



2014 annual report



UnitingCare Queensland works together to:

reach out to people in need
speak out for fairness and justice
care with compassion, innovation and wisdom

contents

Highlights of the year	4
Economic and social value of UnitingCare Queensland.	6
About UnitingCare Queensland	7
Message from our Chair	10
Message from our CEO.	12
Message from our Director of Mission	14
The work we do - a client story.	16
UnitingCare Queensland	19
UnitingCare Community.	25
The work we do - a client story.	26
The work we do - a client story.	32

UnitingCare Health.	37
The work we do - a community story.	40
The work we do - a client story.	46
Blue Care	49
The work we do - a client story.	50
The work we do - a client story.	56
Governance Statement.	58
Our Board	61
Our Executive Leadership Team	66
Financial year highlights	69
Board and committee meeting attendance.	71
UnitingCare Queensland supporters	72

Highlights of the year

highlights

- ARRCs (Australian Regional and Remote Community Services) is established in February 2014 as a new service group of UnitingCare Queensland to provide aged care and community services in the Northern Territory previously operated by Frontier Services, with the transfer of service occurring on 1 July 2014
- Blue Care's 60th anniversary year culminates with a high tea hosted by the Queensland Governor at Government House and Brisbane's landmark Story Bridge bathed in blue light and displaying two large banners commemorating the celebration held in August 2013
- Construction of the first fully integrated digital hospital in Australia - UnitingCare Health's St Stephen's e-health hospital in Hervey Bay - is nearing completion with official opening scheduled for October 2014
- Deloitte Access Economics is commissioned to undertake an economic and social value of UnitingCare Queensland study which confirms the organisation contributes \$1.3 b to the Australian economy per year and that 52 per cent of its 15 000 plus staff work in regional Queensland
- Construction started on the unique Blue Care Cape York Family Centre in Cooktown which will support Indigenous families struggling with drug/alcohol addiction
- The first two nurses sponsored by UnitingCare Health staff graduate from the Helena Goldie College of Nursing in the Solomon Islands. Four more students are now being sponsored to study to become registered nurses
- To build on its existing policies in relation to the safety of children, UnitingCare Queensland commences a Child Safe Organisation Project to develop an organisation-wide framework, with policies and procedures that can be adapted within each service group to ensure a child safe, child friendly, culture and practice
- Blue Care partners with the Queensland Government to help ease growing demand for Queensland Health hospital services by establishing Blue Care Hospital in the Home allowing eligible patients to be treated for acute conditions in their own home as an alternative to being treated in hospital
- St Andrew's War Memorial Hospital embarks on a multi-million dollar redevelopment of its operating theatres, including the installation of a new hybrid theatre that will enable surgeons to perform highly complex surgery in minimally invasive ways
- UnitingCare Community streamlines the 24-hour Lifeline Crisis Support Line service and starts operating it under a state-wide structure which has increased call answer rates across the state
- During Reconciliation Week UnitingCare Queensland launches its second Reconciliation Action Plan after achieving all the actions set out in the first plan
- Blue Care opens the \$3.6 million Lockyer Community and Respite Care centre, another new \$3 million community care centre in Goondiwindi and further centres in Coomera and Toowoomba. The Toowoomba centre is officially opened by Jean Sizer, the first Blue Nurse in the area, who started in 1957
- A team of approximately 20 surgeons, anaesthetists, nurses and other staff at The Wesley Hospital, volunteer their time and services for life-changing surgery to a young Somali woman, Ayan Mohamed, a victim of gunshot injuries during the Somali Civil War
- St Stephen's Hervey Bay commences construction of Christensen House as part of its "Building Partnerships in our Community" strategy. The facility will provide motel style units for patients and family members from across the region
- UnitingCare Community sells record breaking \$1.18 million worth of books at Lifeline Bookfest, held at the Brisbane Convention Centre in January
- UnitingCare Queensland's CEO Anne Cross celebrates 10 years as CEO and is also recognised as one of Queensland's 125 leading women by the YWCA Queensland
- St Andrew's War Memorial Hospital is the first hospital in the southern hemisphere to acquire ground-breaking \$1 million MediGuide technology which provides a safer way for patients to undergo heart procedures by dramatically reducing radiation

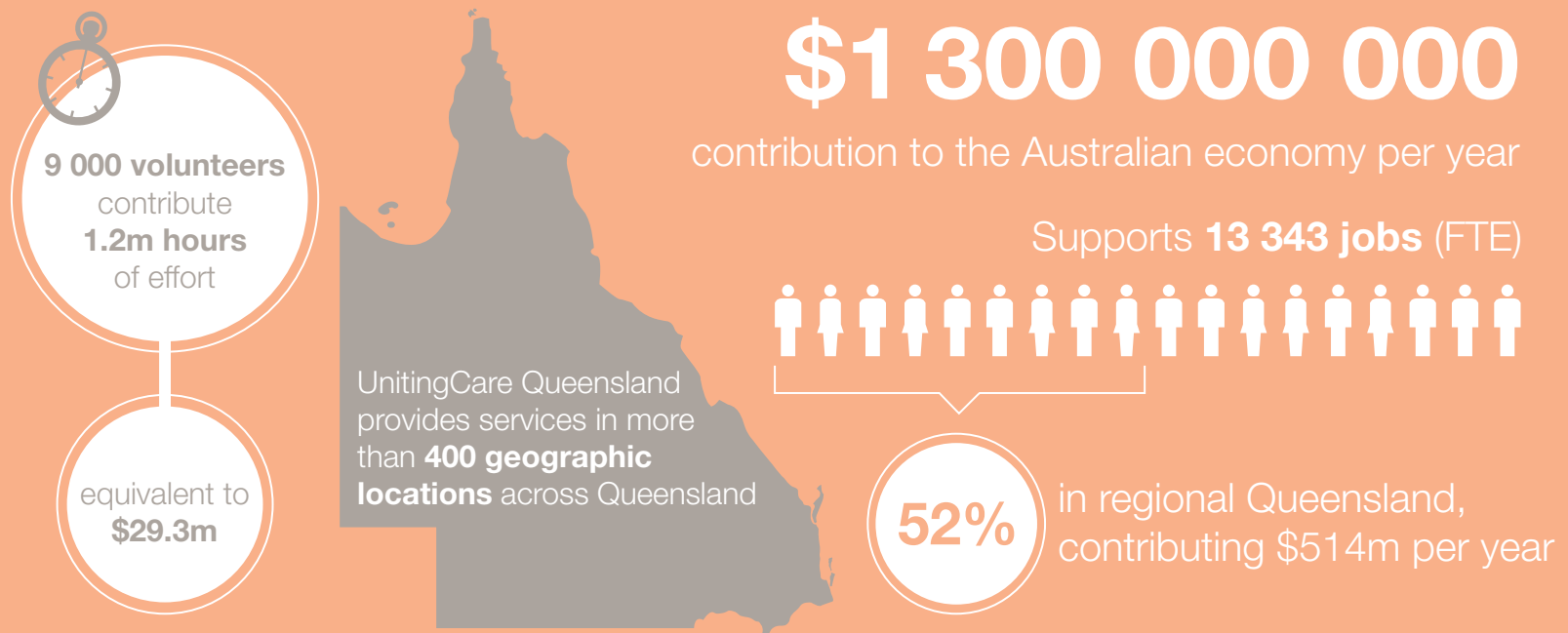
“Construction started on the unique Blue Care Cape York Family Centre, in Cooktown which will support Indigenous families struggling with addiction or mental health issues.”

- Blue Care Mackay and Sarina celebrates 50 years - growing from 14 clients cared for by three staff, to assisting 610 clients each month, supported by 88 staff members
- UnitingCare Health opens its Clinical School at The Wesley Hospital. The school has the ability to train 270 medical students and simultaneously provide over 10 000 education hours to nursing students per year across UnitingCare Health campuses. In addition it will also provide training facilities for allied health students
- The Wesley Hospital begins a significant \$20 million-plus theatre expansion project resulting in cutting edge new facilities and more streamlined processes. The project includes the construction of three additional theatres, including one hybrid theatre and the expansion of four further theatres
- UnitingCare Community, in the central Queensland region, was awarded the NAIDOC 2013 Community Organisation of the Year in acknowledgement of the work and overall attitude of the organisation towards genuine reconciliation
- The Wesley Hospital is ranked highest in its peer group of private hospitals greater than 300 beds in The Press Ganey survey, with a higher score than the benchmark standard score of 82.6
- The Sunshine Coast Private Hospital is voted the best maternity unit in Queensland and the third best in Australia in the Medibank Maternity Experience Index and delivers its 10 000th baby



Economic and social value of UnitingCare Queensland

Source: Deloitte Access Economics 2012/2013 Financial Year



Blue Care

13 000 community care clients per day



\$16m

saved in aged care costs per year

1 774 new residential aged care clients (each year)



\$18m

saved in health system costs per year



73%

of facilities in 60% of Queensland's most disadvantaged areas

UnitingCare Health



Patient cost per year

\$15m less

than like peers for equivalent patient volume

- Provides specialist high cost patient services not generally provided in for-profit hospitals
- Improved patient outcomes compared with ACHS benchmarks

UnitingCare Community

Intensive family support



supports **342 families** (Logan pilot site)



Every \$1 spent returns \$2 in benefit

Disability



supports **725 clients** with a disability

Crisis support



crisis calls answered

Lifeline distribution centres

- \$5.46m contributed to crisis support services
- Recycling through Lifeline shops reduces Queensland's carbon footprint by 29 748kg of carbon per year



27 561 furniture pick ups



7 372 tonnes of clothing

about

Who is UnitingCare Queensland?

UnitingCare Queensland provides health and community services on behalf 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 plus staff and more than 9 000 volunteers support many thousands of people each day throughout Queensland. 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 clients in more than 400 geographic locations; many of these are in areas where other providers are not

present. 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 one 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.

mission

Our mission

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

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

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

values

Our values

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

Compassion

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

Respect

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

Justice

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

Working together

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

Leading through learning

Our culture encourages innovation and supports learning

network

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 – Maryborough and Hervey Bay
- The Sunshine Coast Private Hospital

ARRCS (Australian Regional and Remote Community Services) (established in February 2014 and operational in the Northern Territory from 1 July)

- Allied health services
- Day therapy centres
- Dementia Behaviour Management Advisory Service
- Disability services
- Domestic assistance
- In-home care packages
- Personal care
- Residential aged care
- Respite care

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



A message from our Chair

message



Craig Barke

As the incoming Chair of the UnitingCare Queensland Board in March 2014, I have the privilege of firstly acknowledging and thanking our outgoing Chair, Heather Watson, who retired after serving nine years on the Board, eight years of these as Chair. Heather has shown outstanding commitment to the organisation having overseen its ongoing transformation from when the health and community care services of the Church were first brought together around 2000, to the vibrant and cohesive organisation it is today. Heather's steadfast and strong leadership will be very much missed and I will endeavour to continue the work of providing effective and transparent governance of UnitingCare Queensland.

I would also like to pay tribute to the work of our other retiring Board member, Ray Richards, who along with Heather was one of the original members of the Board that was established in 2005 in response to an organisational governance review. Ray's astute leadership as outgoing Chair of the Board's Audit, Risk and Compliance Committee is very much appreciated. Ray has a long history with UnitingCare Queensland having served on the St Andrew's War Memorial Hospital Board and the then Uniting HealthCare Group Board. Ray will be remembered as a Board member who is passionate about, and committed to, UnitingCare Queensland.

I would also like to thank Shirley Coulson who sat on the Board until she retired as General Secretary of the Uniting

Church Queensland Synod and also acknowledge Reverend John Cox who has been attending our meetings since his appointment as interim General Secretary earlier this year.

Heather and Ray, along with all of the other past Board members who retired over the last year and previous years, have left us a strong, values based and forward looking organisation. With our newer Board members now well established, we are set up well to continue building on the legacy left by the expertise and achievements of previous members.

I would like to congratulate Maree Blake who has been appointed as Chair of the Audit, Risk and Compliance Committee. Jude Munro has continued as Chair of the Quality Committee which has now become a substantive committee of the Board, and I will combine my activities as Board Chair with being Chair of the Governance Committee. I would also like to congratulate and warmly welcome the appointment of Dawson Petie as Deputy Chair.

UnitingCare Queensland is in a strong position. We have been working enthusiastically on our new strategic plan which has involved a wide consultative process including intensive workshops for the Board. This collaborative process, has stimulated ideas and optimism for the future and has enabled us to recognise the opportunities to navigate through the challenges ahead. The strategic plan is scheduled to be approved by the Board in August 2014.

“UnitingCare Queensland is in a strong position. We have been working enthusiastically on our new strategic plan which has involved a wide consultative process, including intensive workshops for the Board.”

Over the past year, the Board has spent substantial time and energy exploring the potential for new partnerships and ventures. Of particular note has been the establishment of a new service group, ARRCs (Australian Regional and Remote Community Services) to operate aged care and community services previously provided by Frontier Services in the Northern Territory. ARRCs will be supported by Blue Care and I am sure that the experience, frameworks, programs and tools that Blue Care can offer will be of great assistance to ARRCs as it develops its reputation and grows in strength.

The Board has also spent time to explore another new undertaking – Trinity Health - a potential joint venture with the Mater Hospital, Brisbane. As Trinity Health, the two organisations are exploring opportunities that might arise from the development of the existing Royal Children’s Hospital site at Herston to continue our commitment to provide a viable non-profit private hospital service.

