

2016 annual report



The Uniting Church is committed to serving the mission of Christ in the world.

As an expression of that mission, UnitingCare Queensland provides health and community services to thousands of people everyday of the year through its health, aged and community services.



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About us

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

More than
420 000
people receiving
care annually



On any given day, this could be a patient having 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 with a disability who is living independently.



revenue in excess of
\$1.5 billion

Our annual revenue is in excess of \$1.5 billion and we are continually investing in new and improved facilities as well as the latest clinical technology to ensure we can offer our patients, clients and residents the best quality care.

16 000
Staff
employed

Our employees and volunteers support many thousands of people every day throughout Queensland, northern New South Wales and in the Northern Territory.

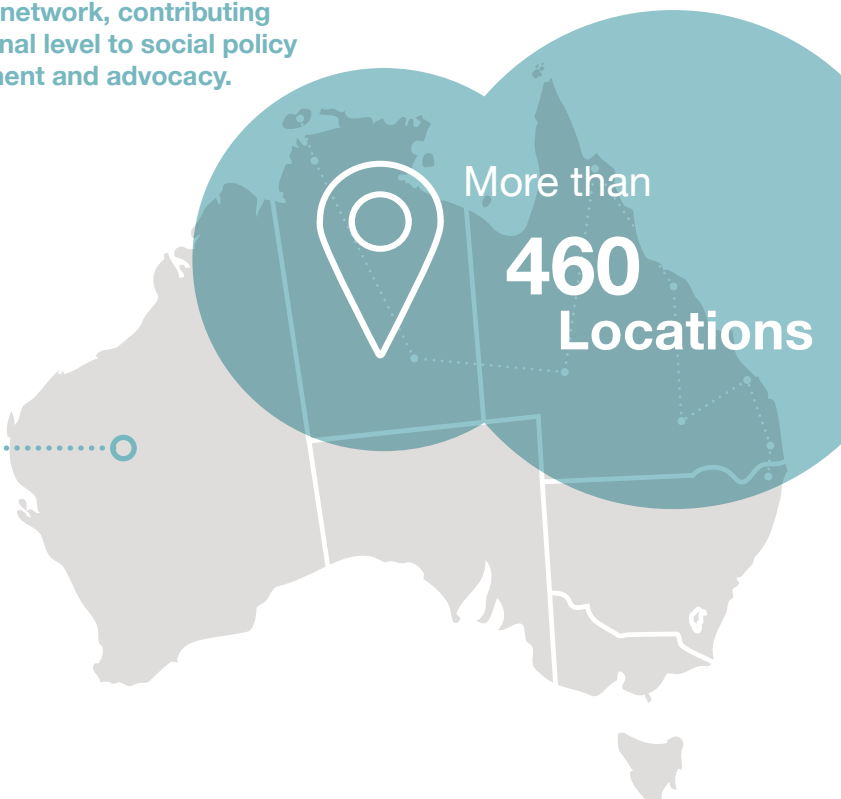


More than
9 000
volunteers

We participate in the UnitingCare Australia network, contributing at a national level to social policy development and advocacy.

More than
460
Locations

Our people 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, out west, as far as Mt Isa and Charleville – and to some of the most remote regions of the Northern Territory.



Our Mission

UnitingCare Queensland claims its place in the mission of God through its health and community services, research, advocacy and community development. As part of The Uniting Church, the mission of UnitingCare Queensland is to improve the health and wellbeing of individuals, families and communities as we; Reach out to people in need; Speak out for fairness and justice; and Care with compassion, innovation and wisdom.

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

Our service network

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

UnitingCare Community

- Crisis services, including Lifeline, and community recovery
- Specialist and general counselling services
- Child protection
- Early childhood education and care
- Supported accommodation
- Family and peer support
- Specialist disability services and support
- Prison ministry

Blue Care

- Residential aged care
- In-home services, including nursing, personal care and domestic assistance
- Seniors housing
- Respite care
- Allied health services in your home or in our therapy centres
- Specialist nursing services, including palliative care, continence advisory and wound care
- Chronic disease management
- Pastoral care and counselling

UnitingCare Health

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

Australian Regional and Remote Community Services (ARRCS)

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

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

Our values

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



Compassion

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



Respect

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



Justice

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



Working together

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



Leading through learning

Our culture encourages innovation and supports learning

2015/16 Highlights

Commitment to Reconciliation

All UnitingCare Queensland service groups contributed to reconciliation efforts supporting the actions outlined in the organisation-wide Reconciliation Action Plan 2014-17.

First private women's clinic for Fraser Coast

St Stephen's Hospital opened the Women's Health Clinic in early 2016 providing patients with specialised services and supporting the hospital's goal to provide expanded health care in the region.

Care Technology

Blue Care launched Care Technology – in partnership with Telstra Health – a unique telehealth pilot program to support people to better manage their health and live independently in the community.

Healthy meals for school children

More than 200 healthy meals were delivered to students in Alice Springs and Mutitjulu five days a week via a school nutrition program delivered by ARRCs.

Volunteer enquiries on the rise

More than 500 enquiries were received by UnitingCare Community per month during 2015/2016, an increase from 200 per month in 2014/2015.

Top rated emergency care

St Andrew's War Memorial Hospital and The Wesley Hospital emergency centres were recognised among the highest for patient satisfaction respectively across Australia and New Zealand in the 2016 Press Ganey survey.

Record breaking Bookfest sales

Both Lifeline Bookfest events in Brisbane achieved record results, generating sales of more than \$2.349 million combined.

Enhancing health and wellbeing

Three new programs – Revitalise, Restore and Respite – delivering short-term care for older Australians to improve their independence and wellbeing reablement were introduced by Blue Care.



NDIS ready

UnitingCare Community's Disability Employment Service delivered services to 485 people and assisted 178 people with a disability to gain paid employment with their local communities. Our Vacation Care program provided fun activities and outings for 140 school-age children with a disability.

Fraser Shores Retirement Villages

In May 2016, Blue Care acquired Fraser Shores Retirement Village – a 400+ unit retirement village located in Hervey Bay – to better service residents and the community through integrated services.

Global recognition for St Stephen's Hospital

Hervey Bay's St Stephen's Hospital – Australia's only fully integrated digital hospital – was awarded the Healthcare Information Management Systems Society (HIMSS) Elsevier Digital Healthcare Award for Outstanding ICT Achievement.

Virtual service finder

An interactive online service finder was launched, providing individuals with greater access to service information across UnitingCare Community sites, UnitingCare Health hospitals and Blue Care and ARRCs facilities.

High tech heart mapping

St Andrew's War Memorial Hospital is the first hospital in the southern hemisphere to use the ground-breaking Rhythmia Mapping System (RMS) technology which provides high resolution three-dimensional maps of the heart to assess and diagnose arrhythmias more accurately and quickly.

Expanding services in the Northern Territory

Australian Regional and Remote Community Services expanded their Darwin based services of more than 380 clients from January 2016, as part of the Commonwealth Home Support Programme.

Lifeline Crisis Line

In Queensland, the 13 11 14 Lifeline Crisis Line responded to more than 170 000 calls in 2015/2016. Volunteer Lifeline Telephone Crisis Supporters took an average of 11 300 calls per month while paid employees took a further 2 200 calls per month. We responded to more than 1 100 Lifeline Online Crisis Support Chat requests per month.

UnitingCare Health joins global network

UnitingCare Health joined Global Green and Healthy Hospitals, a global initiative supporting more than 480 hospitals and healthcare providers to reduce their ecological footprint and promote environmental health.



A message from our Chair Craig Barke

As the health, community and aged care sectors rapidly change – with some of the most significant social policy and funding change since the launch of Medicare – a new world of opportunity has opened for our clients who will have greater choice, control and responsibility over the care they receive.

Among the increasing competition, rising cost pressures in health, contestability of government contracts, the roll-out of the National Disability Insurance Scheme and the transfer of government funding from organisations to consumers, UnitingCare Queensland has been re-evaluating how we play a role in the lives of others.

During the past year, we have actively worked to reconfigure our traditional service delivery to provide better and more integrated services for our clients as a trusted and high quality provider of health and community services.

We have listened to our clients to understand the support they need to live fulfilling, meaningful and positive lives, whatever their requirements entail.

Through this, UnitingCare Queensland has renewed focus on our customers, advanced technology, better systems, improved business models, flexibility, agility and innovation to establish and grow our portfolio of services into the future.

As we start this new chapter, the Board continues to drive sustainability and quality as key priorities and in our role as stewards, we are conscious that to continue to deliver sustainable services, we must respond to the changing and increasingly commercial worlds in which we are operating.

One of the key challenges for the Board is how we balance commercial drivers with the mission of the Uniting Church into the future. During the past year, we have landed on some key planks to ensure we can continue to deliver services into the future – while ensuring our structure is fit-for-purpose, improving our effectiveness and efficiency, and reforming our

business models and systems to maximise our impact in the communities we serve.

As the year closed, and in light of our challenges and changes, we have reached positive milestones as we established our way forward.

In October 2015, UnitingCare Queensland completed its largest group accommodation project, with the corporate support services functions for Blue Care, UnitingCare Community, UnitingCare Health now operating from the new 192 Ann Street office location.

This supports our focus to streamline our operational processes, strengthen UnitingCare Queensland's capacity to deliver on our mission and improve service delivery to our clients and patients and achieve long term financial sustainability.

We increased our focus on integrated services in major regional centres across Queensland. Among the new facilities, was the acquisition of a new 400+ unit retirement village in Hervey Bay.

UnitingCare Queensland is also investing, upgrading and constructing many new aged care facilities including a new facility at Mt Louisa, re-building at Mackay, a new replacement facility on Thursday Island, a new wing in Darwin and new employee accommodation on Thursday Island, at Docker River and Mutitjulu.

Significant work has also been undertaken to improve and streamline our governance standards. The Board established governance practices and organisational structures which are designed to focus on fulfilling Christ's mission in health and community services, responsible stewardship, integrity, accountability and effective risk management, on behalf of the Uniting Church in Queensland.

As the year closed, UnitingCare Queensland, together with the Synod achieved a milestone with the endorsement of new UnitingCare Queensland Constitution, By-Laws and delegations.



The formalisation of the governing framework signified clarity for the Church and agency on relationships, reporting requirements, scope of authority and accountabilities, and I acknowledge those involved for this achievement.

As we enter a new phase, underpinned by our core values and mission, UnitingCare Queensland will continue to provide high-quality, fit-for-purpose services to people in Queensland and the Northern Territory for many years to come.

Our services, systems and processes will evolve as we respond to the changing aged care and disability sectors, the need for specialised services to support vulnerable children and families, to deliver high quality, state-of-the-art hospital services and to support the different needs of people in regional and remote Queensland and the Northern Territory.

Our Board has also undergone renewal, as we welcomed new Board member Andrea Staines who brings a strategic focus, drawing on her extensive experience within strategy, finance and executive roles.

We also welcomed Reverend Heather den Houting to the role of General Secretary of the Queensland Synod and look forward to her contribution to the Board.

With this, I would like to acknowledge outgoing General Secretary Gary Doyle for his commitment and contribution to UnitingCare Queensland's Board.

Finally, and on behalf of the Board, I extend my sincere appreciation and thanks to our CEO Anne Cross for her continued commitment to communities across Queensland and the Northern Territory.

Thank you everyone for a successful year.

Craig Barke
Board Chair



A message from our CEO Anne Cross

Amidst a rapidly changing world for the health, aged and community care sectors, it has never been more important to keep individuals and communities at the forefront of our work.

As the health and community services provider of the Uniting Church, we continued during this past year to fulfil our mission to support our clients to live their best possible lives, whatever their circumstance and wherever they may live.

As we moved into a new world of opportunity for our clients, we have had to rethink and reflect on the way we have traditionally delivered community services to ensure UnitingCare Queensland is fit-for-purpose in the changing, increasingly competitive and commercial environment in which we operate.

While change often brings about challenges, it also fosters new opportunities, particularly in the way we explore prospects for innovation, delivery of our mission and adaptation of our services to continue to deliver specialised aged care, healthcare and community services to individuals and communities across Queensland and the Northern Territory.

Our services have been responding to wide-ranging reforms in policy, program and service delivery throughout the year, while also supporting and assisting our clients to respond to these changes.

UnitingCare Community has been preparing for the significant changes brought about by the National Disability Insurance Scheme. Considered a once-in-a-lifetime reform, UnitingCare Community streamlined their disability services to continue to provide individualised specialist support to people with a

disability and their families. Supporting families to deal with adversity through the establishment of family and child connect support services across Queensland was also a priority.

Similarly for Blue Care, meeting the individual needs of our clients was a major focus following the introduction of consumer directed care in aged care services. Responding to the changes sweeping the sector, Blue Care established new services and programs enabling our residents to have greater access to more personalised and tailored services.

During this time of reflection and renewal, our role as stewards of Christ's mission in health and community services continues to strengthen our capacity to provide relevant and enriching support for the future.

From supporting people with addictions and disabilities, offering support to individuals and communities in crisis, supporting families and children in domestic violence situations, caring for older people in their homes or in one of our aged care facilities and looking after people's health in one of our four hospitals, the role of our employees and volunteers in the lives of people who need our services and communities has never been more important.

ARRCS and Blue Care Indigenous Services continued to deliver culturally responsible aged care and community services in regional and remote Australia. During the year, ARRCS significantly expanded its Darwin base, receiving government funding to deliver in-home care, personal support and meals on wheels in the Darwin region. Recognising the importance of educating children to live healthy lives, ARRCS also delivered a school nutrition program to young people in Alice Springs and Mutitjulu.



For UnitingCare Health, it is heartening to have completed our first full year of operations at St Stephen's Hospital in Hervey Bay. As Australia's first fully integrated digital hospital, St Stephen's Hospital introduced new health care facilities including a women's health clinic and cardiac services to further meet the needs of patients. Motivated to provide values-based holistic care, UnitingCare Health hospitals were recognised among the highest in patient satisfaction as part of the 2016 Press Ganey Survey across Australia and New Zealand.

Learning from the work of the Royal Commission into Institutional Responses to Child and Sexual Abuse, the safety of children when they or a member of their family access our services remained paramount for UnitingCare Queensland. The delivery of our Child Safe, Child Friendly: UnitingCare Queensland Child Safety Risk Management Framework progressed significantly during 2015/2016, educating and communicating child safe awareness, processes and reporting practices among our employees and volunteers.

Our longstanding and firmly cemented commitment to reconciliation continued this year with many new initiatives delivered across the organisation to strengthen our services and relationships with Aboriginal and Torres Strait Islander peoples. UnitingCare Community delivered an extensive cultural awareness training program for employees, while Blue Care assumed responsibility for the services at the aged care facility Ny-Ku Byun in Cherbourg at the request of the Department of Health. Blue Care's Indigenous Services Drug and Alcohol Rehabilitation Services were also recognised as a finalist in the Queensland Government's Reconciliation Awards. UnitingCare Queensland has committed to

developing an Indigenous Employment Framework and preparing our third Reconciliation Action Plan.

I extend my sincere appreciation and thanks to UnitingCare Queensland's 16 000 employees, 9 000 volunteers and chaplains for their enduring commitment and dedication to supporting the individuals and communities we serve. Our people are the foundation of the organisation and I personally thank each of them for their ongoing focus on our mission while reaching out to people in need, speaking out for fairness and justice and caring with compassion, innovation and wisdom every day.

I also recognise the unwavering leadership of the Executive Leadership Team who provide continued support and to our hardworking Board for their measured guidance, support and contribution during the year as we worked through the next phase of UnitingCare Queensland's evolution.

Before closing, I would like to acknowledge former Executive Leadership Team members Richard Royle, Bob Gilkes, Robyn Batten, Geoff Rogers, Colleen Geyer and Terence Seymour for their strong commitment to UnitingCare Queensland during the year.

As we move forward – reshaping our services to be fit-for-purpose – and with renewed focus on our individual and collective role in the lives of people we support, I believe UnitingCare Queensland is well positioned to continue to be a leader in person-centred care.

