deliver our services more effectively and efficiently into the future as we consolidated our services under three new business units: Aged Care and Community Services, Family and Disability Services, and Hospitals.

Thanks to a pipeline of important new initiatives, we are already seeing positive changes for our people and customers. Our hospitals are observing reduced wait times due to improved theatre flows, we have enhanced and streamlined our residential aged care admissions process, and our Lifeline retail customers are now able to shop online through a newly established presence on eBay. These are just a few small examples of this early work, and over the year ahead we will continue working towards the achievement of our 2030 Vision to be Australia's most trusted and respected health and community services provider.

In April I was delighted to launch our new employee recognition program, the Full Circle Awards. The response from our people, with more than 450 nominations received, was a testament to the life-changing work being done day-in day-out by our people right across UnitingCare that makes such a difference to the lives of those we are called to serve.

This past year, we focused considerable attention and resources towards our participation in the Royal Commission into Aged Care Quality and Safety. Our team has done a tremendous job in sourcing and analysing the data necessary to support the Royal Commission in its important work. In June 2019, I was privileged to appear as a witness at the Royal Commission's Broome hearing, where I highlighted the distinct challenges facing aged care providers operating in remote areas and in the Northern Territory. We welcome the work the Royal Commission is doing and we will continue to participate openly and transparently to advocate for the people and communities we serve to ensure all Australians can benefit from high-quality, safe and accessible aged care services long into the future.

I would like to thank our employees, volunteers, chaplains, valued customers, clients, patients and residents for their ongoing support. This year's Annual Report is a terrific illustration of what we have achieved and will continue to achieve together as we *Take Care Further* towards 2030.

Craig Barke

Chief Executive Officer

Message from the Director of Mission



As I reflect on our story in UnitingCare, I am reminded that it has grown out of the many expressions of the witness and service of the Uniting Church and its legacy narrative for more than 100 years.

The Uniting Church in Australia was created in 1977 when the Congregational, Presbyterian and Methodist denominations decided they were better together and formed a new Australian Church. The goal was not to build a larger denomination but to be the living expression of a community of reconciliation that shares the radical inclusiveness of God as we know in Jesus. In its inaugural statement made to the nation, the Uniting Church acknowledged its Christian responsibility to society as fundamental to the mission of Christ's Church. In that statement, the Church committed to seek the "correction of injustices wherever they occurred, to uphold the importance of every human being, to affirm the rights of all people to equal opportunities and to protect our environment for future generations".

The role of UnitingCare is called out in its Constitution that it is to be an agent of God's healing power to the whole person, not just for an individual ailment or disability, but to enable each individual to play his or her part within the wider human family. The Church engages in community services because it believes the work of healing, growth, reconciliation and renewal is God's work in the lives of people and in the life of the world. So the purpose of UnitingCare arises from Christ's mission that all people might have "life in all its fullness" (John 10:10).

As we lean into the strategic direction of our 2030 Vision as captured in the heart of this report, it is important that we don't lose our way or the distinctiveness of what we bring as part of the mission of the Church.

We are called to be faithful stewards of all we receive and are responsible for developing sustainable practices that contribute to the wellbeing of all people. Our mandate as intergenerational custodians of everything that has been entrusted to us is that we get to do this work in order that others might flourish—that they might thrive and experience life in all its fullness.

It is our responsibility to leave the work we do and the resources that we hold in better shape than we found them. We are committed to taking care further into the communities where we are connected and also step into the new opportunities that are aligned to our mission. In communities all over Queensland and the Northern Territory, from the larger cities to remote regions, we seek the wellbeing of those that we are called to serve and uplift those who are in the margins.

May we continue to do what is just, show extravagant love and humbly serve in the communities and lives of those who place deep trust in us as we faithfully live out our mission.

Rev. Bruce Moore

Director of Mission



Our Vision for 2030

To be Australia's most trusted and respected health and community services provider, delivering exceptional, values-based care to families in Queensland and the Northern Territory in every corner of the community, and globally recognised as a leading light in care model innovation for ageing people.

Taking Care Further
2030

Our Goals



Aged Care and Community Services

Be the market leader in high-quality, innovative, person-centred aged care services in the home and in the community.



Family and Disability Services

Expand our social impact through the growth of our child and family services and an optimised disability service offering.



Hospitals

Operate excellent hospitals delivering the best possible health and life outcomes for patients.



A short-term plan for regeneration

Our priority is to drive shifts in quality, sustainability and culture to place UnitingCare in prime position to implement our long-term strategy.

To support this focus, we established the 2030 Regeneration Program to implement an organisation-wide planning process, which identified initiatives to help achieve our immediate priorities.

People from across UnitingCare were involved in this process; the outcome of which is an initial two-year plan that is strongly aligned with our mission and puts us on a clear path to realising our 2030 vision.

Our 2030 Regeneration Plan is underpinned by these four ambitions. Here is what our people, customers and partners can expect to see from UnitingCare over the next few years:

We will reach more people

Bold choices to increase our market share in community aged care, improve the way we transition customers between our services and allow further expansion in to new services.

We will take care further

Customer-focused products and services to fix known 'pain points' in our customers' journey, such as better continuity of care for our in-home aged care customers and hospital patients, and reducing wait times in our hospitals.

We will provide an inspiring workplace

Greater investment in training and education and IT systems, a culture of safety and sustainability protecting our people and their environment, and an accountable and high-performing workforce.

We will be responsible stewards of the resources entrusted to us

Clever ideas and deliberate actions to reduce waste, strengthen our revenue streams and generate surplus for purpose.



About **Aged Care and Community Services**

UnitingCare is committed to providing aged care and community services to support individuals in need regardless of their circumstances or where they live.