UnitingCare Queensland is in a very positive position to respond to the many challenges that we face in this era of unprecedented reform and regulatory changes. I am confident that the joint skills and experience of our current Board and executives will enable us to support the organisation to provide person-centred care and services that enable people to have the best possible lives, whatever their circumstances and whichever of our services they use.

On behalf of the Board I would like to extend my thanks to Chief Executive Officer, Anne Cross, for her strong leadership, vision and commitment, and on a personal note, for the support she has shown me as I have moved into the role of Chair. Our thanks also go to the hardworking executive teams for their professionalism and dedication to the mission, vision and values of our organisation.

I commend this annual report to you - it is a testament to the magnificent work of our staff and volunteers, without whom the work we do to improve the health and wellbeing of people in Queensland and the Northern Territory, would not be possible.

It is a privilege to be leading the UnitingCare Queensland Board as we continue to improve the sustainability of our diversified businesses and their competitive capability while most importantly continuing to fulfil the mission of improving the wellbeing of individuals, families and communities.

Craig Barke
Chair

A message from our CEO

message



Anne Cross

UnitingCare Queensland is passionate about supporting clients, residents, and patients to be the best they can be at whatever stage in life they are. We are also passionate about improving the wellbeing of communities and pursuing a fair and just society. Our ambition to be a leader in person centred care underpins the work of our service groups - UnitingCare Community, UnitingCare Health and Blue Care. Over the past year we have worked hard to deliver on this ambition.

During 2013/2014 we continued to respond to the reform agendas occurring in our service delivery areas, to influence the best possible outcomes for people and communities. For our three service groups, the year has been a mix of “business as usual” combined with responding to reforms in policy, program and service delivery. The National Disability Insurance Scheme, the Queensland Government’s child protection initiatives, and the Federal Government’s wide-ranging reforms in aged care, are just some of the transformational changes that we have been engaged in.

As well as these significant reforms, we are also operating in more competitive and challenging environments where consumers of services understandably want more choice and control in their lives. We support this whole-heartedly.

We made the very significant decision to assume responsibility of aged care services, including eight residential facilities and 11 community care programs in the

Northern Territory, previously operated by Frontier Services. From 1 July 2014, the services became UnitingCare Queensland’s fourth service group known as ARRCs (Australian Regional and Remote Community Services). Additionally among other major projects, we have been building and developing the first fully integrated digital hospital in Australia – St Stephen’s Hervey Bay - which is due to open in October 2014.

So amidst these challenges and opportunities, it is always a great pleasure to receive complimentary feedback from clients and patients who have used our services. During the year I have heard about the difference we have made in people’s lives and the efforts our staff and volunteers have applied to put the people we care for squarely in the centre of what we do. One person thanked staff for the “wonderful people” who made their relative “feel cherished, loved and good about himself”. Another praised staff for being “really, really helpful” in getting their family back together and functioning effectively and safe. Yet another reported that a staff member had explained everything that was going on and “allayed any concerns” the relative might have had, and thanked us “very sincerely for your genuine care”.

Receiving feedback about people’s experience of our care is an important component of quality, but we are also committed to producing evidenced based assessments to demonstrate the positive difference our organisation

makes in people's lives. I am pleased to report that this year we have made good progress in implementing our Quality Management Framework under the auspice of the Board's Quality Committee, established at the end of 2012. This means that we are progressively able to assess the impact we have on clients, patients and residents and better understand their experience of our care and service. We expect to make further gains in the coming year.

We have also been very involved in developing our new strategic plan for 2014-2017 which will position us to be competitive and relevant over the coming years and help us improve our understanding of, and response to, client and patient expectations and needs. As part of our plan we aim to have a positive influence on decision makers in state, territory and national jurisdictions, and to be an organisation of ideas, and of pursuing opportunities and partnerships.

Other critical work has included supporting The Uniting Church's response to the Royal Commission into Institutional Responses to Child Sexual Abuse, established in January 2013. The hearings held across the country were sobering. What has been revealed is systemic failure in numerous institutions over many years to protect children, deal effectively with abusers and support survivors. We are following the Commission's work closely to ensure our organisation is doing all that it can to prevent the abuse of children in our services and that we respond effectively if any incident were to occur. We have improved our recruitment, screening, induction and reporting processes to be complemented by an organisation-wide child friendly, child safe risk management framework which will address our culture, our people, our settings and our response, informed by methodical and informed risk assessment.

Working together is one of our values, and the partnerships we enjoy with our sector partners are a fundamental way of demonstrating the benefits of collaboration. This year, a new entity, the Community Services Industry Alliance Ltd, was launched thanks largely to the backing of the NGO CEO Conversation Group, convened by UnitingCare Queensland and the Health and Community Services Workforce Council Queensland. A hard working advisory group raised sufficient funds from 27 foundation members to establish a new community services industry body which will drive an industry reform agenda and influence governments, business and community leaders. The work was supported by McCullough Robertson who provided pro-bono legal work.

I am very pleased to say that towards the end of this financial year we endorsed our new Reconciliation Action Plan, known as RAP II, having delivered on all our actions in our inaugural plan launched in 2012. Our second RAP gives us the opportunity to commit to more actions including the development of an online cultural hub, deepening our connections with local elders and communities, and increasing the number of Indigenous staff working with

us. There's a palpable energy and enthusiasm around RAP II and I think the fact that we have increased services delivered to Indigenous clients through Blue Care Indigenous Services in North Queensland and the Torres Strait, and the establishment of ARRCs in the Northern Territory, gives further meaning to our reconciliation efforts.

Our staff and volunteers are our heart - without them we wouldn't exist, so their thoughts and insights are important to us. For the first time, we invited all staff to participate in our People Survey across the organisation. The results gave us a good representative view across UnitingCare Queensland - notably, 63 per cent of respondents said that "we are a truly great place to work" and were generally optimistic about the future. The survey also showed that participants feel committed to "improving the way things work in the organisation." The results also gave us some areas for future discussions and actions, particularly as there are many changes occurring across our services.

I would like to thank our hard working and committed Board who have made decisions on a number of significant issues during the year. I would like to once again express sincere appreciation for our long-serving Board Chair Heather Watson who retired after nine years of outstanding service. I would like to express my support to Craig Barke, as our new Board Chair, who has been on the Board since 2011. Also retiring after many years of service was Ray Richards, whose long association with UnitingCare Queensland will be greatly missed. Succession planning has meant that all our Board members are able to support UnitingCare Queensland to be a mission inspired, high performing organisation and I look forward to working with this engaged and proactive team into the future.

My thanks also go to the executive leadership team who continue to provide exceptional leadership to our managers, staff and volunteers for the work they do every day.

While there are many challenges ahead, I believe that UnitingCare Queensland is well positioned to fulfil our ambition to be a 'leader in person-centred care' and to continue to measure and increase the quality of our services to make a positive difference in people's lives.

Anne Cross
CEO

A message from our Director of Mission

message



Colleen Geyer

It's always important to be grateful, to look for the gifts given to us every day, as well as to look back over a season and identify the people and situations that enhanced our lives and increased our understanding of who we are and our worth.

Gratitude has many positive aspects to it that can enhance our lives. Robert Emmons in his study of *"What good is gratitude?"* lists the following:

- Gratitude allows the celebration of the present, and helps us to appreciate the value of something or someone
- Gratitude blocks toxic emotions as it is difficult to hold both gratitude and for example, resentment, at the same time
- Grateful people are more stress-resilient because they have a positive perspective by which they can interpret life events
- Gratitude strengthens social ties and self-worth when we acknowledge the network of relationships, both past and present, of people who are committed to us and our wellbeing.

As we come to the end of another financial year, it is an opportunity to reflect on all that has been part of the work of UnitingCare Queensland, as we have provided services and care for people in many communities throughout Queensland, northern New South Wales and the Northern Territory. There have been challenges and some difficult situations but there have also been many occasions to celebrate and be thankful, particularly for the amazing gift we have every day - to make a difference in the lives of people we serve and care for.

Gratitude is a relationship-strengthening emotion because it requires us to see how we've been supported and affirmed by people around us. Mutual support and affirmation have been strengths of UnitingCare Queensland in the past year - and they have been necessary. Our ability to be grateful, to recognise achievements and the amazing people who make up UnitingCare Queensland, will be important as we look to the future and focus on the directions we will take.

We are grateful...

For all that has happened in the past year, we are grateful.

For the skills and expertise of our amazing staff, who live our values and are committed to the people they serve and care for, we are grateful.

For the opportunity to keep providing services and making a difference, we are grateful.

For the UnitingCare Queensland Board and those who provide leadership in all parts of UnitingCare Queensland, we are grateful.

For the presence of God with us as we have provided care and services as part of the mission of the Uniting Church, we are deeply grateful.

I give thanks to my God always for you because of the grace of God that was given to you in Jesus Christ. 1 Corinthians 1:4

Colleen Geyer
Director of Mission

you
ONLY
live
twice

A personal message from a happy cardiac patient



client story

“It makes such a difference to these families to see the children happy and knowing that they are not being deprived of fun or culturally appropriate opportunities”

Cultural link provides much needed support

For many different reasons, there are some grandparents who find that they have the responsibility of raising their grandchildren.

A program currently run by UnitingCare Community called Time for Grandparents, is helping to ensure that Indigenous children being raised by their grandparents stay connected to their Aboriginal and Torres Strait Islander heritage.

Since 2007, the Time for Grandparents program has supported almost 1 000 Queensland families where grandparents have taken on the challenging role of full-time carers.

Of the 267 families currently participating in the program, there are 207 Aboriginal and Torres Strait Islander grandparents and 60 non-Indigenous grandparents who are caring for their Indigenous grandchildren.

The program provides participants with valuable information and referrals, financial assistance for the children to participate in sporting and recreational activities, and overnight “time-out” camps for the whole family.

Senior Indigenous Project Officer, Dulcie Bronsch, said that while the camps provided an opportunity for Indigenous children to reconnect with their heritage, they also gave non-Indigenous carers the support and encouragement needed to raise their Indigenous grandchildren.

Dulcie said many of the program’s non-Indigenous grandparents opted to attend the overnight camps to gain a better understanding of the Aboriginal and Torres Strait Islander culture.

“Many of the non-Indigenous grandparents have said that they cannot provide the culture their children need and yearn for, and are grateful that we can provide the traditional and contemporary cultural program for them,” Dulcie said.

“At one of the camps, a non-Indigenous grandparent was upset that her grandchild’s Aboriginal relatives believed that she should not be raising her Indigenous granddaughter even though it was the result of a Family Court decision.

“Other Indigenous carers attending the camp reassured her that she had made the right decision as they could see the special bond that existed between the two,” Dulcie said.

“The grandmother left the camp feeling reassured and more confident in her ability to parent and now she cannot wait for the next camp.

“It makes such a difference to these families to see the children happy and knowing that they are not being deprived of fun or culturally appropriate opportunities,” she said.



the work
we've done

The work we've done - across UnitingCare Queensland

Reconciliation

During the 2013/2014 year UnitingCare Queensland's vision for reconciliation, developed as part of our first Reconciliation Action Plan (RAP), "to be culturally responsible and committed to social justice for Aboriginal and Torres Strait Islander peoples – we will be unified, positive and healthy", has provided a reference point, guiding our decision making and actions on a daily basis.

The Advisory Group on Reconciliation continued to drive implementation of our RAP ensuring that all commitments were met.

Our first RAP helped to make our services more culturally sensitive and accessible for Indigenous people, and has contributed to building enduring partnerships both with our Indigenous staff and at a local community level with Indigenous Elders and community members.

A new RAP for 2014 – 2017 (RAP II) was launched in May 2014 with a key theme of recognising Australia's Aboriginal and Torres Strait Islander people in the Australian Constitution.

Highlights

Reconciliation highlights from the 2013/2014 year include:

- An increased capacity to provide services for Aboriginal and Torres Strait Islander people through ARRCs (providing aged care and community services in the Northern Territory) and Blue Care's Indigenous services in North Queensland
- Relationship building between Hervey Bay's Butchulla people and St Stephen's Hospital staff resulting in the development of a medicinal garden at the new hospital in Hervey Bay
- UnitingCare Queensland Group Office, Blue Care, UnitingCare Community and UnitingCare Health came together to host a stand at the NAIDOC Week celebrations at the Musgrave Park Family Fun Day. The highlight was clearly the "Elders chill out area" which attracted people all day. Elders were served tea, coffee, hot chocolate, biscuits and fruit.

It is estimated that currently 2.3 per cent of UnitingCare Queensland staff have identified as Aboriginal and Torres Strait Islander people which is just below the proportion - 2.5 per cent - of Indigenous people in the Australian population.

Sustainability

Our vision is to act responsibly through innovative and meaningful stewardship of energy and resources, as we respect the environment, protecting it for the communities in which we work and future generations. We will seek to embed sustainable practices, to balance growth and social conscience, and to meet our goals without compromising our values, our people or the planet.

The first three-year sustainability plan is being implemented across all areas of UnitingCare Queensland. These plans focus on the common areas of energy, water, waste, transport, and ecologically sustainable development, as well as being tailored to meet the particular requirements of each office or service group.

