



# ANNUAL REPORT

Making a meaningful difference

20  
23



**Proudly representing**

BlueCare | Lifeline | ARRCs | The Wesley Hospital | Buderim Private Hospital  
St Stephen's Hospital | St Andrew's War Memorial Hospital



# ACKNOWLEDGEMENT OF COUNTRY

UnitingCare acknowledges with gratitude and respect the Traditional Owners of the lands, waters and seas of the communities we serve. We acknowledge Elders past, present and emerging, as they are the custodians of culture and connection to Country. We hold hope of walking together in relationship with Aboriginal and Torres Strait Islander peoples, to a place of justice and equality.



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# ABOUT UNITINGCARE





# ‘Life in all its fullness’

John 10:10

The Holy Bible,  
Good News Translation

## OUR MISSION

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

## OUR VALUES

We have been around for more than 100 years because our commitment to serving the mission of Christ in the world is fundamental to all that we do. You’ll see this in the values that guide us every day.



### Compassion

Demonstrating understanding and empathy for others, to bring holistic care, hope and inspiration.



### Leading Through Learning

Encouraging innovation and supporting learning.



### Respect

Accepting and honouring diversity, uniqueness and the contribution of others.



### Justice

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



### Working Together

Appreciating the richness of individual contributions, partnerships and teamwork.

## ABOUT THIS REPORT

The theme is ‘**Making a meaningful difference**’. At UnitingCare we aim to make a meaningful difference, each and every day, through accessible aged care, health, community, family and disability services.

We make a meaningful difference by empowering people from all walks of life to live their best possible lives. Every small action we take, inspires or influences positive change in their lives, their communities and across our organisation. The stories of mission impact shared in this report demonstrate how we make a meaningful difference by being an agent of change, using our talents and drawing on our mission, with intention.

This financial year we have continued to deliver across our aged care and community services, family and disability services, and hospitals, with a

customer-centric approach. We also looked at our current operating model and the work we need to do now, as an organisation, to continue making a meaningful difference now and into the future.

This Report provides information about our activities, operations, highlights and performance on objectives for the 2022-2023 financial year. It reflects the indicators from our Strategic Plan and Business Plan.

It has been written for the following stakeholders: clients, patients, NDIS participants, their families and supporters, federal and state government partners, our local communities and partners, and staff members.

Our aim is to inspire curiosity and engage in conversation with those who share in and deliver our collective vision and mission.



## MESSAGE FROM THE CHAIR AND CEO

**UnitingCare's Annual Report for this financial year demonstrates our integral role and success in furthering the mission of the Uniting Church in Queensland; through a purposeful focus on making a meaningful difference for the people we serve, our employees, our partners and the communities we support.**

Although the world is now accustomed to living and working with COVID, we are still dealing with the new variants and waves across all our services. During this year we have seen significant changes in our operating environment. Inflation, interest rates, the cost of living have all risen; and across the country, there has been a rental and housing crisis. The already highly-regulated aged care and disability sectors have been scrutinised by Royal Commissions and are now experiencing another rigorous reform process. These challenges have all had significant impacts on UnitingCare's operations, our workforce and the people who rely on us for services they desperately need.

This annual report highlights the progress, facilitated by our exceptional staff across our Aged

Care and Community Services, Family and Disability Services, Hospitals, our Reconciliation journey, environmental leadership, fundraising activities and our Corporate teams, who enable and drive customer-centricity in supporting our frontline.

### **Planning for outcomes that make a meaningful difference**

This year we progressed through the second phase of our 10-year long-term strategy with our sights set firmly on achieving UnitingCare's vision of market leadership by 2030. We examined current and future challenges and realigned our thinking about what it takes to continue making a meaningful difference.

To sustain this focus in the face of unrelenting change and significant opportunities, we have, through the annual business planning process, prioritised initiatives to expand our social impact, deliver collaborative research to drive evidence-based services, advocate for vulnerable people and drive high performance in everything we do

We are proud to share with you our performance highlights from the year; they demonstrate outcomes that make a meaningful difference – to our people, those we serve and the communities they live in – every day.

## Working in ways that make a meaningful difference

We saw a growing ageing population move into retirement, driving increased demand for our aged care services; and we prepared to continue providing the exceptional care our customers, residents, patients and clients need, across our aged care, family and disability services, and hospitals.

For instance, this year we completed a comprehensive review of community aged care services and identified, tested and refined a new operating model called BlueCare Neighbourhoods. This evidence-based client-centred approach to care embodies recommendations from the Royal Commission into Aged Care Quality and Safety, allowing people to age in place – continuing to live in their community, with some level of independence, and a sense of dignity and safety. The model was piloted successfully and will be rolled-out to 113 neighbourhoods in the new financial year.

## Being there for those who make a meaningful difference

Our Voice of the Customer program continues to contribute insights for us to unlock real value for our customers. This year our Customer Advisory groups, made-up of UnitingCare Board members, senior leaders and service managers from across the organisation and our customers, clients, patients and residents, helped us to design UnitingCare's Care Continuum – which is about building and streamlining access to UnitingCare products and services that cater for people's needs at different stages of their lives. We are also proud of the inroads made on UnitingCare's Reconciliation journey to deepen our relationship with First Nations peoples; the partnerships built and nurtured with stakeholders and our genuine customer-centric response to new user-choice service models in our sectors. This annual report shares some exciting workforce collaborations to support our First Nations employees to bring their expertise and gain experience with UnitingCare.

Taking the opportunity to prove how much we value our workforce when the Fair Work Commission's Work Value Case decision was made to increase award rates in the aged care sector by 15%; UnitingCare pledged that every additional dollar provided for this purpose will be used to pay for the increase to wages and associated on-costs.

We continued to make a meaningful difference this year by advocating at all levels of government for positive change to protect and uphold the rights

of our customers and employees. UnitingCare contributed to a hearing as part of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and continued to implement the outcomes of Royal Commission into Aged Care Quality and Safety.

## Leading to make a meaningful difference

On behalf of the UnitingCare Board and the Executive Leadership Team, we congratulate all UnitingCare employees, particularly the winners of the Full Circle and Reconciliation Awards 2022, who went above and beyond to make a meaningful difference. You have all shown remarkable resilience, courage and creativity in promoting health, safety and wellbeing for the people we serve.

We are grateful for the strong and decisive leadership that enabled strong performance in the circumstances. We thank the UnitingCare Board and Executive Leadership team for their continued support and dedication to our mission; in the face of extraordinary challenges that have come our way.

The UnitingCare Board welcomed two new members during the reporting year, Dr Mellissa Naidoo and Dr John Wakefield. Dr Wakefield is an accomplished medical specialist and healthcare leader with over 30 years' experience. Dr Naidoo is a specialist medical administrator with over 20 years' experience working in clinical medicine, leadership, and health executive roles.

After six years at the helm, we said farewell to our Family and Disability Services Group Executive Brent McCracken. On behalf of UnitingCare, we sincerely thank Brent for his leadership, expertise and steering the Family and Disability Service through unprecedented challenges to grow and continue meeting the ever-evolving needs of our communities.

We would also like to take this opportunity to thank our supporters across government, business and the wider community. UnitingCare's mission is, and always will be, to enable the people we serve to "live life in all its fullness" [John 10:10]. It is because of your generous and ongoing support that we can grow our social impact, expand our geographical footprint, and reach people who need our mission to make a meaningful difference, every day.

### Nigel Alexander

Chair of Board  
UnitingCare Queensland

### Craig Barke

Chief Executive Officer  
UnitingCare Queensland



## REFLECTION FROM THE DIRECTOR OF MISSION

**For more than 100 years our UnitingCare legacy story has at its heart dedicated people that seek to make a meaningful difference in the lives of some of the most vulnerable people in society. Our commitment to those that we serve is woven into the rich fabric and DNA of our mission that all people “have life in all its fullness” (John 10:10).**

The story of our community services began through local church congregations reaching out to meet the basic needs of people who were struggling, isolated and even desperate, as their communities were impacted during and after World War 1. Healthcare through our hospitals started in the 1940s and then later in 1953 we saw the establishment of the Blue Nursing Service, now known as BlueCare. A deep passion to serve those in need saw Sister Olive Crombie accept the call and challenge as the first Blue Nurse whose only form of transport was catching trams to visit patients in their own homes. It's these acts of compassion every day that have built the UnitingCare we know today as it seeks to remain faithful to its mission.

As we reflect on another year, we can see the impact of how UnitingCare has made a meaningful difference for the people we serve and seeking better ways to empower our workforce and

volunteers who are the heart of everything we do. I commend this annual report to you which highlights the way UnitingCare continues to make a difference in the lives of so many people and the significant changes needed to meet future needs and be responsible stewards.

Our Constitution (2016) clearly states that the role of UnitingCare is to be an agent of God's healing power to the whole person and not just for an individual ailment or disability, thereby enabling each individual to play their important role in God's plan for the human family. Our mission resourcing has enabled staff across our services to access pastoral and spiritual care through chaplaincy and wellbeing support, this year we developed and launched a Wellbeing Framework and this has enabled staff access to resources, tools and support.

UnitingCare firmly believes that environmental stewardship is inseparable from our mission of enhancing health, wellbeing, and spiritual care for Queenslanders. We also recognise that our role and responsibility in healing Country is an important aspect of our reconciliation journey with First Nations Peoples. To this end, our environmental sustainability program weaves these threads together under the vision of a greener, healthier, fairer future.

Walking with First Peoples in respectful relationship is part of the missional heart of UnitingCare. Our





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REV BRUCE MOORE

commitment to allyship continues to deepen, with our people motivated and empowered to grow their understanding of local and national history and how this informs current First Nations Closing the Gap targets. We are uniquely placed in our reconciliation journey in the spheres of influence we have across our service delivery as part of the Uniting Church in Australia and the far-reaching regional and remote communities that place deep trust in the relationship and partnership.

UnitingCare builds strong local connections through intentional relationships with internal and external partners. These partnerships extend the reach of our services, support the local community, and assist in raising awareness of our organisation and mission. Our Connect100 program continues to flourish with new partnerships and initiatives across our services.

Our mission-shaped leadership approach ensures fully integrated, strategically aligned delivery of our mission principles and values in all we do. The Mission Shaped Leadership Formation Program is one way we encourage senior leaders to clearly identify why they are serving, and to connect with the greater purpose of transforming lives and communities.

UnitingCare's Prison Ministry works to provide a holistic ministry service to individuals and their families, serving custodial sentences in prison, after their release and in the community. Our chaplaincy

operates in 15 of Queensland's correctional centres. We provide culturally sensitive pastoral care to Aboriginal and Torres Strait Islander prisoners through First Peoples Chaplains.

The stories that are shared as part of this 2023 Annual Report capture the heart of how we are making a meaningful difference with what has been entrusted to UnitingCare as part of the mission of the Uniting Church. In doing this, we recognise the many people and communities that are impacted by the work we do on a daily basis and the expectations that are placed on us as custodians of the many resources that we hold.

Finally, I want to recognise and pay tribute to our staff and volunteers who have continued to demonstrate their tireless dedication to the people we serve, sometimes at a cost to themselves. With the heart, compassion and commitment of the many that have gone above and beyond in times of disruption and uncertainty, we can make a meaningful difference. In doing so we ensure that we faithfully live out our mission, bringing hope and fullness of life.

### **Rev Bruce Moore**

Director of Mission  
UnitingCare Queensland



## WHO WE ARE

**UnitingCare, as an agency of the Uniting Church Queensland Synod, has the great privilege of delivering health, aged care, disability and community services to thousands of people a day throughout Queensland and the Northern Territory.**

Continuing the legacy left by the Presbyterian, Methodist and Congregational churches community services that united in the early 1900s around their shared mission; our purpose remains to extend UnitingCare's reach and services to people who need our support most.

Now, as one of Australia's largest charity organisations, we remain grounded in the beliefs of UnitingCare's founders – that everyone deserves the chance to live their best possible life.

This inspires us every day to change people's lives for the better, through more than 460 locations including hospitals, residential aged care facilities, retirement living and family and disability services.

UnitingCare is proudly representing BlueCare, Lifeline, ARRCs, The Wesley Hospital, Buderim Private Hospital, St Stephen's Hospital, St Andrew's War Memorial Hospital.



## OUR SERVICES

Every day UnitingCare strives to provide the care and services people need to live their best possible lives.

### BlueCare

- + Generalist and specialist nursing services
- + Residential aged care services
- + Allied health services
- + Personal care, social support and domestic assistance to people in their own homes
- + Respite care
- + Seniors' housing
- + Pastoral care and counselling

### Family and Disability Services

- + Community recovery
- + Lifeline training
- + Lifeline retail (shops and online)
- + Counselling (for children, families, couples, and dispute resolution)
- + Domestic and family violence support
- + Elder Abuse Prevention Unit
- + Gambling Help Support
- + Disability support
- + Beyond Borders Travel
- + ProjectSEARCH employment services
- + Financial counselling

### UnitingCare Hospitals

- + The Wesley Hospital
- + St Andrew's War Memorial Hospital
- + St Stephen's Hospital – Hervey Bay
- + Buderim Private Hospital

### ARRCS (Australian Regional and Remote Community Services)

- + Allied Health Services
- + Day therapy centres
- + Dementia Behaviour Management Advisory Service
- + Disability Services
- + Domestic assistance
- + In-Home care packages
- + Personal care
- + Residential aged care
- + Respite care



# OUR HISTORY

## 1900 to 1929 —

Community outreach through the Methodist, Presbyterian and Congregational churches in Queensland began at the end of World War I



## 1907 —

Wesley Mission Brisbane established



## 1948 —

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



## 1964 —

First Lifeline centre opens in Brisbane by Reverend Ivan Alcorn, Director of the Methodist Church Department of Young People



## early 1970s —

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



## mid 1970s —

- + Methodist Church parishes begin to establish childcare programs
- + The Clare Homes program is established to provide emergency accommodation for homeless families
- + Women's shelters established, including Kalparrin – started by Mr Jim McConnachie
- + Blue Nursing's first independent living units are opened at Girraween and Yoorana Place

## 2000 —

- + Lifeline Community Care Queensland is formed bringing together many individual organisations into one, with 12 regional Lifeline divisions across the state
- + The Centre for Social Justice is established with found Director Reverend Noel Preston, son of Arthur Preston

## 2004 —

The UnitingCare Queensland Board is created



## 2009 —

The Uniting Church Australia acknowledged Aboriginal and Torres Strait Islander people in their constitution.