For more than 65 years Blue Care has been providing support to empower individuals to live life their way by providing in-home care, residential aged care, disability services and independent and supported retirement living to Queenslanders. It now provides the same services to Territorians through Australian Regional and Remote Community Services (ARRCS).

Our people made more than 3.5 million visits this year, providing the same holistic care, service and companionship that has been Blue Care's hallmark since the beginning.

Palliative Care partnership with Queensland Health

In 2019 Blue Care in Wynnum established an innovative partnership with Queensland Health to establish the Wynnum Manly Palliative Care Unit. The unit helps people and their families stay local when they need specialised end-of-life care.

In its first full year of operation the service supported 128 locals, providing care and support to patients and their families closer to home.

ACSA awards for Blue Care

In 2019 Blue Care's Wirunya Aged Care Service volunteer, Alison Day, won an Aged and Community Services Australia (ACSA) award at its annual ceremony.

Wirunya Aged Care Service in Brisbane's south won the ACSA Queensland Innovation in Service/Design award for their implementation of the Montessori Principles in caring for people with dementia. As part of the Montessori Principles, residents are meaningfully engaged in activities and roles that promote independence and self-worth.

Alison won the ACSA Queensland Volunteer of the Year, while volunteers Margaret Carey from Yarrabee Aged Care Facility and Gwendoline Fancourt from Wynnum Aged Care Service were also nominated for volunteer awards.



Significant redevelopment of two aged care facilities

In November 2018 we celebrated the opening of the redeveloped Terrace Gardens Aged Care Home in Darwin.

The \$15.9 million redevelopment, funded by the Australian Government Department of Health, included expanding the facility with an additional 32 beds and refurbishing the existing rooms for residents, families and employees.

The refurbished kitchen is also used to provide Meals on Wheels to the broader community, with our Meals on Wheels service providing more than 2,500 meals per month to the elderly across the Northern Territory.

In March we also celebrated the opening of the redeveloped Star of the Sea Elders Village. The \$24 million redevelopment includes a new ocean room, Kapa Milal Lag, which acknowledges the cultural significance of the sea to our residents. The service is one of six UnitingCare facilities operating in Aboriginal and Torres Strait Islander communities.

Setting standards in drug and alcohol rehabilitation

Pinangba Drug and Alcohol services, delivered through our Stagpole Street Drug and Alcohol Rehabilitation Unit in Townsville and the Cape York Family Centre in Cooktown, continue to lead the sector in commitment to the highest standards. The services support local families with culturally appropriate healing services for Aboriginal and Torres Strait Islander peoples whose lives have been negatively affected by substance use.

In May, these services achieved the Australian Council on Healthcare Standards EQulP6 certification for safe, high quality care. The certification remains voluntary in the sector and Pinangba continues to set the standards for its peers.

Statistics



8,900 employees



57* residential aged care facilities



3,875 residential beds



2,028 vehicles on the road



37.8 million kilometres travelled



3.5 million community visits made



66,000 community clients

* Includes ARRCs

About **Family and Disability Services**

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

Every day in the community, we engage with people from all walks of life. We deliver skilled, evidence-based interventions for those facing adversity and utilise our reach and skills to confront injustice. We are committed to working alongside people living with disability and their families to imagine and build personally meaningful lives.

We encourage people to challenge their limits and support them in setting long-term goals. We are leaders in crisis response, the protection of vulnerable children, support for people living with disability and their families, financial resilience and family wellbeing.

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

Community Recovery

In 2019 our Community Recovery team of more than 160 crisis supporters helped thousands of people get back on their feet after the floods in and around Townsville, working with government and charity partners across North Queensland. The team provided psychological first aid to more than 32,000 people, referred 27,000 people to support services, and made more than 20,000 property visits.

The team also supported thousands of people whose lives were affected by the Queensland fires in Rockhampton and central Queensland this year.

Our team continued to provide support long after the flood waters receded and the fires were extinguished to help people come to grips with their experience.

Project Search

In 2019 five young people living with disability began internships at The Wesley Hospital as the first participants of Project Search in Australia. Project Search is a nine-month training program aimed at developing workplace skills and experience. The interns participate in three 10-week rotations in different roles at the hospital and receive daily job coaching. The goal is to see each intern use their new skills to transfer into employment at the end of the program.

Girls of Courage

In 2019 we partnered with Outward Bound to develop the Girls of Courage program, delivering therapeutic supports in a wilderness setting where an expert team assist young women in out-of-home care to develop self-esteem, self-reliance and trusting relationships with others.

Eight young women participated in the inaugural experience designed to give them the skills, resilience and vision to plan their future and process their experience of childhood trauma.

→ UnitingCare Disability Services staff member, Stephen Tzanatos, with UnitingCare client, Steven Wilson.



Lifeline Bookfests and clothing sales

Lifeline's Bookfests and sale events continue to go from strength to strength, with sales of more than \$3.7 million across 25 events, including a combined \$2.6 million from Brisbane Bookfests in January and June. We also saw extraordinary support from the Cooroy community, with the Cooroy Denim and Country Sale raising more than \$70,000, doubling last year's efforts. The Gold Coast Clothing Sale and Maryborough Bookfest also saw major growth versus last year.

Proceeds from Lifeline Bookfests, events and our Lifeline retail stores support the Lifeline 13 11 14 Crisis Support Line. In Queensland we operate our 24-hour Crisis Support Line through 10 Lifeline centres—providing suicide prevention services with compassion. This financial year our team received more than 148,000 contacts from people in need.

Disability services and NDIS transition

In major structural changes to our disability services, we have supported hundreds of Queenslanders make the transition to the National Disability Insurance Scheme (NDIS), as well as partnering with many clients as their new disability support provider.

We have developed innovative solutions to support people living with disability, launching the new Blue Care NDIS planning app through our Leap in! Australia partnership with Uniting (NSW.ACT). Leap in! helps people with disability and their families make the most of the opportunities provided by the NDIS. The app is available for download through Apple's App Store and the Google Play Store.