Anne Cross
Chief Executive Officer



“I have come that they may have life, and life in all its fullness” (John 10:10)

A message from our Director of Mission, UnitingCare Community

In the midst of a complex community service landscape we continue to take our compass bearings from the clear purpose for which we were formed.

The Uniting Church looks to the life and witness of Jesus who said, “I have come that they may have life, and life in all its fullness” (John 10:10) and the purpose of UnitingCare Queensland arises out of this stated purpose of Jesus Christ: We are called to be an agent of God’s healing power to the whole person and we have been formed to provide health and care services because the work of healing, growth, renewal and reconciliation is part of our commitment to Christ’s mission in the world.

The kinds of services we provide and the ways in which we provide them will continue to change as we listen deeply to the needs of those we seek to serve, and as we grapple with issues of sustainability and accountability in a rapidly shifting environment.

It is our purpose, in the midst of such change that provides the clarity and impetus for the creative thinking, decision-making and work that we do.

The challenge to assist individuals, families and communities to have ‘life in all its fullness’ compels UnitingCare Queensland to explore our role in the lives of others.

It invites us to consider how we are supporting people to courageously imagine what a good life might mean in the particular contexts in which they live.

It challenges us to explore, in partnership with others, how we actively assist people to lay hold of the rich possibilities for living that emerge for each person, even as they face the real constraints of their individual circumstances.

For a person with an intellectual disability this may mean assistance to forge meaningful relationships within the wider community to realise a longed-for artistic or work opportunity.

For those receiving care in one of our hospitals, it will include the physical and emotional support needed to reach toward life once more, within the constraints of a sudden illness, accident or long-term medical condition that may bring pain and loss as well as healing.

For those who are aging, it may mean providing encouragement and opportunities to pursue meaningful activities and friendships even as bodies grow frail, memories fail, and increased practical assistance is needed.

For those whose families have been torn apart by domestic violence, substance abuse, divorce, financial crisis or the imprisonment of a family member, it will be the provision of assistance with parenting, financial and other life skills that will enable partners, parents and children to reclaim their lives in constructive, loving and life-giving ways.

In the eyes of God, every person has worth.

Reverend Jenny Tymms
Director of Mission
UnitingCare Community

the work we've done across **UnitingCare Queensland**



Responding to a changing environment – transformed UnitingCare Queensland

As one of Australia's largest not-for-profit community and health services providers, UnitingCare Queensland has remained focused on reshaping our services and processes to be fit-for-purpose within the rapidly changing, competitive and commercial environment in which we operate.

During 2015/2016, a progressive re-design program of work was undertaken to respond to the broad number of changes and reforms underway, including aged care reform, the introduction of the National Disability Insurance Scheme (NDIS) and increasing contestability of government contracts.

The work undertaken is characterised by new business streams organised to respond to the highly competitive aged care and disability sectors in South East Queensland, the different needs of individuals and communities across Queensland and the Northern Territory, specialised services for children and families and the delivery of hospital services. The new organisational design will be implemented during 2016/2017.



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

UnitingCare Queensland's Strategic Plan 2014-2017, released in September 2014, confirms our strategic ambition to support people to have the best possible lives, improve the wellbeing of communities and pursue a fair and just society. The plan recognises and responds to the many external factors that are impacting the community and human services sector.

These factors include: significant change in all major sectors in which we operate and characterised by ongoing reform and marketisation of aged care and disability services; increasing competition and contestability of government contracts in a highly competitive environment, including large and small for profit organisations, not-for-profit organisations and sole operators; digital disruption creating new market dynamics; and challenging private health fund relationships.

While changes to legislative and service environments continue, the intent and priorities of the UnitingCare Queensland 2014-2017 Strategic Plan remain relevant and continue to inform and shape the agenda for the organisation.

Strategic Plan Highlights

Goal 1 – To be the choice for care and service

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

We developed and launched a range of products for our aged care services as part of our new Wellbeing Approach which, alongside person-centred care, focuses on one of the much welcomed government policy directions of wellness and reablement.

These programs have been implemented within our community services and will be delivered across our residential services in the future.

Revitalise is a personal care program supporting people with functional independence, social participation, optimising their environment and self-management – all key elements for wellbeing and supporting people to be independent as long as possible. Similar programs have good outcomes demonstrating limited reliance on services for up to five years following the program.

The Restore program was also launched which includes Allied Health and Nursing working together with clients to support people's goals by focusing on regaining function after incident, illness or deterioration.

We are also piloting a new range of respite services including; pop up respite in community settings, T for 2, supporting carers and clients to connect with each other and others, buddy up programs where employees and clients are matched for interests/activities.

Our Child and Family Services Strategic Framework model confirms our place as a sector leader and advocate for children and their families, and reflects our strategic intention to meet future challenges and opportunities such as the implementation of the recommendations of the Carmody Review, growing demand for services and the continued trend of children and young people presenting with highly complex needs in our Out-of-Home Care (OOHC) services.

Our Child and Family Services continued to prioritise the delivery of individualised supports which measurably lift the safety, social and economic wellbeing of children and their families.

Implementation planning for the UnitingCare Queensland Disability Services Strategy commenced and of note is our successful tender to facilitate the first Queensland National Disability Insurance Agency (NDIA) Early Intervention Access Partnership at the NDIS launch site in Townsville and Charters Towers.

In October 2015, we launched an interactive online service finder to provide individuals with increased access to a range of service information for all UnitingCare Queensland locations including UnitingCare Community sites, UnitingCare Health hospitals and Blue Care and ARRCs facilities across Queensland and the Northern Territory.

UnitingCare Health commenced reporting and publishing patient safety performance statistics for its hospitals online to assist patients to make informed decisions about their care, to ensure openness and transparency, and to respond to a major priority to provide the best possible level of care to patients and their families.

Publishing data on patient falls, hospital-acquired pressure injury, healthcare-associated infection, hand hygiene rates and emergency centre waiting times provides the public with important information on UnitingCare Health's performance in providing safe and quality healthcare.

The Wesley Hospital introduced the Let us Know initiative in December 2015 to provide rapid response to the concerns of families and carers about a patient's condition. A designated 24-hour hotline (1800 782 255) was established to alert nurses, doctors and other hospital employees and provides carers and families with clear steps to follow if the condition of a patient worsens.



Goal 2 – To be financially sustainable and secure

Substantial work has been undertaken to address the long term financial sustainability of UnitingCare Queensland.

This includes the finalisation and implementation of financial sustainability targets for our services and a five year financial roadmap.

Significant activity continues in the pricing and costing of service delivery in aged care. The changes resulting from the introduction of Commonwealth Home Support Programme effective from 1 November 2015 has required policy development on future client contribution rates and capping of fees. In addition the associated realignment of government funding has also been successfully implemented.

In October 2015, the largest group accommodation project was also completed with approximately 600 corporate support services employees from five UnitingCare Queensland, Blue Care, UnitingCare Community and UnitingCare Health locations centralised to operate from the new 192 Ann Street office location.

This further supports our focus to streamline our operational processes, achieve long term financial sustainability, strengthen UnitingCare Queensland's capacity to deliver on our mission and allow greater opportunities for collaboration and exchange of ideas, further enhancing our capacity to play an important role in the lives of clients, patients and residents.

The transition of Frontier Services to UnitingCare Community was completed. Among the 11 services transferred were Remote Area Family Support Services, two In-Home Care Services as well as the Charters Towers Drought Relief Services.

St Stephen's Hospital – Australia's first fully integrated digital hospital – was awarded the Healthcare Information and Management Systems Society (HIMSS) – Elsevier Digital Healthcare Award for Outstanding ICT Achievement for successfully deploying a high level of health IT to significantly improve quality of care and patient safety. St Stephen's is the only hospital within Australia to also be designated with HIMSS Analytics Stage 6.

Goal 3 – To be a dynamic organisation with dynamic people

Client safety remained a priority across the organisation. The Blue Care Governance and Quality Team developed a comprehensive training and change management program to embed the principles of client safety across the organisation. An employee training schedule commenced in late-2015 to support Blue Care's development of a client safety culture with approximately 620 employees attending one of 33 workshops conducted across the State.

The Care Technology project – a partnership between Blue Care and Telstra Health – also went live in Blue Care South West Queensland in mid-December 2015. The demonstration project includes clinical monitoring (using devices such as blood pressure monitoring, and glucometers to monitor health), assistive technology (including smart home technology) and Telehealth (videoconferencing for nursing allied health and medication management sessions).

The service model includes an integrated consumer directed approach to care technology and will support clients through improved monitoring of health and safety, and support Blue Care to have improved business competitiveness through reducing the need for home visits and supporting improved productivity.

A continued focus towards zero harm remained a priority across the organisation. A base line suite of Work Health and Safety policies were successfully introduced across UnitingCare Community and will contribute to the larger Workplace Health and Safety Management System Framework in the final stages of consultation.

UnitingCare Queensland completed the delivery of the organisation-wide intranet in November 2015, providing a streamlined and single communication platform for all employees.

Service Quality

The UnitingCare Queensland Quality Management Framework has been implemented across our Service Groups. The framework development was lead by our Board's Quality Committee and has two performance domains for assessing progress in becoming a leader in person centred care and service; six supporting pillars of quality; and two foundational elements that need to be managed effectively in order for UnitingCare Queensland to deliver on our strategic objectives.

In addition to considering our results and trends in the performance domains, the Quality Committee undertakes an annual assessment of implementation of the supporting pillars and the foundational elements of the framework. This helps us focus on continuously improving the quality of the services that we deliver with progress made in identifying and monitoring appropriate measures of impact, safety and experience and in the reporting and analysis of results and the actions being undertaken that support care and service improvement.

Client/patient safety

UnitingCare Health, UnitingCare Community and Blue Care monitor and report to the Quality Committee on key measures for client or patient safety. During 2015/2016 we commenced publishing measures of patient safety on our hospital websites and are participating in a national pilot for the collection and benchmarking of aged care indicators.

During 2015/2016, reporting of measures of client safety for disability services; out-of-home care; and community services commenced with opportunities for benchmarking of these being explored.

Client/patient experience

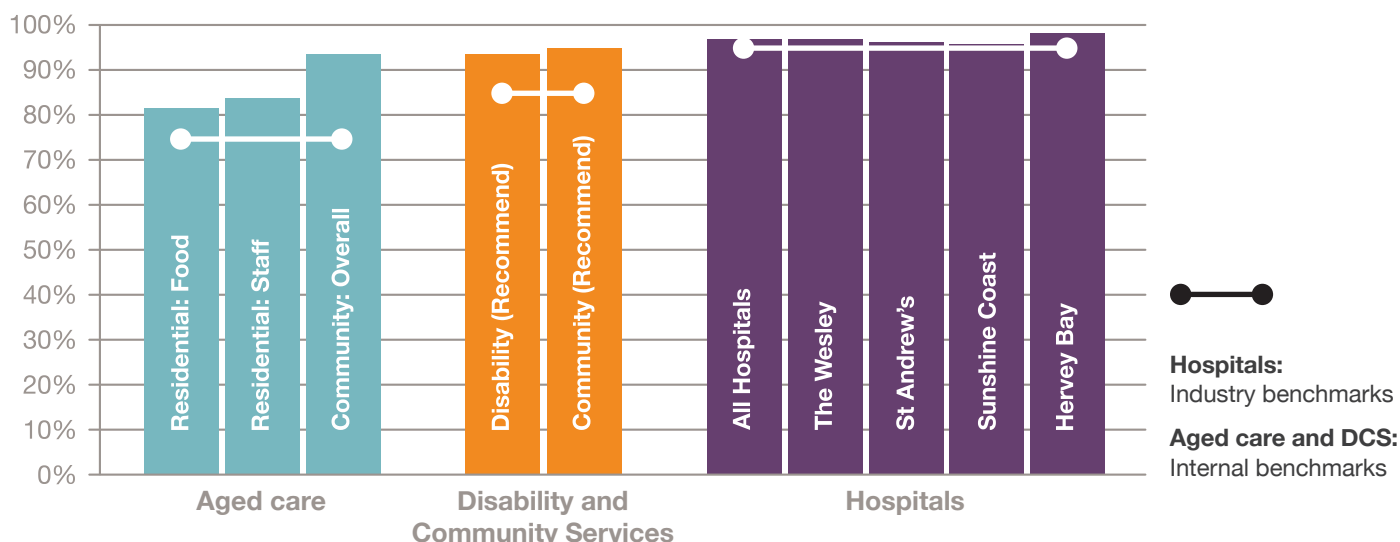
The Client/Patient Experience Tracker is now utilised by UnitingCare Queensland to collect feedback from the people who use our services and the results of these surveys are reported regularly to respective quality committees as well as to the UnitingCare Queensland Quality Committee.

Satisfaction levels for our hospitals and for aged care and for community services indicate consistently high levels of satisfaction with all of those services.

Client/patient impact

Our hospitals and community, disability and Out-of-Home Care services provide reports to the Quality Committee on the difference we make in the lives of people who receive those services. We are continuing to explore how we can measure client impact across all our services.

Reported satisfaction levels



Reconciliation

UnitingCare Queensland has continued the journey toward reconciliation. Commitment across the organisation to the Reconciliation Action Plan 2014-2017 (RAP) has remained high and work on the actions under the current RAP has progressed well.

The Advisory Group on Reconciliation (AGR) continued to drive UnitingCare Queensland's RAP actions and championed reconciliation activities across the organisation. Fostering respectful and strong relationships with Aboriginal and Torres Strait Islander service providers and communities remained a key priority for organisation.

Work on our third Reconciliation Action Plan will commence in late 2016.

Highlights

- UnitingCare Queensland's annual National Reconciliation Week event was held at our 192 Ann Street office, Brisbane. Encompassing the theme Past, Present and Future, the event featured Dual Olympian and Indigenous Diplomat Patrick Johnson hosting a Q&A session on his role working with health and community services in Indigenous communities.
- The inaugural CEO Reconciliation Award was launched to recognise an employee or teams who have established an initiative or practice demonstrating excellence in reconciliation through one or more of the three areas of action – Respect, Relationships and Opportunities – of our RAP. Blue Care Indigenous Services – Drug and Alcohol Rehabilitation Services received the award.
- Blue Care assumed responsibility for the services at Ny-Ku Byun – an aged care facility in Cherbourg, home to 24 residents and workplace to 25 employees.
- On 18 January 2016, Ny-Ku Byun formally became part of Blue Care's Indigenous Services cluster following a request by the Department of Health. The request is strong recognition of the quality of services Blue Care provides for Indigenous people and builds UnitingCare Queensland's presence in Cherbourg as UnitingCare Community currently operates the Safe House within this community.
- UnitingCare Community delivered an extensive cultural awareness training program to UnitingCare Community's Executive Leadership Team and senior leaders in May 2016. The program will be launched across the team during the next year.
- Our service groups continued to develop strong relationships with Aboriginal and Torres Strait Islander service providers and community partnerships. In addition to highlighting the importance of collaboration, this helps to inform service planning and further promotes practice and resource sharing.



Advocacy

This year, UnitingCare Queensland continued to demonstrate our commitment to advancing the wellbeing of the clients and communities we serve by actively advocating for better policies and practices.

We have provided numerous submissions to Government reviews and inquiries and have participated in various working and advisory groups. Our contributions were wide ranging and included: welfare reform, the National Disability Insurance Scheme, out-of-home care, the future of the aged care workforce, the viability of regional and remote aged care services and legislative reviews relating to domestic and family violence, child protection and disability.

As we finish the year, a key focus is on the deep budget cuts in aged care proposed by the Federal Government. These cuts will significantly impact on some of the most vulnerable people in our community.



Working in partnership

UnitingCare Queensland has worked in partnership with community and health care industry peaks and across networks to advocate for systems improvements for our clients, workforce and the community. This has included the National Disability Insurance Scheme, domestic and family violence, Stronger Families Reform, aged care, competition policy and welfare reform. These partnerships have included The Salvation Army, St Vincent de Paul, Life Without Barriers, Mercy Family Services, Centacare Brisbane, Churches of Christ Care, Mission Australia, The Benevolent Society Queensland, Red Cross Queensland, the Community Services Industry Alliance Aged and Community Services Australia and Australian Private Hospitals Association. We work closely with UnitingCare Australia in its advocacy for vulnerable Australians.