## 1949

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



## 1953

First blue nurse – Sister Olive Crombie visits the first patient – an initiative of West End Methodist Church led by Reverend Arthur Preston



## 1958

The Presbyterian Church opens St Andrew's War Memorial Hospital



## 1977

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

## June 1981

The Uniting Church's Queensland Synod approved the formation of the Department for Community Services, led by Mr Bruce Alcorn



## 1999

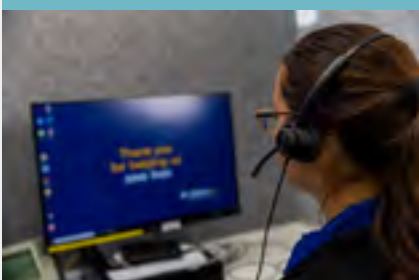
- + The Uniting Church Assembly Standing Committee approves the name UnitingCare Australia for the national body



- + The name BlueCare launched for aged care services

## 2011

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



## 2012

- + First Reconciliation Action Plan launches
- + In 1985 Aboriginal and Torres Strait Islander members of the Uniting Church in Australia formed the Uniting Aboriginal and Islander Christian Congress, which serves as the Aboriginal and Islander arm of the church. In 1994, the Uniting Church assembly accepted an invitation from the Congress to join in a solemn act of covenanting before God.

## 2014

- + St Stephen's Hospital in Hervey Bay – Australia's first integrated digital hospital.



- + UnitingCare Queensland's fourth service group is created - ARRCs Australian Regional and Remote Community Services

# MAKING A MEANINGFUL DIFFERENCE AT A GLANCE

## UnitingCare



UnitingCare is made up of

**17,302**  
employees

and

**7,456**  
volunteers

across corporate services, aged care and  
community services, family and disability  
services and our hospitals



Volunteers contributed

**862,477**  
hours

## Our Family and Disability Services



**326,808**  
people

receiving care from family  
and disability services



Supported more than

**7,200**  
people and children  
with disabilities

with personal support, employment services  
or Early Childhood Intervention Services



## Our Aged Care and Community Services



**45 residential care facilities**  
that cared for **6,111 people**



**1,592 BlueCare vehicles** on the road,  
making **2,726,222 visits** to **57,835**  
**community clients**



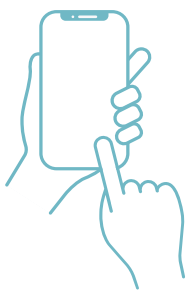
## Our Hospitals

We had **140,421 admissions** with  
**50,764 Emergency department**  
**presentations** that resulted in  
**86,265 procedures** and **348,986**  
**bed days** per year



## Listening to our customers

Voice of the Customer program  
gathered responses from  
**more than 40,000 customers**,  
family members and the local  
community



**9,196**  
calls  
to **13YARN**

**140,890**  
contacts  
to the  
**Lifeline Crisis Support line**



**1,891**  
**Farmer to Lifeline**  
**Farmer calls**  
that **assisted 308**  
and led to **280 property visits**

## Our environmental impact

A further **2.2% reduction** in our measured  
**carbon footprint**, contributing to a total  
**11.3% improvement** since 2019



# OUR OPERATING ENVIRONMENT

**We are part of a complex operating environment that faced some significant economic, regulatory and workforce changes this year. As we navigate this, we lean on our purpose and organisational resilience to meet the direct and indirect impacts as we continue to make a meaningful difference across Queensland.**

## Shifting economic conditions

Australians struggled with the rising costs of living and a housing crisis – another challenge especially for those already impacted by the floods and other disasters. The cost of living and inflation continued to rise over the year with several interest rate rises impacting home owners, renters and incoming aged care residents.

We also saw the media report that people with disabilities, low income earners and pensioners were finding it difficult to find affordable and appropriate housing, particularly in regional and remote areas.

At UnitingCare, we saw a marked increase in demand across all our services. At the same time, we didn't escape the impact of rising costs; such as the high cost of petrol impacting the cost of delivering in-home care. Our experienced team planned for these increases and put safeguards in place to ensure we continued delivering services that make a difference to vulnerable people across the state.

## Industry-wide workforce and skills shortages

Workforce and skill shortages were experienced across the Community Services Industry. The gap between supply and demand is widening, particularly for health care professionals, across aged care, hospital, family and disability services. People generally are living longer, with greater frailty, and the workforce available to support the growing demand is declining. Building a workforce in rural, regional and remote areas is even more challenging.

In addressing these workforce challenges, we focussed on a number of recruitment and retention activities outlined in this report. We also work with government partners on different community

services job pathways programs. For instance, UnitingCare is one of the major participants in the Pacific Australia Labour Mobility Scheme, with a seat on its advisory committee.

During the year, we attended the Health Workforce Roundtable convened by the Federal Government in the lead-up to the Jobs and Skills Summit. We brought community services and aged care workforce insights to the event, representing our workforce and the wider Industry who could not attend. We have since seen positive changes for attracting and retaining community services and the aged care workforce, including the rise in wages for our aged care workers.

## Aging population and aged care changes

According to the Seniors and Ageing Market Study, the over 75-year-old cohort is projected to double in Queensland by 2041. Being ready to meet this increased need is a priority for BlueCare.

In addition to growing demand, there have been significant legislative and regulatory changes introduced and implemented during the year. We are proactive participants in the aged care reforms, influencing critical implementation points and limiting unintended consequences for older Australians and the organisation. Being reform-ready has meant implementing systems and processes to meet future change requirements, transitioning to a new operating environment, and leveraging reforms to achieve our strategic goals.

Some aged care funding arrangements changed this financial year which enabled us to deliver more care: The Australian National Aged Care Classification (AN-ACC) funding model replaced the Aged Care Funding package, and the Aged Care COVID-19 Support Grants were extended during the financial year.

In 2022-23, a number of new arrangements were established around service delivery, legislation, reporting and governance arrangements. These included:

- + Began capturing facility level information and care minutes in the Aged Care Quarterly Financial Report.
- + Strengthened consent arrangements for use of restrictive practices for consumers.
- + Published Star Ratings on My Aged Care as BlueCare participated and features on the site.





- + Introduced Aged Care Sector Code of Conduct as well as the Australian Government legislation to cap administration and management charges in the Home Packages Program.
- + Extended the Serious Incident Response Scheme to in-home care and flexible care.
- + Reviewed the Aged Care Quality and Safety Commission.

### Fair Work Commission's Work Value Case

As part of the Fair Work Commission's Work Value Case decision, it was decided to increase the award rates for certain roles working in the aged care sector by 15% from the first full pay period after 30 June.

This included the following roles:

- + Nursing Assistants, Enrolled Nurses, Nurse Practitioners and Registered Nurses working in aged care facilities and in the community.
- + Personal Carers and Allied Health Assistants working in aged care facilities and in the community.
- + Activities Officers, Diversional Therapists, Leisure and Lifestyle Team Leaders and Co-ordinators working in aged care facilities.
- + The most senior food services employee working at aged care facilities.

The Federal Government has committed to funding these increases and BlueCare made a pledge that every additional dollar the Federal Government provides for this purpose will be used to pay for the increase to wages and associated on-costs.

On 30 June 2023, the BlueCare Care and Support Employees Enterprise Agreement 2023 was voted up by employees and was subsequently submitted to the Fair Work Commission for approval. This Enterprise Agreement covers personal carers and others performing support roles working in aged care facilities and in the community, many of whom are in roles already covered by the Work Value Case increases. BlueCare guaranteed to pay this group of employees 5% above the relevant award rates.

### Changes that impact the people we support

This year, the Private Hospital Funding Agreement, which maximised healthcare capacity and coordination of healthcare services during the period of the COVID-19 pandemic, ceased. Additionally,



the new Residential Aged Care Funding model, the Australian National Aged Care Classification system (AN-ACC), began on 1 October 2022.

More than 17,000 participants were transitioned off the cashless debit card program with the passing of the Social Security (Administration) Amendment (Repeal of Cashless Debit Card and Other Measures) Bill 2022. For the transition of participants in the Bundaberg/Hervey Bay area, we were engaged by Department of Social Services to provide mental health support, emergency relief, financial counselling and other general support.

In October, the National Disability Insurance Scheme (NDIS) Review was announced by Minister Bill Shorten. The NDIS Review will look at the design, operations and sustainability of the NDIS, as well as ways to make the market and workforce more responsive, supportive and sustainable. UnitingCare partnered with Centacare, Spinal Life Australia, Endeavour, Life Without Barriers, Multicap Australia, Cerebral Palsy League and the Archdiocese of Brisbane to make a submission around the design of the NDIS, in particular around



funding, and the impact on being able to deliver the services people with disabilities need.

To shape how this will look in the future, the Queensland Government undertook some work to understand the additional support young people across the State would like. This led to a new Extended Post Care Support program being launched to work directly with young people in care to receive culturally appropriate support for their transition into adulthood. This is an important outcome as UnitingCare participated in the advocacy calling for this change. This additional Extended Post Care Support program strongly aligns with the support provided to vulnerable young people through our Semi-Independent Support program, run by our out-of-home care residential services team.

### **Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability**

This Royal Commission entered its final year after it was first announced on 4 April 2019. An important

inquiry for people with disability, it received 7,944 submissions, including one from UnitingCare, 17,824 phone enquiries, held 1,785 private sessions and published 14 issues papers since it launched.

As part of the Commission process, UnitingCare and a panel of providers participated in Public Hearing 32 around enabling choice and control, in addition to making a submission. Through this we were able to share provider insights about how we are delivering on choice and control through: how we operate, our policies and governance, how we support decision making; and our workforce. It also gave us an opportunity to talk about the financial pain points in the scheme.

UnitingCare was chosen as an exemplar of good practice in the process, as we enable choice and control for NDIS participants at every step, from planning to delivery, in our service agreements. The hearing is publicly available and provides a comprehensive overview of our leadership in this space and our collaborative approach to providing high-quality services for people with disability.



# OUR STRATEGY





**UnitingCare's long-term strategy provides an overarching framework for bringing our purpose and mission to life in everything we do – enabling us to focus on and make a meaningful difference for the people, families and communities we serve.**

### **Our vision for 2030**

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

To realise this vision, we will align business planning around three key goals for the organisation:

- + **Aged Care and Community:** Being a market leader in high-quality, innovative, person-centred aged care services in the home and in the community.
- + **Family and Disability:** Expanding our social impact through growth of our child and family services and an optimised disability service offering.
- + **Hospitals:** Maintaining highly-regarded, clinically-excellent hospitals delivering the best possible health and life outcomes for patients.

These three strategic goals describe how we will deliver our mission, while being accountable in delivering sustainably in a challenging regulatory environment and highly competitive markets. During the year, we made progress across our three key goals. Further details and the performance highlights for each goal are on page 22.

### **Our strategic enablers**

**People:** We will foster a more empowered and loyal workforce, with a values-based culture that places our customers and those who serve them at the centre of everything we do.

**Business:** We will achieve top-quartile quality and operational excellence across all our health and community services.

**Technology:** We will use technology that provides fit-for-purpose, foundational applications, supports efficiency outcomes and enables innovative service models.

### **Progress through the strategy horizons**

UnitingCare began this renewal journey in 2019, based on a three-phased, long-term strategy. The 2030 strategy follows three key Horizons, each one building momentum for the success of the next. These are:

- + **Horizon One:** building financial sustainability.
- + **Horizon Two:** optimisation of operating model.
- + **Horizon Three:** scaling to meet growing and evolving needs.

We operate within a complex, competitive and regulated environment with compounding economic factors. To effectively respond and scale-up, we identified the need to adapt our current operating model.

We undertook an exploration and co-design of how best to organise our strategic enablers to support our service optimisation and scaling goals. We called this our Better Together operating framework and outlined three key principles to guide our approach:

- + Make it easier to work at UnitingCare
- + Enable more care, including innovative and connected care models
- + Create a sustainable and responsive operating model

Engagement with internal stakeholders at all levels of the organisation included deep dives to determine how we empower our workforce to get the job done, how we do business and deliver towards operational excellence and, how we are using technology to optimise and get our work done. We gained a clear picture of our strengths and weaknesses. We developed a program comprising of more than 40 initiatives to create a consistent way of operating in accordance with the Better Together program principles. This program will be implemented over the next three financial years.



# OUR PERFORMANCE







## Our purpose, and in turn our strategy, is wide reaching.

Every day we engage with people from all walks of life, across all ages, making a meaningful difference through our services, programs and advocacy work.

Everything we do is evidence-based; drawing on customer insights and benchmarking against providers on the cutting edge of health, community and social service delivery. With more people than every needing support, this year we expanded some of our services.

Harnessing technology is a key part of how we are able to make a meaningful difference for customers. From room service in our hospitals and aged care facilities, to apps that make it easier to schedule and manage appointments, we are delivering innovative solutions for a better experience and outcome for our customers.

We also lead research in a number of areas through our partnership with Wesley Research Institute, and other research collaborations through our Family and Disability Services. We are applying this research to deliver benefits directly to the people who need it the most, through our hospitals and range of services.

We are proud of our advocacy efforts for our most vulnerable and giving voice to their lived experiences. Through the year we provided advice, insights, feedback and guidance to government and Industry decision makers, using our expertise and experience as an Industry-leader to help shape policy, reform and inquiries.

We continued our Reconciliation Journey as we moved through our Stretch Reconciliation Action Plan to deepen our relationships with First Nations Peoples. UnitingCare continues raising the bar to protect and preserve a healthy environment for the communities we serve. Our full overview of the key activities and achievements for this financial year are outlined in this report.

This year, we delivered against each of the three strategic goals outlined on page 21. The following section focuses on our performance highlights.





**STRATEGIC  
GOAL 1:**  
AGED CARE &  
COMMUNITY  
SERVICES

We strive to be the market leader in high-quality, innovative, person-centred aged care services in the home and in the community, supporting older people to live their best lives, regardless of their circumstances or where they live.