Highlights

- Establishment of a group-wide Waste Task Group which developed a UnitingCare Queensland Waste Management Strategic Plan with the overall goal of avoiding unnecessary waste generation through recycling, reuse and increased staff awareness.
- The successful joint application for Round two grants of the Community Energy Efficiency Program, with \$610 191 being awarded for initiatives in 16 UnitingCare Community and 16 Blue Care sites, mostly in remote and regional areas (socially disadvantaged, low economic areas).
- The development and approval of energy management policies for UnitingCare Queensland and the Queensland Synod
- Group-wide promotional resources developed and engagement with staff for key days in 2013/2014 – Earth Hour, World Environment Day and National Recycling Week
- Eco-driving added to both classroom and e-learning training. UnitingCare Queensland has 195 hybrid vehicles in our combined fleets and on average we have reduced our Fleet CO₂ emissions by 45 tonnes per month since 2010. Over this period we have added approximately 250 vehicles to the fleet.

“The new strategic plan continues our commitment to provide person-centred care and service to enable people to have the best possible lives, whatever their circumstances and whichever services they use. ”

Quality performance framework

The work of the Board's new Quality Committee continued with a focus on developing a common language and framework for identifying and assessing person-centred care and service across the organisation. For all of our service groups this included establishing and reporting agreed measures of patient or client impact and outcome as well as measures of patient or client experience. Client experience trackers have been successfully implemented in UnitingCare Health hospitals and Blue Care, ready for 'go live' on 1 July 2014 across UnitingCare Community. These 'point of service' devices enable us to systematically collect and report on client experience measures across our services.

Strategic plan

Development of the new UnitingCare Queensland Strategic Plan 2014-2017 commenced during the year. The process included Board and Executive Leadership Team workshops, individual consultation meetings with key stakeholders, scenario planning sessions, a workshop with 41 senior staff and broader staff engagement across UnitingCare Queensland.

The new strategic plan continues our commitment to provide person-centred care and services to enable people to have the best possible lives, whatever their circumstances and whichever service they use. The new streamlined plan responds to the opportunities and challenges presented by the economic, political and social influences that are likely to shape our environment over the next ten years. This response is also driven by our values and our understanding of mission as part of the Uniting Church.

With three simply stated goals - to be the choice for care and service; to be financially sustainable and secure; and to be dynamic people in a dynamic organisation - and an improved approach to assessing and reporting on progress, the plan communicates our strategic priorities and the major initiatives and projects to be undertaken across UnitingCare Queensland. The strategic priorities confirm our commitment to:

- Improving our understanding of client and patient expectations and needs, and responding accordingly

- Improving the financial performance of our diversified services and their competitive capability
- Being a safe and inclusive workplace and providing staff with the tools and resources to deliver the best possible care and service
- Investing in technology for client service and business improvement.

Each of our service groups and the group office has developed their business strategies to align to the new strategic plan to provide an integrated view of the collective effort across the strategic priorities of the plan.

Advocacy

CEO Conversation Group

UnitingCare Queensland continues to chair the CEO Conversation Group which brings together the Chief Executives of Anglicare, Centacare Brisbane, Churches of Christ Care, Life Without Barriers, Mercy Disability Services, Mission Australia, The Benevolent Society in Queensland, Red Cross Queensland, Salvation Army, St Vincent de Paul, and Wesley Mission Brisbane. The group achieved a significant milestone in March 2014 following two years of hard work, with the establishment of the Community Services Industry Alliance (CSIA). The CSIA has 27 foundation members and has appointed a CEO to drive its agenda of building productivity, sustainability and connectivity within the community service industry.

The group continues to be a valuable forum for discussion on areas of common interest particularly related to funding and policy directions of state and federal governments impacting on the delivery of health, aged care, disability, child protection and community services.

UnitingCare Australia

UnitingCare Queensland continues to support the policy and advocacy work of UnitingCare Australia and is active in the National Committee, the National Aged Care Network, the Children, Young People and Families Network and the Mission and Ministry Network.



Engagement with Federal and State governments

UnitingCare Queensland maintained relationships with key government and opposition stakeholders throughout the year. In the lead up to the Federal election and following the outcome, the CEO and Executive Directors engaged with politicians on the issues relevant to our service delivery.

The areas of interest identified included: the need for engagement with providers about aged care reforms; access to services in rural and remote areas; the importance of the private health insurance rebate in maintaining a strong private health system; the need for less administration and regulation for community service organisations; support for the full implementation and funding of the National Disability Insurance Scheme in Queensland; the need for strong leadership from the Federal Government in Indigenous policy; and the opportunities offered by the roll out of the National Broadband Network, particularly for telehealth.

We continue to work with our UnitingCare network colleagues on issues of importance. UnitingCare Australia was invited by the Federal Government to provide a submission to inform the Federal Commission of Audit's deliberations and UnitingCare Queensland provided input to this. Reviews and activities such as the disbanding of the Australian Social Inclusion Board, the proposed dismantling of the Australian Charities and Not-for-Profits Commission and the national review of mental health provided further opportunities for engagement on policy issues jointly with our national colleagues.

The Executive Director of UnitingCare Health, Richard Royle, chaired a review of the Personally Controlled Electronic Health Records with the Australian Government releasing the report in May 2014 and undertaking stakeholder consultation on the recommendations.

Royal Commission into Institutional Responses to Child Sexual Abuse

A UnitingCare Queensland working group, convened by the CEO in 2013, has met regularly to consider issues relating to the Royal Commission into Institutional Responses to Child Sexual Abuse. The working group has evaluated the effectiveness of current policies in relation to the safety of children supported by our organisation and has identified

gaps that we may need to address. The working group has steered the development of UnitingCare Queensland's Child Protection Risk Management Framework.

The "child safe, child friendly" framework aims to prevent and address incidents of child sexual abuse and other abuse and neglect. The framework can be adapted within each service group according to the varying risk levels that exist and will improve the organisation's ability to identify and mitigate risks and provide clear processes for appropriate responses where abuse is identified. The framework will not only ensure legislative compliance but aims to embed a child safe, child friendly, culture and practice, and support UnitingCare Queensland to be a best practice organisation.

Deloitte report

The Economic and Social Value of UnitingCare Queensland report, commissioned from Deloitte Access Economics, was published and is available at unitingcareqld.com.au/publications together with an executive summary and infographic. The report demonstrates the important role of UnitingCare Queensland and its wide range of services. Of particular interest:

- In 2012/2013 our direct value add in terms of contribution to GDP (wages paid to employees and gross operating surplus) was \$885 million.
- UnitingCare Queensland's expenditure on goods and services of other organisations (e.g. cleaning, electricity, marketing) was \$488 million. This equates to a total economic contribution to the Australian economy of \$1.3 billion.

The report highlighted our significant regional presence and also our operations in disadvantaged areas. It found that 73 per cent of Blue Care facilities are located in 60 per cent of Queensland's most disadvantaged areas. This stands in contrast to commercial providers of whom only 43 per cent are in disadvantaged areas.



Group services

Group ICT

Following the integration in 2012 of IT infrastructure and user support services from UnitingCare Queensland group office, Blue Care, UnitingCare Community and UnitingCare Health, the centralised UnitingCare Queensland IT service delivery model was further improved this year. Infrastructure services previously managed externally on behalf of Blue Care were extended across the organisation.

This has enabled UnitingCare Queensland to fast-track a boost in IT service delivery capability to a level required to support the St Stephen's Hervey Bay digital hospital, due to open in October 2014. The external management of infrastructure services has also allowed the internal ICT team to focus on enhancing UnitingCare Queensland's capability.

Group Procurement

Group Procurement has been successfully delivering shared procurement services across the organisation for two years. It now manages spend in the region of \$300 million and is responsible for identifying, sourcing, accessing and managing external resources; seeking opportunities to achieve value for money; building supplier relationships and capability; improving quality of supply; managing risk and encouraging innovation.

Through its category management teams, Group Procurement manages more than 750 contracts - delivering savings and rebates across all areas. These include new supply arrangements for motor vehicles, wound care, telecommunications, uniforms, bread, income protection insurance, heating, ventilation and air conditioning, and a variety of medical consumables.

These benefits are shared across all service groups and wider Uniting Church organisations.



Group accommodation

The UnitingCare Queensland Board and the Executive Leadership Team approved a new office location to accommodate UnitingCare Queensland group support and each of the service group support offices, at 192 Ann Street in the Brisbane CBD.

The decision to bring all the group support offices together is another significant step towards achieving UnitingCare Queensland's objective of developing a shared culture and identity that supports the organisation to provide high quality, professional and compassionate care on behalf of the Uniting Church.

The move, scheduled for October 2015, will allow greater opportunities for collaboration and exchange of ideas, further enhancing UnitingCare Queensland's capacity to play an important role in the lives of clients, patients and residents.

Informing our practice through research

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

Our research centres include:

- The Wesley - St Andrew's Research Institute (merged 31 March 2014)
- University of Queensland/Blue Care Research and Practice Development Centre

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

In 2013/14 the Research Committee took stock of research and evaluation efforts across our service groups to ensure research activities are firmly aligned with UnitingCare Queensland's strategic intentions. Given our commitment to improving the wellbeing of the people whose lives we touch every day of the year, research projects which provide improved outcomes for service delivery were identified as a priority.

“Through its category management teams, Group Procurement manages more than 750 contracts - delivering savings and rebates across all areas.”

These research projects cover a number of key areas, including how we can use technology effectively to reach out to our clients and how to measure the impact of services on client outcomes and client satisfaction. Encouraging the development of projects which address these issues will be a priority over the coming year.

UnitingCare Queensland launched its annual research report and hosted the 2013 Research Conference at The Wesley Hospital in November. Focussing on the theme of prioritising research which improves practice, keynote speaker Liz Sanders from UnitingCare Burnside in New South Wales, outlined how research had played a key role in securing Australia's first social benefit bond for the Newpin intensive family support service. The day-long conference also included the presentation of 22 research papers from researchers across UnitingCare Queensland and an informative forum discussion on the potential of technology for improving the lives of our clients.

Research governance

The UnitingCare Queensland Human Research Ethics Committee (HREC) provides a robust governance structure for human research conducted throughout the organisation. All research requiring ethics approval conducted by, or in our service groups, except for clinical research conducted in UnitingCare Health hospitals*, is referred to the UnitingCare Queensland HREC.

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

**Ethical approval for clinical research undertaken in UnitingCare hospitals is provided by the UnitingCare Health HREC.*



Went In To The
 Pool Wif my Sisdu
 and Neddoor Inavis Wet
 Sune bill We plad Shacs
 and deol hi The pool
 We WoS Cod We had
 aWT We got any Tall
 We got dress Sep I We Won
 b/c I hold o2 I plad it
 The Sop



UnitingCare Community

UnitingCare Community continues to support people from all walks of life across metropolitan, rural and regional Queensland, to lead connected and valued lives, and to overcome times of crisis. As a service group of UnitingCare Queensland we work to strengthen the lives 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.

2013/2014 key facts

- Our 2 500 staff are supported by 6 200 volunteers who contribute the equivalent of \$19 123 741 in wages
- UnitingCare Community's women's refuges have provided safe accommodation to 220 women and children escaping violence
- Clare Homes have supported 90 clients to transition from homelessness to sustainable, long term, affordable housing in the community
- The Peer Skills program ran 80 two-day peer skills workshops and provided follow up support for 1 200 young people. Based on recent data these trained peer supporters will go on to support approximately 6 000 friends and peers, building resilience and life skills in young people
- This year more than 340 clients with psychiatric, physical and intellectual related disabilities were assisted by our Disability Employment Service to find meaningful employment. Against benchmarks this service performed 28 per cent better than the national average
- Lifeline Shops achieved 2.7 per cent growth over the previous year - a creditable result in a year where the broader retail sector has reported difficult trading conditions and experienced generally flat growth
- During 2013/2014 UnitingCare Community answered a total of 127 437 Lifeline Crisis Support calls, which constitutes 17.3 per cent of the total calls answered nationwide (734 923)
- The Toombul and Rockhampton child care centres were awarded "Exceeding" ratings by the Australian Children's Education and Care Quality Authority
- Savings of \$50 000 since January 2013 were made across the organisation by reducing energy, water, waste and printing costs
- The StandBy Suicide Response service was commissioned by the Queensland Police Service Logan District to train over 400 first-year police officers. The

service also answered over 200 calls from Queenslanders bereaved by suicide.

Current environment

In 2013/2014 UnitingCare Community continued to focus on the three core service delivery areas of children and families, support for people with a disability and crisis intervention and support. Along with significant reforms in all three of our core service delivery areas, the demand for community services continues to increase and the challenges have been considerable.

Reforms include new client-centred practice models in out-of-home care and disability services, and a move to common approaches across community services to achieve a greater impact for our clients and their families, and to deliver better value. Externally, we are playing an active role in contributing to preparation for the National Disability Insurance Scheme (NDIS), child and family improvements arising from the Carmody Inquiry, and the Australian Government's New Way of Working reforms.

In response to these changes, UnitingCare Community has undertaken a range of internal reforms which have delivered business efficiencies, a sharper strategic focus, more innovative approaches to service delivery and greater accountability.

In November 2013, changes were made to establish a new smaller senior management and executive team that included three new deputy director roles, supported by a centralised quality and policy team. A state-wide Director of Community Services role was created which enabled all child and family support, crisis intervention and state-wide services to be brought together under a single management responsibility. Other changes involved the appointment of a Director of Strategy and Innovation to drive strategic and future planning and a Director of Mission to support chaplaincy and strengthen the connections between UnitingCare Community and the wider Church.