Domestic and Family Violence

UnitingCare Queensland continued to be proactive in its response to domestic and family violence.

During 2015/2016, a major focus on implementing activities related to our domestic and family violence workplace response policy were undertaken. This included training sessions for employees and organisation-wide communication about the policy.

The policy aims to provide financial stability by supporting affected employees to maintain their employment. It allows for access to leave entitlements to deal with practical issues like court attendance and housing needs, flexibility in work hours or location where possible, assistance with safety planning and access to counselling.

The Queensland Government announced all 140 recommendations in the Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland report will be implemented. UnitingCare Queensland's CEO Anne Cross was a member of the Premier's Special Taskforce on Domestic and Family Violence and we continue to contribute to the development of State-wide policy and initiatives.

Nationally, work under the National Plan to Reduce Violence against Women and their Children 2010-2022 continued and we have actively participated in processes contributing to the development of the Third Action Plan.



Royal Commission into Institutional Responses to Child Sexual Abuse

UnitingCare Queensland continued to actively monitor and contribute to the work of the Royal Commission into Institutional Responses to Child Sexual Abuse.

We participated in the work undertaken nationally by the Uniting Church and locally by the Queensland Synod. This included contributing to submissions to the Royal Commission on topics under consideration, analysis and learning from the Royal Commission case studies and improving our response to survivors of abuse to ensure we provide best practice support and assistance.

The Federal Government's response to the Royal Commission's Redress and Civil Litigation report at the end of January committed to the exploration of a national approach to redress. While this takes shape we have contributed to the development of the Uniting Church's interim redress scheme which will commence in Queensland in September 2016.

Our work with survivors of abuse is ongoing and we continue to aim to offer a supportive compassionate approach which contributes to their healing.



Child Safe, Child Friendly

The safety of children continued to be the highest priority for UnitingCare Queensland with implementation of the Child Safe, Child Friendly: UnitingCare Queensland Child Safety Risk Management Framework progressing significantly during 2015/2016.

The Child Safety Network provides ongoing oversight of the actions required under the Framework and monitors and reports on progress. The network includes representation from each service group within UnitingCare Queensland and ARRCs, ensuring coverage across the organisation.

The Framework clearly outlines the expectations of employees and volunteers and reporting processes. It also focuses on recruitment, induction and ongoing training, and communication relating to child safe awareness, process and practice.

An external reviewer has been engaged to complete the first annual review of the Framework.

In September 2015, the Child Safe phone line commenced to provide an accessible avenue for UnitingCare Queensland clients (children and families) and staff to report suspicions or allegations of child abuse or neglect and breaches of policies and procedures relating to interactions with children and child safety. While not the only avenue to reporting, the call centre is an organisational process that complements existing service group policies and procedures relating to clients reporting suspicions, allegations or disclosures of child abuse and neglect.

UnitingCare Community

At UnitingCare Community, we support people and communities to live safe, healthy and productive lives by providing child and family services, crisis services, and disability services. We are a respected industry leader and one of Queensland's largest community service providers, with more than 228 services in urban, regional and rural areas across the state.

Current environment

During 2015/2016, UnitingCare Community has focussed on transforming our services and strengthening our capability to deliver on our mission. Along with the other UnitingCare Queensland service groups, we have responded to significant changes in our operating environment and strengthened our commitment to sustainability.

This year's highlights include the restructuring of our disability services to ensure UnitingCare Community continues to provide high quality, individualised specialist support to people with a disability and their families under the National Disability Insurance Scheme (NDIS), which started in Queensland in July 2016. We have also expanded our service footprint to support the existing and emerging needs of clients across the state, for example we established new family and child connect and intensive family support services in Central Queensland to help more families in the area to deal with adversity.

Client safety is our first priority. This is why our Client Safe Review Team started a rolling program of operational reviews across all services in 2015/2016. We have also introduced a new suite of workplace health and safety policies to ensure our employees and volunteers remain safe.

Service models

We have begun consolidating our child and family initiatives into an integrated program across the continuum of care to prioritise the delivery of individualised supports which measurably lift the safety, social and economic wellbeing of children and their families. We have strengthened our supports for early intervention and prevention to help prevent child abuse and neglect, to improve the experience of children in out-of-home care, and to tackle domestic and family violence. This work is enabling us to better respond to the growing demand for complex and intensive support, and to provide therapeutic residential care, foster and kinship care.

System-wide change

Across the community sector, UnitingCare Community demonstrates innovation and leadership through engagement and advocacy work. During 2015/2016 we have engaged widely with stakeholders including government ministers and senior executives, and have worked with sector partners to campaign for greater support for vulnerable children and their families.

This year, UnitingCare Community participated in the Queensland Government's reviews of child protection, and reviews of domestic and family violence laws. We informed and supported the development of a number of government strategies.

These strategies included embedding therapeutic models of care for children in out-of-home care, creating financial resilience action plans, reducing red tape for charities, and strengthening supports for families. We have also contributed to Australian Government inquiries into welfare reform and the future of the aged care workforce.





Key facts



Staff
employed

2 497



Lifeline Crisis
Support Calls
Answered

more than
170 000



Volunteers

6 819
across 217 teams
in 56 roles



Sales from
the two
Brisbane
Bookfests

\$2.349m

the work we've done

supporting people and communities across Queensland

On any given day, employees and volunteers at UnitingCare Community support people in communities across Queensland. This may include finding safe places for young people to live in foster care; offering financial assistance and advice to people in financial distress; supporting people living with a disability to live independently; or providing secure accommodation to victims of domestic and family violence.



Early years education and care in rural and remote homes

In July 2015, UnitingCare Community took over the delivery of 10 child care and family support services previously delivered by Frontier Services. This transition included five Remote Area Families Services (RAFS) in Emerald, Charleville, Mt Isa, Longreach and Mareeba.

RAFS provides early years education, mobile childcare and early learning education to support families with younger children living in rural, remote and isolated locations. The RAFS mobile service offers pop-up playgroups; focused child developmental plans; on-farm care; parenting and family support; a toy and parent resource library; information and advice; and a targeted resource kit.

RAFS works with more than 640 families in remote and very remote areas of Queensland and often UnitingCare Community is the only provider supporting families and children in those areas. RAFS also connects families to other services for additional support when needed.

During the next financial year, in partnership with In-Home Care and Remote Area Family Care services, we will investigate extending RAFS to offer online support sessions for families and child educators, providing mini-schools, and seeking innovative ways to connect between visits.



Lifeline

During 2015/2016 our Volunteer Lifeline Telephone Crisis Supporters took an average of 11 300 calls per month while paid employees took a further 2 200 calls per month, combining to a total of more than 170 000 calls during the year.

We also responded to more than 1 100 Online Crisis Support Chat requests per month, demonstrating the need for flexible ways to support clients' needs. We will continue to focus our efforts on creating innovative ways to meet the continued demand for these services.

HIGHLIGHT

We secured more than \$29 million in funding from new and renewed contracts.



Crisis Support

UnitingCare Community offers a number of programs to support Queenslanders in crisis. These programs include Lifeline crisis support services, support services for seniors, financial counselling and Community Recovery assistance for communities affected by natural disasters or other tragedies. Across all events, employees and volunteers provided support to more than 4 700 people.

In 2015/2016, our Community Recovery program provided long-term counselling to people affected by Cyclone Marcia, the Yabulu Nickel Refinery closure in Townsville, the Barrett Adolescent Centre Commission of Inquiry, and delivered a range of initiatives supporting communities impacted by drought.

Our Financial Wellbeing program provided free, independent and confidential services to educate individuals about their rights and responsibilities in relation to credit and debt issues, with a continued focus on community education. In 2015/2016, the number of clients seeking support after redundancy and job losses increased because of mining workplace closures across Queensland. In response, UnitingCare Community facilitated workshops to support those workers facing bankruptcy. In Townsville, 144 clients declared bankruptcies in the last quarter of the financial year, which was the highest number in Queensland.

In 2015/2016, the Financial First Aid Line (1800 007 007) responded to more than 11 600 enquiries and provided face-to-face support to more than 4 000 people experiencing financial distress.

In the past year the financial counselling service has also worked with other services that support families through the early stages of relationship breakdowns. The service has seen an increase in individuals seeking help in crisis situations, and the aim is to help families find strategies that allow their financial situation to be resolved before the situation reaches crisis.

New services supporting Queensland families

UnitingCare Community established new services to support the individual needs of Queensland families, children, people and communities in crisis. The following new services were implemented in 2015/2016:

- Family and Child Connect service in Rockhampton, Gladstone, Emerald, Woorabinda and Longreach
- Intensive Family Support Service in Gladstone, Emerald and Longreach
- Family Mental Health Service – Minds Alive – on the Sunshine Coast
- Sunshine Coast Integrated Domestic and Family Violence Service
- Youth service – Aspire – in the Burdekin region
- Intensive Early Childhood Development Support service in Toowoomba
- Daintree Child and Parenting Program
- Charters Towers Drought Relief
- Tropical Cyclone Marcia Personal Support and Counselling Service
- Guwanu Community and School Engagement (CaSE) program
- Domestic and Family Violence Child Counselling Service in Kingaroy and Cherbourg
- Child and Parenting Program in Redcliffe and Maroochydore.

As previously mentioned, following the transition from Frontier Services and the Queensland Synod, UnitingCare Community welcomed 13 new services including the Remote Area Families Service, Remote Family Care Service, In-Home Care, Charleville Early Learning and Childcare Centre, North Queensland Rural Family Support Service and the Gold Coast Homelessness Services – Blair Athol, Bryant Place and the Gold Coast Homelessness Hub.

These new services have strengthened our ability to offer children, families and individuals a holistic and integrated response across a continuum of support in these regions.

Indigenous students going from strength to strength

UnitingCare Community is delivering deadly* outcomes for Aboriginal and Torres Strait Islander students in the Fraser Coast and Bundaberg regions through the Guwanu Community and School Engagement (CaSE) program.

The CaSE program aims to help keep kids in school, build career options, and transition them successfully from school to training or work.

The program provides targeted and tailored support and mentoring to Indigenous children, youth and families as part of an integrated community support network, according to Lesa Stagg, CaSE Team Leader.

In Maryborough, CaSE runs a Murriborough Homework Group for primary school students in partnership with University of Southern Queensland.

Maryborough Central State School Principal, Lee Lilburne, said the students' improvement since starting in the homework group has been exceptional.

"My Year 3 Indigenous students scored higher than their peers in their NAPLAN results in 2015 and since coming to the homework group in Maryborough, their attention and behaviour in class has also improved," Ms Lilburne said.

In Hervey Bay, the program facilitates the Deadly-Cation Homework Group for secondary school students in partnership with the University of the Sunshine Coast.

Both groups are regularly attended by around 25 students every week, and the universities provide a healthy afternoon tea for students to enjoy.

One of the homework group participants, Chelsea, said her grades have never been higher.

"The food is yummy and it feels great to finish my homework," Chelsea said.

Lesa Stagg said the CaSE team was delighted to have received outstanding feedback on the homework groups from students, parents and school principals.

"We are so grateful to have volunteer teachers and community members come along to assist the students with their homework, assignments and any revision work," Lesa said.

"Two students from Hervey Bay State High were elated when they received their latest results for maths – they went from getting Cs to achieving an A and B+."

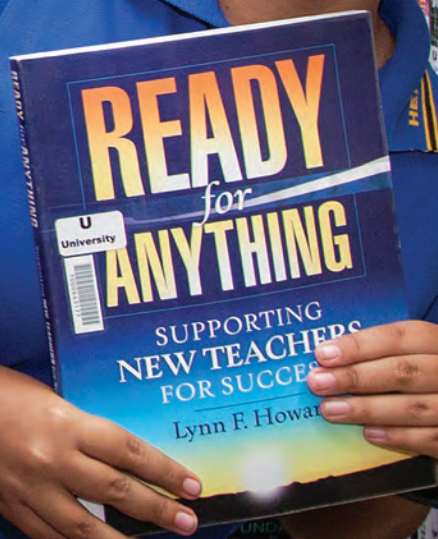
The girls, both in Year 9, had continually struggled with maths and found it difficult to stay focused and engaged.

They attributed their improved marks to a change of teacher and the guidance and support they receive at homework group. "Now both girls feel more confident in class and are happy to help younger students in the group," Lesa said.

CaSE also offers a Getting Children to School program, a Young Women's Self Esteem Group to provide emotional wellbeing support, as well as providing transport assistance for families to attend community workshops, school meetings and events, and ongoing support to families face to face and over the phone. In 2015/2016, 400 students participated in the CaSE program, which involved 10 Indigenous Elders, and facilitated 32 groups and developed education partnerships with 16 schools.

**Deadly is an Aboriginal English word for "fantastic", "great" or "awesome".*





HIGHLIGHT

We were able to respond to 1 529 abuse notifications received via the 1300 651 102 Elder Abuse Helpline.



Supporting children in care

UnitingCare Community's out-of-home care services include residential care, foster and kinship care, respite care and specialist foster care. We provide foster care services in Brisbane, the Sunshine Coast, South-West Queensland, Far North Queensland and Rockhampton, and we also operate 20 homes for young people in communities throughout Queensland. These services combined support more than 600 children in care.

In 2015/2016 we entered our second year of implementing the Children and Residential Experiences (CARE) practice model, as part of a practice framework which combines the elements of CARE/Therapeutic Crisis Intervention/Transforming Care, across our out-of-home care services. The CARE model was developed by Cornell University and is designed to support an evidence-based therapeutic approach to the care of children and young people. CARE practice implementation and embedding into all aspects of out-of-home care activities is a four-year project. We will continue to progress this significant piece of work into the next financial year to deliver positive outcomes for children and young people living in out-of-home care.

This year, we have seen improvements in the quality of out-of-home care services that are delivered in the best interests of children and young people, with the embedding of the CARE/TCI/TC practice framework; development of employees teams within services; recruitment to key positions within the leadership structure; continued development of relationships with key stakeholders including the Department of Communities, Child Safety and Disability Services; and ongoing engagement with stakeholders that work together to enhance the lives of children and young people in care.

We are developing opportunities to expand our semi-independent living services in South-West Queensland and our foster and kinship services in South-East Queensland. We look forward to the future of our continued and expanded services in 2016/2017.



Innovative service delivery – domestic and family violence

UnitingCare Community welcomed the increased focus on domestic and family violence in Queensland following the release of the Queensland Government's Not Now, Not Ever report in February 2015. In response, in 2015/2016 we engaged in dialogue with service providers and community leaders state-wide to contribute to the development of new integrated service responses.

One initiative was the launch and rollout of the Not in Our Street campaign, funded through a small grant from the Department of Communities, Child Safety and Disability Services.

The campaign was designed in partnership with local councils, police and local not-for-profit organisations, and aimed to raise awareness that domestic and family violence is unacceptable and will not be tolerated in Queensland communities.

The Not in Our Street campaign continues to gain momentum with thousands of wheelie bins across Central and North Queensland displaying poster-sized stickers with the message, "Domestic and family violence: not in our street. Not now, not ever". The message provides a weekly reminder to residents and empowers communities to challenge the tolerance of domestic and family violence. It also assists those who need support to connect with services in their local area. The campaign was extended to local AFL clubs in Central Queensland when the Not in Our Club campaign was launched in May 2016 to promote the anti-domestic and family violence message.

Lifeline Domestic Violence (DV) alert training is a key initiative under the National Plan to Reduce Violence against Women and their Children 2010 – 2022. UnitingCare Community delivered this training to health, allied health and frontline workers to support them to confidently recognise, respond and refer families and individuals. We collaborated with leading international academics to explore the use of neuropsychotherapy (an evidence-based approach to treat cognitive and emotional impairments) in delivering perpetrator programs.

We engaged with global domestic and family violence training expert David Mandel to provide professional development training to employees to deliver the Safe and Together Model. This model is an evidence-based approach which helps us and our partners to make good decisions for children impacted by domestic and family violence perpetrators.

HIGHLIGHT

Our Disability Employment Service delivered services to 485 people, assisting 178 people with a disability to gain paid employment in their local communities. Our Vacation Care program provided fun activities and outings for 140 school-age children with a disability.