Our performance highlights from 2022-23 are outlined below.

Priorities	Performance highlights
<b>Designing and implementing a service delivery model that achieves superior outcomes for clients.</b>	<ul style="list-style-type: none"> <li>+ Reviewed our community operating model, incorporating feedback from our clients and workforce.</li> <li>+ Identified a new operating model – BlueCare Neighbourhoods - and delivered a pilot to test and refine.</li> <li>+ Defined and prepared to roll-out this new operating model.</li> <li>+ Reviewed our residential aged care portfolio.</li> <li>+ Consolidated our residential footprint by closing two services, in consultation with residents.</li> <li>+ Completed planning and started construction of Sunrise Beach, a new aged care offering that will features an innovative Household Model of Care. Construction will be completed within the next financial year.</li> </ul>
<b>Becoming an industry employer of choice for aged care staff to overcome chronic shortages and provide a great working environment for our staff.</b>	<ul style="list-style-type: none"> <li>+ Repositioned BlueCare as a competitive provider who acknowledges and values employees in the community and residential labour marketplace, with two of our EBAs negotiated and supported by our workforce. The remaining two will be negotiated in the next financial year.</li> <li>+ Embedded a new clinical leadership program across residential services. We also increased career development opportunities for our workforce.</li> <li>+ Improved workforce planning and support, ensuring we have the right staff in the right roles who are empowered, enabled and supported to do their job well.</li> <li>+ Supported our workforce to ensure consistent and high-quality holistic care.</li> </ul>
<b>Having fit-for-purpose technology that enables us to deliver care in the community at scale.</b>	<ul style="list-style-type: none"> <li>+ Implemented Electronic Medication management across most Residential Aged Care sites.</li> <li>+ Rolled-out a new Food and Nutrition program to 28 of 46 facilities.</li> <li>+ Delivered AdvanceCare nurse call system at eight sites with 4D radar enabling movement and fall detection while maintaining dignity and privacy.</li> </ul>

We are leveraging our customer experiences and needs to plan future services and support through a number of initiatives, including establishing our first Customer Advisory Group. This group is comprised of customers, senior staff and members of the Board and Executive. These forums allow our decision-makers to hear directly from those we serve, providing us with insights, feedback and guidance for delivering what people need.

## Clients at the heart of community care

This year, we completed comprehensive review of our community services delivery model and identified, tested and refined a new operating model called BlueCare Neighbourhoods. This model breaks down our previous regional cluster structure into smaller neighbourhood-based service centres, to deliver integrated and continuous provision of care to home care package clients.

Placing our clients at the heart of their care, the BlueCare Neighbourhoods model allows people to maintain independence and control over their own

lives, while staying in their homes for as long as possible.

After successful trials at Sandgate and Townsville, the model is being rolled out across the state. This will make us the first organisation to deliver a neighbourhood model at this scale and across so many diverse geographical areas.

In addition to a new way of delivering person-centred services, we have increased our impact within communities with a growing specialised service offering, which includes:

- + In home dementia respite – an innovate program designed through customer and carer feedback and supported by a specialist workforce model – our pioneering Dementia Squad.
- + BlueCare Regional and Remote Community Palliative Care Program
- + Telehealth nursing and allied health services for continence support, falls prevention, and psychology services.

Access for customers and their families to book and schedule appointments became easier with the launch of the BlueCare App. Around 3,200 users logged in daily to make, check and cancel appointments, see their weekly schedule, receive invoices and feedback.

## Innovative services for our residents

Anchored in our goal to be the leader of innovative, person-centred, high-quality aged care, we implemented new programs and initiatives for our residents, including:

- + Clinical education and training program
- + Food and Nutrition Program
- + Pain management clinics
- + Falls minimisation program
- + Residential Aged Care Refurbishment Program

## Leading the way through aged care reform

- + The Government's aged care reform program is a once-in-a-generation change to achieve an aged care system that enables our mission of 'life in all its fullness'. This year, we grew our influence as proactive participants in the aged care reforms, influencing critical implementation points and limiting unintended consequences for older Australians and the organisation by implementing a Code of Conduct for all aged care employees.
- + Quarterly Financial Reporting, including care minute reporting.

- + The AN-ACC funding model in residential aged care.
- + The 24/7 nursing requirement in residential aged care.
- + Changes to our restrictive practices policies and procedures.
- + A Serious Incident Reporting Scheme in community services.
- + The Home Care administration cap and removal of exit fees.

We also implement the Government's invitation to participate in the new Star Ratings system for residential aged care. An independent surveying team interviewed at least 10% of residents at each of our services about their care, culture, food and management within the home. The results from the Residents' Experience surveys supplement our existing Voice of Customer engagement program which includes focus groups, surveys, feedback forms, and interviews.

## Five years of making a difference

Even through a pandemic which had impacts over several years, we continued to provide support and care for vulnerable older Queenslanders, as shown in this table. With more people cared for in our residential facilities over time, we saw the impacts of COVID on delivering supports in the community. As we move further out of the emergency phase of the pandemic, we are seeing our reach into community continue and expanding. As the Neighbourhood model rolls out, our dedicated people can provide supports to help people to stay in their homes.

	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Employees</b>	8,900	9,629	8778	8,595	8,678
<b>Residential aged care facilities</b>	47	47	47	47	45
<b>Residential Beds (operational bed licences)</b>	3875	3502	3509	3509	3,419
<b>People cared for in our RAC facilities, including residential respite services</b>	5,885	5431	5604	5173	6,111
<b>Vehicles on the road</b>	2028	1530	1518	1534	1,592
<b>Community visits</b>	3,500,000	3,400,00	3,244,447	2,841,541	2,726,222
<b>Community clients</b>	66,000	71,346	67,331	60,227	57,835

\*During 2020-2021, 700 employees in BlueCare transitioned to UnitingCare's Family and Disability Services area following a restructure. There was also a decrease in staffing numbers following a review of non-frontline roles and subsequent restructure.

# As part of our work to optimise our residential portfolio, in FY23 we closed two services - one in Brisbane, one in Bundaberg. We are currently constructing a facility in Sunrise beach so our number of services will rise to 46 in FY24.

+ Reduction in community clients and community visits has been driven by the impact of the COVID-19 pandemic and aged care workforce shortages. UnitingCare is focused on intensive recruitment and engagement strategies to grow our workforce and be an employer of choice.

% The number of people care for in our residential services captures the movements of people across permanent, respite, Transitional Care and Interim Care beds within BlueCare and Pinangba. Transitional and Interim Care beds are in conjunction with regional Health and Social Services across QLD.





## DIFFERENCE MAKER: BLUECARE APP KEEPS CLIENTS CONNECTED

**For Rockhampton residents Rob and Barbara Badman, the BlueCare app, developed in-house by the Digital and Technology team, has enabled them to retain their independence.**

It provides an easy way for clients and their loved ones to see and manage their appointments, access scheduling information and keep in touch with their BlueCare home workers.

The Badmans have been BlueCare clients since 2020 after Barbara had a stroke and Rob became her carer. They were among the first to use the app when it was released in 2022.

Barbara has daily visits for personal care and attends the gym twice weekly, while Rob has assistance with house cleaning and shopping. An electric wheelchair for Barbara and a mobility scooter for Rob help the pair get around.

“The app is first-class, keeping us totally informed about what’s happening,” Rob said.

“It’s all about convenience. We can easily book and cancel our appointments without waiting on the phone for a long time. And when we go to bed at night, we know who is coming the next day.

“The app also helps us keep track of invoicing and we can leave feedback about our experience.”

Digital and Technology Group Executive Susan Heath said the app will continue to develop and improve to suit the changing needs of the 3200 BlueCare users logging in daily.

“Our approach is based on user-led innovation,” Susan said.

**“WE SEEK A GREAT DEAL OF FEEDBACK FROM OUR CLIENTS AND STAFF, SO WE CAN CONTINUOUSLY IMPROVE THE APP AND CUSTOMER EXPERIENCE.”**

And for clients like Rob and Barbara in their 80s, that means they can continue to enjoy life with peace of mind knowing help is there when they need it.



**STRATEGIC  
GOAL 2:**  
FAMILY AND  
DISABILITY  
SERVICES

Every day we strive to be there for people who need it by sustaining a strong focus on expanding our social impact through the growth of our child and family services and an exceptional disability service offering.

Our performance highlights from 2022-23 are outlined below.

Priorities	Performance highlights
<b>Crisis and wellbeing response supporting people facing crisis and hardship</b>	<ul style="list-style-type: none"> <li>+ Opened a new Homelessness Service in partnership with the Queensland Government to increase social support and housing.</li> <li>+ Won funding to produce the annual Elder Abuse research and report.</li> <li>+ Expanded our gambling addiction support.</li> <li>+ Deployed Lifeline Community Recovery to the flood impacted area of Burketown.</li> </ul>
<b>Protecting children supporting children and young people in out-of-home services and toward their future goals</b>	<ul style="list-style-type: none"> <li>+ Extended our out-of-home care reach to Rockhampton, as well as the Ipswich and Toowoomba regions.</li> <li>+ Closed the out-of-home care residential services in Cairns.</li> <li>+ Implemented a domestic and family violence informed framework across the Family Support program areas.</li> <li>+ Extended the Foster and Kinship Carer program in Far North Queensland with nine IPS funding packages.</li> <li>+ Established a partnership with Life Without Barriers to strengthen the CARE framework in Out of Home Care.</li> </ul>
<b>Parenting and Family Wellbeing equipping parents with skills to keep kids safe in the home</b>	<ul style="list-style-type: none"> <li>+ Secured Federal Government funding through a pilot of the Men Sustaining Change program.</li> </ul>
<b>Disability Services enabling people to live a meaningful life</b>	<ul style="list-style-type: none"> <li>+ Expanded the successful Project Search program to three more UnitingCare sites.</li> <li>+ Delivered the Service Navigator and Targeted Rebuild Case Management Services.</li> <li>+ Piloted the Outcome Star program to support people with disability to identify, track and measure their own success.</li> </ul>
<b>Lifeline Retail funding our Lifeline Crisis Response Service</b>	<ul style="list-style-type: none"> <li>+ Opened six new Lifeline stores across Queensland and refurbished eight existing stores.</li> <li>+ Provided vans to aid distribution to and between shops. This enables anyone with a licence to support deliveries.</li> <li>+ Redesigned donation bins and hubs to be safer.</li> <li>+ Expanded Bookfest to include comic books in Brisbane. This resulted in the sale of 45,000 comic books during the four-day event.</li> <li>+ Commenced Lifeline Suicide bereavement groups in Ipswich.</li> <li>+ Delivered the Lifeline Retail pilot WiFi in shops.</li> <li>+ Expanded the Farmer to Lifeline Farmer program.</li> <li>+ Implemented the 13YARN pilot nationally.</li> <li>+ 13YARN was honoured with two National LiFE (Living is For Everyone) awards, presented at the National Suicide Prevention Conference, Canberra.</li> </ul>



## Responding to increasing demand

More people needed more help this year. Demand increased on our services as communities dealt with the impacts of the increasing costs of living, housing crisis, COVID variant waves and inflation. In response, we delivered more domestic and family violence services, financial counselling, community mental health and homelessness services, crisis support and services for children in the child protection system.

Speaking up for the people we help is another way we support people who need it. We also advocate with and for individuals, families and children by using our influence to inform Royal Commissions and submissions that help shape policy and programs that affect them

UnitingCare's submission to and participation in Public Hearing 32 of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People related to the broad topic of empowering choice and control.

We provided information about the everything UnitingCare does to uphold the rights of people with disability in all decision making and delivery of service supports, particularly around independent living, the recruitment and retention of staff and the codesign of services to deliver on service agreements.

## Being there in times of crisis

This year marked 60 years of Lifeline's 24/7 Crisis Support Service which helps thousands of Queenslanders each year who are struggling. Some of our staff attended the reception at Government House, hosted by the Governor of Queensland

- Her Excellency the Honourable Dr Jeannette Young AC PSM. And special celebrations were held at UnitingCare services across the state to commemorate this important milestone.

Our successful 13YARN pilot for Aboriginal and Torres Strait Islanders was expanded across Australia this year, along with the Farmer to Lifeline Farmer support service. These services go beyond just taking a phone call and providing comfort. Speaking to someone with similar experiences, values and background helps build resilience among individuals and communities to better manage crises in the future.

## Supporting our workforce to be the best they can be

Our people mean the world to us and we do everything we can to make sure they are supported. Which is why, this year, more than 800 staff participated in the 2022 Global Workplace Burnout Study. We will hear about the findings and recommendations next financial year

We continued to build our cultural capacity, competency and diversity with our people attending three key internal events through the year, including:

### + Multicultural Symposium

Staff came together to share, learn and immerse in two days of cultural celebration.

### + Aboriginal and Torres Strait Islander GroundWater Gathering

First Nations staff and allies came together for this two-day conference to have authentic and culturally safe discussions, and share knowledge and skills to build our cultural capacity.



13YARN PILOT FOR ABORIGINAL AND TORRES STRAIT ISLANDERS WAS EXPANDED ACROSS AUSTRALIA



MULTICULTURAL SYMPOSIUM



INGIGENOUS WELLBEING CONFERENCE



DISABILITY SYMPOSIUM SPECIAL GUEST DR DINASH PALIPANA

- + **Disability Symposium, held during Disability Action Week with the theme: *Hearing from you***  
This full-day event elevated the voices of people with disabilities with highlights including Dr Dinesh Palipana sharing his story of becoming a doctor.

### Partnering for better outcomes

With an evidence-based and research-led approach, we regularly partner with research experts, Government and Industry to co-design and evaluate key programs and projects.

For example, this year the McKell Institute Queensland released the Communities in crisis: Lifeline Qld supporting those in need report; finding that Lifeline Queensland experienced a surge in demand in the last 18 months, driven in part by natural disasters and the evolving COVID pandemic.

The report identified and recommended a regularised/standardised funding model and enabled further discussion with Government.