We have also successfully tendered to participate in the new Queensland Community Support Scheme (QCSS), which supports Queenslanders under the age of 65 who are not eligible for NDIS support. We will provide support for more than 2,000 Queenslanders, as well as being able to continue offering nursing and allied health services through funding support from Queensland Health.

Statistics



2,600 employees



7,600 volunteers



383,000 people receiving care



148,000 contacts to the Lifeline Crisis Support Line



23,000 calls to the Seniors Enquiry Line



11,900 shelter placement nights for people experiencing homelessness



190,000 placement nights for out-of-home services for young people



3,300 people living with disability receiving support



8,200 tonnes of clothing donated to Lifeline

About Hospitals

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

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

Buderim Private Hospital Emergency Centre opening

The Buderim Private Hospital Emergency Centre, the first and only private Emergency Centre on the Sunshine Coast, opened on 22 August 2018.

The \$4 million state-of-the-art facility provides specialist emergency care to patients—including patients without health insurance—24 hours a day, seven days a week.

The service provides the Sunshine Coast community with greater access and wider choice of emergency health care.

Patients now have direct access to specialist resources including radiology and pathology through the hospital. Patients accessing the Emergency Centre are further supported by the hospital's existing 24-hour Intensive and Critical Care Units and Cardiac Catheter Labs.

HIMMS 7 recognition at St Stephen's

In 2019 St Stephen's Hospital in Hervey Bay became the first hospital in Australia to achieve Stage 7 accreditation from the Healthcare Information and Management Systems Society (HIMMS). The accreditation is the highest international recognition for digital health care.

St Stephen's has improved efficiencies and patient safety through the utilisation of electronic barcode scanning of blood and medication products. The new system also provides access to online data to monitor and improve care and share data with other health care providers caring for the hospital's patients.

New Medicare-eligible MRI licences

St Andrew's War Memorial Hospital and Buderim Private Hospital both received Medicare-eligible MRI licences from the Australian Government in early 2019.

Patients needing MRI scans for serious medical conditions including cancer, stroke and heart attack can now access subsidised MRIs. These licenses will improve access to affordable and quality care for residents of Brisbane and the Sunshine Coast.

More than 600 patients at Buderim Private Hospital and 750 patients at St Andrew's have already benefited from Medicare-subsidised MRIs.

European Association of Urology recognition

With cutting edge robotic surgical techniques such as NanoKnife technology and interdisciplinary efforts between urologists, oncologists and radiographers, patients at The Wesley Hospital are seeing improved diagnosis.

A partnership between urologists and radiologists, and their international colleagues, saw The Wesley Hospital become the first hospital in Australia to introduce MRI prostate scanning, allowing the detection of significant cancers without biopsy.

The Wesley Hospital was one of four hospitals recognised at the annual European Association of Urology conference for innovative work in the treatment of prostate cancer, including MRI prostate imaging.

In addition, The Wesley Hospital has been globally acknowledged as Australia's first Centre of Excellence in robotic surgery and in 2018 performed Queensland's first NanoKnife procedure.

Statistics



4,300 employees



144,000 admissions



84,800 operations



366,800 bed days/year



1,700 births



36,300 emergency department presentations



15,700 rehab admissions



4,100 mental health admissions



149 medical students



83 nursing graduates



Our Clients

Virtual Reality takes off in Blue Care

In May, residents and community clients at three Blue Care centres in South West Queensland participated in a Queensland-first pilot of virtual reality technology as part of UnitingCare's Spark Innovation Program.

Technology company Nomad VR took clients and residents trekking through forests and desert plains and on scuba diving expeditions as part of the experience. Virtual reality has been shown to have many positive effects for aged care residents, including enhanced cognition, memory, mobility and overall health.

Blue Care Toowoomba community client Malcolm said, "It's amazing; we live in a wonderful age. You can do so many things and make things so realistic."

With the success of the pilot, virtual reality will be rolled out to more of our services in 2019–2020.

Magic and smiles light up Cape York Family Centre

With Cape York Family Centre a half-hour drive from the nearest town, our employees knew they would have to do something special to help children celebrate Children's Book Week in August.

Employees and families banded together to create an army of mini superheroes, pirates and vampires who piled eagerly onto the school bus to celebrate the event.

Our Cape York Family Centre provides residential alcohol and other drug rehabilitation services to Aboriginal and Torres Strait Islander families in Far North Queensland, including culturally appropriate healing services for Aboriginal and Torres Strait Islander families whose lives have been negatively affected by substance use. Unlike other centres, the Family Centre offers support to the entire family during the length of stay.

An Easter gift for mum

On Good Friday 2019 an acutely unwell patient arrived at The Wesley Hospital Emergency Centre, where she received attentive care and treatment from a number of employees.

Cardiologist Dr Greg Scalia diagnosed the patient with "acute cardiac tamponade" (life-threatening compression of the heart) from a "malignant pericardial effusion" (a condition in which cancer causes extra fluid to collect inside the sac around the heart).

Cardiothoracic surgeon Dr Graeme Hart saw the patient and her family and took her immediately to theatre on Friday afternoon. Conducting emergency surgery, Dr Hart drained the very large "pericardial effusion" from the patient, who was going into shock and multiple organ failure.

Overnight, the patient made a good recovery in the Intensive Care Unit (ICU) and felt considerably better by the next morning, which was also the day of her son's wedding.

The Wesley Hospital's ICU employees and volunteers helped the patient have her hair and make-up done, with ICU resident Dr Thomas Bruchlacher volunteering to act as her medical escort to the wedding. Dr Bruchlacher had just finished a long shift on Good Friday, but was back on Saturday to ensure the patient could safely attend this important family event.