Disability services

UnitingCare Community's vision is to work alongside people with disabilities and their families to imagine and build personally meaningful lives. This year, our disability services supported more than 1 202 people including 550 people through our traditional services that are funded through Disability Services Queensland, such as community linking and supported living.

Our Disability Employment Service delivered services to 485 people, assisting 178 people with a disability to gain paid employment within their local communities. Our Vacation Care program provided fun activities and outings for 140 school-age children with a disability.

During 2015/2016 the service began to implement a new disability service model, which is a framework to reform the nature and type of services we offer to people with disabilities and their families. The model outlines how we will develop capacity to support people with disabilities to access the same opportunities, resources and relationships within the community that are available to people without disabilities. This has challenged us to recognise that in order for a service to have value for a person with a disability, it must enable them to live a life that is meaningful to them as an individual.

We have implemented personal outcome measures, which are tools for evaluating personal quality of life and the degree to which we individualise our support. Examples of personal outcome measures include experiencing continuity and security, choosing where and with whom to live, and participating in the life of the community. After 12 months, 81 per cent of the personal outcomes for people we support showed a positive increase, and 100 per cent of the measures demonstrated a positive increase in our activity to help make these happen.

In addition, all disability services employees are undertaking training through the new learning and development framework, enabling them to implement the new service model approaches when supporting people we serve. We have also changed our service focus so that we can support individuals to find meaningful roles and activities within the community, which has resulted in less demand for one day service and a sports program, which have now closed.



HIGHLIGHT

We strengthened our supports for early intervention and prevention to help prevent child abuse and neglect, to improve the experience of children in out-of-home care, and to tackle domestic and family violence.

HIGHLIGHT

We formally advocated to government on key social issues including child protection, domestic and family violence, financial inclusion, and the accommodation needs of people with a disability. We campaigned for increased support for vulnerable children and their families in collaboration with organisations across the community services sector.



NDIS – early childhood early intervention

As part of the rollout of the National Disability Insurance Scheme (NDIS) in Townsville and Charters Towers, UnitingCare Community was appointed as an Access Partner with the National Disability Insurance Agency (NDIA) for children aged under six years and their families. The role of the Access Partner is to plan the local area coordination, facilitate short-term therapeutic support that does not require a NDIS-funded support plan (known as 'light-touch' intervention) and undertake the family-centred planning conversation for a NDIS-funded support plan for this age group.

As an Access Partner, UnitingCare Community has a unique opportunity to engage more effectively with families with young children. We aim to ensure families hold a strong vision for what will be possible in the lives of their children, and to take an active role in supporting social inclusion and high expectations for children very early in their lives.

NDIS – service development

As part of our commitment to a positive consumer experience, UnitingCare Community engaged in conversations with the people we support to pre-plan for the NDIS. We helped people to examine their options and create a clearer vision for their life, enabling them to be prepared for their conversations with the NDIA regarding funding packages.

Through the pre-planning process families get the opportunity to be involved in shaping the vision and the goals for their family member with a disability. Feedback to date has been very positive. In Townsville, where families have entered the NDIS, they have expressed their gratitude about being prepared for the transition.

Currently delivered in Townsville and Toowoomba, there is an indication UnitingCare Community services will experience growth as people engage with the NDIS, particularly in roles not previously funded, such as planning coordination. Planning coordination involves facilitating the implementation of the plan that people we support have developed with the NDIA.





Gaining new skills and experience: Sarah's story

Sarah is a young woman who loves spending time using her iPad, watching movies and going shopping. She also lives with an intellectual disability and UnitingCare Community has supported her since 2008.

Robin, Sarah's mum, said the improvement to Sarah's health, wellbeing and confidence during the last eight years with UnitingCare Community had been immense.

"Sarah has not stopped learning the whole time. She has made so much progress," Robin said.

"Some of our most recent goals for Sarah were to improve her health and fitness. She now attends the gym twice a week with Sheree, her support worker, and she just loves it.

"It's wonderful for her. She uses the treadmill and the rowing machine, and she comes home and tells me proudly how many minutes she did for the day."

Another of Sarah's recent goals was to find volunteer work. In March 2016, with Sheree's help, Sarah started working two afternoons per week at T's Café, a local business near her home.

"The owner of this lovely little café recognised the mutual benefit of employing Sarah as a volunteer. The café benefits from Sarah's love for her work, and Sarah benefits from playing an active role in her community and gaining a whole

new set of skills and social contacts," Robin said.

Sarah enjoys assisting with a variety of tasks at the café, including cleaning tables, folding linen, and re-stocking condiments. After she has gained more experience she will also carry food to customers.

"When my other daughter is going to work, it's fantastic that I'm able to say to Sarah: 'today you get to go to work, too'," Robin said.

Robin said she and Sarah appreciated UnitingCare Community's person-centred approach to disability services.

"It's the support workers at UnitingCare Community that make Sarah so happy. That's what she comes home and tells me about in the afternoon," Robin said.

"There have been a lot of changes with the NDIS (National Disability Insurance Scheme) rolling out in Australia. UnitingCare Community is keeping up with those changes and it's for everyone's benefit.

"Sarah's happiness means everything. Eight years ago the future was uncertain, but now Sarah has found her place and she is happy."

Watch Sarah's story on YouTube at bit.ly/2aSIQSQ. Find out more at uccommunity.org.au/disability-services.

the work we've done

supporting our people and volunteers

A snapshot

A total of 2 497 employees and 6 819 volunteers supported the work of UnitingCare Community in 2015/2016. We undertook significant work to streamline our processes and procedures, including upgrading and customising our human resource information system and employee management systems to streamline business processes and manage employee information.

Work health and safety systems have been further embedded across the organisation with three new policies, including a Work Health and Safety Management System Framework, and a review of other existing policies.

In 2015/2016, we progressed UnitingCare Queensland's Reconciliation Action Plan with initiatives aligned to relationships, respect, and opportunities. In consultation with our Reconciliation

Action Group and the Human Resources Sub-Committee we created a cultural competence checklist, now used across the organisation. We also delivered cultural awareness training to the UnitingCare Community Extended Leadership Team and senior leaders in May 2016, which is a key commitment under UnitingCare Queensland's Reconciliation Action Plan. This training will roll out to all employees in 2016/2017.

Following the 2014/2015 Management Capability Audit, new initiatives included managers and employees developing and executing individual career plans, and three new foundational human resource skills training courses for leaders and managers on recruitment and selection, performance appraisal and development, and performance management and discipline. 425 employees attended these courses over six months.



HIGHLIGHT

We thank our 6 819 volunteers for their contribution this year. We continue to have strong interest from the community to volunteer with UnitingCare Community with up to 500 volunteer enquiries per month.

HIGHLIGHT

We supported more than 600 children through our four foster and kinship care services and 20 homes for young people.



Our volunteers

We would like to thank our dedicated volunteers for the 814 203 hours of work they contributed in 2015/2016.

Volunteers provided crisis support via the 13 11 14 Lifeline Crisis Line, worked in Lifeline shops and in corporate support functions, and supported a range of child and family care and disability support services across the organisation including; our domestic violence services, Intensive Family Support Service, Vacation Care program and Peer Support program, as well as assisting with a variety of administrative activities.

These contributions have a wage equivalence of more than \$22.3 million and most importantly, our volunteers' efforts enable us to make a further impact within the communities we support.

This year, more people expressed an interest in volunteering with UnitingCare Community, with up to 500 volunteer enquiries per month in 2015/2016, up from approximately 200 per month in the previous year.

Our Volunteer Lifeline Telephone Crisis Supporters continue to answer more and more calls to the 13 11 14 Lifeline Crisis Line and have undertaken extensive training and support to meet the increasing demand for this service.

Students and young people have increasingly supported UnitingCare Community with more than 60 tertiary students participating in work integrated learning and community internship programs. Young people have also volunteered to support Lifeline Bookfest and volunteered for special projects in digital technology, design, human resources, customer service, and social and casework projects.

Environmental sustainability

Environmental sustainability is a priority at UnitingCare Community. Our sustainability actions emphasise our dedication to care for the planet and align with our social justice commitment to reduce our environmental footprint. As a result of sustainability initiatives, UnitingCare Community was recognised as a finalist in the Sustainability in Business category of the 2015 Lord Mayor's Business Awards.

UnitingCare Community implemented a number of dedicated environmental sustainability actions in 2015/2016 including:

- The Community Energy Efficiency Program (CEEP) final report was approved by the Australian Government in 2015/2016. Through this project we retrofitted 16 of our sites across Queensland, and generated savings of \$54 000 per annum. We also reduced electricity consumption across these sites by a total of 34.9 per cent. We also installed a solar photovoltaic (PV) system and LED lighting retrofit at the Lifeline shop/warehouse and office in Bungalow, Cairns.
- This year's employee sustainability survey attracted a greater number of respondents and overall findings showed employees were more sustainability-aware than in previous years, with 98 per cent of respondents agreeing that sustainability is important for the organisation and can lead to long-term cost savings.

Our cumulative savings from all energy efficiency measures introduced since 2012/2013 are expected to result in a total of \$757 106 by the end of the 2019/2020 financial year.

HIGHLIGHT

The two Lifeline Bookfest events in Brisbane once again achieved record results, generating sales of more than \$2.349 million combined.



Lifeline shops

Our 129 Lifeline shops and other recycling activities continue to make a significant contribution to UnitingCare Community's Lifeline crisis support services. Funds from our Lifeline shops and Lifeline Bookfest and clothing sale events support the 13 11 14 Lifeline Crisis Line to answer more calls and save lives. This year, Lifeline shops' revenue grew by 4.9 per cent and when combined with operating cost-savings, the net surplus for the division was 15.8 per cent greater than the previous year.

Lifeline shops make a huge contribution to environmental sustainability by extending the life of good-quality clothing and furniture, and preventing these items from going to landfill. In the past year, UnitingCare Community's Lifeline shops arranged a total of 24 774 furniture and bric-a-brac pick-ups and received 8 205 tonnes of clothing.

UnitingCare Community's Lifeline Bookfests and other special clothing sale events held across Queensland continue to play an important role for both our revenue and profile. Sales from events in 2015/2016 exceeded \$2.68 million – a 3.1 per cent increase from the previous year.

Fundraising

In 2015/2016, UnitingCare Community raised more than \$1 127 300 through bequests and other fundraising activities, which was an increase of 78 per cent from the previous year. Of the total amount received, more than \$661 800 was donated through gifts in Wills (bequests).

UnitingCare Community continued to invest in the development and establishment of ongoing fundraising initiatives in 2015/2016. These included the development of Beards Off, an annual community fundraising event; improving our fundraising supporter database to understand donor motivations and behaviour; attracting new donors through Lifeline Bookfest activities; and expanding our direct mail program to include a digital marketing campaign with record-breaking results.

Discretionary income from retail operations and fundraising activities enables UnitingCare Community to be responsive to community needs and continue to self-fund community services such as the 13 11 14 Lifeline Crisis Line, face-to-face community counselling, prison ministry, and our work with children, young people and families and disability support.



UnitingCare Health

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

UnitingCare Health comprises The Wesley Hospital and St Andrew's War Memorial Hospital in Brisbane, The Sunshine Coast Private Hospital in Buderim and St Stephen's Hospital in Hervey Bay. During 2015/2016, our hospitals admitted just under 136 000 patients and performed more than 83 000 surgical procedures.

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

Volunteers are vital to the work we do and thanks to their generosity, our patients have benefited from more than 87 000 hours of donated time.

Current environment

This year, UnitingCare Health continued its commitment to improving services, ensuring we offer patients the highest possible standard of person-centred health care. Medical technologies have expanded rapidly and this has provided UnitingCare Health with opportunities to deliver better treatments, improve our care to patients, and streamline our processes through online admissions, enhanced GP communications and electronic delivery of patient records.

The Sunshine Coast Private Hospital celebrated 35 years of caring for the Sunshine Coast community, and focused on developing new services to better meet patient needs and long term sustainability. During 2015/2016, we introduced new clinical services including a psychological trauma recovery program for veterans, and the new Cindy Mackenzie Breast Cancer Program to support local families affected by breast cancer.

St Stephen's Hospital in Hervey Bay – Australia's first fully integrated digital hospital – launched new women's health and cardiac services this year. We have also invested in infrastructure to develop rehabilitation and mental health services in collaboration with The Sunshine Coast Private Hospital.

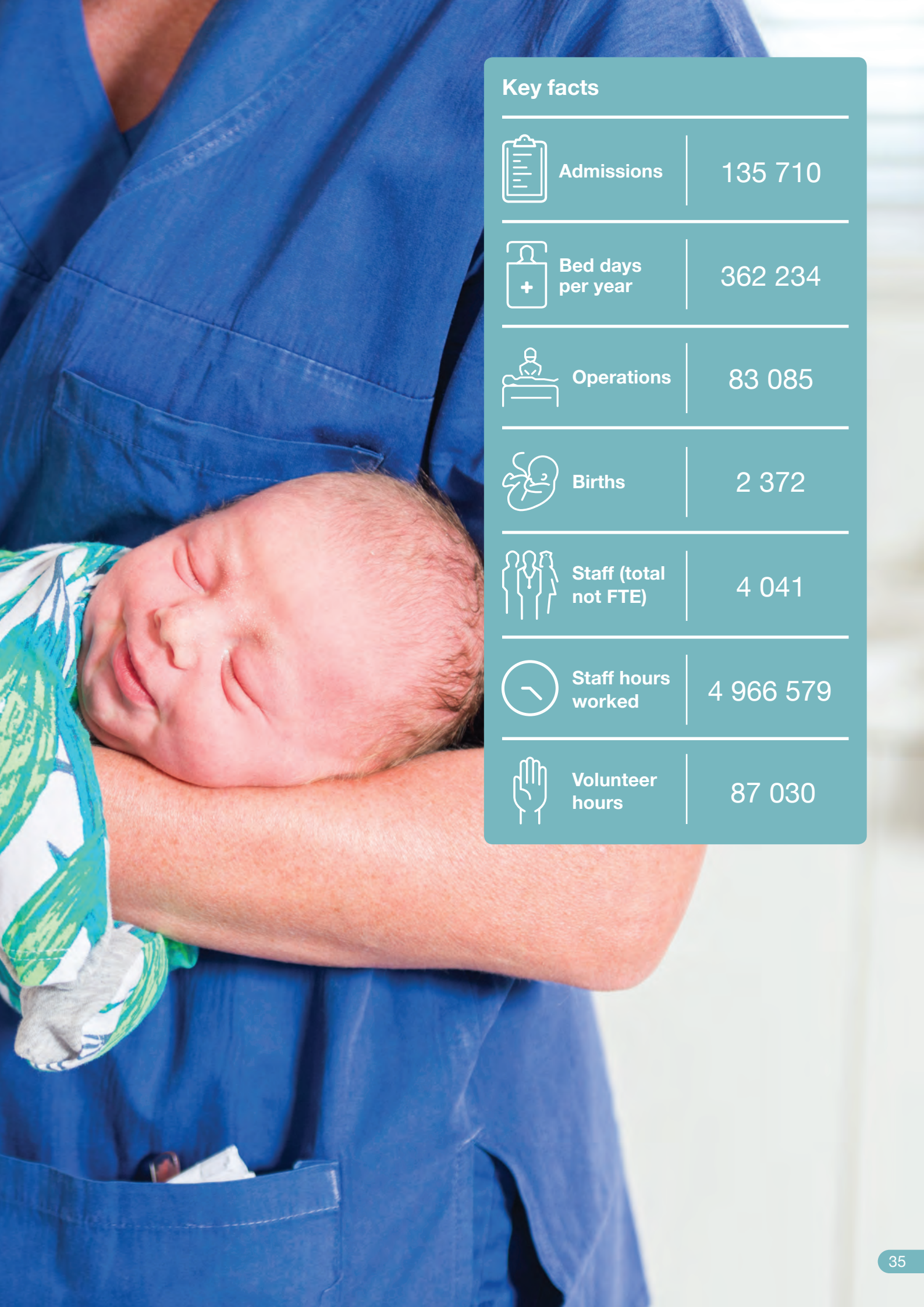
The Wesley Hospital continued to review its services and implement quality improvements to optimise patient outcomes. A number of new service initiatives were introduced to support this including the addition of Transcatheter Aortic Valve Replacement (TAVR Program) to the Wesley's Structural Heart Program and a new Day Treatment Unit.