We currently have more than 10 research projects under way including:

- + Supporting staff wellbeing in Child Protection services.
- + Co-designing a program/service for adults to tackle loneliness and social isolation.
- + Co-designing coercive control staff training in family dispute resolution matters.
- + Evaluating the Men Sustaining Change pilot program.
- + Enhancing children's journeys through Out of Home Care.
- + Producing and promoting the Elder Abuse Annual Statistical Report.

We are incredibly grateful to our research partners including Queensland University of Technology, Southern Cross University, Community Services Industry Alliance, Griffith University, University of Queensland, Central Queensland University Queensland Centre for Domestic and Family Violence Research, Australian Research Council, Queensland Government, Flinders University and University of Sunshine Coast.

	2022-23
People receiving care from family services	326,808
Children and young people in out-of-home care	1,146
Contacts to the Lifeline Crisis Support line	140,890
13 YARN	9,196
Farmer to Lifeline Farmer calls	1,891
Farmers assisted	308
Farmer to Lifeline Farmer property visits	280
People living with a disability receiving personal support	545
People living with a disability who are working in our Employment Services	382
Children with disabilities and their families receiving our Early Childhood, Early Intervention services	6,349
Employees	2,215
Volunteers	6,421
Bookfest sales	\$2.7M



## DIFFERENCE MAKER: HEALING ONE BRUSH STROKE AT A TIME

**We seek to provide and contribute to long and short-term solutions for people using our services. For some, it's being there to help them get back on their feet.**

For Pauline, being connected in with UnitingCare's Gold Coast Homelessness Hub was a huge relief after she found herself living in her car at aged 56.

The Hub offers access to a range of traditional support systems, such as financial counselling, and help finding more permanent accommodation. It also offers a chance for people to relax, be creative and enjoy themselves through the Recreational Therapy Using Art As a Medium Program.

"A year ago I was in a domestic violence relationship, and after I left, it was just me and my Jack Russell, Shaggy, sleeping in my car," she says.

"I rang my counsellor and told her I was homeless. She gave me a number to call and I was put in touch with the Homelessness Hub in Blair Athol where I could have lunch, do my laundry and have a shower. It was heaven."

Soon after being connected to the Homelessness Hub, Pauline's dog Shaggy sadly passed away, and that's when she was introduced to the Hub's art therapy program.

"I was told art would be good therapy for me and it was. It gave me peace in my mind."

**FEELINGS OF HELPLESSNESS AND LONELINESS CAN BE COMMON FOR THOSE EXPERIENCING HOMELESSNESS. BUT THROUGH OUR ART THERAPY CLASSES AT THE HUB, CLIENTS CAN PROCESS THEIR EMOTIONS IN A VISUAL AND CREATIVE WAY.**

"Painting and drawing helps you have that break of feeling helpless," Pauline says.

The medium of art also helps to build confidence, and feelings of connection, and while Pauline is now housed, she still loves to attend the Hub's Art Therapy classes once a week.

"I love painting anything that's beautiful. I go home feeling satisfied knowing that my mind has gone back to all the fun things I love doing."

Artwork from the program are showcased at the Gold Coast Homelessness Symposium.





## STRATEGIC GOAL 3: HOSPITALS

UnitingCare has one of the largest private not-for-profit hospital groups in Queensland, which is renowned for clinical excellence across a range of specialised areas, including robotic surgery, oncology, cardiac services, orthopaedic surgery and maternity services.

When entering any of our hospitals, The Wesley and St Andrew's War Memorial Hospitals in Brisbane, Buderim Private Hospital on the Sunshine Coast or St Stephen's Hospital in Hervey Bay, patients access a range of specialist healthcare services, from hospitals which are as diverse and unique as the communities they serve.

Our performance highlights from 2022-23 are outlined below.

Hospital business goal	Performance highlights
<b>Delivering new and innovative models of care</b>	<ul style="list-style-type: none"> <li>+ Launched room service for patients to order meals at their convenience at The Wesley Hospital.</li> <li>+ Launched Queensland's first Long COVID Clinic at The Wesley Hospital.</li> <li>+ Partnered with Family and Disability services to optimise government funding and support a homelessness service for women and children</li> <li>+ Introduced two new mental health support programs at Buderim Private Hospital for people experiencing Bipolar Disorder and Adult ADHD.</li> </ul>
<b>Establishing the physical infrastructure necessary to support us</b>	<ul style="list-style-type: none"> <li>+ Introduced Australia's first compliant closed-loop recycling ecosystem via a new partnership with Queensland's The Resitech Group, following a successful nine-month trial at St Andrew's War Memorial Hospital.</li> <li>+ Implemented robotic technology for orthopaedic surgery at all our sites, enabling us to provide greater precision and less pain for patients.</li> </ul>
<b>Leveraging and building our workforce strength</b>	<ul style="list-style-type: none"> <li>+ Introduced nursing scholarships for First Nations students in conjunction with Griffith University.</li> <li>+ Rolled out GROW, the online learning platform for all staff.</li> <li>+ Delivered another successful graduate program for physiotherapist students to work across our regional and metro hospitals.</li> <li>+ Expanded Project Search, an internship for young adults with developmental disabilities, to two hospitals.</li> <li>+ Welcomed the first Novice Midwife Program recipient graduates at Buderim Private Hospital.</li> <li>+ Continued donor scholarships and bursaries across the hospitals for workforce professional development and training opportunities.</li> </ul>
<b>Upgrading our technical assets and capabilities</b>	<ul style="list-style-type: none"> <li>+ Completed the My IT Access Project, which gave all hospital staff easier access to emails and other key programs.</li> <li>+ Delivered new robotic equipment and additional accreditation for medical staff to deliver more life changing and saving surgery.</li> <li>+ Delivered WiFi upgrades at Central Stores and Central Sterilisation Services Department.</li> <li>+ Implemented Surginet to automate record keeping in operating theatres at Buderim Private Hospital.</li> </ul>
<b>Driving efficiency</b>	<ul style="list-style-type: none"> <li>+ Finalised automation that provides de-identified tracking of patients through surgery.</li> <li>+ Re-commenced in-person GP professional development sessions at Buderim Hospital.</li> <li>+ Completed successful hospital accreditation across our sites.</li> </ul>

We aspire to be renowned for our clinically excellent hospitals which deliver the best possible health and life outcomes for patients. The highlights above demonstrate that we are achieving this through initiatives aimed to expand our services and empower our people, while elevating a focus on safety and financial responsibility.

### Partnerships that deliver better health and life outcomes

Through our partnership with Wesley Research Institute, we are able to drive forward medical research and bring contemporary best-practice to improve patient outcomes. Our research strategy includes:

- + World first research to co-design the UnitingCare Virtual Hospital. This study interviewed key stakeholders and held a series of co-design workshops, addressing virtual healthcare in the private healthcare sector. Results were presented and a model of care identified. A 12-month pilot to test and evaluate the Virtual Hospital across UnitingCare services will be rolled out.
- + The Coeliac Disease and Immune Health Research Program team progressed key research areas to understand the pathophysiology of the disease, improve diagnosis, food equity and treatment management strategies for patients.
- + A chronic wounds research program is being planned across UnitingCare to investigate and find out how integrated health services can better identify, treat and manage this condition. The outcomes will be crucial as chronic wounds affect more than 420,000 Australians a year.

- + The Queensland Spatial Biology Centre (QSBC) was established and has a long-term vision to improve treatment for our patients with the latest technology. The QSBC, in collaboration with UnitingCare and the University of Queensland, began key research projects using cutting-edge technology to assess a multitude of proteins and genes across every cell within diagnostic specimens, while maintaining the tissue architecture and cellular organisation. These projects will take us one step closer to providing highly personalised treatments for a range of diseases from cancer to cardiovascular, neurodegenerative conditions and beyond.

### Celebrating our people and their achievements

We thanked our staff, doctors and volunteers, both past and present, for delivering life-changing services when we celebrated 65 years of care at St Andrew's War Memorial Hospital at a special event. Present were members of our Auxiliary, donors and supporters.

This year we also held the fourth Access Arts exhibition at St Andrew's War Memorial Hospital. With a theme, Dancing Colours, it featured 57 artworks by 20 Queensland artists with disability. The exhibition, curated by Senior Gynaecologist and Honorary Art Curator Dr Philip Hall, will be back again next year.

We also celebrated Buderim Private Hospital's Education Team Leader, Tanya Scott getting the Elsa Wilson Award for her outstanding work in supporting education, training and continual learning across the hospital.



ST ANDREW'S WAR MEMORIAL HOSPITAL  
CELEBRATED 65 YEARS OF CARE



EDUCATION TEAM LEADER TANYA SCOTT WAS RECOGNISED FOR  
OUTSTANDING WORK AT BUDERIM PRIVATE HOSPITAL





## Being renowned for clinical excellence

Every day our hospitals provide safe and high-quality care to our patients, something we see reflected in our increasing patient satisfaction scores. These results are supported by multiple benchmarking reports including Medibank Private who continue to rate our hospitals as the best in the country for our low rates of hospital complications. By focusing on caring for our patients and each other, we continue to be known as great places to work and receive care.

Our St Andrew's War Memorial Hospital and The Wesley Hospital are well on their way to obtaining the highly regarded Surgical Review Corporate (SRC) Centres of Excellence in certain specialty areas. An international not for profit organisation, the SRC provides independent accreditations to hospitals and medical professionals. As a Centre of Excellence, we demonstrate our commitment to superior care, with our highly skilled and experienced people who work in an established and sustained culture of quality and safety.

## Five years of patient care from the heart

Across our hospitals, we have seen a high level of demand for medical services continue over the past five years. During the height of COVID, we saw our admissions reduce slightly, but our emergency department presentations increase, which has kept rising each year. Admissions are almost to pre-COVID levels and our procedures remain in high demand.

Like hospitals across the world, patient care and procedures were prioritised in the face of the evolving pandemic situation, with demand for services continuing, and in many cases increasing.

As we move into another year for our hospitals, we are exploring bringing in the latest research, technology and clinician expertise, like the virtual hospital, to reach as many people who need medical support at every stage of their life.

Statistics	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Employees</b>	4,300	4266	4,384	4,480	4,769
<b>Admissions</b>	144,000	132,905	132,381	133,180	140,421
<b>Bed Days/Year</b>	366,800	342,695	342,639	342,190	348,986
<b>Emergency department presentations</b>	36,300	38,593	38,992	46,718	50,764
<b>Medical students</b>	149	343	129	206	425
<b>Procedures</b>	85,590	80,284	88,178	82,413	86,265
<b>Volunteers</b>	505	626	346	290	117



## DIFFERENCE MAKER: PIXIE MADE A DIFFERENCE FOR HOSPITALS

**In September, 2022, we lost one of the greats, with the passing of our beloved Isobel (Pixie) Annat MBE OAM.**

Often called the 'champion of nurses', the retired nurse and former CEO of Andrew's War Memorial Hospital spent her life making a meaningful difference. She lived by the belief that a full life was about helping others.

Not only did she fight for recognition of nurses throughout her own long and distinguished nursing career, but she later campaigned on behalf of the elderly and homeless women.

So dedicated was she to helping others, she volunteered at St Andrew's until recent years.

Pixie grew up in rural Queensland and trained to be a nurse just after WWII, working first at the Royal Brisbane Hospital before moving to St Andrew's where she became a matron, then CEO until her retirement in 1992.

Under her ground-breaking leadership, the hospital launched one of the first neurosurgery units in the country, the first nuclear medicine department at a private hospital, established a cardiac unit and became the first private hospital in Queensland to provide open heart surgery.

Pixie was a special woman who leaves a legacy of compassionate care and advocacy for others. And she will always be a part of the fabric of St Andrew's War Memorial Hospital.





## ADVANCING RECONCILIATION

**The national conversation surrounding a Voice to Parliament has strongly influenced our reconciliation work this year.**

As a longstanding partner of Reconciliation Australia with strong connections with the Uniting Church, the Uniting Aboriginal and Islander Christian Congress and UnitingCare Australia; we publicly affirmed our commitment to supporting a Yes vote to establishing a Voice to Parliament.

In doing so, we recognised that Aboriginal and Torres Strait Islander staff or peoples from the

wider community have differing opinions. However, we believe it is important to respect the wisdom of the majority of Elders and First Peoples leaders across the communities we serve or with whom we share strategic cultural relationships.

Our Manager Reconciliation Action Plan Program Kym Korbe spoke alongside National Multicultural Leaders in a Change the Conversation panel at QPAC, as an act of public advocacy for the Voice to Parliament.



Highlights from 2022-23 are outlined below:

Develop healthy relationships in UnitingCare between Aboriginal and Torres Strait Islander Peoples and other Australians to progress reconciliation for a fair and just society	This year, we deepened reciprocal relationships with Traditional Custodians across the state, by intentionally facilitating opportunities for UnitingCare staff to learn about culture on country. Allies of reconciliation can best do the work of reconciliation when they have established a connection to the lands on which they live and with the Aboriginal and Torres Strait Islander peoples whom they seek to serve.
Demonstrate respect for Aboriginal and Torres Strait Islander Peoples, their beliefs and values through a commitment to self-determination and learning of culture, language and history	Our online learning platform's Cultural Appreciation modules continued to strengthen the knowledge of new and existing staff. These modules talk about the true history of colonialism, the modern day impacts of trauma, the hopes for reconciliation and the ways in which everyone can make a difference by walking with First Peoples. During the 12-month period, more than 30,000 people completed the cultural appreciation training. This investment in cultural learning will continue to contribute to safer more respectful working environments.
Improving work opportunities and work environments for Aboriginal and Torres Strait Islander Peoples to enable them to fully participate within a culturally diverse workplace	<p>The Family and Disability Services Aboriginal and Torres Strait Islander Strategy and Engagement team, known as The Coolamon Group, and the cultural and strategy leaders across Pinangba Services worked with the RAP Team. Through this work they investigated the necessary cultural adaptations required to standard business practices or operating procedures to contribute to creating spaces in which Aboriginal and Torres Strait Islander staff can authentically participate.</p> <p>Our People and Culture team are committed to working alongside cultural advisors in creating processes and ways of being to respect the diversity of how First Nations peoples engage throughout the stages of application, onboarding, first year and ongoing development.</p>

## Celebrating National Reconciliation Week

The National Reconciliation Week theme this year was **Be A Voice For Generations**. For Aboriginal and Torres Strait Islander peoples to be a voice, they must first be given the opportunity to speak into the space of learning. In May, four aspirational leaders came together to speak to their colleagues across the organisation about their experience as front-line leaders. They shared how the wider organisation can help to create more supportive and culturally safe working environments.