Making a birthday special

It wasn't a typical birthday for patient Graham. He was celebrating his 82nd birthday, but would be spending the day in Buderim Private Hospital undergoing chemotherapy treatment.

His family didn't want the day to pass without making it special, so hospital employees worked with them to make it a day to remember.

Understanding Graham is a great aficionado of opera, his son and daughter-in-law, both professional musicians hailing from Brisbane but now residing in Spain, set about planning a musical birthday experience to cheer him up during treatment. They organised two professional opera singers and a pianist to perform some of Graham's favourite arias and duets—and through the wonders of modern technology, helped everyone get together and take part in his surprise. Family members joined via video link from a cruise ship in the Mediterranean Sea and from their home in Marbella, Spain.

“I am so grateful for the support and help from the hospital to make the day so special—it has really helped give me a lift to finish this part of my treatment,” Graham said.



Our People

Launch of the Full Circle Awards

This year we launched our new employee recognition program, the Full Circle Awards. The Awards are a way to celebrate and honour employees who help others live life in all its fullness every day in each of our services.

The awards recognise employees who have gone above and beyond to place themselves in the shoes of our customers and clients, champion green initiatives, inspire others, create a safe environment for employees and clients, find innovative solutions to problems, or bring people together.

We received more than 450 nominations from across our services, with the inaugural award winners announced on 30 August 2019.

Retirement Village Manager Award

Carlyle Garden's Senior Retirement Village Manager, Sue Stevens was honoured as the Queensland and Australian winner of the Village Manager of the Year Award for 2018. Sue has been the Senior Village Manager at Carlyle Gardens in Townsville since August 2017.

The award recognised her role as an outstanding village manager who has a reputation for "getting things done".

Sue is known for her "can do" attitude, helping to create an active and lively village community where residents are highly engaged and involved in their village.

Nursing Award for Jenny

Australian Regional and Remote Community Services (ARRCS) Juninga Service Manager Jenny Messell won top spot in the Northern Territory Nursing and Midwifery Excellence Awards.

Jenny was named Nurse/Midwife of the Year after being selected from more than 130 nominees.

Jenny has been working at the Juninga Centre in Coconut Grove for 23 years, and has been pivotal in developing and maintaining the team's excellent reputation within the local community.

Jenny knows her clients personally, and tends to their emotional and cultural needs in the most respectful manner.



← Blue Care Masters Lodge Aged Care staff member, Tracey Beach, and resident, Elsie Taylor.



↑ Blue Care staff member, Novah Brown.

Pride festival (whole of UnitingCare)

In August UnitingCare employees participated at Queensland's largest annual LGBTI themed event, Brisbane's Pride Festival. Nearly 60 employees volunteered their time from across the organisation to promote the inclusivity of our services and brands, discussing our Foster and Kinship Care Program, Lifeline counselling services, our hospitals and Blue Care.

UnitingCare's participation was organised by key members of our Ally team, who came together to advocate for LGBTI issues and collaborate across services to organise the event. The Ally team is made up of more than 100 employees from across our services.

Inaugural GroundWater Gathering August 2018

In August the Family and Disability team held their first GroundWater Gathering, focusing on the wellbeing and cultural safety of Aboriginal and Torres Strait Islander Family Services employees, clients and communities. The Gathering was an opportunity for employees to share best practice, cultural understanding and ideas about how to make meaningful connections with Aboriginal and Torres Strait Islander communities.

The event was organised by the Family and Disability Services' Working Together Advisory Group, who work with employees to identify pathways that provide opportunities to make meaningful contributions at work and encourage high levels of engagement with Aboriginal and Torres Strait Islander communities.



Creating a Sustainable UnitingCare

Based on the Uniting Church's mission of environmental stewardship, UnitingCare is committed to protecting the environment, and using energy and resources wisely. We recognise that reducing our carbon footprint and becoming more resource efficient—using less energy and water, and producing less waste and emissions—are essential to promoting healthy and sustainable environments for our clients, residents, patients and employees.

As part of our Environmental Sustainability Strategy 2018–2020:

We are committed to reducing our carbon footprint by 5% by 2020

In 2019 we have:

- reduced our carbon footprint by 4%, one year ahead of our 2020 goal
- added 179 new hybrid vehicles, which now make up 42% of UnitingCare's passenger fleet.

We are committed to increasing our recycling rate to 30% by 2020

In 2019 we have:

- increased our recycling rate to 20.2%.

We are committed to strengthening employee engagement in sustainability initiatives by 10% by 2020

In 2019 we have:

- launched our Green Champions network with 27 employee representatives from sites and services
- introduced the Go for Green award at the Full Circle Awards to recognise employee sustainability efforts.

We are committed to strengthening our environmental advocacy and leadership by 2020

In 2019 we have:

- implemented our Environmental Sustainability Policy
- been recognised for our sustainability leadership through the Energy Globe Award (national winner 2019) and Healthcare Climate Champion Award (Climate Leadership 2018).

Our Board

Nigel Alexander

Chair of the Board

Chair of the Governance, People and Culture Committee

Nigel Alexander joined the UnitingCare Queensland Board in May 2017 and was appointed Chair in July 2018. Nigel is a Chartered Accountant and Corporate Agribusiness specialist. He is also a Director and former Chief Executive of the North Australian Pastoral Company and is Chair of the Royal Flying Doctor Service Foundation. Nigel is a former Chairman of RACQ Limited, President of the Australian Automobile Association and a World Council member of the Paris-based Federation Internationale De L'Automobile (FIA).

He holds a Bachelor of Business (Accountancy) from the University of Southern Queensland, a Masters in Applied Finance from Macquarie University and is a Fellow of the Australian Institute of Company Directors.