Expanding orthopaedic services was a key focus for St Andrew's War Memorial Hospital, along with a continued focus on the purpose-built hybrid theatre with advanced imaging that allows surgeons to monitor their work in real-time. St Andrew's also prioritised specialist staff training to extend expertise in the advanced theatre environment, which has led to improved patient outcomes in both endovascular surgery and transcatheter aortic valve implantation.

UnitingCare Health continued to develop partnerships with clinical specialists and primary care providers to ensure streamlined referral and admission processes. We seek to ensure Queensland continues to benefit from a robust not-for-profit private hospital sector.

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





Key facts



Admissions

135 710



Bed days
per year

362 234



Operations

83 085



Births

2 372



Staff (total
not FTE)

4 041



Staff hours
worked

4 966 579



Volunteer
hours

87 030

the work we've done

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

Our four hospitals have undertaken significant improvement and initiatives to provide advanced and innovative healthcare services – from greater support for cardiac rehabilitation patients, back and spinal care and trauma recovery, to advancing women's healthcare in our newly dedicated women's clinics. We have invested in innovative technologies to provide care that is less invasive, faster and improves the recovery times of our patients such as 3D mapping and surgical robots.



20 years of bone marrow transplants

The Wesley Hospital marked 20 years since introducing the bone marrow transplant unit. Since 1996, more than 1 000 bone marrow transplants have been performed.

The unit was one of the hospital's pioneering projects, and at the time combined multiple services to create the fully-integrated bone marrow transplant unit we have today. The Wesley Hospital's Bone Marrow Transplant Unit remains the only facility with a fully-integrated, comprehensive cancer care service within a private hospital in Queensland and is a leading private sector stem cell transplant unit.



Cardiology truck delivers vital services to the bush

St Andrew's War Memorial Hospital is an official and major sponsor of Heart of Australia's 'heart bus' program, which delivers vital cardiac services to rural and regional Queensland. Cardiologists provide diagnostic, treatment and follow-up services for patients from the back of a 25m-long semi-trailer. This financial year, the 'heart bus' has seen 2 196 patients with 33 patient admissions to St Andrew's Hospital.

The Australian-first program takes capital city levels of care to rural and remote parts of the state and is fitted out with state-of-the-art cardiology diagnostic equipment. Cardiologists provided diagnostic, treatment and follow-up services for patients with a range of cardiovascular and respiratory conditions on a rotating roster.



New innovative surgical procedure

Sunshine Coast patients can access the most advanced back and spinal surgery treatment locally.

In 2015/2016, The Sunshine Coast Private Hospital invested in pioneering technology to provide 'second-sight' for surgeons, resulting in less time in the operating theatre and improved recovery outcomes for patients. The new technology enables surgeons to navigate a 3D map of the surgical area, so surgical instruments can be positioned more accurately during a procedure. As well as other benefits, computer-assisted surgery is also often less invasive.



e-Health technology

Eighteen months after Australia's first fully-integrated digital hospital opened in Hervey Bay, patients, doctors and nursing staff are appreciating the high-tech benefits at St Stephen's Hospital. Through e-health initiatives, St Stephen's Hospital has:

- Equipped wards and operating theatres with automatic medication dispensing cabinets. These are accessed using fingerprint identification technology and dispense precise patient medications, as ordered electronically by doctors.
- Implemented automatic feeds which transfer key elements of patient data directly from monitoring systems to the Electronic Medical Record (EMR).
- Remained focus on patient care by introducing an integrated patient system that provides real-time mobile clinical alerts on allergies, medications, and abnormal vitals and results, as well as patient medication barcode scanners, local and remote access to patient charts via mobile computers on wheels and tablets, plus electronic meal ordering and a Patient Entertainment System (PEZ).



Top rated emergency care

UnitingCare Health emergency centres were recognised among the best performing in Australia from a patient perspective. St Andrew's War Memorial Hospital's emergency centre recorded the highest patient satisfaction results from 66 public and private hospitals in Australia and New Zealand as part of the 2016 Press Ganey survey. The Wesley Hospital's emergency centre was ranked second overall and the highest among private emergency centres of its size.

The emergency centres provide health care for adults and children 24 hours a day, seven days a week and feature life-saving critical care resuscitation areas, bedside ultrasound, orthopaedic procedure rooms and eye equipment. Both are supported by on-site 24-hour radiology and pathology services.



Robotic revolution

The Wesley Hospital was the first private hospital in Australia to introduce two robotic surgery systems with surgeons performing more than 800 procedures during 2015/2016. The hospital's robotics program is currently the largest in Australia.

The 'da Vinci' surgical robots enable patients with complex cancers, diseases and conditions in the areas of urology, gynaecology, colorectal, and upper gastro-intestinal, and pancreatic-biliary surgery to receive minimally invasive surgery. This results in smaller incisions and reduced recovery times.



High tech mapping helps correct irregular heart rhythms

In a first for the southern hemisphere, St Andrew's War Memorial Hospital cardiologists have used state-of-the-art technology to obtain high resolution three-dimensional maps of the heart.

The Rhythmia Mapping System (RMS) allows cardiologists to assess and evaluate complex arrhythmias (irregular heart rhythms) in the heart more quickly and accurately than other mapping systems. The system saves time and may increase the success rate of the cardiac ablation (rhythm correction) procedure.

Patients with irregular heartbeats or arrhythmia who do not respond to medication or lifestyle changes may require cardiac ablation – a nonsurgical procedure used to treat some types of rapid heart beating.



Brisbane Roar Partnership

St Andrew's War Memorial Hospital partnered with Australian soccer club Brisbane Roar to provide emergency and sport injury care to the team's elite athletes.

The hospital provides emergency care and sport injury services to the club and offers reduced fees to Brisbane Roar's 127 South East Queensland affiliated clubs, whereby members of recognised organisations and schools benefit from reduced out-of-pocket consultation fees when they present to the Emergency Centre with a sporting injury.



New trauma recovery program

The Sunshine Coast Private Hospital launched a psychological trauma recovery program for veterans in January 2016 – the first for the Sunshine Coast region. The program provides veterans with the knowledge and skills to manage their post traumatic stress disorder symptoms and take control of their health in order to live fulfilling and meaningful lives.

The hospital is one of only a small number of organisations nation-wide that has been contracted to deliver a trauma recovery program by the Department of Veterans' Affairs (DVA).

The program is managed from the hospital's Cooina Mental Health Service, the only centre to provide the program north of Brisbane and south of Townsville. The program is delivered by a multidisciplinary team of specialist mental health clinicians experienced in treating and supporting veterans and people with post traumatic stress disorders.



FOR ALL EMERGENCIES DIAL 999
STATE RESPOND CODE & LOCATION
NOTIFY YOUR AREA WARDEN

CODE BLUE	MEDICAL EMERGENCY
CODE RED	FIRE
CODE ORANGE	RECALIBRATION
CODE GREEN	BURN / LACER / TRAUMA
CODE PURPLE	INTERNAL EMERGENCY
CODE YELLOW	UNARMED / UNARMED / UNARMED
CODE LIGHT BLUE	INTERNAL / TRAUMA
CODE DARK BLUE	INTERNAL / TRAUMA
CODE BROWN	INTERNAL / TRAUMA

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Highway to health: saving lives with the heart bus

St Andrew's War Memorial Hospital cardiologists, participating in the Heart of Australia program, are trucked in to rural Queensland on a quest to tackle the healthcare dilemma of distance in the bush.

Valda Flohr says her husband, Raymond, was experiencing chest pain for months until one night at their home in Capella – 949km northwest of Brisbane – he became 'really quiet'.

"The pain would not leave him," Valda said.

Based on their doctor's referral the couple booked Raymond for a check-up on board the Heart of Australia's mobile cardiac clinic, the 'heart bus', for its next visit to Emerald in mid-2015.

The appointment could not have arrived sooner.

"He was a walking time-bomb," recalls Dr Rolf Gomes, founder of Heart of Australia and cardiologist at St Andrew's War Memorial Hospital.

"The results of Raymond's on-board cardiac stress test were grossly abnormal."

Raymond was diagnosed with two clogged coronary arteries – with obstruction of 90 per cent in one and 70 per cent in the other.

The 'nagging pain' Raymond was experiencing was the precursor to a heart attack.

"For my whole life I have always been on my feet, fighting fit. Since the age of 14, I've been

a stockman building yards, raising livestock and handling horses," Raymond said.

"I did not expect something was crook with my heart."

Raymond, who at 74 continues to build yards at beef cattle feedlots, says he owes his life to the Heart of Australia program.

"Dr Gomes caught it in the nick of time. I would have kicked the bucket otherwise... and I'm not ready to do that yet," Raymond said.

On the Monday in a one-and-a-half-hour procedure at St Andrew's, Raymond had two surgical stents implanted and the next day, he was cleared to head home.

"The care and medical attention I received at St Andrew's was amazing," Raymond said.

"I had just one week off work and I got back into the swing of things with family and friends on my hobby farm."

St Andrew's Hospital is an official and major sponsor of this Australian-first program that takes capital-city levels of care to regional and remote parts of the Queensland.

During 2015/2016, the 'heart bus' has treated 2,196 patients with 33 patient admissions to St Andrew's. St Andrew's cardiologists support the service and fly-out to work in the truck, providing diagnosis, treatment and follow-up services for a range of cardiovascular and respiratory conditions on a rotating roster.



the work we've done

supporting our staff and volunteers



Clinical leader development program

During 2015/2016, a second cohort of participants completed the Noel Kahler Leadership Program for Nurses (NKLP), a program at The Wesley Hospital which identifies future nurse leaders within the Level 1 and 2 Registered Nurse groups who nurse at the bedside.

Participants gain insights into their own strengths as leaders; lead and implement a change process to improve patient experience and influence others. These are all essential skills for registered nurses working in clinical and potential future leadership roles. The program also generated five quality improvement clinical projects, which may be considered for hospital-wide implementation. The program's aim is to provide nurses with the necessary skills to lead and manage in a busy and demanding environment, while providing support and guidance to help them grow professionally and personally.

Seventh year of Helena Goldie partnership

2015/2016 marked the seventh year of the UnitingCare Health partnership with the Helena Goldie College of Nursing and Helena Goldie Hospital located in Munda province, Solomon Islands. Through a regular staff giving program, UnitingCare Health provides students with bursaries to help pay for their tuition at the Helena Goldie College of Nursing and also funds equipment and resources for the Helena Goldie Hospital.

In 2015, a team of four staff travelled to Munda with important equipment and resources including laptops, Kiwi cups (a vacuum assisted foetal delivery device), stethoscopes, reading glasses and sunglasses.





Advancing vascular expertise with the Helen Nugent Bursary

St Andrew's War Memorial Hospital established the Helen Nugent Bursary Program for hybrid theatre and vascular ward staff to undertake professional development overseas.

The bursary, donated by Helen Nugent and her family in partnership with the hospital, funds a group of staff to attend an international endovascular symposium that presents the latest developments in treatment of vascular disease. In late 2015, the inaugural group attended the Veith Symposium in New York and in 2016 the second group travelled to the Charing Cross International Symposium in London. Upon their return, bursary recipients presented their newly developed knowledge to fellow hospital colleagues.



Swapping school uniforms for theatre scrubs

The Wesley Internship Program – the only intensive hospital-based internship program for Queensland high school students – continued during 2015/2016.

Thirty students from 19 schools participated in the hands-on educational experience and learned skills in clinical simulation laboratories, undertook hospital tours including operating theatres and wards and participated in presentations and discussions with healthcare practitioners.

The innovative program aims to nurture the healthcare workforce of the future by providing a practical insight into the workings of a hospital.



Fingerscan time clocks

In February 2016, St Andrew's War Memorial Hospital successfully completed a new workforce management system pilot trial.

More than 20 myTime clocks were installed and rolled-out throughout the hospital which uses a finger scanner to take a biometric registration of each employee's finger. This has resulted in improved efficiency processes, enabling employees quick access to timely personal information such as their leave balances, rosters and timecards.

the work we've done

working towards growth and sustainability



Expanding choices to men

The Wesley Hospital Choices Cancer Support Centre expanded and rebranded this year to provide increased services to cancer patients. Formerly the Kim Walters Choices Program providing support to women with breast and gynaecological cancers the Centre introduced new services and support for men and women diagnosed with any form of cancer.

The expanded service continues to provide support, advice and expert services to cancer patients and their families, with a holistic, evidence-based approach to cancer care. The Uniting Church supports the service and donated the use of Dryslwyn House, a heritage-listed property in Auchenflower.



Global Green and Healthy Hospital network

UnitingCare Health joined the Global Green and Healthy Hospitals (GGHH) network, a global initiative supporting healthcare providers to green their operations. The network is composed of more than 480 hospitals, health systems and health organisations and represents the interests of more than 12 500 hospitals and healthcare centres from six continents.

Network members are committed to reducing their ecological footprint and promoting environmental health. As a member of GGHH, we have endorsed the 10-point GGHH Agenda, which provides a framework to help healthcare providers achieve sustainability goals. UnitingCare Health will actively work on three of the GGHH goals – Leadership, Energy and Waste – to reduce our ecological footprint and to improve community and environmental health.



Cindy Mackenzie Breast Cancer Program

The Cindy Mackenzie Breast Cancer Foundation was transferred to The Sunshine Coast Private Hospital in September 2015. Renamed The Sunshine Coast Private Hospital Cindy Mackenzie Breast Cancer Program, the expanded program provides free services to support breast cancer patients and their families. The services complement and extend those of the hospital's Breast Clinic, which opened in March 2015.

The program is supported through PINKTOBER®, an annual fundraising and awareness campaign during global Breast Cancer Awareness month every October. The funds enable the program to continue to support Sunshine Coast families affected by breast cancer.



New cardiac and rehabilitation services

In June 2016, St Stephen's Hospital expanded its services by introducing new cardiac services.

The new cardiac services provide six close observation beds and a telemetry unit for the management of patients with cardiac disease. These services have been introduced to meet the needs of the growing Fraser Coast community as data from the 2013/2014 year showed almost 420 patients did not have access to specialised cardiac services on the Fraser Coast. Another new project is the construction of the first purpose-built rehabilitation unit in Hervey Bay, which will open at St Stephen's later in 2016.





Team's massive effort to remove rare tumour

Kylie Newcomen is The Wesley Hospital's own "miracle mum".

The mother of 10-year-old twins had no idea she was living with a rare tumour until she suffered what seemed like a severe asthma attack and lost consciousness for about 30 seconds at the family farm between Moree and Goondiwindi.

"I had experienced vague chest pains, but I had no idea that there was anything seriously wrong with me," she said.

Her husband, Bill, drove her to Goondiwindi District Hospital but after another serious episode of irregular heartbeats and a blackout she was transferred to Toowoomba Base Hospital where a CT scan detected a mass in her heart's right atrium and right ventricle.

Amid growing concerns, Kylie was rushed to the Wesley where a number of tests showed a mass coming up from the IVC vein, which is the vein that carries blood from the lower body to the heart.

Kylie's condition was diagnosed as Intravenous leiomyomatosis, which is a rare condition seen in women where a benign, smooth muscle tumour grows in the veins, usually in the uterus.

A team of specialists – consisting of cardiothoracic surgeon Dr Graeme Hart, vascular surgeon Dr Nicholas Boyne, and

gynaecological-oncologist Dr Jim Nicklin – assembled to treat Kylie.

Kylie was admitted on a Friday and early the following week the specialist team began the four hour operation.

Kylie was placed on heart bypass while surgeons removed the tumour growing within the veins and heart ventricle on the right side of her body.

After the mass was removed from her heart, Dr Nicklin carried out a hysterectomy.

Kylie recovered swiftly, with just two days in the intensive care unit (ICU), and was then transferred to the cardiac ward.

"I am incredibly grateful to the specialists involved, to the Wesley's ICU, the coronary care unit and the nursing staff," Kylie said.