UnitingCare Community is well positioned to deliver strong value and high-quality services under the reform agenda. This is underpinned by our values-based approach to the way in which we work and our strong attributes, including our state-wide footprint, our flexibility and ability to mobilise quickly to direct effort to where it is needed.



client story

“Her parenting and budgeting skills have improved and she is now maintaining an appropriate home for herself and her children.”

Overcoming adversity: Carla's story

Carla was no stranger to adversity. She was living with her partner and three children, but it was far from a picture-perfect home. Her partner John was violent towards her and both of them were using illegal drugs, including methamphetamines and heroin. She was struggling with life and her mental health was unstable.

Carla started to become violent towards others. She wanted to get better and was seeing a psychiatrist, but she wasn't taking her medication. She felt she couldn't keep living this way. When the Department of Communities, Child Safety and Disability Services was notified by police, due to domestic violence concerns, Carla was referred to the support she needed.

The Department, through the Family Support Alliance, made a referral to UnitingCare Community's Intensive Family Support Service – a service provided by the Helping Out Families program.

UnitingCare Community staff member, Trudy, worked with Carla and identified her strengths including her open communication, her awareness of her situation needing change, her love and commitment to her children and her willingness to accept help.

Although she had accessed help, Carla was still facing significant issues. She was living in public housing accommodation, however John's continuing violence and threats presented a need for her and her children to relocate. Additionally, her depression was impacting on her relationship with her youngest child Isabella, who was only three months old.

She chose to engage with the Intensive Family Support service and she was open and honest about the difficulties facing her. She was determined to get better and do the best by her children.

Her case worker Trudy identified key actions that needed to occur for Carla to keep custody of her children and for the family to be safe, healthy and secure. Trudy was supporting Carla to obtain parenting orders, and referred Carla to the Domestic Violence Prevention Centre where she received specialist counselling and assistance to gain a Domestic Violence Order against John.

A referral to the Health Visiting Program provided baby Isabella with health checks and vaccinations. Trudy also connected Carla with other UnitingCare Community services which provided her with the skills to run a home and stay on track including domestic, budgeting and parenting skills and behaviour management.

After 10 months, Carla had made considerable gains. She was continuing her counselling, kept regular appointments with her psychiatrist and remained on medication for her depression.

After hard work and the right support, Carla now feels she is in control of her life. Her parenting and budgeting skills have improved and she is now maintaining an appropriate home for herself and her children. She is enjoying time with her children and is committed to stay on track.

**The names in this case study have been changed.*



the work
we've done

The work we've done - **working in a rapidly changing environment**

Our commitment to continuous improvement

Following the development of the UnitingCare Queensland Quality Management Framework, UnitingCare Community undertook significant foundational work, establishing better systems and processes to capture client experience and better track client results.

In mid-2013, a client experience tracker was successfully piloted in child and family, out-of-home care and disability support services. The device was found to be a useful tool in driving continuous improvement initiatives and is due to be implemented across all services at UnitingCare Community over the next 12 months. Client experience tracker reports and the development of practical management reports to quantify results regularly at a service level, will provide program managers with comprehensive client activity, outcome and experience data to drive quality improvement.

Responding to the Human Services Quality Framework

In 2013/2014, the Department of Communities, Child Safety and Disability Services launched the Human Services Quality Framework (HSQF), an assurance framework for funded service providers incorporating common standards, a streamlined independent external audit process and a continuous improvement framework. The HSQF has begun to realise efficiencies for UnitingCare Community, as it shifts to a single set of quality standards instead of three separate systems.

In preparation for the HSQF, UnitingCare Community completed internal reviews of more than 50 disability and out-of-home care services from July to September 2013. The internal review consisted of auditing client and staff files, system records, information stored on local drives, complaints and referral registers and local processes and guidelines. Case work, staff training and criminal history screening were also reviewed.

The formal HSQF audit was completed in April 2014 and UnitingCare Community has received its certificate of registration.



The work we've done - supporting people and communities across Queensland

UnitingCare Community delivers more than 130 different programs and services to vulnerable and disadvantaged people and communities in crisis throughout Queensland.

Crisis support

UnitingCare Community provides support to Queenslanders in crisis, operating Lifeline suicide prevention services in Queensland; financial counselling; face-to-face counselling; child sexual abuse prevention; StandBy Suicide Response and domestic violence services for men and women.

The Lifeline Crisis Support Line is operated by UnitingCare Community in nine locations across Queensland and is part of the national Lifeline Australia network. During 2013/2014, around 800 valued volunteer crisis supporters continued to support the 13 11 14 crisis support service. In the face of significantly increasing call numbers, UnitingCare Community took steps to streamline the service during 2013/2014 and started operating the Lifeline service under a state-wide structure with the aim of increasing the answered call rate.

This year UnitingCare Community expects to increase the call answer rate overall by introducing further efficiencies and re-investing savings into additional paid services. The introduction of paid overnight services in 2013 has supplemented the volunteer services and helped the service answer an additional 3 000 calls per month. This has contributed to UnitingCare Community answering 127 437 calls in 2013/2014, an increase on the previous year of 11 per cent.

There was a substantial increase in the number of people accessing the Online Crisis Chat service first introduced in May 2012 by Lifeline Australia as a way to engage younger people seeking help. Nationally, the Online Crisis Chat service runs from 8pm-4:30am seven nights a week and Brisbane supports the 8pm-12:30am time slot.

Services are also provided to ensure community connectedness including the Lifeline Community Recovery program which supports communities during and after natural disasters and Inclusion Support Agencies for childcare providers.

Child care and family support

UnitingCare Community's child and family services support children and families through early intervention, childcare, parenting support, youth services, family mediation, family and relationship counselling, crisis counselling and support, domestic and family violence services and intensive family support.

As a major provider of services, UnitingCare Community has continued to play an active role in contributing to reforms. In addition to making a formal submission to the Queensland Child Protection Commission of Inquiry in March 2013, it has engaged regularly with the Queensland Government, peak organisations and clients, to help shape service responses.

UnitingCare Community has continued to support government commitments to shift investment to early intervention and prevention services with the aim of reducing the need for more costly, later stage, statutory intervention.

Since 2010, UnitingCare Community has been operating the Helping Out Families (HOF) service in the Logan region. Focussed on early intervention, the service aims to divert children and families from statutory child protection and provides intensive family support to families with high and complex needs. Working with families for six to 12 months, the HOF service keeps children safe by providing referral, information, support and case management to help their parents care for them. The service also helps families develop new ways to cope in times of stress and can directly support and counsel young people who have experienced trauma. In 2013 - 2104, the HOF service provided case management support to 335 families.

UnitingCare Community continues to operate Commonwealth funded services focussed on supporting families and children across Queensland. These include the Post Separation Cooperative Parenting Program, Communities for Children and the Supporting Children after Separation Program. UnitingCare Community was also successful in being recognised as a provider within the Stronger Relationships Trial, a subsidised relationship education and relationship program. This program will be available in 2014 - 2015.



Out-of-home care services

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 20 residential houses. Combined, these services supported more than 500 children in care.

In 2013/2014, UnitingCare Community began to implement the Children And Residential Experiences (CARE) model of practice across its out-of-home care services. 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. UnitingCare Community has worked with Cornell University and Therapeutic Welfare Interventions (Canberra) to embed the CARE model and establish a consistent and evidence-based practice across all out-of-home care services.

During this year, one-third of out-of-home care staff were trained in Therapeutic Crisis Intervention and Transforming Care, and training in CARE leadership was conducted with the management team. When the implementation of the CARE model is completed, a total of 300 staff will have been trained in this approach.

With significant reforms in train in statutory child protection, UnitingCare Community engaged with the Department of Communities, Child Safety and Disability Services to review service delivery and develop more integrated, responsive ways of supporting clients, specifically for our foster and kinship services with the introduction of the new High Plus model.



Disability support

For people with a disability, UnitingCare Community provides in-home support, supported accommodation, respite, intensive foster care, community linking and engagement, building life skills, vacation care and employment services.

The rapid changes that will be initiated by the introduction of the NDIS in Queensland have meant that like other service provider agencies, UnitingCare Community has spent significant time and effort preparing for a new funding and service environment.

UnitingCare Community's NDIS readiness project moved into phase two in 2013/2014 with the formation of a Disability Reform Project Team. The project team has been responsible for developing a strategic vision and planning for how services should look over the coming five years.

The vision for UnitingCare Community's Disability Services is to create opportunities that people imagine and hope for: to achieve a personally meaningful future; to promote individual choice for people to lead lives that are both purposeful and aspirational; and empower people with choice, opportunity and the belief to create and realise their aspirations.

In 2013/2014, UnitingCare Community initiated a new approach focussed on supporting people to become active participants within the communities in which they live, build sustainable relationships, take up socially valued roles and make a positive contribution to the life of their community. The approach is supported by the introduction of a social facilitator role. This role supports people with a disability to work towards securing life skills and positive community linkages.

Our staff have continued to build new relationships with people with disabilities and their families, foster new expectations of the lifestyles that are possible and attainable, and gain a new understanding of how best to help give life to the aspirations of the people we support. Disability Services will continue to redefine and streamline its service offering in preparation of the NDIS being fully operational by 2019.

client story



“I had seen trolley collectors around centres when I was shopping and I wanted to have a go at that type of work. I wanted a real job where I could participate and feel included as part of a team.”

Disability Employment Service helps Scholey lead the life he dreamt about

Living with a disability does not mean you can't lead the life you dream about. Scholey, a young man from Toowoomba, who has multiple disabilities, is living proof of that.

Scholey came to UnitingCare Community's Disability Employment Service with a goal in mind - to gain a job as a trolley collector at his local shopping centre.

"I had seen trolley collectors around centres when I was shopping and I wanted to have a go at that type of work. I wanted a real job where I could participate and feel included as part of a team," Scholey said.

Scholey, who is 18, and has been in foster care for most of his life, has been diagnosed with an intellectual disability which impacts on his cognition, independence, and social interactions. He requires significant support to assist him to live independently.

Due to his level of intellectual impairment and the support Scholey requires, the Disability Employment Service was aware that Scholey's dream of being a trolley collector was an ambitious goal, but definitely not unachievable.

UnitingCare Community arranged a meeting between Scholey, his carers and the employer to discuss the position, risk management requirements and the support strategies that needed to be implemented to support the placement. After meeting with Scholey and being made aware of the support that would be available from both the Disability Employment Service and his supported care provider, the manager of the trolley service confirmed that he would give him an opportunity to work as a trolley collector.

Scholey was accompanied by a worker from Disability Employment Service on his first shift and he was helped to become integrated into the workplace environment and learn his duties. Part of this process involved assisting him to understand worksite risks and required work practices.

"I love working as a trolley collector and I can't wait to start each shift, I wake up at 5am and get dressed and ready for work by 6am, but my shift doesn't start until after lunch," he said.

Scholey has benefitted greatly from the opportunity to participate in open employment. Since commencing in his role, his self-confidence has increased significantly as has his communication skills, social interaction and work productivity. He will continue to be supported by the Disability Employment Service to develop further independence and increase his employment participation.

"I love feeling part of the team and now have friends at work. I like going to work and am working hard at saving for a new phone that is a touch phone. I hope to be working here for a very long time, like when it is time for me to retire," he said.

The work we've done - **supporting our staff and volunteers**

A snapshot

Currently, more than 2 500 staff and 6 200 volunteers work at UnitingCare Community with the majority working in community services, disability support and retail operations.

Throughout 2013/2014, significant work was undertaken to update and reconfigure the main Human Resources Information system. This work has resulted in the ability to provide robust reporting by way of regular staff metric reports. It has also facilitated the introduction of an e-recruitment portal which has resulted in a standard approach to recruitment.

People survey

Best Practice Australia conducted a biannual staff satisfaction survey across the whole of UnitingCare Queensland in March 2014. Results from the People Survey help drive initiatives to support staff and volunteers and help the organisation understand areas for improvement.

More than 75 per cent of UnitingCare Community staff respondents indicated that each of the organisational values - working together, respect, compassion, justice and leading through learning - are reflected in the workplace with 60 per cent stating that UnitingCare Community is truly a great place to work.

Results from the volunteer survey showed a high engagement of volunteers broadly with 96 per cent of respondents indicating that volunteering at UnitingCare Community was worthwhile and rewarding and 89 per cent agreeing they would recommend volunteering at UnitingCare Community to friends and family.

Training

Training for Lifeline Crisis Support was refined in 2013/2014, with a mix of e-learning and classroom-based learning reducing the course from around 12 weeks to six weeks duration. The new structure provides more flexible learning opportunities and feedback from participants has been positive.

Volunteers

The majority of UnitingCare Community volunteers work in retail operations and on the 24-hour Lifeline Crisis Support Line. However, engagement with volunteers in our services and corporate functions continues to grow, for example, in

the Helping Out Families program in Logan which supports vulnerable families. Volunteers also work with medical alarms and community visitors programs, in youth development after-school care, and in disability social and holiday programs.

UnitingCare Community supports social work placements and works with schools to provide opportunities for students to contribute to the community. In addition, UnitingCare Community is increasingly taking up the support offered by skilled volunteers, such as researchers, project officers and IT professionals.