Rev. David Baker

(Ex-Officio Member)

Chair of the Queensland Synod Standing Committee

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

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

Jacqueline Kelly

Member of the Audit, Risk and Compliance Committee

Member of the Quality and Care Governance Committee

Jacqueline has extensive experience in the public, private and not-for-profit sectors across a range of industries including health, professional services and aged care, including having held the role of CEO at Lutheran Services in Queensland for 15 years. Jacqueline's community services experience spans aged care, retirement living, youth and family, domestic violence, mental health, disability allied health services and arts and creative life. Jacqueline is also a currently serving member of the Prime Super Board, and a member of the Queensland State Advisory Council for the Committee for Economic Development of Australia (CEDA).

Jacqueline holds a Master of Business Administration and a Bachelor of Arts, and has completed strategy and governance programs with the Australian Institute of Company Directors and at Harvard Business School.

Brian Gillespie

Chair of the Finance and Investment Committee

Brian Gillespie joined the UnitingCare Queensland Board in April 2018. Brian is the CEO of GroundProbe with a background of commercial, operational and consulting experience spanning ports, mining, rail, logistics, oil and gas. Brian is a former Deals and Consulting Partner with Deloitte and PricewaterhouseCoopers, and previously served on the board of AWH.

Brian holds a Master of Business Administration and a Bachelor of Science, and has completed the Senior Executive Program from the Columbia Business School. Brian is also a Chartered Engineer with the Institution of Engineering and Technology in the United Kingdom.



↑ Andrew McBryde, Maree Blake, Myles McGregor-Lowndes OAM, Nigel Alexander, Chris Townend, Rev. David Baker, Andrea Staines, Craig Barke, Brian Gillespie, Rev. Heather den Houting. Not pictured: Cheryl Herbert, Jacqueline Kelly.

Rev. Heather den Houting

(Ex-Officio Member)

General Secretary of the Uniting Church in Australia

Member of the Queensland Synod Standing Committee

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

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

Andrea Staines

Member of the Governance, People and Culture Committee, Member of the Finance and Investment Committee

Andrea Staines is a professional Non-Executive Director with thirteen years' experience on listed, private, government and for-purpose boards in retail service and transport arenas. Specifically in the area of care, Andrea is on the Board of the National Disability Insurance Agency, and was previously on the boards of Goodstart Early Learning and Early Learning Services. Currently, her other boards include SeaLink Travel Group, Freightways (NZ) and Landmark White.

Andrea's executive career was in airlines. She was a member of Qantas ExCo—as CEO Australian Airlines (mark II), an international subsidiary she co-launched. Previously Andrea worked in finance and strategy at Qantas and at American Airlines' Dallas headquarters.

Cheryl Herbert

Chair of the Quality and Care Governance Committee

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

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

Our Board

Andrew McBryde

Member of the Finance and Investment Committee, ARRCs Board Director

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

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

Myles McGregor-Lowndes OAM

Member of the Quality and Care Governance Committee

Member of the Audit, Risk and Compliance Committee

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

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

Chris Townend

Chair of the Audit, Risk and Compliance Committee

Member of the Finance and Investment Committee

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

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

Our Executive Leadership Team



↑ Nina Du Thaler, Christian Patten, Cathy Thomas, Craig Barke, Rev. Bruce Moore, Michael Krieg, Brent McCracken, George Sutherland, Sue McKean. Absent: Peter Gunn (CFO).

Craig Barke

Chief Executive Officer

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

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

Rev. Bruce Moore

Director of Mission

Bruce joined UnitingCare in August 2016. He has experience in ministry and mission roles and experience in senior management positions within government, private business and the not-for-profit sectors. Bruce has also served as a senior consultant in leadership, team performance and cultural change. Prior to joining UnitingCare, Bruce was managing therapeutic residential care and foster care programs. He has been involved in child protection reforms in Queensland and is a founding member of the National Therapeutic Residential Care Alliance. Bruce holds a Bachelor of Theology, is a Graduate of the Australian Institute of Company Directors and a Member of the International Association of Teamwork Facilitators.

Our Executive Leadership Team

Peter Gunn

Chief Financial Officer

Peter joined UnitingCare as Chief Financial Officer in July 2014. Prior to his appointment, he held a number of senior executive roles in the finance and commercial sectors and has broad experience in corporate and operational roles across a number of service areas such as finance/accounting, cash/treasury, legal/commercial, corporate and project funding, procurement, IT and governance. Peter is a Fellow of Certified Practising Accountants with CPA Australia and holds a Bachelor of Commerce and a Master of Applied Finance.

Brent McCracken

Group Executive, Family and Disability Services

Brent joined UnitingCare in July 2016. He has vast experience in the community services sector in a variety of roles including as a case worker, client services manager, teacher, funder, contract manager, operational manager and senior leader in Victoria, NSW and Queensland. Prior to joining UnitingCare, Brent was the Regional Executive Director, North Coast with the Department of Communities, Child Safety and Disability Services. Brent holds a Bachelor of Social Science, Graduate Diploma of Adult Education and Executive Masters of Public Administration.

Cathy Thomas

Group Executive, Aged Care and Community Services

Cathy joined the UnitingCare Executive Leadership Team in 2016 after four years as Director of Services South East, Blue Care. Cathy has worked across many Queensland Health clinical areas and has vast experience in Blue Care through working in clinical, human resources, key management and leadership roles. Cathy has a Master of Business Administration, Graduate Diploma of Business Management, a Bachelor of Health Science (Nursing) and completed a Leadership Program at Harvard University.

Michael Krieg

Group Executive, Hospitals

Michael was appointed Group Executive of UnitingCare Hospitals in May 2019, following two years as General Manager of The Wesley Hospital in Brisbane.

A registered nurse by background, Michael has more than 30 years' experience in the health care sector. Michael has held senior leadership in public and private hospitals, including as CEO of Knox Private Hospital, Mildura Base Hospital, St John of God Ballarat Hospital and at the state-level as CEO of Calvary Health Care Tasmania.