Kylie is now leading a full life, back at work at the local school and keeping up with her twins' many activities. "It is hard to believe what happened to me.

I will always have a strong connection to the Wesley and the team that saved my life."



Online hospital booking

Nearly half of patients with a planned hospital admission booked their admission online in 2015/2016. UnitingCare Health's Hospital Admission Booking System (HABS) is a fully integrated online hospital pre-admission system that patients use to pre-fill admission forms, manage admissions, access important information, and communicate securely with the hospital booking team.

The system also integrates health fund eligibility checks to generate informed financial consent (IFC) documents, which are delivered to the patient and signed digitally. This feature reduces human error and enhances the timeliness and accuracy of information provided.

HABS offer specialists and GPs the reassurance that our hospitals have innovative, solid systems in place that lead to better clinical outcomes for their patients. We are committed to the continual improvement of HABS to enhance the experience of our patients.



Pathway to enhanced recovery

The Wesley Hospital introduced the Enhanced Recovery Pathway during 2015/2016 to reduce the length of stay for total knee and hip replacement patients. Prior to admission, patients on rehabilitation pathways are provided with information about their surgery and a coordinated discharge plan that includes post surgery support and equipment needed.

This more streamlined discharge process has removed many obstacles so patients can return home sooner. By encouraging patients to use the day rehabilitation services offered by the hospital, rather than relying on inpatient rehabilitation, reduced length of stays have been achieved.



St Stephen's receives green credentials

St Stephen's Hospital was recognised for its tech-savvy, environmentally sustainable design with commendation as a finalist in the 2015 Premier's Sustainability Awards.

Environmentally sustainable design (ESD) principles were incorporated into the \$96 million building design including rainwater harvesting, a chemical-free kitchen, solar powered operating theatre lights and enhanced metering to monitor usage and reduce energy consumption.



New women's health clinic

In early 2016, St Stephen's Hospital introduced the Wide Bay-Burnett region's first private women's health clinic. The opening of the Women's Health Clinic supports St Stephen's goal to provide expanded healthcare services locally.

The clinic is managed by three gynaecologists and provides patients with more specialised services for a range of women's health issues including the management of menopause, pap smear testing, laparoscopic procedures, urinary incontinence, major surgery and IVF treatment.



Teddy Bear Fair

More than 1 500 people attended The Sunshine Coast Private Hospital's inaugural Teddy Bear Fair.

The free event encouraged community members planning a family to learn about the maternity services at the hospital, talk with obstetricians and midwives, and tour the maternity ward.



Every day Blue Care's employees and volunteers support thousands of people through care services in their homes, within community centres and at residential aged care homes. We are founded on a compassionate approach to care and understand the value people place on their wellbeing and independence.

Our dedicated teams continue to deliver responsive services within the communities in which they work and live, and to those who need it most. Importantly, our clients and their families remain at the centre of all that we do.

Blue Care delivers tailor-made services through supportive partnerships, and ensures clients are supported with personalised care that reflects their individual needs, choices, and interests.

Our community care and residential footprint reaches from Thursday Island in the Torres Strait down to Kingscliff, and as far west as Mt Isa. We continue to be the largest provider in Queensland of both Indigenous services and services to regional and rural communities.

Current environment

Blue Care continues to work with clients, families, communities, and the government to deliver high quality support while adapting to industry reforms and organisational changes in aged care and disability services. Our high quality person-centred care approach enables us to adapt these reforms while maintaining the high expectations of our clients.

During 2015/2016, we implemented innovative care solutions to respond to Australian aged care reforms. Our Home Care Package clients transitioned to the Government's Consumer Directed Care (CDC) approach, which began on 1 July 2015. CDC supports clients and their carers to choose which in-home care services they receive and how they are designed and delivered.

To assist clients to better understand their care and support, Blue Care introduced 46 Home Care Package Partners across Queensland and northern New South Wales. At the end of June 2016, 1 987 Home Care Package clients were receiving services under the CDC approach.

During 2015/2016, the Australian Government changed the way it offered short-term care for older Australians through the Commonwealth Home Support Program (CHSP). Blue Care responded promptly to the changes with three unique CHSP programs: Restore, Revitalise, and Respite and Social Engagement. These programs are part of Blue Care's Tailor Made service model and enable short-term support clients more flexibility and support to become more independent.

The Tailor Made service model also seeks to innovate responsive care solutions and this year our Care Technology Program enabled clients to receive some services online and through videoconferencing (telehealth), offering clients an alternative to having daily visits and ensuring services reach people in regional and remote areas.

We have adapted confidently to the significant changes in Australia's aged and disability care sector in the past year. Our commitment to person-centred care and to our mission of improving the health and wellbeing of individuals and families has supported this smooth transition.

2015/2016 key facts

Community care services

Community centres	77
Number of community visits made	2 823 825
Community Care Clients	54 348
Total Home Care Packages	2 002
Consumer directed care (respite)	13

Social and allied services

Therapy centres/services	9
Respite centres	54
Commonwealth Carer Respite Centres	4
National Respite for Carers programs	18
Commonwealth Carelink Centres	4

Residential care services

Residential beds	*4 409
(including Provisional bed licences)	96
Total number of Residents	*3 640
Retirement Living	2 575
Number of Residential Aged Care Facilities	56

*A number of beds are undergoing refurbishment



Key facts



Staff
employed

8 058



Volunteers

1 963



Community
visits made

2 823 825



Community
Care clients

54 348



Residential
beds

4 409



Retirement
Living

2 575

the work we've done

providing choices, 'tailor made' to people's individual needs
and changing circumstances



Health and wellbeing

This year Blue Care established three new programs to deliver short-term care for older Australians called Revitalise, Restore and Respite and Social Engagement. The programs support the Australian Government's Commonwealth Home Support Programme (CHSP) introduced in July 2015.

These programs enhance a client's road to independence, wellbeing and reablement:

- Revitalise – encourages older people living at home to participate in lifestyle components such as physical activity and social participation. It is offered as an intensive, time-limited nine week program delivered by Blue Care's skilled Revitalise Partners.
- Restore – provides access to short term, outcome-focused Allied Health, Nursing and therapy services to help clients improve their capacity to live independently at home.
- Respite and Social Engagement – enables clients and their carers to design their own program of activities and support to allow them to reconnect with family, friends and the local community.

These services were developed to align with the future of consumer directed care and offer clients access to cost-efficient support to contribute to their quality of life.

Measuring for success

In February 2016, Blue Care evaluated our Tailor Made service model – one year after our first evaluation. The evaluation measured the degree to which person-centred care has been entrenched in our services.

At the organisational level, there were improvements compared with the 2015 evaluation, demonstrating our services continue to make solid progress in embedding the fundamentals of Tailor Made into all services. There was a significant improvement in the self-assessments conducted by Blue Care's Service Managers and the degree to which person-centred care is embedded within their services.

Additionally, for the first time, Blue Care clients and residents completed the World Health Organisation's Quality of Life Survey. Clients and residents responded that the services they receive from Blue Care support a good quality of life.

This is a strong result for the organisation, with 75 per cent of participants positively scoring in three of the four domains measured – psychological wellbeing, social relationships and environmental enablers.

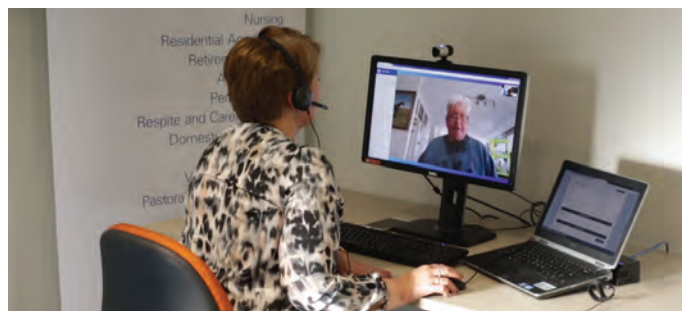
Blue Care has streamlined our research approval and reporting processes so that we can find the most suitable research opportunities to support our work.



Montessori environments

An ongoing goal for Blue Care is to improve the independence of people living with dementia by providing them with inclusive support and greater choice in the care they receive. For example, in 2015/2016 Blue Care adopted the Montessori Environments program for people with dementia, with philanthropic funding support. The Montessori Environments program purposefully designs environments to support clients to retain their independence and freedom, by offering meaningful activities aligned to personal interests.

Montessori Environments supports Blue Care's existing Memory Support Services Program delivered in respite centres. The environment is designed to provide numerous cues for people with dementia to retain their independence and support their strengths, thereby improving their quality of life. The introduction of Montessori Environments has delivered positive outcomes, with many residents or clients taking on new roles, which have provided joy and improved self-esteem.



Piloting technology-based support

The Blue Care team often travel to some of the state's most remote areas to offer support to clients. Delivering clients with timely and optimum care poses some unique challenges because of the complexity of distance in regional and remote areas. In December 2015, Blue Care developed and trialled a new Care Technology program in South West Queensland (led from Toowoomba) to address these challenges. The program allows staff to provide real-time health and wellbeing services to enable our clients to take a more active role in managing their health.

Clients use a magazine-size computer tablet to access technologies such as biometric monitoring, allied health sessions via videoconferencing, and virtual communities – all from the comfort of their own home. The technology allows the Blue Care team to respond more quickly to clients' health needs, for example by consulting with medical practitioners to adjust medications or by responding immediately to any health episodes.

The Care Technology Program is now available to existing Blue Care clients and has been delivered through a partnership with Telstra Health, NeoRehab (University of Queensland) and Tunstall Healthcare.



Person-centred care through the Care Technology Program

Care Technology Project Officer Paul Pearson from Toowoomba thought his client, Bruce, who was receiving in-home support for his diabetes might benefit from Blue Care's Care Technology Program trial.

"A week after I had initially spoken to Bruce, I rang him to ask if he was still interested," Paul said.

"I said, 'Good afternoon Bruce I have some good news. Your tablet has arrived'," said Paul.

"He said, 'What tablet? What's wrong with my tablets?' and I quickly explained that I meant the new computer device we had for him."

Bruce had never used a computer tablet but confidently learnt to use the tablet and software.

Bruce now measures his blood glucose levels three times a day and enters them into a health portal via the computer tablet.

Paul said that Bruce has access to regular telehealth consultations with his Blue Care team via videoconference to review his medication and blood glucose levels.

"Bruce's interaction with the Blue Care team allows him to

make informed decisions about his health and wellbeing," Paul said.

"Because we can immediately access Bruce's measures, we can quickly contact him if his readings fall outside of parameters set jointly by Bruce and his medical team."

Through constant monitoring and immediate responses by the Blue Care nursing team, Bruce's diabetes is now more tightly controlled, minimising his risk of health complications.

Clients can also measure blood pressure, oxygen saturation and glucose levels and instantly transmit results to the Blue Care Nursing team.

"A great benefit of the service is that clients in remote areas or those that have greater difficulty in accessing services can now receive more regular support from the comfort of their own home," Paul said.

The technology also allows greater collaboration with GPs, offering a partnership approach to managing chronic diseases.

"Our clients say it helps them with their day-to-day care, reduces the need to travel to appointments, and even reduce hospital stays," said Paul.



the work we've done

supporting our employees and volunteers



Developing a workforce for the future

This year, Blue Care strengthened our leaders' capabilities to support their teams to deliver business outcomes, and to make Blue Care an even better place to work.

In partnership with Insight International, we developed and delivered the Tailor Made Leadership Development Program, which is a customised and targeted leadership initiative for leaders across our organisation. The program comprises of three unique leadership development programs – the Senior Leader Development Program, the Middle Leader Development Program, and the Frontline Leader Development Program.

The Tailor Made Leadership Development Programs align to both UnitingCare Queensland and Blue Care's strategic priorities, values and frameworks.

Scholarships and student placements

Blue Care is committed to helping support our people to build the skills and capabilities they need to contribute to our values and strategic direction. This year, 21 employees received "Shaping Futures Scholarships" for university study in areas such as applied gerontology, strategic organisational development, nursing, and other disciplines.

In keeping with Blue Care's commitment to clinical education, we have developed a student placement website to manage, receive and direct applications to the appropriate facilities or services. In 2015/2016, the website received more than 500 student placement requests from 14 universities, and more than 2 000 requests from 32 Registered Training Organisations.

We placed more than 330 nursing degree students, 100 nursing diploma students, and 30 students studying degrees in allied health or certificate courses.



Training through technology

To prepare our future workforce we have introduced an electronic training and development database for learning management called Saba. Saba allows employees to access a library of learning and training resources on a secure online channel. Our team can access training at any time and on any device, making it easier for Blue Care's highly mobile team to continually learn. In doing so, they improve their skills to support to clients and their families.

Staff use Saba to:

- manage and complete online learning plans
- connect with colleagues and communities through discussion boards, links and documents
- attend web conferences with recording and publishing options
- blend traditional classroom instruction with eLearning, virtual classrooms and recordings
- generate automatic reports and analyse data.

Volunteers

Blue Care volunteers donated an average of 21 000 hours each month to help people in aged care facilities and in community based services. They also supported Blue Care Thrift shops and provided administration and project support.

The majority of volunteers worked in residential aged care and community services, and assisted clients with visits and transport for appointments. Many volunteers also support respite centres.

A large number of university students sought opportunities to volunteer with Blue Care, recognising the personal and professional benefits associated with volunteering. Blue Care aimed to identify projects to support these students to build their skills. An example of one of these projects was a student group that developed a new marketing strategy for Blue Care's Grief and Loss Program – an eight-week facilitated program for community members.

One of the ways we have demonstrated our commitment to person-centred care was through a special volunteer project called Life Story. Blue Care volunteers collected and recorded the personal life stories of clients in aged care facilities. This project has attracted volunteers from a wide variety of backgrounds and skills, and has enriched the lives of both our clients and these volunteers.

Blue Care's volunteer thrift shops and auxiliaries have continued to operate in towns across the state. Many groups have provided long-term services to Blue Care – some for 30 years or more. We are extremely grateful to these volunteers for their continuity of service and their commitment to maintain these shops.

the work we've done

supporting growth and sustainability



Indigenous services

During 2015/2016, Blue Care extended its services for Indigenous peoples and is now one of Australia's largest providers of Indigenous care and support.

The Australian Government's Department of Health approached Blue Care in December 2015 to manage the Ny-Ku Byun Elders Village in Cherbourg, Queensland. This demonstrates our recognised strengths in providing services for Indigenous people. The Village officially joined Blue Care's Indigenous Services in January 2016.

The \$25 million redevelopment of the Star of the Sea Elders Village on Thursday Island – in partnership with the Australian Government's Department of Health – was officially celebrated with the turning of the sod in June 2016. Construction starts in September 2016 and will modernise the amenities and add new beds to support the vital care needs of its residents.

The Hollingsworth Elders Village celebrated NAIDOC week with an event for community members and organisations, elders, families, and staff. The event included performances from traditional community groups, local Indigenous art, and a traditional kup-murri meal for over 250 guests cooked by the Hollingsworth employees.

Blue Care's Indigenous Drug and Alcohol rehabilitation services launched a professional development program for staff at both villages delivered by an Aboriginal training organisation. The first course is a Certificate IV in Mental Health and in 2017 staff will start tertiary training in family therapy.

During 2015/2016 the Cape York Family Centre became fully operational. The centre's multi-disciplinary team currently supports seven families at the centre and three more families that have completed the program and have returned to their community.



Leaving a green legacy

Blue Care's retirement living village, Azure Blue Carina, achieved the Urban Development Institute of Australia's (UDIA) EnviroDevelopment certification in March 2016.

Azure Blue Carina features a building design with beautiful walkways and outdoor amenities to be enjoyed by residents, their family and friends.

Azure Blue Carina is certified across four elements – ecosystems, energy, water and community. The design was commended for its outstanding initiatives in zero contamination of the native bushland site; large community gardens for residents; and nest boxes for possums, sugar gliders, parrots and micro bats throughout the surrounding revegetated bushland.



Fundraising

Blue Care receives philanthropic support to extend services that are only partly funded by government or client contributions. Many of our donations are a result of a bequest, which is a gift from an individual in their will.