They spoke on the importance of adapting policies and procedures to allow for greater levels of engagement for Aboriginal and Torres Strait Islander peoples; that it is through relationships with Elders that we can find our true north; and greater numbers of highly skilled First Nations leaders across the all levels of the organisations were needed.

UnitingCare continues to actively support the Uniting Church Covenant with First Peoples and in

doing so provided funded support for the Voices of our Covenant truth and storytelling project. **Voices of our Covenant** was launched during National Reconciliation Week and it is the first step in ongoing work to collect and share stories from First Nations communities across the state.



MANAGER RECONCILIATION ACTION PLAN PROGRAM KYM KORBE JOINED THE CHANGE THE CONVERATION PANEL AT QPAC



## DIFFERENCE MAKER: CAREERTRACKERS INTERN

**Our Aboriginal and Torres Strait Islander Strategy and Partnerships team is proud to support CareerTrackers placements across UnitingCare.**

The CareerTrackers program supports pre-professional First Nations university students, linking them with organisations offering paid, multi-year internships.

Once such young person, Kaya was UnitingCare's very first Year 13 intern, joining us immediately after high school.

A proud First Nations woman, she has spent the past three years working within the Family and Disability

Services team, as well as corporate services, gaining valuable experience while using the cultural learnings provided by her family and community to inform her approach to life and working.

**HER AMBITION IS TO WORK IN COMMUNITY SERVICES AFTER COMPLETING HER BACHELOR OF PSYCHOLOGY WITH HONOURS.**

We are immensely grateful for the relationship of trust and support we have developed with Kaya and our other CareerTrackers interns.

It's a privilege to be able to help and mentor young First Nations people, like Kaya, and we look forward to supporting many more young people achieve the success they dream of.





## LEADING ENVIRONMENTAL SUSTAINABILITY

**UnitingCare's environmental sustainability vision is of a greener, healthier, fairer future. We continue raising the bar to protect and preserve a healthy environment for the communities we serve.**

From rooftop solar to dishwasher upgrades, digitisation to virtual care, resource rehoming to Electric Vehicle (EV) policy advocacy, we continued to deliver in the third year of our Environmental Sustainability Strategy 2021- 2025. We are proud to report a further 2.2% reduction in our measured carbon footprint, contributing to a total 11.3% improvement since 2018-19.

But ramping up these decarbonisation efforts is critical. The latest IPCC Climate Change 2023: Synthesis Report makes it clear: "Every fraction of a degree of avoided warming matters. Every action matters."

As responsible environmental stewards, we are making sure that the way we provide services and care today will support people in the future to live their best lives.

Learn more about UnitingCare's sustainability performance and initiatives in the Annual Environmental Sustainability Report.



**ST ANDREW'S WAR MEMORIAL HOSPITAL ESTABLISHED A NEW COMPLIANT CLOSED-LOOP RECYCLING SYSTEM**



Highlights from 2022-23 are outlined below.

Built Environment	
<b>11.3% decrease in our measured carbon footprint since 2018-19</b>  <b>Generated 2,072 MWh of electricity to meet 2.8% of our electricity needs</b>	<ul style="list-style-type: none"> <li>+ Completed installation of 2.3 megawatts of rooftop solar across 19 BlueCare residential aged care facilities. This has achieved 25% to 40% self-sufficiency at these sites, and is generating enough renewable energy to meet approximately 5% of UnitingCare's total electricity needs.</li> <li>+ Improved energy and water efficiency at our two largest hospitals—The Wesley and St Andrew's—through dishwasher upgrades. This reduced annual consumption of natural gas (by more than 3,000 gigajoules) and water (by more than 9,000,000 litres).</li> </ul>
Waste	
<b>21.9% of 'waste' diverted from landfill</b>  <b>4% increase in waste generation (kg per bed day)</b>	<ul style="list-style-type: none"> <li>+ Introduced nutrition and food ordering systems at The Wesley Hospital and BlueCare residential aged care facilities. As well as reducing food waste, they are improving care quality, patient and resident satisfaction, and even social connectedness.</li> <li>+ Delivered furniture and resource rehoming initiatives led by frontline staff across our services.</li> </ul>
Transport	
<b>5.9 litres of fuel usage per 100 km (19% improvement since 2018-19)</b>  <b>76% of passenger fleet are now hybrid or electric vehicles</b>	<ul style="list-style-type: none"> <li>+ Expand our electric vehicle fleet to 16 with 20 chargers across eight Community Care sites in Southeast Queensland.</li> <li>+ Embedded a telehealth offering in BlueCare community services, enabling elderly clients to remotely access home medicine reviews, patient monitoring and allied health providers such as physiotherapists, dieticians, and psychologists. With 2,011 virtual care sessions in 2022-23, we are increasing service access for clients and reducing travel emissions, particularly for regional and remote regions where 2+ hours car travel for client visits is not uncommon.</li> </ul>
Purchasing	
<b>100% of strategic tenders included environmental sustainability criteria</b>	<ul style="list-style-type: none"> <li>+ Leveraged supplier partnerships to reduce waste to landfill.</li> <li>+ Continued to gradually reduce the use of desflurane; an anaesthetic gas with a potent global warming potential.</li> <li>+ Completed an options analysis for renewable energy sourcing approaches, involving extensive consultation, education, and alignment across 30+ executive and senior leaders and internal subject matter experts.</li> </ul>
Empowered People	
<b>416 (2.5%) staff engaged through sustainability training</b>  <b>65% increase in staff Green Champions since 2018-19</b>	<ul style="list-style-type: none"> <li>+ Established an internal Sustainability Initiatives Register to increase staff visibility, connectivity and involvement in sustainability projects across the organisation.</li> <li>+ Celebrated eleven outstanding employees and teams at the Full Circle and Reconciliation Awards who promote new ways to reduce our environmental footprint.</li> <li>+ Livestreamed event hosted by the Executive Leadership Team from St Andrew's Hospital to celebrate World Environment Day (5 June), putting their recycling skills to the test in a waste sorting challenge.</li> </ul>
Leadership	
	<ul style="list-style-type: none"> <li>+ Formed UnitingCare's cross-functional Climate Resilience Working Group, who are working on our first climate risk assessment and adaptation plan.</li> <li>+ Reached 570 people, through conference presentations (Greening the Healthcare Sector Forum 2022 and Governance and Risk Management Forum 2023) and industry and university seminars (Diversional and Recreational Therapists' Association, University of Queensland School of Medicine, Griffith University Sustainability Business Collective).</li> <li>+ Made a policy submission on the Federal Government's electric vehicle legislation, advocating for tax and scope considerations that would help to accelerate organisations' uptake of electric vehicles.</li> </ul>



## DIFFERENCE MAKER: REPURPOSING FURNITURE AND EQUIPMENT

**Being green has led to extra benefits for UnitingCare and our communities; something we are experiencing through our Repurposing Program at St Stephen's Hospital. Headed by our Green Champion Team, this program finds new life for furniture and other equipment once its purpose at one location comes to an end.**

St Stephen's Clinical Educator, Christopher Long, is at the heart of this sustainability program. His success is creating value adding financial, environmental and community outcomes for everyone involved.

It may not seem like a lot, but 20 lecture chairs were stacked neatly under a layer of dust left over from the closure of an old site. But they still had a lot of life left in them.

Seeing this Christopher reached out through his internal networks and quickly heard Buderim Private

Hospital new chairs for their training room. Staff can attend onsite training and meetings using these repurposed chairs.

But this isn't the only time we made sure that instead of collecting dust in a store room or being sent to landfill, we have found new uses for equipment and furniture including:

- + Furniture items were sent to Lifeline including old stock of books from St Stephen's Hospital library.
- + Sofa chairs were also well received by Yoorana Women's Domestic Violence and Resource Service Inc. in Hervey Bay.
- + Recliner chairs, cleaning trolleys and mop buckets were repaired and used by BlueCare Master's Lodge Aged Care Facility.
- + Filing cabinets and plastic chairs donated to Maryborough District Animal Refuge who have a new set of waiting room chairs and office chairs for their reception team.

# OUR CUSTOMERS

**We are committed to keeping our customer voices front and centre when developing new products and services or refining and improving the services we already deliver.**

In striving to deliver our mission and meet the needs of people from all walks of life, wherever they are and whoever they are; we listen to them and act to make a meaningful difference in their lives.

## Elevating the voice of our customer

Through our Voice of Customer program, we reached out to the communities we serve through surveys, targeted research and feedback opportunities. In 2022-23, we gathered responses from more than 40,000 customers, family members and the local community, maintaining the same engagement as the previous financial year.

This year, we commenced work to improve and modify the Voice of Customer program to ensure it continues to support current and new services and products across the organisation, including:

- + Upgrading the platform to take advantage of technological advances in recent years.
- + Implementing more interactive and user-friendly dashboards and reports to share insights with business managers and use advanced analytical capabilities in generating insights from customer comments.

## Launching our Customer Experience Principles

We analysed more than 60,000 interactions via our Voice of Customer Program and engagement with our Customer Advisory Groups. From this work, we developed four Customer Experience Principles to guide, examine and improve each interaction with our customers for a consistent experience across the organisation. They also inform the design of new experiences, process and services as well as support and guide staff behaviour.

## Connecting care services around the customer journey

UnitingCare is here whenever our customers need our services. In fact, many often return to use our range of health, community and social services at different stages of their lives. Our goal is to make moving between these services as easy as possible.

This financial year we embarked on enhancing our customer journey through the development of a Care Continuum.

Beginning with the design phase, we focused on the development of target state maps for each of our services areas. Through more than 120 hours of facilitated workshops with staff and our customer groups, more than 1,200 ideas were generated to integrate and connect services across this continuum. The information gathered will shape a clear and concise roadmap for UnitingCare, outlining our strategic priorities in line with our 2030 vision as well as providing the objectives and tactics to building our continuum of care, plus tracking and monitoring its progress over time.

Next year we expect to complete the design phase and have moved into prioritisation and implementation.

## Exploring Virtual Reality in BlueCare

Innovative technology allows us to bring new experiences to our aged care residents. We explored the use of Virtual Reality (VR) in an exciting long-term pilot program that was completed this year. After being on hold for extended periods due to the evolving COVID pandemic, we were able to complete it across five locations across the state.

Overall the pilot was a success, with residents and staff reporting good experiences. In fact, using VR often led to positive reminiscing and conversations for residents. Their families were also involved and reported positive experiences and support for the program too.

We will continue investigating and introducing new technology for a more engaging, fun and enjoyable experience for our residents and their families.









## DIFFERENCE MAKER: ELEVATING THE VOICE OF LIVED EXPERIENCE

**Reverend Delma Lovell**  
*St Stephen's Hospital*

"I'm extremely excited to be part of this important continuum of care work. I offer Pastoral Care and can see how doing the work now will build a connected and bright future for people who engage with UnitingCare services, from the hospitals through to BlueCare. It will be worth all the work to create a better customer experience for people at every stage of their life."

**Cluny Seager**  
*St Andrew's War Memorial Hospital*

"I feel very proud to work here and see the changes that are happening. It's exciting and will be of great benefit to not only our customers but also the whole community."

**Adele Risson**  
*ACCS Member, Residential*

"Being part of the advisory group gives me a purpose and has changed my life for the better. I was an auxillary nurse before coming to live here. Being part of the meetings has helped me find my voice and I keep looking for key things to report and feedback to the group as part of this continuum of care process. I'm helping to shape the future of care for people who need it next."



# OUR PEOPLE





Everything UnitingCare achieves and contributes to the communities and people we serve is possible due to the expertise, professionalism and dedication of our people - our staff and volunteers. They are the driving force behind 'Making a meaningful difference', our Employee Value Proposition (EVP) and a key enabler of our strategic goals.

Across UnitingCare, we have 17,302 staff and 7,456 volunteers, who offer compassion and care to our patients, residents and clients daily while bringing enthusiasm and skill to implement new ways to evolve our services to meet their needs. This includes our corporate services team which provides critical support to make sure we can deliver on our mission.

Through our People and Culture team and programs we foster a more empowered and loyal workforce, with a values-based culture that places our customers and those who serve them at the centre of everything we do.

Full time	4337
Part time	9214
Casual	3751
Volunteers	7456

Female	13741
Male	3553
Undisclosed	8



Our people are dedicated, skilled and passionate about the work we do. To support them as they deliver services we have a strong focus on their wellbeing so they can keep doing what they do best for our communities. This year we:

#### + Developed the Wellbeing Model

The model illustrates the connection between the individual, the business and our services within the community. It highlights eight pillars of wellbeing and the connection with UnitingCare's mission. This is a resource available to leaders across UnitingCare to assist them with implementing wellbeing into their operational practice.

#### + Continued the Monthly Wellbeing Program

Each month we focus on a different wellbeing pillar with new resources and offerings including the virtual Resilience Project Workplace Program. Using storytelling and behaviour-change communications, this program shares practical and evidence-based strategies to support wellbeing, both in the work environment, and with family and friends, to help people become happier and more resilient.

#### + Partnered with Griffith University on a research project: *Optimising the occupational wellbeing of Australian healthcare*

Through this partnership we co-developed a project to advance our strategic objective by evaluating and adding to the workplace wellness strategy. The research specifically focuses on improving employee wellbeing by building on current scholarly discussions, addressing identified knowledge gaps, and advancing research about improving the wellbeing of Australian healthcare workers.