Reconciliation

During 2013/2014, UnitingCare Community staff were involved in the development of the second UnitingCare Queensland Reconciliation Action Plan (RAP) for the period 2014 - 17. Also, UnitingCare Community continued to implement initiatives from the 2012-13 RAP in services across the state, including the cultural capability checklist, a document that helps increase accessibility of services to Aboriginal and Torres Strait Islander peoples.

In July 2013, UnitingCare Community was awarded the NAIDOC 2013 Community Organisation of the Year in the Fraser District. In addition to this, three staff from the Fraser region and one in Gladstone were awarded individual encouragement awards for NAIDOC Community Person of the Year.

Our commitment to safety

UnitingCare Community contributes to a UnitingCare Queensland-wide initiative, Towards Zero Harm, to drive a safety culture across UnitingCare Queensland service groups and reduce the number of workplace health and safety incidents, notably a reduction of the injury frequency rate leading to a safer workplace.

This data, with other workplace health and safety metrics, has helped managers implement appropriate safety initiatives within their business, manage the cost of workplace health and safety incidents and drive a safety culture within their teams.

The work we've done - **working towards growth and sustainability**

Environmental sustainability

UnitingCare Community has embedded environmental practices which are complementary to the vision and values of the organisation and the Uniting Church. In 2013/2014 UnitingCare Community implemented a range of sustainability initiatives which in the first year reduced consumption of energy, waste and water. Reductions in carbon emissions and organisational costs across 297 properties were also made.

These initiatives included energy audits resulting in savings of \$26 858; a waste management audit and the introduction of recycling at some sites. The replacement of water coolers with water filters in some properties has reduced costs by more than \$10 000 a year in the Fortitude Valley site alone. In addition, networked printers across the organisation have been defaulted to double sided, grey-scale printing which has resulted in a reduction of single-sided printing by 47 per cent.

In August 2013, Blue Care and UnitingCare Community worked together successfully to gain funding under the Commonwealth Government's Community Energy Efficiency Program. This funding will enable the identification and implementation of cost effective energy efficiency solutions across 28 sites throughout the state.

Financial sustainability

Retail operations

Through our 130 Lifeline Shops and other recycling activities, we continue to make a significant contribution to the organisation's financial sustainability and growth. 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 2013/2014, UnitingCare Community's Lifeline Shops arranged 27 572 furniture and bric-a-brac pick-ups and received 7 974 tonnes of clothing.

A more coordinated approach to our export activities helped the business to achieve sales growth in excess of eight per cent for the year. In addition, our 11 Bookfest events and other special clothing sales, together generated in excess of \$2.5 million which was an increase of 15.6 per cent compared to the previous year.

Fundraising

This year, UnitingCare Community raised more than \$2.59 million through bequests and other fundraising activities. This represents a significant increase from the previous year - by close to \$2 million. Of the total amount received, \$1.83 million was donated through bequests. Of particular note was a significant \$1.3 million bequest.

In addition, through generous donations received via community support and payroll giving, UnitingCare Community was able to assist Lifeline Fiji support its local community where suicide is the leading cause of death for people aged between 15 - 24 years.

In 2014 - 2015, UnitingCare Community will be increasing fundraising efforts to enhance its capacity to respond to community need and contribute to our ongoing financial sustainability.

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 support our Peer Skills program, run in schools and community hubs which provide young people with skills and confidence to assist friends or peers who are experiencing problems.



UnitingCare Health

UnitingCare Health is one of the largest non-profit private hospital groups in Queensland, operating around 1 000 licensed hospital beds and employing over 4 100 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 Maryborough and Hervey Bay. This year our hospitals admitted over 120 000 Queenslanders and performed almost 80 000 surgical procedures.

Volunteers are a vital part of our service and our patients have benefited from 88 900 hours of donated time.

Current environment

In 2013-14 UnitingCare Health has continued to focus on improving its services across all five hospitals and explore opportunities for strategic partnerships to deliver the highest possible standard of person-centred health care for patients. The rapid expansion of new medical technologies provides opportunities to deliver better treatment, improved care and efficiencies.

Our hospitals have taken a planned approach to building or upgrading operating theatres and purchasing state-of-the-art medical equipment to ensure patients have access to the best treatment and facilities. With the construction of St Stephen's e-health hospital in Hervey Bay we are at the forefront of the use of digital technology in the health sector. Our hospitals also continue 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 non-profit private hospital sector supported by affordable private health insurance. As some federal budget measures may increase the cost of living for some people, we continue to monitor the impact on the uptake of private health insurance and work with governments to provide a balanced public/private health system. As a non-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 and provide pro bono and volunteer services to extremely disadvantaged patients where we are able to assist.

2013/2014 key facts

Hospital	Admissions	Bed days/ year	Operations	Robotic procedures	Births
The Wesley	62 677	188 912	35 280	605	1 433
St Andrew's	30 219	80 671	22 794		
The Sunshine Coast	22 257	63 713	14 484		1 124
St Stephen's	5 831	12 528	4 853		
TOTAL	120 984	345 824	77 411	605	2 557

Hospital	Staff numbers (total not FTE)	Hours worked	Volunteer hours
The Wesley	2 272	2 443 622	50 000
St Andrew's	1 094	1 258 322	13 100
The Sunshine Coast	773	795 263	23 400
St Stephen's	150	163 595	2 400
TOTAL	4 289	4 660 802	88 900



the work
we've done

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

Person-centred care

The impact and success of the "Living Values" program which focusses on the core strategic objective of providing person-centred care to achieve the best patient outcomes, was demonstrated through the outstanding results in the Press Ganey patient surveys received in all UnitingCare hospitals. Press Ganey is an internationally recognised health sector research group specialising in the gathering and analysis of patient care data. The patient survey results improved significantly in almost every area since the survey was last conducted in 2012, and in some instances UnitingCare hospitals were at the very highest level compared to the benchmarked group.

Press Ganey patient survey award

Underlining the outstanding results achieved by all UnitingCare Health hospitals in the Press Ganey patient surveys, St Andrew's War Memorial Hospital won the Press Ganey Associates "Australian Success Story" Award 2014 and The Wesley Hospital was rated the best in its category for all of Australia and New Zealand.

In response to baseline data collected by Press Ganey back in 2011, St Andrew's Hospital developed a wide-ranging program focussed on improving every aspect of patient care at the hospital. Its Living Values program addressed every facet of patient care including pre-admission processes, cleanliness, food quality, nursing care and staff communication.

Prior to the implementation of the Living Values program, St Andrew's scored an average percentile ranking of 50 against other private hospitals in Australia. By 2013, this had improved to place the hospital in the 78th percentile. This rises to the 88th percentile when looking at comparable bed sizes, placing St Andrew's in the top four hospitals of its size in Australia.

Meanwhile, The Wesley Hospital ranked highest for private hospitals with more than 300 beds in Australia and New Zealand. The Press Ganey survey results showed the hospital had increased its satisfaction levels significantly across almost all key areas since the previous survey.

The Wesley Hospital also attributed a large part of its success to the introduction of the Living Values program

which includes initiatives such as hourly rounding and patient communication noticeboards. The greatest improvements were recorded in the areas of waiting time for admission to ward, staff involving family in the patient's care, preparing the patient for their stay pre-admission, prompt response to call buttons and nurses keeping patients informed. These across-the-board improvements in both clinical and non-clinical services resulted in a massive change in the hospital's overall rating.

The Press Ganey patient survey also showed outstanding results for the Sunshine Coast Private Hospital. There was significant improvement in almost every area since the survey was last conducted, and in some areas the hospital was at the very highest level compared to the benchmarked group. Comments made by patients included "outstanding staff," "outstanding service", "the people really cared for me", and "the hospital staff worked together to care for me."

Studer award

The Sunshine Coast Private Hospital received the 'International Hardwiring Excellence' award during 2014. The hospital was selected for the award by the Studer Group, an international health care consultancy, for its achievements in service and organisational excellence. This award has only ever been awarded to three Australian organisations and is a testament to the commitment of the hospital and its staff in delivering UnitingCare Health's Living Values program which have resulted in excellent patient satisfaction and high quality clinical outcomes.

10 000th baby

During 2014, The Sunshine Coast Private Hospital celebrated the birth of its 10 000th baby – maternity staff welcomed the baby girl into the world on 22 January 2014. Since opening the new A\$5 million maternity suite in June 2012, the hospital has almost tripled the number of babies born each year from 400 to nearly 1 200.

Art exhibition – Paths to Wellness

The Sunshine Coast Private Hospital's Cooina Mental Health Service held its inaugural art exhibition, Path to Wellness, in 2013. More than 100 people attended the event and enjoyed 50 pieces of featured artwork and craft while being entertained by local musicians. The event served an important role in helping to bring people together to raise the profile of mental health in the community.



“The medicinal garden will be a place for the local community to reflect and learn about traditions of local Aboriginal and Torres Strait Islander people through a rich variety of native plants and herbs ...”

From little things big things grow

Hervey Bay's Indigenous Butchulla People have helped grow a "seed of an idea" into what will be a magnificent medicinal garden in the grounds of the new St Stephen's Hospital, Hervey Bay, due to open in October 2014, that will link traditional healing to modern medicinal methods.

The medicinal garden will be a place for the local community to reflect and learn about traditions of local Aboriginal and Torres Strait Islander people through a rich variety of native plants and herbs used in traditional healing methods. The garden will also include edible plants.

The success of the project is due to the close relationship developed between the hospital and the local Aboriginal community through the process of implementing UnitingCare Queensland's first Reconciliation Action Plan.

"At St Stephen's the relationship we have with Indigenous people in our community is very important to us. We are very conscious of not just paying lip service but having a real relationship where we consult, listen and take action on their views," Michelle Clunn, Manager, Support Services, St Stephen's Hervey Bay and Maryborough, said.

"We have been able to build a great relationship with the Butchulla people from the Scrub Hill area and work closely with them on a range of issues," she said.

While the management team at St Stephen's Hospital had discussed a possible garden with native plants, it

was through their discussions with Aboriginal people in the local community that the idea really blossomed.

"We had a seed of an idea for the medicinal garden," Michelle said.

"When we started talking to our local community, including Norman Barney, Elder for the Butchulla People and landscape architect Stephen Perry, our original idea just grew and grew.

"We were also joined by Tina Raveneau, Community Development Program Officer from the Fraser Coast Regional Council, who has offered valuable input into the project.

"From speaking with Norman, Stephen and Tina, I'll never look at a plant in the same way – their knowledge and passion is inspiring.

"Norman shows you that a plant is not just a plant, each one has its own meaning and purpose. Steve too is so passionate about what he does and in using native plants in the correct way," Michelle said.

**“... the UnitingCare Health Clinical School
has helped establish the campus as
one of the State’s largest private clinical
training facilities.”**



The work we've done - supporting our staff and volunteers

Reconciliation initiatives

During National Reconciliation and NAIDOC weeks our hospitals hosted events to celebrate the culture and histories of Aboriginal and Torres Strait Islanders. The Sunshine Coast Private Hospital has also co-ordinated a variety of initiatives and activities to work towards building respectful relationships. This included the unveiling of an official Acknowledgement Statement, exhibitions of local Aboriginal painters and artists at the hospital, and flying the Australian and Aboriginal flags side by side.

Indigenous training program

During 2014, 22 Indigenous job seekers from the Fraser Coast region embarked on a three-month training program to build their skills and knowledge and help position them as competitive applicants for roles in Blue Care aged care facilities and the new St Stephen's Hospital.

The program, called St Stephen's Indigenous Health Support Worker Multi-Skilled Program, provided nationally accredited qualifications with a focus on developing skills in health administration, food services and cleaning in a health care environment. It was funded by Queensland Department of Education, Training and Employment and the Federal Departments of Education and Employment.

Acknowledgement of Country videos

As part of UnitingCare Health's commitment to the process of reconciliation, The Wesley Hospital produced a series of Acknowledgment of Country videos to enable traditional Aboriginal protocols to be followed at hospital events on and off the campus. The videos were made in consultation with Indigenous Elders and were designed to be used at hospital events where it was not possible to have Elders in attendance.

New training facilities

In January 2014, UnitingCare Health officially launched two new training facilities – one for medical students and the other for nurses and allied health students - both located at The Wesley Hospital. The expanded teaching facility, formerly known as The Wesley Clinical School and renamed the UnitingCare Health Clinical School, has helped establish the campus as one of the State's largest private clinical training facilities, helping meet the need for state-of-the art medical, nursing and allied health clinical training places.

The UnitingCare Health Clinical School was made possible due to a \$2.79 million Federal Government funding boost from Health Workforce Australia. Working in partnership with the University of Queensland, Bond University and Griffith University, the Clinical School offers undergraduate and postgraduate education across all clinical disciplines including nursing, medicine, nutrition, physiotherapy, pharmacy, exercise physiology and science. Almost 270 medical students and 450 nursing students have received training.

Staff survey

Best Practice Australia conducted a biannual staff satisfaction survey across the whole of UnitingCare Queensland in March 2014. Each of the hospitals saw positive results in key areas. The overall results for UnitingCare Health have seen engagement levels move to 57 per cent (Ambition) compared with 48 per cent (Consolidation) in 2012.

Just as importantly, the surveys highlight areas for improvement and these are being addressed by hospital executives and department managers as they develop action plans.

The work we've done - **working towards growth and sustainability**

UnitingCare Health has continued to improve and develop its services across all five hospitals as it constantly seeks to deliver the highest possible standard of health care for patients. Improvements to our facilities and investments in new technology have helped UnitingCare Health continue to provide the highest level of health care in an ever more competitive and changing environment.