During 2015/2016, Blue Care received more than \$3.4 million in bequest funding and a further \$1.2 million from direct mail appeals, car sponsorships, grants from trusts and foundations, and corporate partnerships.

These gifts have enabled Blue Care to deliver a new trial program to improve the lives of people living with dementia. Donations also supported us to improve Memory Support Units, and to introduce music and arts programs to stimulate and improve social activities for older people.

We gratefully acknowledge the gifts from our donors and supporters. Their ongoing support helps us to continue doing the work we do everyday – thank you.



Montessori Environments making a difference to people living with Dementia

Blue Care's unique Tailor Made Memory Support Services program has been delivering evidence-based best practice services to people living with dementia and the introduction of Montessori Environments has further enhanced the lives of residents and clients enabling them to be 'all they can be'.

The Blue Care Tailor Made Memory Support Services program is offered in 34 memory support units within residential aged care facilities, respite centres and in the comfort of clients' own homes. Developed through extensive consultation with staff, volunteers, clients, residents, family members, dementia experts and peak bodies, the program strongly reflects Blue Care's Tailor Made service model – to provide flexible, individualised and inclusive support that encourages the person living with dementia to have greater choice in what kind of services they receive and builds on their existing strengths and capabilities.

Blue Care's staff in our Memory Support Services have worked tirelessly to provide individualised care that takes into consideration their biography, personality, individual preferences, recognising the person first, their dementia second.

In 2015, Blue Care received philanthropic funding to take the Memory Support Services Program to another level, rolling out Montessori Environments across three Blue Care respite centres. With additional funding from bequests, Blue Care extended the services to an additional seven residential memory support units.

The Montessori Environments model inspires and promotes practices within Blue Care to be set aside from traditional aged care facilities. Montessori Environments challenge any pre-conditioned views and thoughts about ageing and create new ways of doing things that result in better outcomes for residents and clients. Through empowering residents/clients and family members, we can deliver better care and create a better life for our clients/residents in our services. Through meaningful activities and roles, we can provide every resident/client with a reason and a purpose every day.

Montessori Environments enhance Blue Care's Memory Support Services program, by encouraging clients and residents to live their life in the best way possible in an environment that promotes independence and choice. The model encourages staff, clients, residents and family members to build on the strengths of someone living with dementia by providing them with meaningful activities and enabling them to take on roles that play to their strengths.

The model is seen as best practice and was chosen by Blue Care as it aligns so well to our approach to care and support, and what is the foundation of our Tailor Made service model. By encouraging people to take responsibility for something or have a role in their environment, increases their self-esteem.

By understanding each person's interests and strengths, the Blue Care team can tailor roles and activities for clients to participate in, providing them more opportunities to be independent and engage with the community in which they live. The Blue Care team have seen clients and residents become more engaged in conversations, with those around them and this has enhanced their self-esteem.

Blue Care held a two-day workshop in September 2015 with just under 60 staff attending. The workshop was facilitated by a Montessori expert from Montessori Ageing Support Services (MASS) and the staff went back to their services to implement Montessori Environments into residential and respite centres. The Montessori trainer/mentor worked with staff, residents, family members and volunteers on a monthly basis over six months to assist them to create Montessori Environments.

Since then Blue Care has reported some exceptional results from introducing Montessori Environments into the early adopter sites including a wonderful moment where a resident began playing the piano again. The piano that was in one of the Blue Care respite centres sat unplayed. The team simply opened the piano, placed the stool in position to encourage someone to sit down and play. The simple act gave the client the cue that it was there to be played and brought him, his family and those around him great joy.

Other residents and clients have enjoyed taking on new roles in their community including cooking, gardening, setting the meal tables, dusting, sweeping, taking around the tea trolley and making their bed. The use of name badges has increased communication and increased signage has enabled residents and clients to be better orientated within their environment.

Montessori Environments not only provides residents and clients with an enhanced quality of life, staff also benefit from working in environments where they can see real outcomes of this way of working and how the residents and clients have become more independent.

Blue Care's commitment to making a real difference to the lives of clients, residents and their families has brought together many moments of happiness and independence to those living with dementia.



Australian Regional and Remote Community Services

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

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

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

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

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

Year in review

ARRCS continues to expand its culturally responsive aged care and community services in regional and remote Australia. In 2015/2016, the organisation focused on delivering person-centred care and support.

During 2015/2016, a major focus for ARRCS has been providing increased employment opportunities for local Indigenous peoples.

Currently, 10 per cent of the ARRCS workforce is Indigenous with an ongoing goal to grow employment opportunities for local communities. The Hetti Perkins aged care facility has nine local Indigenous people on staff and at Mutitjulu Child Care facility there are four local Indigenous casual carers.

The team at Mutitjulu Child Care provide education, nutrition and development support for up to 24 toddlers and skills development for parents as a core element of the program.

ARRCS continues to maintain sound performance in meeting the compliance and service quality expectations of the Aged Care Quality Agency.

We received a total of \$15 million in funding from the Australian Government for the expansion of the Terrace Gardens aged care facility in Darwin by an additional 30 beds. The expansion is expected to be completed by mid-2018 and will include a dementia care-specific unit and garden, and an integrated community service operating from the same site.

This year, we also received \$6 million in approved funding from the Australian Government to expand ARRCS's Hetti Perkins aged care facility in Alice Springs from 40 beds to 60 beds.

This residence specifically supports the surrounding Indigenous communities in Central Australia. The aged care facilities and programs at Mutitjulu (Uluru) and Kaltukatjara (Docker River) continue to be fully occupied and the expansion will help to meet the high demand.

Following the release of the Commonwealth Home Support Programme, ARRCS expanded our Darwin based services by more than 380 clients from January 2016. The service also received funding of \$2.3 million per year from the Australian Government in June 2016 to support services including in-home care, personal support, and meals on wheels in the Darwin region.

In 2015/2016, ARRCS also delivered 200 meals per day, five days a week through our school nutrition program in the Alice Springs area and Mutitjulu.

In January 2016, ARRCS signed a Memorandum of Understanding with HammondCare to be a Severe Behaviour Response Team (SBRT) industry partner servicing the Northern Territory, northern Australia and as required, nationally.

A service provided by HammondCare and funded by the Australian Government, SBRTs consists of a mobile workforce of healthcare professionals to provide advice to Commonwealth funded approved residential aged care providers to address the needs of people with severe and very severe Behavioural and Psychological Symptoms of Dementia (BPSD).

We are proud of the achievements we have attained during 2015/2016 and continue to make strong inroads to becoming the leading provider of culturally responsive, quality aged care and community services in regional and remote Australia.



Key facts



Staff
employed

634



Vehicle
fleet

65



350 residential aged care
beds across 9 residential
aged care facilities in the
Northern Territory



Community
care
programs

11



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

A holistic approach to community care

Residents living in remote areas may often have to travel significant distances to access the care, treatments or supports they need.

The Australian Regional and Remote Community Services (ARRCS) team recognises these challenges and aims to work with clients to support them as much as possible.

Henry – a client of Barkly Community Care located in Tennant Creek – had to travel a 1 000 kilometre round-trip journey to Alice Springs for medical appointments.

To ensure a safe journey and to help make it easier for Henry to attend appointments, the Barkly Community Care team and Alice Springs Community Care worked together to ensure Henry received the care and support he required.

From waiting with Henry in Tennant Creek until he boarded the bus, and accompanying him to the hospital for appointments in Alice Springs to having a nice meal together before he embarked on the return six-hour

journey to Tennant Creek – the teams ensured Henry was comfortable and supported during his trip.

This is a lovely example of our holistic approach to client care needs and highlights the benefits and importance of ARRCs employees working together to not only meet care needs of our clients but to also help enrich their lives.

Australian Regional and Remote Community Services aims to provide Territorians with services that are responsive to people's needs now and as their circumstances change.

These services are available to older people, people with a disability, patients discharged from hospital or following a visit to their GP, and individuals and carers who are in need of support.

ARRCS helps people in their homes, in the community, in our community care centres and residential aged care facilities.

For more information, visit www.rrcs.org.au



Governance statement

The UnitingCare Queensland Board is committed to the highest standards of governance. It has established governance practices and organisational structures 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 in achieving its strategic plan, and oversee good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including clients and patients, employees, volunteers, funding bodies and the wider community.

Board composition

Members of the Board are appointed by Synod Standing Committee in accordance with the requirements of the Synod By-laws. The Board is currently made up of thirteen members, including the Chair, Deputy Chair, Chief Executive Officer and ex officio members. The Moderator and the General Secretary of the Queensland Synod are ex officio members of the Board and provide important links with the Synod. Board members have varied backgrounds and experience to provide the necessary breadth and depth of knowledge required to meet the Board's responsibilities and objectives.

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

Board operations

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

The Board also receives regular reports and presentations from senior executives and managers on employee safety, client and patient quality outcomes, implementation of the strategic plan, key policy decisions, stakeholder engagement, social justice, and research activities and outcomes.

Committees and Working Groups

The Board has established committees to assist the Board in fulfilling its responsibilities. Each committee has its own terms of reference which set out the authority delegated to it by the Board, and detail 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, a Quality Committee, and a time-limited Health Strategy Working Party.

Audit, Risk and Compliance Committee

The purpose of the Audit, Risk and Compliance Committee is to review and advise the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory 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 Governance and Policy and General Manager Risk and Assurance and other senior executives and managers by invitation.

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

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

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

Governance Committee

The purpose of the Governance Committee 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 with Board member recruitment and succession planning for future governance leaders, including defining the skills and attributes required in Board members and their orientation and ongoing training and development requirements.

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

Quality Committee

The Quality Committee was established to support the organisation in its intent to deliver excellence in person-centred care and service. The Committee's focus is on improving care and service outcomes for the people who use our services as well as ensuring effective governance in relation to the quality of care delivered by UnitingCare Queensland. It consists of three Board members and three external members with service delivery, evaluation and improvement expertise relevant to the services provided across UnitingCare Queensland.

The Committee has established the UnitingCare Queensland Quality Management Framework which has been implemented across all services. The framework has two domains for assessing progress in becoming a leader in person-centred care and service; six supporting pillars of quality; and two foundational elements that need to be managed effectively in order for UnitingCare Queensland to deliver on this strategic objective.

As well as considering quarterly results and trends for client or patient outcomes, experience and safety, the Quality Committee undertakes in-depth analysis of service stream governance and assurance of care and service quality.

Health Strategy Working Party

The Health Strategy Working Party's purpose is to assist the Board to review and work with UnitingCare Health on key performance and industry challenges and explore and provide advice to the Board on strategy for UnitingCare Health. The Working Party consists of two Board members, an external member with content expertise, the Chief Executive Officer and the Chief Finance Officer, with UnitingCare Health executives advising the Working Party.

Chief Executive Officer

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

The CEO attends by invitation meetings of the Synod Standing Committee and attends meetings of the Synod Finance, Investment and Property Board and the Governance, Nomination and Remuneration Committee as required. She meets regularly with the Moderator and General Secretary on a range of matters as required. She is a member of other Synod/agency working groups including the Queensland Synod Royal Commission Task Group. She works with the broader Uniting Church across Synods and nationally on operational, policy and missional matters. The CEO is a member of Synod in Session.

Board appraisal and remuneration

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

UnitingCare Queensland Leadership Teams and organisational structure

While responsibility for UnitingCare Queensland's overall performance rests with the Board, operational and management matters have been delegated to the Chief Executive Officer. In 2015/2016, the Chief Executive Officer was supported by the Executive Leadership Team – detailed in the pages following. During the year, significant work took place on the redesign of UnitingCare Queensland's operating model. This is supported by a new Executive Leadership Team, which will come online in 2016/2017.

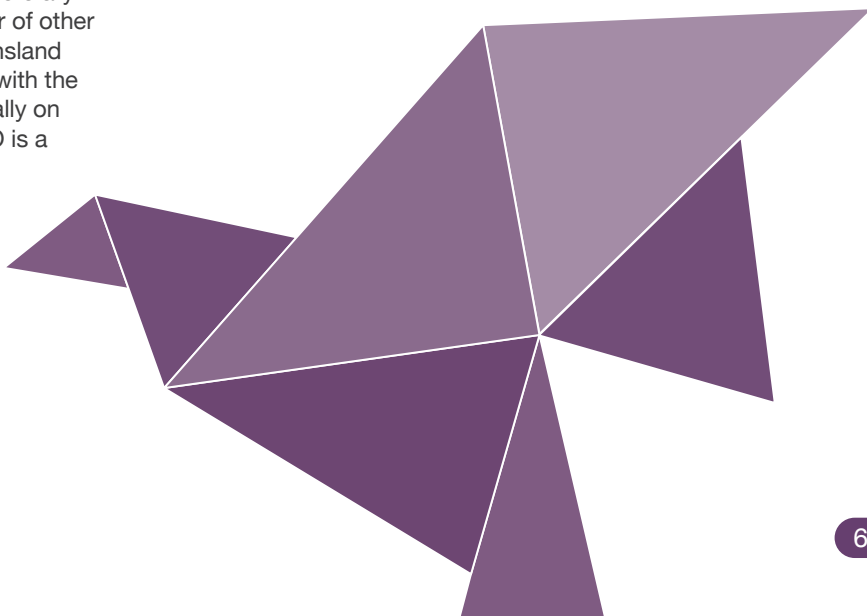
The Executive Leadership Team continues to be supported by a range of Councils.

Australian Regional and Remote Community Services Board

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

ARRCS Board Members

- Anne Cross (Chair)
- Heather Watson
- Andrew McBryde



Our Board as at 30 June 2016



Craig Barke (Chair)

Craig Barke joined the UnitingCare Queensland Board in 2011 and was appointed Chair of the Board in 2014 as well as Chair of the Governance Committee. He previously served on the Audit, Risk and Compliance Committee.

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

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



Anne Cross (ex officio)

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

Anne came to the role having held senior positions in government and non-government organisations across a broad range of rehabilitation, disability, aged care and community services. She has served on various government bodies including the Smart State Council and was a member of the Queensland Government Domestic and Family Violence Taskforce led by Dame Quentin Bryce AD CVO.

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

She has undergraduate and postgraduate qualifications in social work. She is a Fellow of the Australian Institute of Management, a Fellow 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 and in August 2016 was announced as a recipient of the University of Queensland Vice-Chancellor's Alumni Excellence Awards.



Rev David Baker (ex officio)

David was inducted as Moderator of the Queensland Synod of the Uniting Church in Australia in October 2014. He experienced the church's ministry in the community from a young age through the Methodist tradition.

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

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



Rev Heather den Houting (ex officio)

Reverend Heather den Houting was appointed as the General Secretary of the Uniting Church in Australia, Queensland Synod on 1 June 2016. Heather has held a variety of positions within the church including Director of Mission at Blue Care, as a congregational minister, and as Social Responsibility Advocate and International Mission Consultant. She has served across a range of church boards and commissions within the Uniting Church at national, state and local levels. Prior to her work in the church Heather was a lawyer with experience in government, community legal service and in private practice.

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

Heather is the mother of three young adults and is passionate about the church's work in community.



Andrea Staines

Andrea Staines joined the UnitingCare Queensland Board in April, 2016. Andrea Staines is a professional Non-Executive Director, currently on the boards of QIC, Goodstart Early Learning and listed company, SeaLink Travel Group. She was formerly on the Boards of ASX 30 listed company, Aurizon, Australian Rail Track Corporation (ARTC), Gladstone Ports Corporation, North Queensland Airports, Allconnex Water and listed company, Early Learning Services (now G8).

Andrea is on the Australian Rural Leadership Foundation board, the Transport for NSW Advisory Board, and several Chief Executive Women (CEW) Committees. She was formerly a governance advisor to Binna Burra Mt Lodge and on the Brisbane Royal Children's Hospital Foundation board.

Andrea is a former CEO of Australian Airlines (mark II), a Qantas subsidiary flying between Asia and Australia, which she co-launched. This makes her one of few female airline CEOs globally, past or present. During this time, she was also a member of the Qantas Group Executive Committee. Prior to this, Andrea was the first female General Manager of Pricing & Inventory at Qantas. Before joining Qantas, Andrea worked in various financial and strategy roles with American Airlines.