### Diversity and Inclusion for a meaningful difference

Inclusion and diversity are at the heart of how we build and support our dedicated and skilled workforce. Through our strategy, we:

- + Launched the Allyship Hub, a centralised place for diversity and inclusion resources.
- + Measured and action planned on our LGBTQ service provision through an external benchmarking assessment, the Health + Wellbeing Equality Index.
- + Continued our Ally Network for sharing resources, ideas, news, challenges, and what is happening in our local communities and the places we work.
- + Increased our offering for parental and partner leave to 12 weeks' paid leave.
- + Introduced Gender Affirmation Leave of up to 15 paid leave days for employees looking to medically, socially or legally affirm their gender.
- + Introduced Cultural Leave for up to one day paid leave to celebrate cultural or ceremonial practices. This is in addition to the 10 days unpaid leave already available.
- + Expanded our Project Search Footprint through 15 new workplace internships for people with a disability.
- + Implemented key recruitment recommendations from our external partners, Australian Network on Disability (AND), to support people with a disability in the workplace.

We also completed a review of our Diversity and Inclusion Maturity Model and developed our **Diversity, Equity & Inclusion Strategy for 2023-24**. It focuses on six core groups; First Nation Peoples, Gender; LGBTQ, Culturally and Linguistically Diverse People, people with a disability and their families.

## Making a meaningful difference, together

In this challenging workforce and skills shortage, UnitingCare strives to be an employer of choice. This year, we launched our EVP, targeting talent attraction and retention. To support our EVP in coming to life, we ran 30 leader workshops designed to strengthen our organisational culture through leadership and employee experience.

We listen when our people provide insights and feedback about the organisation. Through our Employee Listening Framework we regularly measure our performance against our EVP commitment statements and provide insights on how we are tracking. We improved across all key metrics that capture our commitment statement, specifically:

- + The opportunity to do meaningful work and make a difference every day.
- + A positive and inclusive team based on respect, shared standards, strong values and a commitment to serving.
- + The opportunity to be part of the second largest QLD employer who has been leading by example for more than 100 years.

We invested in reviewing and refining our People and Culture Operating Model, to improve efficiencies and outcomes for our staff. Through this we have already seen positive benefits including the Talent Acquisition Team centralising their recruitment capability and leveraging Artificial Intelligence for better outcomes.

## Leadership

We empower and support our leaders to build their capability. We do this through our leadership programs, initiatives and training, including the Role of the Leader initiative. This organisation-wide project builds a shared understanding and capability about being a leader at UnitingCare. It includes support to develop a Leader Accountability Framework and identification of initiatives to best support leaders to fully step into their roles, connect regularly with their people and take ownership in making effective decisions.



Our Executive Leadership Team and more than 250 senior and emerging leaders across the organisation attend quarterly CEO Forums. This enables leaders to become champions of key organisational priorities, infusing every part of the organisation.

## Workplace health and safety

Fostering a safe and holistic work environment while supporting a proactive safety culture is embedded into everything we do, via the updated Health, Safety and Wellbeing strategy. This strategy articulates enterprise-wide solutions that target improvements under three strategic health and safety workplace pillars – culture, capability and compliance.

Highlights for the year included:

### Culture

- + Reviewed our People Survey safety and wellbeing related questions was undertaken for the 2023 People Survey. Further questions relating to psychosocial hazards were incorporated into the People Survey for 2023, which will provide a baseline culture assessment, to be used to identify areas and hazards of concern.
- + Psychosocial Risk Management strategy finalised and completed an internal *Mentally Health UnitingCare* awareness campaign.
- + Published the Uniting Safety with Care online e-learning module.

### Capability

- + Published an online learning module: Psychosocial Risk Management for Leaders.
- + Introduced the Handling with Care Program to Hospitals and Lifeline Retail.

### Compliance

- + Continued development of the Health, Safety and Wellbeing documented management system.



## OUR VOLUNTEERS

**These are the people with a smile behind the counter in our Lifeline shops; answering the crisis support line phones; helping in times of disaster, and supporting patients in our hospitals, to name a handful of ways they support us.**

Across UnitingCare we have 7,456 volunteers who contributed 862,477 hours this year to support our services. While volunteer numbers have declined nationally, we have grown our volunteer footprint by 12.3%.

In our Volunteer Impact Survey, 96% said that volunteering made a positive change in their own life experience. The survey also told us that 93% of staff who work alongside volunteers believe this has made a positive change to their working experience.

We recognise and value our volunteers through inclusion in our Full Circle Awards, The Moderators Medal, Service Awards and external community awards. And we celebrate them during National Volunteers Week in May and International Volunteers Day in December.

Our Volunteer Engagement Framework establishes the basic values, attitudes and principles towards volunteering in UnitingCare and outlines the organisation's commitment to investing in the effective management and inclusion of volunteers. This Framework demonstrates our genuine commitment to volunteering with a consistent approach to leadership, workforce planning, operations and management across the organisation. It is achieved through the implementation of our Volunteer Engagement Model and measured against our growing performance under the UnitingCare Volunteer Engagement Standards.

Young people play an important role in our volunteer program. To help us engage this group, the Volunteer Youth Consultancy group was formed. Made up of high school and university students the group will help us understand how we can reach a future generation of volunteers. The group will advise us on understanding the barriers to volunteering for younger people, as well as how to bring them into volunteering and marketing strategies.



# DIFFERENCE MAKER: GOING ABOVE AND BEYOND TO MAKE A MEANINGFUL DIFFERENCE

## Full Circle and Recognition Awards

We value our workforce and aim to empower them to achieve their full potential by fostering an environment where they are recognised and supported.

We recognise and celebrate our people each year through the Full Circle and Reconciliation Awards. These awards are a significant part of UnitingCare, with 11 award categories capturing opportunities to recognise the breadth of services and support we offer our staff and volunteers. Nominations are open and encouraged to be submitted from the entire organisation, as they are an opportunity to recognise and celebrate exceptional work. In 2022, we received a record 1,100 nominations, a testament to our people's depth of talent, skill and commitment.

## The Winners of the 2022 Full Circle and Recognition Awards



### Carmalita (Carmal) Dorante, Aged Care and Community Services

*Aboriginal and Torres Strait Island Leadership: Recognising outstanding leadership from our Aboriginal and Torres Strait Islander peoples.*

Despite several lockdowns and having had COVID-19 herself, Carmal Dorante is unwavering in her support of the service, residents and employees to ensure the best outcomes are experienced by the people who are lucky enough to call Hollingsworth home.

[!\[\]\(faf942dc3e59ce8eb64b4ac481eca7e0\_img.jpg\) WATCH CARMAL'S STORY](#)



### 13YARN, Family and Disability Services (Lifeline)

*Healthy Communities: Recognising a service, project or initiative that embodies the values of our Reconciliation Action Plan.*

13YARN has empowered First Nations community members with the opportunity to yarn without judgement and provide a culturally safe space to speak about their needs, worries or concerns.

[!\[\]\(b4eeff342f60cc7bcd67d869b4fedca2\_img.jpg\) WATCH 13YARN'S STORY](#)



### Maureen Ryan, Family and Disability Services

*Behind-the-Scenes: Making remarkable and selfless contributions to the people they serve and their fellow volunteers.*

Maureen Ryan is an outstanding volunteer for Gold Coast Homelessness Service by ensuring that those experiencing homelessness receive nutritional meals through the Hub and always going above and beyond.

[!\[\]\(19d44b37fb4fa155bf9d60c77a3d3cb2\_img.jpg\) WATCH MAUREEN'S STORY](#)



### **Masters Lodge Volunteer Team, Aged Care and Community Services**

*Changing Lives, Theirs Included: Brightening the lives of others through volunteering and enriching their own lives in the process.*

This team embodies our values in everything they do, always leading by example, smiling, respectful, kind, caring, and always there when someone needs them. Despite COVID's many challenges, the team never gave up and were still able to fulfil shopping orders, connect families through Careapp video calls and continue to provide meaningful interactions.

[!\[\]\(0f848bbd71cef6b345273b16f905912a\_img.jpg\) WATCH THE TEAM'S STORY](#)



### **Anna Ballantyne, Buderim Private Hospital**

*Wish I'd Thought of That: Finding innovative solutions, discovering new possibilities and problem solving.*

Anna Ballantyne's phenomenal invention of a portable isolation unit – Rediroom, has been an incredible innovation to help health facilities cope with infectious environments. Rediroom equips hospitals to respond to infection outbreaks by isolating patients anywhere with a mobile cart that expands into an air-filtered isolation room.

[!\[\]\(6059a5aa8b4ca7bb793408023d6c6e42\_img.jpg\) WATCH ANNA'S STORY](#)



### **Team Valentine, Family and Disability Services**

*In Their Shoes: Seeing the world through the eyes of the customer or community and the people we serve.*

Team Valentine, whom with a deep understanding of how integral a role mental health plays in our lives, have dedicated exceptional time, effort and 24/7 support to assist their client to navigate the significant daily challenges arising in his life.

[!\[\]\(f60b7a900783ac3fd531bfd9c111be6d\_img.jpg\) WATCH THE TEAM'S STORY](#)



### **Gympie Grevillea Gardens, Aged Care and Community Services**

*Safe and Sound: Finding opportunities to further embed safe and collaborative work practices.*

When South East Queensland experienced major flooding in early 2022, our residential facility Grevillea Gardens in Gympie was severely affected, with the team working tirelessly over the multi-day event and preparing their disaster action plan, as they knew that the facility would be cut off with impending weather.

[!\[\]\(166772600a13ad0a433053f90fe45649\_img.jpg\) WATCH GREVILLIA GARDENS' STORY](#)



### **Simone Elias, Corporate Services (Mission)**

*Go for Green: Finding opportunities to promote change within our organisation to reduce our footprint.*

Simone Elias is consistent and tireless when embedding environmental sustainability at work, and has driven the team to strive for excellence working towards a very ambitious environmental sustainability strategy.

[!\[\]\(066cb4a00c9d9f40edb6f87372ec6f08\_img.jpg\) WATCH SIMONE'S STORY](#)



### **Gold Coast Homelessness Services, Family and Disability Services**

*Bringing People Together: Breaking down barriers to connect teams, tools and people to enable better outcomes.*

The Gold Coast Homelessness Services team supported the implementation of the Gold Coast Zero campaign, which has provided a framework for local support services to connect and collaborate to achieve effective outcomes for people experiencing homelessness.

[!\[\]\(1adebd97b172010e8ebc985144647a7c\_img.jpg\) WATCH THE SERVICE'S STORY](#)



### Wesley Emergency Department, The Wesley Hospital

*Caring and Connecting:  
Demonstrating an ongoing  
commitment for our clients' well-  
being through passion, care and  
effective governance.*

The Wesley Emergency Department team has been one of the most impacted teams at the hospital, seeing thousands of patients each month during the COVID-19 pandemic. With employee sickness also at a peak, the team adapted continuously, showing resilience and empathy whilst still providing the highest level of care for their patients.



[WATCH THE DEPARTMENT'S STORY](#)



### Tracey Beach, Aged Care and Community Services

*You're an Inspiration: Promoting  
an environment where people  
feel valued and motivated to do  
their best.*

Known for her unwavering, ongoing commitment and determination for her residents and program volunteers, she is the heart and soul of Masters Lodge.



[WATCH TANYA'S STORY](#)

## HONOURABLE MENTION

### The Wesley Hospital

There are not enough words to sufficiently describe the effort it takes to keep an operation like the Wesley Hospital fully functional during an emergency flood situation. The hospital, quite literally, became an island, with employees, patients, and critical supplies cut off.

When it became apparent the hospital would be cut off, many employees volunteered to remain in the hospital to ensure clinical care and services were maintained to the 300 inpatients. Many of these employees arrived with their sleeping bags, ready to stay for as long as required.

Everyone played a role in keeping the Wesley Hospital operational - from midwives and nurses to the kitchen team, doctors, allied health, cleaners, administration

- every single team at the hospital and many of their family members did their part.

The individual stories are endless and too many to name; leaders and employees thinking outside the box to get critical supplies into the hospital including linen and food; people doing double shifts as their colleagues were unable to access the hospital; driving hours and many different routes to try and access the hospital to do their shifts; picking up colleagues on their way to work as public transport was not operational; a new graduate who had her car flooded but rented another car to get to work; team members whose own homes were flooded but they turned up to the hospital to care for patients.

It is just the amazing spirit of the Wesley team.





# OUR ACCOUNTABILITY



## OUR BOARD



### **Nigel Alexander**

**Chair of the UnitingCare Queensland Board**

**Member of Digitally-enabled Transformation Committee**

**Member of Governance, People and Culture Committee**

Nigel Alexander joined the UnitingCare Queensland Board in May 2017 and was appointed Chair in July 2018. Nigel is a Chartered Accountant and Corporate Agribusiness specialist. He is also a Director of The North Australian Pastoral Company and Chair of the Royal Flying Doctor Service Foundation, Prime Super and Allianz Partners Australia. He is a former President of the RACQ and was a World Council member of the Paris-based Federation Internationale De L'Automobile (FIA). He holds a Bachelor of Business (Accountancy) Degree from the University of Southern Queensland, a Masters in Applied Finance from Macquarie University and is a Fellow of the Australian Institute of Company Directors.



### **Dr Natalie Smith**

**Deputy Chair of the UnitingCare Queensland Board**

**Chair of the Digitally-enabled Transformation Committee**

**Member of Governance, People and Culture Committee**

Natalie joined the UnitingCare Queensland Board in April 2022. Natalie is also an Associate Professor in Practice, specialising in AI, Digital and Project governance. She is a member of the National AI Centre Thinktank for Scaling AI and St John of God's Digital Governance Committee. She is also a member of Newlife Church and ambassador for Fishers of Men serving people who are homeless, poor or marginalised. Previously, Natalie was a Partner in Deloitte's Risk Advisory practice and established the Chief Delivery Officer for eHealth Queensland.



### **Justine Cain**

**Member of Quality and Care Governance Committee**

**Member of Finance and Investment Committee**

Justine Cain joined the UnitingCare Queensland Board in January 2020. She has held senior executive and Board roles with listed, privately owned, private equity backed and not-for-profit organisations in the health, human services and general insurance sectors. Justine is currently the Group Chief Executive Officer for Diabetes Australia and on the Boards of the Australian Diabetes Society, the Australian Diabetes Educators Association, LeapIn! and the Kellion Foundation. Justine's expertise spans transformational leadership roles, strategy development and execution, customer-centric leadership, largescale operational delivery and complex stakeholder management. Justine has a strong understanding of the broad health, human services and aged care sectors and is committed to achieving equity in access to health services, population health improvement and judicious use of funding. Justine holds a Bachelor of Laws and a Bachelor of Science from the Australian National University.