Michael holds a Bachelor of Science from Edith Cowan University and is a Graduate of the Australian Institute of Company Directors, and has completed a number of courses in leadership and management.

Sue McKean

Group Executive, Governance

Sue joined the UnitingCare Executive Leadership Team in 2013, following her appointment as the Director, Risk and Quality for UnitingCare Health. Sue has a diverse range of management experience in the health and community services sector, with a strong focus on company governance and policy development. Sue is completing her Graduate Diploma in Applied Governance and her qualifications include a Master's in Health Science (Risk Management), a Graduate Certificate in Leadership and Management, a Graduate Diploma in OHS and a Certificate in Governance Practice. She is a Graduate member of the Australian Institute of Company Directors and a certified member of the Governance Institute Australia.

Christian Patten

Group Executive, Corporate Development

Christian joined UnitingCare in 2016 as Head of Strategic Development and was appointed Group Executive, Corporate Development in 2019. Prior to joining UnitingCare, Christian held roles of increasing responsibility in strategy, transformation, business development and general management across both the public and private sectors including with Westpac, Brisbane City Council, Suncorp, Queensland Health, Ernst & Young and Capricorn Society. Christian holds a Bachelor of Economics and an MBA from the University of Queensland.

George Sutherland

Group Executive, People and Culture

George joined UnitingCare in January 2017 and was appointed Group Executive, People and Culture in January 2018. Prior to joining UnitingCare, George held various senior human resources and business leadership roles across multiple industries in large organisations nationally and internationally, including Rio Tinto. George holds an a Master of Business Administration from Bond University.

Nina Du Thaler

Group Executive, Digital and Transactional Services

Nina joined UnitingCare in 2016. She has previously held executive management roles across a range of organisations, including Queensland Urban Utilities, Allconnex Water, Gold Coast City Council, Queensland Department of Emergency Services, Queensland University of Technology and the Queensland Police Service. She is also a non-executive director on the Industry Advisory Board for the School of ICT, Griffith University. In 2016 Nina won 'CIO of the Year Utilities/Media' at the iTnews Benchmark Awards. Nina holds an MBA and a Bachelor of Information Technology (Artificial Intelligence). She is a Graduate of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management.

Governance statement

Board composition

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

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

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

Board operations

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

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

The Board is committed to the highest standards of governance. It has established governance practices and organisational structures 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 UCQ, guide and monitor the management of UCQ in achieving its strategic plan, leading the organisational culture in accordance with its values and missional purpose and overseeing good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including clients and patients, employees, volunteers, funding bodies and the wider community.

Board Committees and Working Groups

The Board has established Committees to assist the Board in fulfilling its responsibilities. Each Committee has its own terms of reference that set out the authority delegated to it by the Board, and detail the manner in which the Committee is to operate. During 2018–2019 the Board-approved Committees were the Audit, Risk and Compliance Committee, the Governance and Remuneration Committee, the Financial Sustainability Committee, the Aged Care and Disability Committee, Health Committee and Child and Family Services Committee.

On 1 July 2019, the above Board Committees commenced transitioning to the following Committee structure: the Finance and Investment Committee; the Governance, People and Culture Committee; the Quality and Care Governance Committee; and the Audit, Risk and Compliance Committee.

Audit, Risk and Compliance Committee

The purpose of the Audit, Risk and Compliance Committee is to review and advise the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory and other compliance requirements and the integrity of the financial statements and reports. The Committee consists of three Board members. Meetings are attended by the Chief Executive Officer, Chief Financial Officer, Director of Governance and Policy and General Manager Risk and Assurance and other senior executives and managers by invitation. Representatives of the organisation's external auditor and any other Board members also attend meetings as required by the Committee.

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

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

Governance and Remuneration Committee

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

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

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

Financial Sustainability Committee

The purpose of the Financial Sustainability Committee is to assist the Board to develop and implement the Board-approved Sustainability Framework and Principles for UCQ.

The Committee is also responsible for ensuring appropriate alignment with the Board-approved Strategic Plan, Mission and Values. The Committee consists of three board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director of Governance and Policy and the Executive Leadership Team and Senior Leadership Team members (as required).

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

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

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

Chief Executive Officer

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

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

Board appraisal and remuneration

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

UnitingCare Queensland Leadership Teams and organisational structure

While responsibility for UCQ overall performance rests with the Board, operational and management matters have been delegated to the Chief Executive Officer.

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

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

Australian Regional and Remote Community Services Board

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

Leap in! Australia Limited

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



Board Attendance and Fees

	Board		Audit Risk and Compliance Committee		Governance Committee		Aged Care and Disability Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Nigel Alexander (Chair)	10	10			4	4	4	4
Maree Blake	10	10			4	4		
Andrew McBryde	10	10					4	4
Professor Myles McGregor-Lowndes	10	8	5	4				
Andrea Staines	10	9						
Chris Townend	10	10	5	5				
Jacqueline Kelly	3	3						
Brian Gillespie	10	9					4	3
Cheryl Herbert	10	10	5	4				
Ex-officio members								
Rev. Heather den Houting	10	10						
Rev. David Baker	10	9						
Rev. Bruce Moore					4	4		
External committee members								
Professor Matthew Sanders								
Dr John O'Donnell								
Professor Lesley Chenoweth							4	3
Pamela Bridges							3	3

Notes:

The fees paid are inclusive of superannuation, which is an adjustment on previous reporting. Fee increases for the period were 2%.