Improvements to facilities

Hervey Bay – Australia's first fully integrated digital hospital

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

The new e-health technologies at St Stephen's will enable patient data to be uploaded automatically to the patient's electronic medical record from monitoring systems, resulting in improved accuracy, efficiency, quality and safety. Timely clinical decision making will be further enabled through readily accessible clinical information, care pathways and decision support, all based on international best practice. This will include real time mobile clinical alerts on allergies, medications, abnormal vital signs and test results – the aim being that clinicians will have the right device, at the right time, in the right place.

Christensen House

With its community partners, St Stephen's is constructing an accommodation facility, Christensen House, close to the site of the new hospital. The 15 unit facility will provide accommodation for patients and their families who require short-term motel-style accommodation while accessing health care at the hospital. The facility will attract visiting medical practitioners to the area by providing accommodation for them which will help increase the range of medical services available in Hervey Bay. The project was made possible due to a generous \$1 million donation from community benefactor Mrs Betty Christensen.

Queensland's first hybrid theatre in a private hospital

The first hybrid theatre to open in a private hospital in Queensland is a key part of St Andrew's War Memorial Hospital's \$5 million program to redevelop and upgrade the hospital's operating theatre facilities.

The \$3 million state-of-the-art hybrid theatre is equipped with sophisticated medical imaging technologies which allow specialists to perform highly complex surgeries through small incisions, resulting in less discomfort, faster recovery times and fewer risks for patients with multiple medical conditions.

Building program adds operating theatres

The Wesley Hospital's building program, encompassing stage two of the \$20 million Theatre Complex Expansion project and the \$1.1 million Wesley Emergency Centre redevelopment is near completion.

Designed to meet growing demand for minimally invasive surgery, the theatre complex expansion adds three new operating theatres including a hybrid theatre for endovascular surgery, and includes the enlargement and refurbishment of four theatres bringing the total to 20. Due for completion in August 2014, the Wesley Emergency Centre is expanding to 17 patient bays, making it one of the largest private emergency centres in Queensland.

Best practice implemented to combat Legionella

After successfully negotiating a difficult period in 2013 following two positive cases of Legionella at The Wesley Hospital, best practice strategies and protocols to combat Legionella have now been implemented. A comprehensive water management program, involving routine water testing and reporting, combined with ongoing upgrades to the hospital's water system is now complete.

Significant investments ensure long-term sustainability

The Sunshine Coast Private Hospital has recently undertaken significant investments to ensure its long-term sustainability with planning underway for a new \$2 million Breast Clinic which will open in early 2015. The clinic which will be modelled on the renowned Wesley Breast Clinic, will be the Sunshine Coast's first private comprehensive breast service. It will enable screening, diagnosis and treatment of breast conditions, as well as counselling and support for patients.



Theatre and service expansion

The Sunshine Coast Private Hospital expanded its theatre complex in February 2014. The hospital has continued to develop with the number of specialist medical practitioners growing and the number of referral pathways, such as the Heart Centre, increasing. This growth has strengthened the hospital's position as the leading provider of private health care services in the region.

Our commitment to continuous improvement through innovation

Camera system Australian first

In another first for Australia, The Sunshine Coast Private Hospital has installed a Storz spies camera system which is designed to give surgeons previously unavailable capabilities with improved visualisation of challenging anatomical areas during critical or complex procedures. The new theatre accommodates a number of specialities including orthopaedics, general, ear, nose and throat, and gynaecology.

Second da Vinci robot

Building on its success in the area of robotic surgery, The Wesley Hospital installed a second da Vinci robot, making it the first hospital in Queensland with two units. The robotic technology allows the hospital's specialists to advance further into the areas of colorectal, gynaecological and upper gastrointestinal surgery. In June, Australia's first partial hepatectomy (resection of the liver) was performed at The Wesley Hospital using this technology.

MediGuide technology

St Andrew's War Memorial Hospital became the first hospital not only in Australia, but in the whole of the Asia-Pacific region and Southern Hemisphere, to acquire ground-breaking MediGuide Technology used in complex electrophysiology (EP) procedures to diagnose and treat problems with the heart. The hospital has invested \$1 million in this technology which incorporates technology that applies 3D visualisation and navigation technology using a pre-recorded X-ray image that allows complex electrophysiology procedures and CRT implants to be undertaken with minimum radiation exposure to the patient.

Children's Early Warning Tool

The Children's Early Warning Tool (CEWT) was successfully implemented at The Wesley Hospital, the first private hospital in Australia to use the tool. CEWT is an observation chart that enables nurses to respond quickly to deteriorating paediatric patients and not only improves communication between nurses and medical staff but also includes life-saving escalation protocols. The Wesley's implementation of CEWT won the 2014 Australian Private Hospitals Association Queensland award for clinical innovation.

MRI-guided prostate cancer trial

Research continues to drive service innovation at The Wesley. In an international first, the results of a clinical trial at The Wesley Hospital showed that a medical resonance imaging (MRI)-guided technique will significantly improve diagnosis of life-threatening prostate cancer while reducing diagnoses of non-life-threatening cases.

The findings of the two-year trial by urologist Dr Les Thompson found that use of multi-parametric MRI (mpMRI):

- Reduced the number of men needing prostate biopsies by 51 per cent
- Reduced over-diagnosis of non-life threatening disease by about 90 per cent
- Had 92 per cent sensitivity in diagnosing life-threatening prostate cancer (compared with the current leading method for prostate cancer diagnosis - transrectal ultrasound biopsy – which had 70 per cent sensitivity in diagnosing life-threatening prostate cancer).

client story



“We are delighted with the outcome of the surgery and it reflects on the excellent medical team who managed Vebui’s treatment.”

St Andrew's specialist team performs life-saving brain surgery

In a remarkable and rare procedure, four leading specialists from St Andrew's War Memorial Hospital worked together to perform an operation to remove a life-threatening tumour from behind the right eye of a young man, Vebui Bala, from a small village in Central Province, Papua New Guinea.

Vebui (21), underwent seven hours of surgery in October 2013. His local community raised funds to send him to Brisbane for the surgery while his stay in hospital and operating theatre costs were covered by St Andrew's War Memorial Hospital.

His uncle, John Ingram, from Peachester, near Queensland's Glasshouse Mountains said that Vebui came to Australia in June 2013 for treatment after an ophthalmologist in PNG referred him to Brisbane ophthalmologist, Professor Tim Sullivan.

"Professor Sullivan approached St Andrew's and the other doctors in the medical team to operate on Vebui at no charge," John said.

"Without the generosity and compassion of Professor Sullivan and the other doctors, Vebui would have had a very short future. We are very grateful to all concerned," he said.

UnitingCare Health's Deputy Chief Medical Officer Dr Christian Rowan said St Andrew's and UnitingCare Health were committed to assist where possible in cases like this.

"We are delighted with the outcome of the surgery and it reflects on the excellent medical team who managed Vebui's treatment," Dr Rowan said.

Professor Sullivan said the remarkable surgery was conducted by neurosurgeon Dr Frank Tomlinson, ear nose and throat surgeon Dr Andrew Lomas, himself, with anaesthetist Dr Richard Pendleton, to remove a "cystic schwannoma".

"There are only a few cases like this that have been described in world literature," Professor Sullivan said.

"The tumour had grown through Vebui's eye socket, into his cranial cavity, sinus, and had wrapped itself around brain structures including the carotid artery, some cranial nerves, and part of the brain stem. It was a very complicated lesion to try to treat and it has been completely removed and Vebui has a very good prognosis for the future," he said.

Vebui spent a few days in St Andrew's Intensive Care Unit and has made an excellent recovery. St Andrew's were delighted to welcome him back with family members before his return to PNG when he made a presentation to the hospital of a beautiful wood carving of a "Bird of Paradise" by an artist from the East Sepik Province in Papua New Guinea.



Blue Care

In hundreds of communities across Queensland and northern New South Wales people choose Blue Care. They may need help to live independently or require around-the-clock care. They may wish to be part of a thriving retirement community or seek support as they care for a loved one. They are at the centre of all Blue Care does.

Blue Care's Tailor Made approach to services means people's life choices are supported through innovative services provided in their home, and in our community centres, residential aged care facilities and retirement communities. From Thursday Island in the far north, to Kingscliff over the border and throughout regional and rural Queensland, Blue Care touches the lives of thousands of people every day, helping them have the best possible lives.

2013/2014 key facts

Staff employed	8 746
Volunteers	2 324
Travel delivering services	32 100 000 km
Vehicles on the road	1 539

Community Care Services

Nursing centres	77
Number of community visits made	2 740 576

Total number of occasions of service	3 047 731
Home Care Packages level 2	1 493
Home Care Packages level 4	419
Consumer Directed Care (respite)	13

Residential Care Services

Residential beds	4 634
(including provisional bed licences)	96
Seniors' housing	1 166

Social and Allied Services

Therapy centres/services	9
Respite centres	54
Commonwealth Respite and Carelink Centres	4
National Respite for Carers programs	21

Current environment

Blue Care has worked energetically to stay abreast of continuing Australian Government reform in both the aged care

and health sectors. The reforms are focussed on increased consumer choice, particularly in determining what care older people want, and how they want to receive that care. In particular, changes this year to residential accommodation pricing and Home Care Packages are transforming the way services are accessed and delivered with a move for aged care towards a user-pays model.

Blue Care's Tailor Made service model places the organisation in a strong position to embrace reform change, and provide care according to a person's individual need, the basis of aged care reform.

Reform is creating an increasingly competitive environment for aged care. Ongoing innovation and organisational agility will be required to support Blue Care's aim to remain a quality provider and the first choice for those who need assistance.

Funding has continued to be a major challenge. As a non-profit organisation, Blue Care maximises income dedicated to direct care. Responsive rostering and flexible service delivery were improved to support quality, compassionate care by qualified staff. Blue Care continued to advocate for more appropriate funding to enable improved wages for its aged care workforce.

This year UnitingCare Queensland became the largest provider of rural and remote aged care and community services in Australia when it established a new service group, ARRCs (Australian Regional and Remote Community Services) previously operated by Frontier Services in the Northern Territory. With Blue Care support, ARRCs will provide services in Darwin and five remote locations. Access to quality care remains a serious issue for older people in remote areas and Blue Care continued to raise access to culturally appropriate care, and funding and regulatory issues, at both state and commonwealth levels on behalf of these communities.

Blue Care continued to actively advocate on behalf of the communities it serves. Representation on the Aged and Community Services Australia (ACSA) board through Executive Director, Robyn Batten, ensured a focus on industry concerns.

Compliance is a major focus for Blue Care and during 2012/2013 accreditation was received for all facilities and services.

In August 2013 Blue Care reached the milestone of 60 years service and celebrated its heritage, experience and diversity within the communities it has grown.

client story



“To our surprise Mr Allen started to speak to Benny about old times and their adventures together – an emotional and moving moment...”

“Magic moment” between horse and rider led to regular reunions

Following a “magic moment” at a Remembrance Day ceremony when former 5th Light Horse Regiment, Maleny Troop Quartermaster and Blue Care resident, Bob Allen, was reunited with his horse ‘Benny’, Blue Care staff made sure that horse and rider were reunited regularly until Bob Allen’s passing in early January 2014.

Benny and Bob Allen’s special relationship came to light at the Remembrance Day service conducted at Blue Care Maleny Erowal Aged Care Facility in 2012. Blue Care Service Manager, Jane Suller, said that their reunion brought a tear to the eyes of the many people who witnessed it.

“Benny was brought to Erowal for the Remembrance Day service however he began to play up so much that his rider dismounted in an attempt to calm him,” she said.

“But when Mr Allen, who at that time was in our Memory Support Unit, was wheeled forward to lay down the poppies on the memorial, the former rider and his horse were reunited and Benny became serene and quiet and stayed calmly by his former partner’s side until the end of the service.

“To our surprise Mr Allen started to speak to Benny about old times and their adventures together – an emotional and moving moment as Mr Allen lived with dementia and rarely spoke.”

Benny became a regular visitor to the Blue Care Maleny Erowal Aged Care Facility and was always led to join Mr Allen, who had ridden and taken care of Benny during the five years he had been Quartermaster with the Maleny Troop of the 5th Light Horse Regiment.

Although Mr Allen had difficulty remembering his family members and friends, things changed when Benny paid him visits. The last time Mr Allen saw Benny was just before Christmas 2013 and once again the reunion brought tears to those who watched man and horse spending time together – Mr Allen was overjoyed and was speaking and laughing.

When Mr Allen passed away peacefully in his room at his Blue Care residence in January he was holding onto some reins that Benny’s owners had given him.

Blue Care Service Development Advisor Denise Edwards said this example of assisting Mr Allen to connect with his past life was a wonderful example of Blue Care’s person-centred care philosophy.

“Staff members understood what it meant to Mr Allen to be with his horse again and respected his values, past experiences, preferences and expressed needs, as well as acknowledged his previous role as a Quartermaster,” she said.

“It exemplified how Blue Care Erowal staff members are willing to go that ‘extra mile’ – even to the point of accommodating ‘Benny’ in the Memory Support Unit so that he and Bob could have some quality time together.”



the work
we've done

The work we've done - **providing choices, "tailor made" to people's individual needs and changing circumstances**

Person-centred care

Evolving and practising a person-centred care approach has been an exciting and significant body of work involving every service. Guided by its service model and complementary person-centred care philosophy, Blue Care continues to rethink its service provision as it makes the cultural and organisational changes needed to succeed in an aged care environment created by changing customer expectations and government reform.