## OUR BOARD



### **Jim Demack**

**Chair of Governance, People and Culture Committee**

**Member of Audit, Risk and Compliance Committee**

Jim Demack joined the UnitingCare Queensland Board in September 2021. Jim is a lawyer and partner of an national law firm. He has extensive experience and expertise in construction law, particularly in major engineering, resources and infrastructure projects, commercial law, litigation and insurance. Jim is a past board member of the Presbyterian and Methodist Schools Association and served as both Chair of the Somerville House School Council and as a director of the Somerville House Foundation Ltd. He has served at varying levels in the church, and has been an elder in his local congregation. Jim has a Masters in Law and is a graduate of the Australian Institute of Company Directors.



### **Rev. Andrew Gunton**

**Ex Officio Member Chair of the Queensland Synod Standing Committee**

Reverend Andrew Gunton was inducted as the Moderator of the Uniting Church in Australia, Queensland Synod in October 2020 and joined the UnitingCare Queensland Board at that time. He holds a Bachelor of Science (Botany) from the University of Queensland. He also holds a Bachelor of Theology from the Brisbane College of Theology, being ordained a Minister of the Word in 2002. He has served many congregations across Queensland including Rockhampton, Arana Hills, Moreton Rivers and OxleyDarra and had a period acting as the Associate General Secretary for the Queensland Synod. Andrew has been a member of the Queensland Community Alliance Board and Chair for Barnabas Council Durack, a home for people with disabilities. Andrew is also a Member of the Australian Institute of Company Directors.



### **Cheryl Herbert**

**Chair of Quality and Care Governance Committee**

**Member of the Digitally-enabled Transformation Committee**

**Director AR RCS Board**

Cheryl Herbert joined the UnitingCare Queensland Board in April 2018 and was appointed a Director of the Australian Regional and Remote Community Services (ARRCS) Board in February 2020. Cheryl has extensive experience in executive management including Chief Executive Officer, Chair and Non-Executive Director positions across the health sector including the Children's Health Queensland Hospital and Health Service and Lives Lived Well. Cheryl has qualifications in nursing and midwifery and is a Fellow of the Royal Australian College of Nursing Australia and Fellow of the Institute of Company Directors.





### **Rev. Heather den Houting**

#### **Ex-Officio Member**

Reverend Heather den Houting was appointed as the General Secretary of the Uniting Church in Australia, Queensland Synod in June 2016. Heather serves across a range of Church Boards and commissions within the Uniting Church at national, state and local levels and is also a member of the Frontier Services Board. Heather has a background in law including government, community and private practice. She is a Graduate of the Australian Institute of Company Directors and holds degrees in Economics, Law and Theology, and post-graduate qualifications in Management.



### **Dr Mellissa Naidoo**

#### **Member of the Quality and Care Governance Committee**

#### **Member of Audit, Risk and Compliance Committee**

Dr Mellissa Naidoo joined the UnitingCare Queensland Board in October 2022. Mellissa is a specialist medical administrator with more than 20 years' experience working in clinical medicine, leadership and health executive roles across both the public and private hospital and insurance sectors. She has a Masters in Health Management and holds dual Fellowship with the Royal Australasian College of Medical Administrators and Australasian College of Health Service Management. Mellissa also sits on the board of Multicultural Australia, Metro Arts and the University of Queensland Senate.



### **Alison Quinn**

#### **Chair of Finance and Investment Committee**

#### **Member of Audit, Risk and Compliance Committee**

Alison Quinn is a professional non-executive director with more than 25 years' experience as a Chief Executive Officer and senior executive in the property development, aged care, and seniors sectors. Through her roles with public, private and government organisations, Alison has developed valuable operational and commercial expertise in the areas of property investment, funding, infrastructure and development. Uniquely, Alison has significant expertise on the impacts and challenges of Australia's ageing population and has been at the forefront of thought leadership regarding meeting the housing, care and other service needs of the Baby Boomer generation. Alison brings to the Board a depth of experience in developing strategies that drive sustainable growth, a strong customer perspective and a passion and understanding of how property as an enabler can deliver both financial and holistic outcomes.

## OUR BOARD



### **Susan Rix AM**

**Member of Finance and Investment**

**Committee Chair of Audit, Risk and Compliance Committee**

Susan joined the UnitingCare Queensland Board in April 2022. Susan is an accomplished business leader with over 40 years' experience as a chartered accountant and corporate advisor assisting clients in varied aspects of commercial, financial and taxation matters. Susan specialises in corporate governance, family councils, succession planning, taxation structures and restructuring. Susan holds a Bachelor of Financial Administration from University of New England, is a Chartered Accountant and Fellow, Chartered Accountant Australia and New Zealand, an Adjunct Professor, School of Business, QUT, and a graduate of the Australian Institute of Company Directors. Susan was also appointed in the General Division in the Order of Australia, for significant service to business and community.



### **Andrea Staines OAM**

**Member of Finance and Investment Committee**

**Member of the Digitally-enabled Transformation Committee**

Andrea Staines OAM joined the UnitingCare Queensland Board in April 2016. Andrea is a full-time non-executive director with over fifteen years' experience on listed, private, not-for-profit and government roles across Australia and NZ. Andrea is currently a director of ASX-listed Acumentis. Before becoming a board director, Andrea previously held the position of Chief Executive Officer and co-launched Qantas international subsidiary Australian Airlines (mark II), making her the first female Chief Executive Officer of an Australian airline. She has also held finance and strategy roles with American Airlines in Dallas, Texas. Andrea has an MBA from the University of Michigan and a Bachelor of Economics from the University of Queensland. She is a Fellow of the Australian Institute of Company Directors and a Member of Chief Executive Women.



### **Dr John Wakefield PSM**

**Member of the Governance, People and Culture Committee**  
**Member of the Quality and Care Governance Committee**

John Wakefield joined the UnitingCare Queensland Board in January 2023. John is an accomplished medical specialist and healthcare leader with over 30 years experience. He established the Queensland Health Patient Safety Centre, and led major patient safety improvement reforms in Queensland and nationally, for which he was awarded a Public Service Medal. As Director-General of Queensland Health from 2019-2022, John led Queensland Health through the COVID-19 pandemic. John has extensive experience in working with consumers and providers to continually improve care experience and outcomes. He has authored a range of publications on patient safety improvement and behaviour change. He holds Fellowships in Medical Administration, Rural and Remote Medicine, and General Practice and a Master of Public Health by research.





## OUR EXECUTIVE LEADERSHIP



### **Craig Barke**

#### **Chief Executive Officer**

Appointed CEO of UnitingCare Queensland in 2017, Craig is a Certified Practising Accountant with an MBA and has extensive experience in financial management roles. Prior to taking this position, Craig was the CEO of Scenic Rim Regional Council and was a member of the Queensland Urban Utilities Establishment Committee. Craig held a position on the UnitingCare Queensland Board from 2011 and the position of Chair from 2014 until 2017. Craig is passionate about improving the lives of disadvantaged youth and children in the community and is actively involved in the foster care system as well as being an active member of the Uniting Church.



### **Rev. Bruce Moore**

#### **Director of Mission**

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



### **Craig Wildermuth**

#### **Chief Financial Officer**

Chief Financial Officer Craig Wildermuth joined UnitingCare Queensland as Chief Financial Officer in January 2020 after an extensive career spanning ASX-listed engineering and professional services, retail and pharmacy, property development and construction, not-forprofit and government organisations. Craig is an experienced Chief Financial Officer and Senior Executive with a proven track record of creating a vision and building teams that deliver strategic change and business transformation. Craig is a Fellow CPA, Fellow AICD and holds a BAppSc, MBA, MAppFin and an Advanced Management Programme qualification from INSEAD.



## **Susan Heath**

### **Chief Information Officer**

Susan Heath joined UnitingCare Queensland as Chief Information Officer in October 2020. Susan holds a Masters of Information Technology and Information Science qualifications from QUT and a Bachelor of Arts majoring in English Literature and History from the University of Queensland. She has more than 20 years' experience in Executive and Senior Management roles in digital and technology, in both the commercial and government sectors across health, aviation, finance, insurance and utilities, most recently as Chief Digital and Information Officer (CDIO) at Urban Utilities and with Brisbane City Council, Queensland Health, and Brisbane Airport Corporation.



## **Michael Krieg**

### **Group Executive, Hospitals**

Michael Krieg was appointed Group Executive of UnitingCare Queensland Hospitals in May 2019, following two years as General Manager of The Wesley Hospital in Brisbane. Michael has spent his career in healthcare, starting in Nursing and moving into management roles after spending much of his nursing career in operating theatres. Michael has held senior leadership roles in public and private hospitals across Australia working for many of the large private hospital operators. Michael holds a Bachelor of Science from Edith Cowan University and is a Graduate of the Australian Institute of Company Directors, and has completed a number of executive courses in leadership and management.



## **Donna Skhalla**

### **Group Executive, Family and Disability Services**

Donna has been part of UnitingCare since 2014, leading our Family and Disability Services Practice Improvement and Development team before joining the Executive Leadership Team in 2022. An experienced leader and social worker, she is passionate about supporting and enabling teams to create and deliver services to improve the wellbeing of individuals, families, and communities. As a strategic and transformational leader, Donna explores what's possible - and creates opportunities to make them happen. She had a long and varied career in the community services sector, from her early days in Youth Work in Australia to her work in the United Kingdom as a Child Protection Social Worker and Leader to her work as a Social Development Consultant in Kosovo. Donna holds a Bachelor of Social Work, Bachelor of Arts (Humanities), Graduate Certificate, and Diploma in Management and Master of Business Administration (Marketing Management). Donna is a Chief Executive Women's (CEW) graduate.

## OUR EXECUTIVE LEADERSHIP



### **Cathy Thomas**

#### **Group Executive, Aged Care and Community Services**

Cathy Thomas joined the UnitingCare Queensland Executive Leadership Team in 2016 and has been the Group Executive for BlueCare and Executive Director of ARRCs since 2019. Cathy has worked across many Queensland Health clinical areas and has vast experience in BlueCare through working in clinical, human resources, and leadership roles. She is also a Director on the Aged Care Workforce Industry Council. Cathy has a Master of Business Administration, Graduate Diploma of Business Management, a Bachelor of Health Science (Nursing) and completed a Leadership Program at Harvard University. She is passionate about working together with customers and our people to change the narrative for aged care delivering care at home, wherever that may be, like never before.



### **Sue McKean**

#### **Group Executive, Governance**

Sue McKean joined the UnitingCare Queensland Executive Leadership Team in 2013, following her appointment as Director, Risk and Quality for UnitingCare Health. Sue has a diverse range of management experience in the health and community services sector, with a strong focus on company governance and risk management. Sue's qualifications include a Graduate Diploma in Applied Governance, Masters in Risk Management, Masters in Business Law, Graduate Diploma in OHS and Graduate Certificate in Leadership and Management. She is graduate member of the Australian Institute of Company Directors and a Fellow of the Governance Institute of Australia and Chartered Governance Institute of Australia.



### **Shannon Richards**

#### **Group Executive, People and Culture**

Shannon joined UnitingCare as Group Executive People and Culture in June 2023. Shannon has a depth of experience working in senior human resources roles across the private, public and not-for-profit sectors in health and human services, mining, manufacturing, professional services and local government. Shannon brings to the role extensive executive leadership experience in leading organisations through transformational change, with a true focus on realising human potential. Shannon holds a Bachelor of Laws, Bachelor of Commerce, Graduate Diploma in Legal Practice and Graduate Certificate in Leadership.





# OUR GOVERNANCE

**Our Board is responsible for the stewardship, integrity, accountability, strategic direction and effective risk management of UnitingCare Queensland, and acts to protect and enhance the interests of the Church as we work to fulfil its mission.**

The Board governs UnitingCare through a framework of rules, relationships, systems and processes by which they direct and hold UnitingCare to account. This framework is based on the requirements of UnitingCare's Constitution, governing documents of the Uniting Church in Australia including the Queensland Synod By-laws, and all relevant Commonwealth and State legislative requirements related to our health and community services.

The functions of the Board are discharged as follows.

## **Authority**

The Members of the UnitingCare Queensland Board are appointed by the Synod Standing Committee in accordance with the requirements of the Queensland Synod By-Laws and UnitingCare Queensland Constitution.

In FY2023, the Synod Standing Committee acknowledged Mr Chris Townend's retirement from the Board, after ten years' service, effective in March 2023. The UnitingCare Board and Management thanks Mr Townend for his leadership and commitment to UnitingCare and the care and services provided.

The UnitingCare Board welcomed two new Board Members – Dr Mellissa Naidoo and Dr John Wakefield. Dr Wakefield is an accomplished medical specialist and healthcare leader with over 30 years' experience. Dr Naidoo is a specialist medical administrator with over 20 years' experience working in clinical medicine, leadership, and health executive roles.



## **Accountability**

The Chief Executive Officer is appointed by the UnitingCare Board, subject to the endorsement of the Synod Standing Committee, and is subject to a performance review by the Board annually, at a minimum.

The Chief Executive Officer, together with the Executive Leadership Team, recommends the strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes. In FY23, the Synod Standing Committee approved the reappointment of Craig Barke in the role of CEO.

The Chief Executive Officer is supported by UnitingCare's Executive Leadership Team.

## **Direction and control**

The Board meets at least eight times each year in scheduled meetings, where it receives monthly, quarterly or six-monthly financial and operational performance and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Group Executives and the Board Committees.

Strategic planning days and Board development opportunities are undertaken in addition to these scheduled meetings. In addition to formal meeting time, Board members spend time reading and analysing Board papers and reports submitted by management and in informal discussions with management.

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

During FY23, the Board met eight times in scheduled meetings, and once for a specific purpose extraordinary meeting. The Board also met in November 2022 for a strategic planning session. An independent review of Board and Committee remuneration is undertaken on a triennial basis.

## **Stewardship and leadership**

The Board has established committees to assist them in fulfilling their responsibilities, with each Board Member, apart from the ex officio members, appointed to two committees.