Andrea has an MBA (Distinction) focusing on finance and strategy from the University of Michigan, a Bachelor of Economics from the University of Queensland. Andrea is a Fellow of the Australian Institute of Company Directors (AICD) and a Member of Chief Executive Women (CEW). She is the mother of two teenagers whom she raised single-handedly during her eight years at Qantas and Australian Airlines.



Andrew McBryde

Andrew McBryde joined the Board in 2013 and is a member of the Governance Committee. He has wide experience in a variety of roles with Church Councils and governance bodies, including as Chair of the Finance Investment and Property Board of the Queensland Synod of the Uniting Church since 2007.

Andrew has also served as a member of the Parish Council and Finance Committee at the Albert Street Uniting Church for many years prior to taking on the role of inaugural Chair of the Board of Wesley Mission Brisbane. He was appointed as a Director of the Australian Regional and Remote Community Services Board in 2014 and has previously served as a member of the Board of Directors, Endeavour Foundation (1993-2003), and as Treasurer and Chair of the Finance and Audit committees.

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



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 focusing 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.



Rev Dr David Pitman

David Pitman was appointed to the Board in 2011. He is a member of the Board's Governance Committee. David has previously served two terms on the Board in an ex officio capacity as the Moderator of the Queensland Synod of the Uniting Church in Australia.

David worked as a teacher before studying theology at Parkin-Wesley College in Adelaide. He then spent 13 years in parish appointments, 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 is an Honorary Research Fellow at the University of Queensland. David was awarded an AM in the Queen's Birthday Honours in June 2013.



Dawson Petie

Dawson Petie joined the Board in 2007. He was appointed as Deputy Chair in 2014, is a member of the Board's Quality and Governance Committees and has previously served on the Audit, Risk and Compliance Committee. He has held senior executive positions in both commercial and non-profit organisations and is a professional company director, with a background in financial services and workplace relations. Dawson has many years experience as a company director and board chairman. 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.



Jude Munro

Jude is a Director of Newcastle Airport, SunCentral Maroochydore, and Uniting Care Queensland. She is a former Chair of Queensland Urban Utilities, Australia's 4th largest water retail distribution company and a Director of Airservices Australia. She was a member of the Prime Minister's Expert Panel on Cities and the Queensland Premier's Infrastructure Taskforce. She was appointed by the NSW Government on the Independent Panel in 2013 to reform local government in that State.

In June 2010, Jude retired as the Chief Executive Officer of the Brisbane City Council (BCC) – a position she held since 2000. Jude has held CEO positions with the Cities of Moreland and St Kilda in Victoria and the City of Adelaide.

She is a fellow of the Australian Institute of Company Directors and the Australian Institute of Public Administration.

She was a former Director of the Translink Transit Authority, Brisbane Institute, Australia Trade Coast Pty Ltd, City of Brisbane Investment Corporation, International River Foundation, United Way Queensland, Brisbane Riverfestival, Adelaide City Marketing, Adelaide Convention and Tourism Authority and the 7th Australian Masters Games Board.

She is a former chair of the National Local Government Drugs and Alcohol Committee and a former Queensland President of the Institute of Public Administration Australia.



Maree Blake

Maree Blake joined the UnitingCare Queensland Board in April 2013 and is Chair of the Audit, Risk and Compliance Committee. She was previously a member of the Board's Governance Committee.

Other directorships Maree currently holds include Hear and Say Centre for Deaf Children Limited and Holy Cross Laundry Limited. Previous positions include chair/membership roles on audit and risk committees of Queensland Police Credit Union, Toowoomba Regional Council and Queensland Emergency Medicine Research Foundation, and the governance committee of RSPCA Australia. She has also been Deputy Chair of the Queensland State Council of the Governance Institute of Australia, and assisted the Institute in writing and presenting governance training.

Maree's last executive role was as 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 and is a Fellow of the Governance Institute of Australia and of CPA Australia. She holds a Bachelor of Business degree and post-graduate Management qualifications.



Professor Myles McGregor-Lowndes OAM

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

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

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



Susan Forrester

Susan Forrester joined the UnitingCare Queensland Board in April, 2015. Susan is an experienced, professional Chair and Company Director with an exceptional blend of commercial management and legal experience, complemented by extensive board and consulting experience across listed, public and private companies.

Drawing on more than 25 years commercial experience in executive management roles, Susan brings a focus on strategy and corporate governance. In addition to her commitment with UnitingCare Queensland, Susan chairs two national small-to-medium enterprises and serves as a non-executive director on an ASX200 company and a federal e-health agency.

She also serves on two Queensland Government Audit Committees.

Robert Packer served as General Secretary of the Uniting Church in Australia, Queensland Synod until May 2016.

Gary Doyle served as General Secretary of the Uniting Church, Queensland Synod until December 2015.

Our Executive Leadership Team as at 30 June 2016



**Anne Cross, Chief Executive Officer
UnitingCare Queensland**



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

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

Peter is an FCPA with CPA Australia and holds both a Bachelor of Commerce and a Masters of Applied Finance.



**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, and 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.



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

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

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

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

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

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



Terence Seymour, Executive Director UnitingCare Health

Terence Seymour, the Chief Strategy Officer for UnitingCare Health, focuses on the provision of first class patient services and the creation of value. He has extensive experience in both the public and private sectors and has developed considerable expertise in the areas of patient care, operational efficiency and business development. His employment history includes periods as an executive and business leader within international settings and his interests lie in improving the patient's experience of the health care system.

Terence has previously worked as General Manager of The Sunshine Coast Private Hospital, Director of Human Resources at UnitingCare Health, Assistant Commissioner for the Australian Tax Office, Director of TriDelta Consulting, General Manager of EMD Workforce Development, Director and Area Lead for Ernst & Young Consulting, and later Director and Area Lead for Cap Gemini Ernst & Young.



Geoff Rogers, Director Human Resources UnitingCare Queensland

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

During this time he assisted with the development of a number of important HR initiatives for UnitingCare Queensland across diverse areas such as remuneration and benefits and leadership development.



Michelle McKay, Director Regional and Remote Services, UnitingCare Queensland

Michelle came to Blue Care in July 2012 from her role as Director of the Office of Crime and Misconduct Commission.

Michelle's previous experience includes roles in Adelaide as Executive Director Planning and Performance for the Adelaide Health Service; Director Turnaround Team, Central North Adelaide; and General Manager, The Queen Elizabeth Hospital. She has also held executive roles with Queensland Health, including District Manager Toowoomba and Darling Downs Health Service District.

Michelle is a registered nurse with a clinical background in emergency nursing. She holds a Bachelor of Health Science and a Graduate Certificate in Health Management, and is studying for a Master of Health Science. She is also a graduate member of the Australian Institute of Company Directors.



Sue McKean, Director Group Governance and Policy, UnitingCare Queensland

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

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

Colleen Geyer served as UnitingCare Queensland's Director of Mission until December 2015.

Richard Royle served as Executive Director UnitingCare Health until February 2016.

Financial Year Highlights

	Year ended 30 June 2016 \$'000	Year ended 30 June 2015 \$'000
Revenue		
Total revenue	1 522 198	1 524 393
Expenses		
Salaries and employee	935 480	901 178
Depreciation and amortisation	92 617	90 737
Other	485 273	491 499
Total expenses	1 513 370	1 483 414
Surplus for the year	8 828¹	40 979
Other comprehensive income	6 900	13 315
Total comprehensive income for the year	15 728	54 294
Net assets		
Total assets	1 847 116	1 765 961
Total liabilities	901 123	835 696
Net assets	945 993	930 265
Cash flows		
Net cash inflow from operating activities	74 202	175 385
Net cash outflow from investing activities	77 567	90 196
Net cash inflow from financing activities	58 126	56 675
Net increase in cash and cash equivalents	54 761	141 864

The financial year highlights shown above are based on the audited financial statements for the year ended 30 June 2016 including the audited comparatives for the year ended 30 June 2015.

Where necessary, comparative amounts have been amended for any changes to the current year presentation or classification of items in the financial statements.

Audited accounts are published on unitingcareqld.com.au

¹ See Operating highlights

Management of the Australian Regional and Remote Community Services (ARRCS) operations (formerly operated by Frontier Services) was transferred to ARRCS Limited, a service stream of UnitingCare Queensland in the prior financial year. For the year ended 30 June 2016, as envisaged in the original transfer agreement, an additional contribution was made following the sale of a property. The net amount of cash funds received and recognised in Other comprehensive income in the financial results of UnitingCare Queensland was \$6.900 million.

Revenue

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

UnitingCare Health comprises The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital, and St Stephen's Hospital Hervey Bay. The hospital group contributed \$651.246 million (2015 \$643.068 million) to the group revenue.

Blue Care comprises residential aged care, retirement living and community services. Blue Care contributed \$624.547 million (2015 \$645.881 million) to the group's revenue.

ARRCS comprises residential aged care, retirement living and community services. ARRCS contributed \$57.489 million (2015 \$56.428 million) to the group's revenue.

UnitingCare Community comprises Lifeline services, child and family care, counselling, disability support and social inclusion programs. UnitingCare Community contributed \$190.937 million (2015 \$182.479 million) to the group's revenue.

Operating highlights

UnitingCare Queensland was challenged during the year by lower than expected activity levels and cost increases at its hospitals, a slight reduction in Blue Care revenue linked to various issues including the "My Aged Care" changes and costs associated with its transformation process. This was offset by improved performance in UnitingCare Community and other parts of Blue Care as well as property disposal gains following the consolidation of corporate offices into one location at 192 Ann Street, Brisbane.

The most notable capital investments during the year were the continued development and refurbishment of Blue Care aged care and retirement living facilities, the relocation to UnitingCare Queensland's new office at 192 Ann Street, various IT upgrade projects and the commencement of the workforce time and attendance project.



Attendance and fees

Board and committee meeting attendance and fees paid (1 July 2015 to 30 June 2016)

	Board		Audit, Risk and Compliance Committee		Governance Committee		Quality Committee		Fees paid
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	\$ (inclusive of super- annuation)
Craig Barke	10	9			6	6			92 920.56
Jude Munro	10	8					4	4	51 314.16
Rev Dr David Pitman	10	6			6	5			46 642.92
Susan Forrester	10	9			6	5	1	1	46 642.92
Maree Blake	10	10	7	7					51 314.16
Andrew McBryde	10	9			6	5			46 642.92
Dawson Petie	10	10			6	6	3	3	51 314.16
Professor Myles McGregor-Lowndes	10	10	7	7			1	0	46 642.92
Professor Harry McConnell							3	3	6 634.72
Kerry Batcheler							4	4	6 634.72
Linda Dawson							4	4	6 634.72
Chris Townend	10	10	7	6					50 146.35
Andrea Staines	2	2	1	1					11 660.73
Ex officio members									
Anne Cross ¹	10	10	7	7	6	6	4	4	
Rev David Baker ²	10	10							
Gary Doyle ³	5	5							
Rev Heather den Houting	1	1							
Robert Packer	4	2							

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

1 Chief Executive Officer

2 Moderator

3 General Secretary

Supporters

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

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

Blue Care

Supporters:

- Alex Gow Funerals
- EPAC Salary Solutions Pty Ltd
- Hesta Super Fund
- Freemasons Queensland and the members of Albert Lodge
- Brisbane Airport Corporation
- Foxtel Cable Television Pty Ltd
- The Cory Charitable Foundation
- Cancer Council Community Grant
- Scenic Rim Council
- Redland City Council Inspiring Seniors

Car sponsorships:

- Withcott-Helidon Lions Club Inc.
- Blue Care Mossman Ladies Auxiliary
- Hand Heart Pocket, the charity of Freemasons Queensland (Argyle Lodge No. 164 – Forest Hill)
- Gatton Bowls Club
- The Wheeler Family (NQ) Charitable Endowment
- Tewantin Noosa Lions Club Inc.
- Lions Club of Laidley
- Lions Club of Gatton Inc. Trusts and Foundations:
- Queensland Community Foundation
- Alice Meurant Trust
- Dorothy Bailey Trust
- KJ Dunlop Trust
- George Bell Trust
- Leslie Jolley Trust
- Roy Langford Trust
- John Martin Trust
- Betty Kersley
- The Perpetual Foundation John Thomas Endowment Fund
- The Perpetual Foundation Gladys Mrytle Brown Charitable Fund
- The Perpetual Foundation Mary O'Keefe Charitable Fund
- The Perpetual Foundation Robert and Alison Hayles Charitable Fund
- The Perpetual Foundation TCAF Estelle Dale
- The Perpetual Foundation TCAF William Warden

UnitingCare Community

Funders:

- Attorney General's Department (Commonwealth)
- Charters Towers Regional Council
- Department of Communities, Child Safety and Disability Services (Qld)
- Department of Education and Training (Qld)
- Department of Environment and Heritage Protection (Qld)
- Department of Health (Commonwealth)
- Department of Housing and Public Works (Qld)
- Department of Justice and Attorney-General (Qld)
- Department of Prime Minister and Cabinet (Commonwealth)
- Department of Social Services (Commonwealth)
- Lifeline Australia
- National Disability Insurance Agency
- Queensland Health
- United Synergies

Supporters:

- Aurizon
- C&K Childcare and Kindy
- Cairns Regional Council
- Cherbourg Aboriginal Shire Council
- Colin Billingham
- Noosa Community Health Centre
- OzHarvest
- Palm Beach Currumbin Lions Club
- Queensland Police Service
- Queensland University of Technology
- Redcliffe Uniting Church
- Rockhampton Regional Council
- Sealy Mattresses
- Sisters in Sync
- Tugun Bowls Club
- The University of Queensland
- Office of Liquor and Gaming Regulation (Qld)

Major bequests:

- Estate of Dulcie Rose Champion
- Estate of Evelyn Pattemore
- Estate of Ida Maud Kennedy
- Estate of Lynne Ann Odell
- Estate of Shirley Alison Chapman
- Estate of Van Ash
- Estate of Wilma McDonald McDougall Moor

UnitingCare Health

Supporters:

- Abbott
- Astellas
- Ballandean Estate
- Bayer
- Betty Christensen
- BMS
- BMW
- Boehringer Ingelheim Pty Ltd
- Boston Medical
- Brisbane Roar
- Device Technologies
- Edwards
- Medtronic
- National Surgical/LMT
- NGS Super
- Noel Kahler
- Perios
- Pfizer
- Pilot Partners
- QDI
- QFG
- QML Pathology
- Qscan
- Empire Careers
- Foxtel Transpacific
- Fraser Coast Chronicle
- Fraser Coast Regional Council
- Gambaro
- GE
- GenesisCare
- Hervey Bay RSL
- Hologic
- J&J
- Lexus
- John and Ngaire Roberts
- Marriott Resort & Spa, Surfers Paradise
- McGrath Real Estate
- Rotary Club of Stanthorpe
- Jindalee Rotary Club
- Sanofi
- Sofitel Brisbane
- St Andrew's Medical Imaging
- St Andrew's Auxiliary
- St Jude Medical
- Sunshine Linus Inc
- Wesley Auxiliary
- Yellow Cabs



BUILD YOUR LEGACY WITH US



Leaving a bequest legacy gift in your Will, helps us to continue to improve the lives of vulnerable Queenslanders, no matter who they are or where they live.

Your bequest is more than a gift – it's a powerful commitment to fund UnitingCare Queensland's programs that deliver care and support to local communities through services such as:

- Blue Care
- UnitingCare Community – including Lifeline
- UnitingCare Hospitals – The Wesley Hospital, St Andrew's War Memorial Hospital, St Stephen's Hospital, and The Sunshine Coast Private Hospital
- Australian Regional and Remote Community Services (ARRCS)

Leaving a bequeathed gift improves people's lives right now and for generations to come.

To discuss how you'd like your legacy fulfilled, **please call our Planned Giving Officer on 1800 001 953** or email plannedgiving@ucareqld.com.au for a confidential conversation.

For more information visit:




uccommunity.org.au/Will-gift



bluecare.org.au/bequest





**“I have come that they
may have life, and life
in all its fullness”
(John 10:10)**