Each service brings person-centred practice to life according to the needs of the people using it, with staff creating care solutions responsive to individual need.

To support person-centred care, Blue Care has encouraged innovation and flexibility in workplaces, in order to meet customer choice and community expectations. Blue Care residents and clients can be confident that their care needs are always put first.

Hospital in the Home

Delivered in partnership with Queensland Health, Hospital in the Home (HITH) is a new service which began in March 2014. It provides quality 24/7 one-on-one acute care to people in their own home, reducing the time they spend in hospital or replacing the need for a hospital stay altogether. HITH provides care in Townsville, Logan and Redlands with further expansion planned.

1300 BlueCare

A new service which makes it easier for people to discuss their care needs with Blue Care in a single phone call, 1300BlueCare (1300 258322) was piloted in Toowoomba and Fraser Coast in readiness for use across all services.

Memory Support Services Program

Part of Blue Care Tailor Made, the Memory Support Services Program supports evidence based best practice in dementia care, including within Blue Care's 33 residential memory support services. A Brisbane and Fraser Coast pilot will inform organisational-wide use from 2015.

Partnerships in palliative care

Blue Care, The Wesley Hospital and families in Brisbane's north explored a new way to best support the care choices of people with life-limiting illness. It used the skill of a nurse practitioner, who provides specialist 24-hour assistance in private homes to support care and reduce hospital admissions.

Local service planning framework

People increasingly expect wider choice, greater flexibility, easier access and more services supporting them to remain in their own home, and this framework, already in use in three geographical areas, will position Blue Care well to meet local needs.

Sharing experience

Storytelling is a powerful way of helping staff to understand what person-centred care looks and feels like, and Blue Care gives opportunities to staff to share their stories with their colleagues, for example:

- A Sunshine Coast service manager spoke about care solutions created for a resident living independently whose only family was relocating overseas
- A team from the south coast of Queensland shared how the Play Up Program is bringing laughter to residents, and reducing isolation and medication use. This team was recognised as a winner in the Aged Care Accreditation Agency's Better Practice Awards.
- Maroochy Community Care showed how services were adapted to better support a young mother with a disability who is studying, and how changes to care met both her needs and that of her own caring role.

The work we've done - supporting our staff and volunteers

The compassionate and professional care Blue Care delivers each and every day is only possible because of the dedication and professionalism of its staff.

Aged care reforms impact workforce

Far reaching reforms focussed on increased consumer choice with a greater emphasis on being cared for in the home rather than in a residential aged care facility, are changing the employment landscape in aged care. Blue Care is meeting the challenges of reform and new compliance through a new Workforce Strategy which supports and develops our workforce as operations change.

Education

Much has been achieved to embed the person-centred care philosophy and bring the Blue Care Tailor Made service model to life in services. Continued focus on the FISH! Philosophy introduced in 2012, supported more connected teams, better communication and extraordinary service.

Blue Care's ongoing memory support forums are a continued investment in sharing research and best practice in dementia care. The invaluable support of Christine Bryden, a person living with dementia and globally recognised for her efforts in raising awareness of dementia, has influenced memory support in many Blue Care services. Christine's generosity in sharing her expertise at forums and on a staff training video is highly valued.

The Graduate Nurse Program attracted 13 new graduates to Blue Care. The program attracts quality staff and showcases the benefits of working in aged and community care. All last year's graduates remained with Blue Care as registered nurses.

Blue Care launched a new Learning and Communication portal as part of its robust and flexible learning support system for staff and volunteers. The portal brought together all existing education and communication tools into one easy to access location.

Staff support

A holistic approach to supporting staff enables each to give their best every day at work regardless of their role. The Sharing Future Scholarships and the Workplace Quit Smoking Program are two of the diverse ways Blue Care supports staff to do and be their best.

Blue Care marked the National Day of Action Against Bullying and Violence by releasing a revised anti-bullying policy. All staff have access to free and confidential counselling support through the Employee Assistance Program (EAP).

In March 2014 Best Practice Australia conducted a biannual staff satisfaction survey across the whole of UnitingCare Queensland. Staff provided feedback on their work experience and the survey identified areas for improvement, and recognised what we do well.

Volunteers

Blue Care acknowledges the invaluable contribution made by its 2 300-plus volunteers. Their generosity is vital to services, and the experience, companionship and warmth they bring to residents, clients and staff is immeasurable. An annual volunteer survey helped us improve the ways we engage with and support our volunteers, with the ultimate aim of improving services. Our volunteers were recognised as part of International Volunteers Day.

The work we've done - **working towards growth and sustainability**

Providing innovative homes

More than 5 500 people call a Blue Care facility "home". The newest integrated community, Azure Blue Carina, in the south of Brisbane, opened in February 2014; 128 residential aged care suites and 98 retirement living apartments, along with allied health services, form this vibrant community.

In Cooktown in Blue Care's Indigenous Services cluster, construction began on the Cape York Family Centre, a cluster of 11 houses in a wilderness setting. When the service opens later in 2014, family interventions and domestic activities will support Indigenous families experiencing difficulties due to alcohol, drug, mental or physical health issues.

A partnership with the Brisbane Housing Company saw existing Blue Care accommodation in New Farm converted into affordable rental accommodation for older people. The first residents will call it home from late 2014.

Planning is well underway for a new residential aged care service in Townsville at Mt Louisa, which will be home to 70 people and will replace the Blue Care Townsville Garden Settlement Aged Care Facility.

Supporting rural and remote communities

As the largest provider of aged care and community services in rural and remote Queensland, Blue Care has given the provision of rural and remote services increased priority, with a focus on the challenges of distance, staff shortages, remoteness from infrastructure and the high cost of service provision. With the establishment of ARRCs in the Northern Territory, these become increasingly pertinent. The challenges of supporting these services differ significantly from service provision along the Queensland coast or within Queensland's south-east corner. In some communities, Blue Care is the sole provider of services, as well as being a major employer.

The use of enabling technology and new ways of delivering care, such as the remote clinical monitoring tool (RCMT), were explored. The RCMT, trialled at Ingham, supports local staff in their care management by linking them with specialist clinicians in other locations.

Championing sustainability

Blue Care's sustainability champions and task group focussed activity around recycling and reducing energy and waste. Activity is guided by the Sustainability Strategic Plan 2013-2016 which aims to embed sustainable practice through effective communication, education, training and relationships with external stakeholders.

Grant funding achieved through the Government's Community Energy Efficiency Program with UnitingCare Community is providing 12 rural and remote sites with energy saving upgrades, including lighting and appliances.

e-care: from paper to screen

With the final residential services adopting Blue Care's electronic resident records system, the organisation achieved multiple benefits - improved management of resident data, a huge reduction in paper consumption and improved efficiencies in staff time to access current resident information. The move to the residential management system trained 4 000 staff in managing all clinical care online, supporting quality and work practice and sustainability goals.

client story

A photograph of an elderly woman with short, curly grey hair, smiling broadly and showing her teeth. She is wearing a white t-shirt and is holding a brown chicken with a red comb in her arms. The background consists of green foliage and a chain-link fence. The overall tone is warm and positive.

“Everybody loves the chickens. I’m from Mt Tamborine, so I grew up with chooks scratching around. Seeing them at the centre is a bit like going home.”

Elizabeth gets out and about with Blue Care respite

After losing much of her mobility, Elizabeth Oke who is in her 70's, was unable to get out of the house as much as she would like – until she found out about Blue Care respite.

"I saw people getting on and off a Blue Care bus and wondered what they were doing. One day I decided to find out and I'm so glad I did," Elizabeth said.

She now visits Mt Gravatt Respite Care on Brisbane's south side every Wednesday where she enjoys the craft sessions - but the centre's outings are the activities she enjoys the most.

"In the past I would go out on excursions whenever I could but I don't want to be a burden on my family by asking them to take me out all the time so it is fantastic that Blue Care can help me get out and about again," she said.

"My favourites are the three-day holidays we go on once a year. We get on a bus and go on adventures – we've been to Noosa and Stanthorpe and this year we are heading to Toowoomba," she said.

"Each day of the trip is filled with activities, so by the time we get home again I'm looking forward to a little rest."

Service Manager Debbie Williams said that the holiday program gives people independence and the

opportunity to take part in activities they might not otherwise be able to participate in.

"Everyone who goes on a holiday takes part in the planning of it, taking part in discussions about meals, activities and accommodation," Debbie said.

"It's their holiday and our staff support the activities that they would like to take part in – one year they chose to feed dolphins which was an amazing thing to see."

Elizabeth said that she appreciates everything about the centre, from the caring attentive staff to the four chickens that live on the grounds.

"Everybody loves the chickens. I'm from Mt Tamborine, so I grew up with chooks scratching around. Seeing them at the centre is a bit like going home," she said.

"Many people have bad preconceptions about respite but I would be lost without Blue Care. Every month I get a calendar of events and activities and that gives me something to look forward to instead of just sitting around at home passing time."

Governance Statement

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

The UnitingCare Queensland Board is committed to the highest standards of governance and has established governance practices which are designed to focus on fulfilling the Church's mission in health and community services, responsible stewardship, integrity, accountability and effective risk management, on behalf of the Uniting Church in Queensland.

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

Board composition

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

The normal term of appointment is for a period of three years from the date of letter of appointment, with a maximum of three terms (nine years). The Board is composed of up to thirteen 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 ten times per year in scheduled meetings, where it receives monthly or quarterly performance, operations and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Executive

Directors and the Board Committees.

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

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

Audit, Risk and Compliance Committee

The Board is supported by an Audit, Risk and Compliance Committee. The purpose of the Committee is to review and advise the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory compliance and the integrity of the financial statements and reports.

The Committee consists of four Board members. Meetings are also attended by the Chief Executive Officer, Chief Financial Officer, Director Group Governance and Chief Internal Auditor and other senior executives and managers by invitation.

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

Audit process

UnitingCare Queensland's financial accounts are subject to an annual audit by an independent external auditor. The Audit, Risk and Compliance Committee maintains oversight of this

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

process. The Audit, Risk and Compliance Committee Chair meets the external audit partner periodically, and the auditors have a standing invitation to meet with the Committee, with the Committee Chair, or the Board Chair at any time in the absence of management.

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

Auditor independence

The Audit, Risk and Compliance Committee is responsible for ensuring the independence of the auditor and approves non-audit services and activities in advance of engagement of the auditor.

Governance Committee

The Board has established a Governance Committee. Its purpose is to assist the Board with the refinement of the governance framework for UnitingCare Queensland in the context of the Church and to ensure appropriate alignment with contemporary governance practices and standards.

The Committee has an ongoing and continuous focus of overseeing and evaluating UnitingCare Queensland’s governance framework and processes, including performance evaluation of the Board and the effectiveness of governance policies and practices. The Committee assists the Board with Board member recruitment and succession planning for future governance leaders, including defining the skills and attributes required in Board members, their orientation, and ongoing training and development requirements.

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

Quality Committee

The Board has established a Quality Committee. The Committee’s purpose is to 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 and is subject to at least an annual performance review by the Board. The Chief Executive Officer, together with the Executive Leadership Team, recommends policy and strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

Board appraisal and remuneration

The Board formally reviews and evaluates 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 members, the Board and the Board Committees are empowered to seek external professional advice, as considered necessary, at UnitingCare Queensland’s expense, subject to prior consultation with the Chair. Any advice so received will be made available to all Board members.

“The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including employees, clients and patients, volunteers and the wider community.”

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 Board 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

Our Board

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



Heather Watson
(Chair – retired 31 March 2014)

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

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

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



Craig Barke (Chair 1 April 2014 -)

Craig Barke joined the Board in 2011, and was appointed as Chair in April 2014.

He is the Chair of the Governance Committee and previously served as a member of the Board's Audit, Risk and Compliance Committee. Craig is a Certified Practising Accountant and has an MBA. He has over 20 years of experience in a range of government and corporate financial and management roles. In 2008, he was appointed as the Chief Executive Officer of the Scenic Rim Regional Council.

Craig was a member of the Queensland Urban Utilities establishment committee and interim board. Craig is passionate about supporting disadvantaged youth and children in the community and is actively involved in the foster care system. He is an active member of the Uniting Church.



Rev Kay Ronalds (ex officio)

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

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

In 1992 she joined the Army Reserve and became the first female Chaplain in the Australian Army. Kaye has continued to serve as a Chaplain in the reserves being posted to various part-time positions across Queensland and on the Regional Assistance Mission to the Solomon Islands.

In 1995 Scripture Union employed Kaye as High School Chaplain at Kenmore High School. From 1997 - 2005 she was Minister to the parish of Capricorn Coast and then took up the role of Presbytery Minister in which she had pastoral and administrative responsibilities for ministry agents, their families and congregations in the Central Queensland region.



**Dr Shirley Coulson (ex officio)
resigned December 2013**

Shirley Coulson was appointed as General Secretary of the Queensland Synod of the Uniting Church in Australia in 2011. She resigned from this role in December 2013.

Shirley holds three degrees from Monash University – a Bachelor degree in Arts, a post-graduate Bachelor degree in Education and a Masters of Educational Studies, as well as a Bachelor of Theology degree from Melbourne College of Divinity and a Doctorate in Education from Australian Catholic University. Prior to her appointment as General Secretary, Shirley had 27 years of service in Catholic education in a range of leadership roles.