*Fees for attendance in the period were paid in FY20 retrospectively

Child and Family Services Committee		Financial Sustainability Committee		Health Committee		Fees
Eligible to attend	Attend	Eligible to attend	Attend	Eligible to attend	Attended	Inclusive of Super
						109553.40
4	4	4	4			60498.80
		4	4			60498.80
4	4					60498.80
4	3			4	4	61848.50
				4	4	60498.80
						13748.01
		4	4			54992.04
				4	4	54992.04

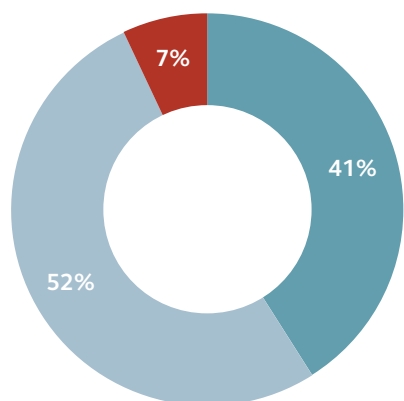
3	2					6267.90
				4	4	7521.48
						7521.48*
						7521.48*

Financial Highlights

Income statement

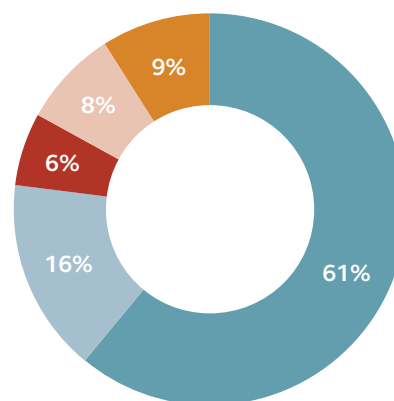
	Year ended 30 June 2019 \$'000	Year ended 30 June 2018 \$'000
Revenue		
Governments	664,326	665,144
Patients, clients and residents	843,958	799,101
Other	108,888	117,763
Total revenue	1,617,172	1,582,008
Expenses		
Salaries and employee expenses	1,010,181	956,911
Supplies and services	266,174	261,000
Depreciation and amortisation expense	94,993	107,721
Property expenses	126,578	127,237
Other expenses	159,440	130,843
Total expenses	1,657,366	1,583,712
Total net deficit	(40,168)	(1,704)
Other comprehensive income	23,689	0
Total comprehensive loss	(16,479)	(1,704)

Revenue



41% Governments
52% Patients, clients and residents
7% Other sources

Expenses



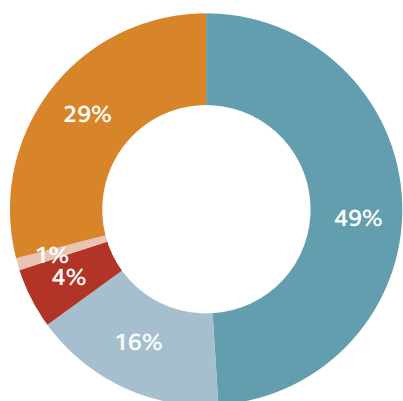
61% Salaries and employee expenses
16% Supplies and services
6% Depreciation and amortisation expense
8% Property expenses
9% Other expenses

Audited financial statements are published on
 UnitingCare Queensland's website at: unitingcareqld.com.au.

Balance sheet

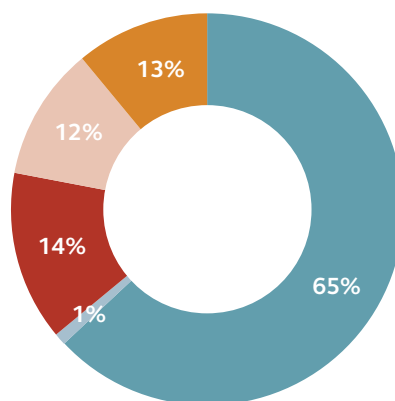
	Year ended 30 June 2019 \$000	Year ended 30 June 2018 \$000
Assets		
Property, plant and equipment	1,037,055	1,575,721
Cash and cash equivalents	345,668	335,376
Trade and other receivables	88,791	91,905
Intangible assets	31,215	33,855
Other assets	619,852	49,432
Total assets	2,122,581	2,086,289
Liabilities		
Ingoing contributions and accommodation bonds	754,685	725,221
Borrowings	9,074	11,098
Employee benefits and other provisions	163,399	155,216
Trade and other payables	134,571	134,468
Other	146,760	129,541
Total liabilities	1,208,489	1,155,544
Total funds	914,092	930,745

Assets



49% Property, plant and equipment
16% Cash and cash equivalents
4% Trade and other receivables
1% Intangible assets
29% Other assets

Liabilities



65% Ingoing contributions and accommodation bonds
1% Borrowings
14% Employee benefits and other provisions
12% Trade and other payables
13% Other

Thank you

UnitingCare relies on support from the Queensland community to deliver on our mission. This year we have connected with individuals and their families, Church congregations, corporate partners, ambassadors, governments, trusts and foundations. We thank you for your support in helping us make a positive difference to the lives of so many.



Here is a snapshot of how you changed the lives of the people we care for and their communities.

Hope and recovery for our rural and regional communities. Lifeline's commitment to building resilience in communities post-disaster sees the provision of psychological first aid, financial and practical support to communities, namely farmers and their families impacted by drought and extreme conditions.

The **positive impact** we have made would not be possible without the support of the many Uniting Church congregations that roll up their sleeves every year to help in distributing presents, hampers and funds to children and families in need.

You **offered hope** to patients at our hospitals, whose lives depend on innovative lifesaving treatments and procedures. You brought relief to the families of cancer patients and comfort to those in palliative care.

Providing respite for children who had to flee as a result of domestic and family violence through the implementation of School Holiday Activity Programs in refuges.

Patients gain a **new lease on life**. St Andrew's War Memorial Hospital completed more than 1,000 Deep Brain Stimulation (DBS) procedures allowing many patients to achieve greater control over their body movements. Your generosity has ensured lifesaving treatments like DBS are available to improve the lives of those with Parkinson's disease, Obsessive Compulsive Disorder, dystonia, stroke and Tourette's syndrome.

Cultivating nurse leaders of the future. With your gifts we can build a culture where every nurse feels they are capable of leading and making a positive influence in their clinical area, irrespective of their experience or role.

Thank you to the:

- Members of the Uniting Church
- Volunteers and our hospital auxiliaries
- Community groups
- Corporate partners
- Charitable trusts and foundations
- Australian Government
- Queensland Government
- Local government and councils
- UnitingCare employees

Making a difference

The Mary Coles Story

Mary was born to the family of GJ Coles (the founder of what we now know as Coles Supermarkets). Mary's father was also the Lord Mayor of Melbourne for a time.

Educated in Melbourne, Mary was a refined lady who played the piano and was an active member of the Uniting Church and treasurer and convenor of her parish craft team.

After moving to Queensland, Mary continued her support of the Uniting Church, making a generous donation that enabled the Banora Point Uniting Church to be rebuilt.

Mary was a stoic woman whose giving nature and passion led her to realise that, through philanthropy, she could have a positive impact on the lives of others in her community.

Her decision to leave a gift in her will to Blue Care and the Uniting Church is a wonderful gesture of Mary's selflessness and generosity. It is a legacy true to her nature in wanting to help those less fortunate than herself.





→ UnitingCare team member,
Nickola Zeeuwen, with Tess Salisbury, client.

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

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

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

Call us:

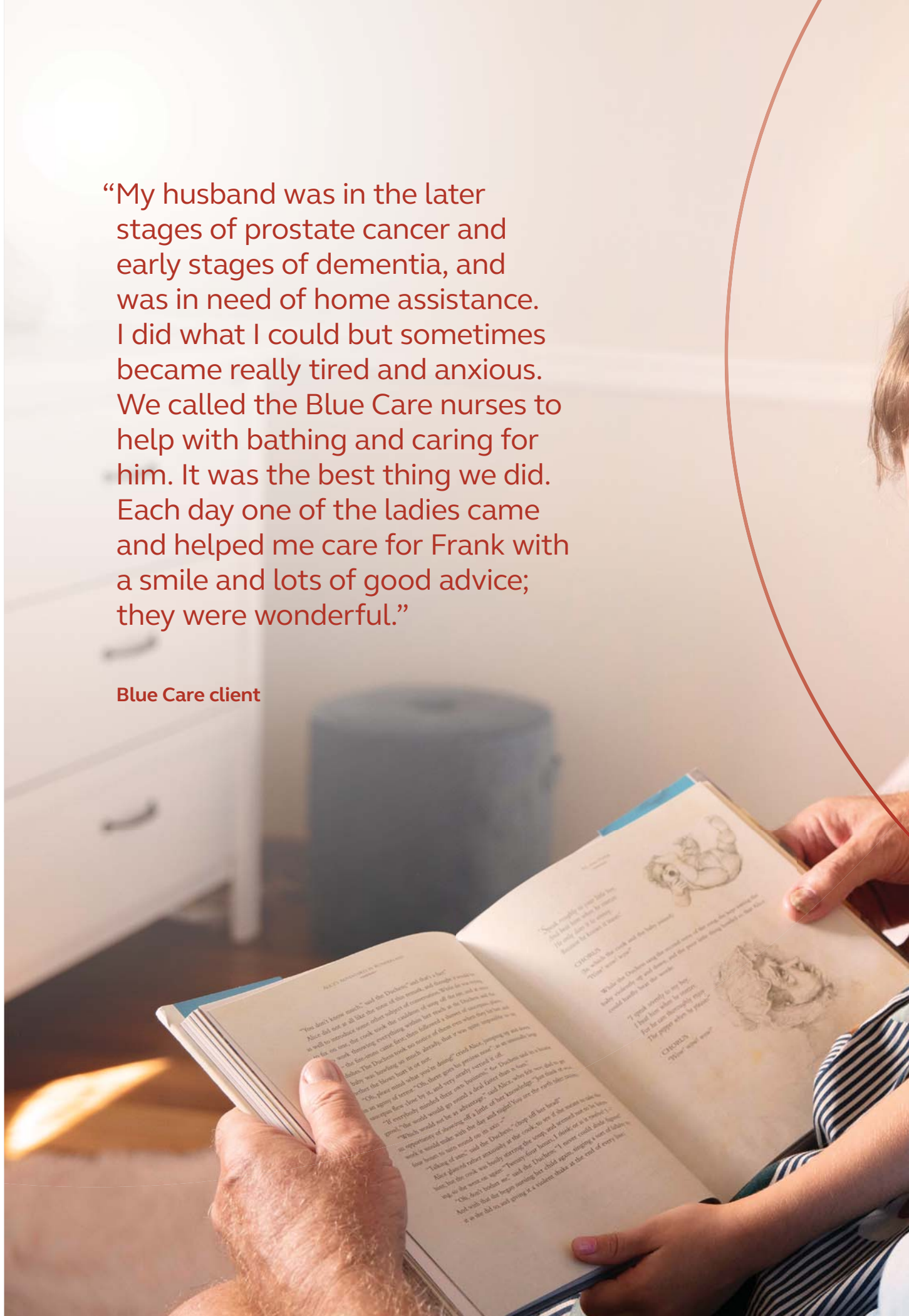
1800 001 953

Email us:

plannedgiving@ucareqld.com.au

“My husband was in the later stages of prostate cancer and early stages of dementia, and was in need of home assistance. I did what I could but sometimes became really tired and anxious. We called the Blue Care nurses to help with bathing and caring for him. It was the best thing we did. Each day one of the ladies came and helped me care for Frank with a smile and lots of good advice; they were wonderful.”

Blue Care client









↑ UnitingCare Disability Services staff member, Stephen Tzanatos, and UnitingCare client, Steven Wilson.



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