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



Anne Cross (ex officio)

Anne Cross has been the CEO of UnitingCare Queensland since November 2003. Anne came to the role having held senior positions in government and non-government organisations across a broad range of rehabilitation, disability, aged care and community services. She has served on various government bodies including as Deputy Chair of the Disability Council of Queensland, the Child Protection Council and the Smart State Council.

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

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



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 and 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 ARRCs (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

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 10 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 (Deputy Chair 1 April 2014 -)

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. Board positions held include 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 AM, KCSJ

David Pitman was appointed to the Board in 2011. He is a member of the Board's Governance Committee. David has previously served two terms on the Board in an ex officio capacity as the Moderator of the Queensland Synod of the Uniting Church in Australia. David worked as a teacher before studying theology at Parkin-Wesley College in Adelaide. He then spent 13 years in parish appointments, including four years working with the Indian Division of the Methodist Church in Fiji as Superintendent Minister of the Nausori Circuit.

David moved to Queensland in 1983 to become Principal of Alcorn College. 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.



Ray Richards
(Retired 31 March 2014)

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

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

Ray is a retired partner from PPB Advisory, a firm of chartered accountants and business advisers.

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



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.

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

Our Executive Leadership Team



Anne Cross, CEO
UnitingCare Queensland



Robyn Batten, Executive Director,
Blue Care and ARRCs

Robyn has held this role since January 2011. In early 2014, Robyn was also appointed as Executive Director, ARRCs. Robyn has executive management experience in health, aged care service and local government. Developing and implementing major organisational change and introducing cultural change within large organisations are particular areas of her expertise.

Robyn moved to Blue Care from Uniting Aged Care Victoria and Tasmania, where she was Executive Director for four years. Prior to this role, Robyn was Chief Executive Officer of Dental Health Services Victoria, and Director of Primary Care and Mental Health for Southern Health Victoria.

Robyn has been a member of several national advisory bodies including the Australian Government Ministerial Advisory Committee for Aged Care and the National Aged Care Alliance. In November 2012, Robyn was appointed to represent Queensland members on the Aged & Community Services Australia (ACSA) Board.

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



Colleen Geyer, Director of Mission

Colleen commenced as Director of Mission for UnitingCare Queensland in January 2012. Prior to her appointment she had been Director of Mission for Blue Care for more than four years. In this role she had led a large team of chaplains providing caring support throughout the service streams. She also led Blue Care's work in environmental sustainability.

Colleen had been Associate Director with UnitingCare Australia before joining Blue Care and she has also served as a Social Responsibility Advocate with the Queensland Synod of the Uniting Church of Australia. Colleen currently chairs the UnitingCare Queensland Human Research Ethics Committee and has a strong interest in bioethics. Colleen holds qualifications in teaching and theology and has a Graduate Certificate in Executive Leadership.

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 (which was then Lifeline Community Care Queensland).

Prior to joining UnitingCare Community Bob has worked in key roles such as Regional Director; Principal Advisor, Community Engagement; and Director of Organisational Development in Blue Care.

Before joining Blue Care, 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.



**Paul Mullooly, Chief Financial Officer
(resigned December 2013)**

Paul Mullooly joined UnitingCare Queensland as Chief Financial Officer in March 2008 and resigned in December 2013.

He has had more than 25 years experience as a senior financial executive and his governance experience includes working closely with boards as a senior executive and as a Company Secretary.

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

**Garry Pridham, Acting Chief
Financial Officer**

Garry acted as Chief Financial Officer from December 2013 – August 2014 from his usual role as Group Manager, Audit and Risk. Garry's vast experience in the finance sector allowed him to act in this role, providing excellent stewardship throughout the end-of-financial year activity and subsequent budget preparation process.



**Sue McKean, Director,
Group Governance**

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 certified member of the Governance Institute of Australia.



Anna Moynihan, Director, Strategy

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

Geoff has more than 25 years experience in human resource management and has more recently served either as a senior HR leader or consultant across a diverse range of organisations and industries. He has headed both human resources and learning and development functions in financial services and information technology.

Geoff provided human resources support and advice to the UnitingCare Queensland Board and executive from 2006 in his capacity as an independent human resources consultant and during this time he assisted with the development of a number of important HR initiatives across diverse areas including remuneration and benefits and leadership development. Geoff joined UnitingCare Queensland full time as Director of Human Resources in July 2011. Geoff is a Fellow of the Australian Human Resources Institute and a Member of the Australian Institute of Company Directors.



Richard Royle, Executive Director, UnitingCare Health

Richard has 35 years experience in the health care industry joining UnitingCare Health as Executive Director in 2005.

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 and now includes building a new 100-bed private hospital in Hervey Bay.

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 currently Vice-President of the Australian Private Hospitals Association and Chair of its Policy and Advocacy Committee. He is also Deputy Chair of the HESTA Superannuation Fund. He has recently chaired an independent review into the Personally Controlled Electronic Health Record on behalf of the Federal Minister for Health.

Financial year highlights

highlights

2014 management accounts

	Year ended 30 June 2014 \$'000	Year ended 30 June 2013 \$'000
Revenue		
Total revenue	1 406 775	1 338 434
Expenses		
Salaries and employee expenses	841 640	824 302
Depreciation and amortisation expense	79 653	74 953
Other expenses	445 363	410 374
Total expenses	1 366 656	1 309 629
Surplus for the year	40 119	28 805
Other comprehensive income		5 876
Total comprehensive income for the year	40 119	34 681

The financial year highlights shown above are based on the management accounts for the year ended 30 June 2014 and are subject to audit. Audited accounts will be published on unitingcareqld.com.au by end October 2014.

Revenue

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

UnitingCare Health comprises The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital, St Stephen's Maryborough and St Stephen's Hervey Bay. UnitingCare Health contributed \$628.119 million (2013 \$586.479 million) to the group revenue.

Blue Care comprises residential aged care services, seniors' housing and community services. Blue Care contributed \$602.400 million (2013 \$572.827 million) to the group revenue.

UnitingCare Community comprises Lifeline services, child and family care, counselling, disability support and social inclusion programs. UnitingCare Community contributed \$174.569 million (2013 \$176.446 million) to the group revenue.

Surplus for the year

The reported surplus includes certain revenue streams that are either restricted in their use or tied to specific purposes. The surplus in 2014 included capital grants from government of \$4.811 million that are tied to the construction of specific building projects, capital contributions from clients totalling \$14.144 million, and bequests totalling \$5.153 million.

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

Other comprehensive income

In the previous year, the assets and liabilities of Congress Community Development and Education Unit Limited (CCDEU) was transferred from the Uniting Church in Australia – Queensland Synod, to Blue Care. The net effect of this common control transaction of \$5.876 million was recognised in other comprehensive income and accounted for as a reserve in the statement of changes in funds.

Major capital expenditure

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

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

During the 2014 period a total of \$157.600 million (2013 \$129.476 million) was expended on major capital projects, including a new hospital at Hervey Bay, hospital theatre expansion and new and refurbished aged care residentials.

Refundable deposits

The group holds refundable deposits from clients and residents in aged care and retirement living that amounts to \$263.746 million (2013 \$237.733 million). Cash from refundable deposits is invested in both residential aged care and independent living facilities and is an important source of capital for these particular facilities.

attendance and fees

Board and committee meeting attendance and fees paid (1 July 2013 – 30 July 2014)

	Board		Audit, Risk and Compliance Committee		Governance Committee		Quality Committee		Fees paid ¹
	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	Meetings eligible to attend	Attended	\$ (inclusive of superannuation)
Heather Watson ²	8	8	-	-	2	2	-	-	57 701.99
Craig Barke ²	11	10	6	6	2	2			52 692.70
Dawson Petie	11	11			1	1	3	3	44 611.59
Rev David Pitman	11	10			3	3			44 611.60
Ray Richards	8	8	5	5					34 547.82
Jude Munro	11	9					3	3	46 063.76
Professor Myles McGregor Lowndes	11	9 + 1 via Skype	6	5					44 611.60
Andrew McBryde	11	10	6	6	3	3			44 611.60
Chris Townend	11	11	6	6					44 611.60
Maree Blake	11	9	2	2	2	2			44 611.60
Harry McConnell							3	3	7 264.80
Linda Dawson							3	3	7 264.80
Kerry Batchler							3	3	7 264.80
Ex officio members ¹									
Anne Cross ³ (ex officio)	11	10	6	5	3	3	3	3	-
Rev Kaye Ronalds ⁴ (ex officio)	11	8							37 346.75
Dr Shirley Coulson ⁵ (ex officio)	6	5							28 010.08

¹ Fees for ex officio members are paid to the Queensland Synod; the CEO is not paid Board fees

² Chair

³ Chief Executive Officer

⁴ Moderator

⁵ General Secretary

supporters

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

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

UnitingCare Community supporters

Funders

- Attorney General's Department
- Commonwealth Respite and Carelink Centres
- Department of Employment, Economic Development and Innovation
- Department of Education, Employment and Workplace Relations
- Department of Communities, Child Safety and Disability Services
- Department of Community Safety (EMQ)
- Department of Education, Training and Employment
- Department of Health
- Department of Social Services
- Department of Housing and Public Works

Government supporters

- Townsville City Council
- Gold Coast City Council
- Lord Mayors Community Trust Fund – Government Supporters
- Lady Bowen Trust – Government Supporters
- Australian Securities Investment Commission (ASIC)

Corporate supporters

- Credit Union Australia
- Aurizon (previously QR National)
- Xstrata Coal Queensland
- Regional Development Australia
- United Synergies Limited
- Origin Energy
- QGC – Queensland Gas Corporation
- Queensland University of Technology
- Queensland Urban Utilities
- Bunnings Warehouse Cairns
- Cannon Park Gourmet Meats Townsville
- Aitkenvale Bakers Delight Townsville
- Sheridan Meats Cairns
- Jackley's Bakehouse
- KPMG Cairns
- Bendigo Bank Coomera
- 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

- Metro North Brisbane Medicare Local
- Gold Coast Medicare Local
- 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 Rollingstone
- Valley Rotary Coomera
- Bonnie Babes Sisterhood
- Uniting Church Cairns
- Margaret and Gid Fontana
- Kenmore Uniting Church
- Mitchelton Uniting Church
- Allanah and Madeline Foundation
- Brendale Evening View Club
- Second Chance
- Zibeta
- Volunteering Queensland

Major bequests

- Estate of Jean Fraser
- Estate of Kelvin Garland
- Estate of Geoffrey Coombes
- Estate of Evelyn Pattemore

Blue Care supporters

Corporate partners and event sponsors

- Alex Gow Funerals
- Cairns Community Enterprise supported by Bendigo Bank
- EPAC Salary Solutions Pty Ltd
- HESTA Super Fund
- New Hope Corporation Ltd
- Orica Australia Pty Ltd
- Port of Brisbane Pty Ltd
- QGC Pty Ltd
- RACQ

Trusts and foundations

- The Cory Charitable Foundation
- Dorothy Haynes Perpetual Fund
- Helen Jones Charity Trust
- Mary O'Keefe Charitable Trust managed by Perpetual
- T H Kelly and W J Kelly Memorial Fund
- Lee Family Trust
- The Perpetual Foundation – The John Wilson Endowment
- The Perpetual Foundation - The Wheeler Family (NQ) Charitable Endowment
- Queensland Community Foundation

Community supporters

- Blue Care Beaudesert and Jimboomba Auxiliaries
- Blue Care Wynnum Ladies Auxiliary
- Chinchilla RSL Charity Bingo
- Freemasons Queensland Morningside Lodge No. 196
- Goondiwindi and District Campcraft
- Lowood/Rosewood Thrift Shop
- Quota International Beaudesert Inc
- Tewantin Noosa Lions
- U C A – Knox
- Uniting Church Mudgeeraba- Opportunity Shop

UnitingCare Health supporters

- Advanti Advertising
- Allergan
- Amgen
- Aspen Nutritionals
- Astra Zeneca
- Avant
- B105
- Blackburn Jackson Designer
- Boston Scientific
- Brisbane Broncos
- Brisbane Convention and Exhibition Centre
- Buderim Florist
- CalaLuna Italian Restaurant
- Cardno
- Cerner
- Cooper Grace Ward
- Coca-Cola Amatil
- De Bortoli
- Device Technologies
- Federal Government of Australia, Health and Hospitals Fund
- Flair Jewellery
- Fraser Coast Regional Council
- GE Healthcare
- Genesis Sleep Care
- Hesta
- HIP
- ICON
- Investec
- Invigorate
- Isabella's Fine and Antique Jewellery
- John and Ngaire Roberts
- Kings Jewellers
- Life Healthcare
- Lion
- Love Gold Coast Deals
- ME Bank
- Medtronic
- Mercedes
- Minter Ellison
- NGS Super
- Noosa Spring Gold and Day Spa
- Olympus
- PDT Architects
- Pert & Associates
- Pfizer
- PFD (Food supplies)
- Phillips Healthcare
- Poole Group Accountants
- Queensland Diagnostic Imaging (QDI)
- QML Pathology

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)



Level 5, 193 North Quay, Brisbane Queensland 4000 | GPO Box 45, Brisbane Queensland 4001

Telephone **07 3025 2000** | Facsimile **07 3025 2099** | unitingcareqld.com.au