## Board committees

Committee	Purpose	Members	Attendees
<b>Audit, Risk and Compliance</b>	Assist the Board in fulfilling its financial reporting, risk management and internal control, internal and external audit process oversight, and compliance management oversight responsibilities.	Susan Rix (Chair) Alison Quinn Dr Mellissa Naidoo Jim Demack	Chief Executive Officer Chief Financial Officer Group Executive, Governance
<b>Governance, People and Culture</b>	Assist the Board in fulfilling its governance, people and culture and mission responsibilities in relation to the governance framework, Board performance and composition, Board and Executive succession planning and remuneration, Governance, People and Culture and Mission strategic and governance risk oversight.	Jim Demack (Chair) Nigel Alexander Natalie Smith John Wakefield	Chief Executive Officer Group Executive, Governance Group Executive, People and Culture
<b>Finance and Investment</b>	Assist the Board in fulfilling its overall financial performance and management responsibilities including to oversee and scrutinise the delivery of major finance and investment strategies and activities, and to provide guidance and recommendations on financial, treasury and investment matters to enable long term stewardship of resources and financial sustainability	Alison Quinn (Chair) Andrea Staines Susan Rix Justine Cain	Chief Executive Officer Chief Financial Officer Group Executive, Governance
<b>Quality and Care Governance</b>	Assist the Board in fulfilling its strategic and operational quality and care governance responsibilities, including providing advice to the Board on enhancement of customer led experience and outcomes; and establishment of evidence-based standards and practices to optimise service delivery, maximise competitive positioning and respond to external industry changes	Cheryl Herbert (Chair) Justine Cain Dr Mellissa Naidoo John Wakefield  External Members: Prof Lesley Chenoweth Dr David Wood Dr Julie-Ann Phillip	Chief Executive Officer Group Executive, Governance  Group Executives: + Aged Care and Community + Family and Disability + Hospitals + General Manager, Risk and Assurance
<b>Digitally-enabled Transformation Committee</b>	Assist the Board in fulfilling its strategic and high-level operational responsibilities in the investments being made in digitally-enabled transformation	Natalie Smith (Chair) Nigel Alexander Cheryl Herbert Andrea Staines  External Members: Dr Kasia Bail Dr Clair Sullivan	Chief Executive Officer Group Executive, Governance Group Executive, Digital and Technology



These Committees support the Board by effectively and efficiently dealing with complex or specialised issues. This structure creates an environment of transparency and accountability for the Board and the Executive Leadership Team to drive continuous improvements and deliver exceptional, values-based care.

### **Subsidiary-like Boards**

**Australian Regional and Remote Community Services Board** The role of the Australian Regional and Remote Community Services Ltd (ARRCS) Board is to approve the strategic direction of ARRCS, guide and monitor the management of ARRCS in achieving its strategic plans and oversee good governance practice.

The ARRCS Board aims to protect and enhance the interests of the Church, while also considering the interests of other stakeholders, including our clients, employees, volunteers, and the wider community.

The ARRCS Board reports to the UnitingCare Queensland Board on matters reserved by the Board as the delegated Member, with the UnitingCare Queensland Board appointing the majority of Directors.

The ARRCS Directors are:

Craig Barke (Chair)  
Stephanie Harvey  
Cheryl Herbert  
Judith Oliver  
Heather Watson  
Brian Wyborn  
Kevin Wrigley

The ARRCS annual accounts are audited by the UnitingCare auditors and are consolidated in the UnitingCare annual accounts.

### **Leap in! Australia Ltd**

Leap in! Australia Ltd (Leap in!) is a joint venture between UnitingCare Queensland and UnitingCare NSW-ACT. It is focused on developing digital platforms to help disability clients navigate the complexity of service providers and availability and plan coordination once NDIS approved plans are in place.

During FY23, Leap in! continued to grow its support and services for clients with this growth forecast to continue for FY24. The member authority is delegated to the UnitingCare Queensland Board. Each Member appoints up to two Directors to Leap in! Australia, with Justine Cain the Member appointed Director for UnitingCare Queensland.



ARRCS CARER PATRICIA SPICER WITH  
JUNINGA RESIDENT INGRID MULURLIBA



## **DIFFERENCE MAKER:** THE RIGHT POLICIES IN THE RIGHT PLACE FOR THE RIGHT IMPACT

**We aim to deliver exceptional services aligned with our Mission and Values and consistent with our compliance obligations and responsibilities. To support this, we make sure we have the right policies, in the right place to make the right impact for our people, patients, clients and service users.**

We are elevating the way we manage, access and maintain our policies with the implementation of an innovative document management software solution, PolicyStat.

People from across the organisation have worked together with our Policy Working Group to roll out PolicyStat across the organisation.

Already we are seeing how this system accelerates our quick and easy access to documents so staff can collaboratively manage and maintain our policy library.

“We have a united view of our frameworks, policies, procedures, guidelines and associated documents to inform practice to support evidenced-based quality

care across UnitingCare,” said our Aged Care and Community Services Senior Quality and Compliance Manager.

“This one platform for the future places us in a position to have a comprehensive document management system to support continuity of care and practices across the organisation in our different contexts of care. It provides visibility to reduce duplication and share innovations easily.”

Keeping policies up to date and accessible is key to making it easier for our people to do what they do best: helping people. Through the swift uptake of the system, we are seeing benefits across our corporate services support teams and for our service delivery.

**“THIS SYSTEM MAKES IT EASY FOR ALL EMPLOYEES TO BE ABLE TO VIEW THE MOST UP TO DATE POLICIES,” SAID OUR PEOPLE AND CULTURE EMPLOYEE EXPERIENCE ADVISOR.**

“From the perspective of someone who also updates policies, the new system makes keeping track of review dates so much easier, and the ability to forecast and build into workflows.”

# BOARD ATTENDANCE AND FEES

	Board		Audit Risk and Compliance Committee		Governance, People & Culture Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Nigel Alexander (Chair)	9	9			4	4
Andrea Staines	9	7			3	2
Chris Townend	7	7	5	5	3	3
Cheryl Herbert	9	9				
Justine Cain	9	8			3	2
Alison Quinn	9	8	6	6		
Jim Demack	9	8	6	6	1	1
Dr Natalie Smith	9	9			1	1
Susan Rix	9	8	6	5		
Dr John Wakefield	4	4			1	1
Dr Mellissa Naidoo	7	4	1	1		
<b>Ex-officio members</b>						
Rev Heather den Houting	9	7				
Rev Andrew Gunton	9	7				
Rev Bruce Moore	8	6			4	4
<b>External committee members</b>						
Satyan Chari						
Professor Lesley Chenoweth						
Julie-Ann Phillips						
Dr David Wood						
Kasia Bail						
Clair Sullivan						



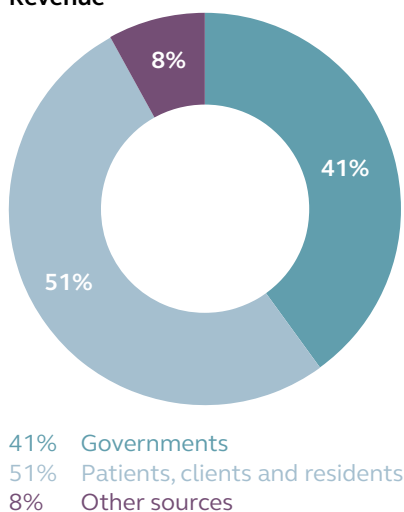
Finance & Investment Committee		Quality & Care Governance Committee		Digitally-enabled Transformation Committee		Fees
Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Inclusive of Super
				6	6	\$128,749.92
7	7			6	5	\$64,374.96
						\$56,291.69
		7	7	6	5	\$71,070.22
3	3	7	5			\$64,374.96
7	7			4	3	\$71,070.22
		5	3			\$66,409.30
2	2	2	2	6	6	\$68,104.28
7	4					\$65,945.77
		2	2			\$25,749.99
		4	4			\$47,290.84
		3	2			\$4,753.68
		7	7			\$10,299.64
		7	6			\$10,299.64
		7	6			\$10,299.64
				3	1	\$4,119.86
				3	2	\$4,119.86

# OUR FINANCIAL HIGHLIGHTS

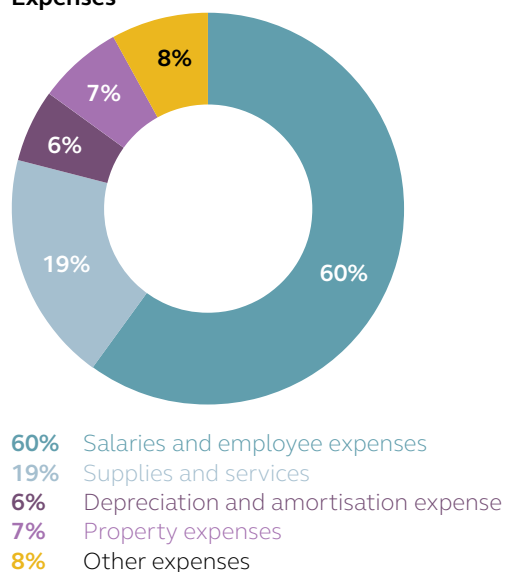
## Income statement

	Year ended 30 June 2023	Year ended 30 June 2022
	\$'000	\$'000
<b>Revenue</b>		
Governments	790,783	714,945
Patients, clients and residents	997,364	923,396
Other	159,578	143,440
<b>Total revenue</b>	<b>1,947,725</b>	<b>1,781,781</b>
<b>Expenses</b>		
Salaries and employee expenses	1,083,097	1,078,260
Supplies and services	341,704	331,752
Depreciation and amortisation expense	109,118	108,671
Property expenses	138,851	123,298
Other expenses	92,315	86,687
Finance <b>cosrs</b>	4,462	3,970
<b>Total expenses</b>	<b>1,765,085</b>	<b>1,728,668</b>
<b>Total net surplus/(deficit)</b>	<b>(57,696)</b>	<b>16,696</b>
Other comprehensive income	3,628	(5,330)
<b>Total comprehensive surplus/(loss)</b>	<b>(54,068)</b>	<b>11,366</b>

### Revenue



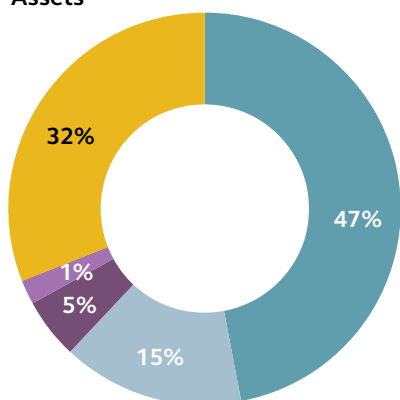
### Expenses



## Balance sheet

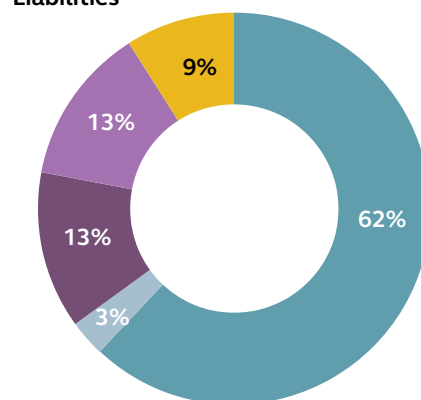
	Year ended 30 June 2023	Year ended 30 June 2022
	\$'000	\$'000
<b>Assets</b>		
Property, plant and equipment	1,086,329	1,018,345
Cash and cash equivalents	360,234	497,626
Trade and other receivables	120,090	97,532
Intangible assets	26,878	38,968
Other assets	750,275	708,371
<b>Total assets</b>	<b>2,343,806</b>	<b>2,360,842</b>
<b>Liabilities</b>		
Ingoing contributions and accommodation bonds	882,435	853,998
Borrowings	39,432	39,812
Employee benefits	187,403	171,662
Trade and other payables	180,279	159,786
Other	123,684	150,943
<b>Total liabilities</b>	<b>1,413,233</b>	<b>1,376,201</b>
<b>Total funds</b>	<b>930,573</b>	<b>984,641</b>

### Assets



- 47%** Property, plant and equipment
- 15%** Cash and cash equivalents
- 5%** Trade and other receivables
- 1%** Intangible assets
- 32%** Other assets

### Liabilities



- 62%** Ingoing contributions and accommodation bonds
- 3%** Borrowings
- 13%** Employee benefits and other provisions
- 13%** Trade and other payables
- 9%** Other



# SUPPORT FOR MAKING A MEANINGFUL DIFFERENCE



It is thanks to the generosity of our supporters that we can deliver life-changing services that make a meaningful difference in our communities. We are grateful for the wonderful ongoing support of our Queensland community. Whether it is participating in an event, donating to an appeal, or leaving a gift in their Will. We are truly grateful.

- + 13,614 donors supported key campaigns, raising more than \$5million
- + \$6million+ in bequest income will enable us to improve patient and client outcomes through clinical training, new equipment and innovative programs
- + Corporate Partnerships revenue increased more than 50% year-on-year supporting our service delivery.

Donor support is vital to making a meaningful difference in the lives of those we serve. This difference can range from new radiography equipment, in-home dementia care, virtual reality experiences, telehealth equipment and services to funding our Lifeline Crisis Support Line.

## Our Supporters

UnitingCare relies on support from the Queensland community to deliver on our mission.

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

Thank you to the:

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

## Fundraising Team and Volunteers

UnitingCare has 17 full time staff in the Fundraising Team who have the privilege of working with our caring and compassionate supporters and partners. Across UnitingCare there are many committees and auxiliaries who volunteer their time to fundraising activities as well as supporting specific appeals to initiate a positive impact in the lives of those we service across Queensland.

## Gifts in Wills

We are honoured when people make the generous decision to remember us in their Will. This extraordinary act of kindness and compassion has immeasurable and positive outcomes for UnitingCare and the people we care for, and we appreciate every gift. Gifts in Wills allow us to make the long-term commitment necessary to fund ongoing support services for those in need to ensure that this will continue well into the future.

If you are considering making a donation or leaving a gift in your Will, our Supporter Experience Team can provide you with all the information you need for the wider UnitingCare family:

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

Call us on 1800 001 953 or email us at [fundraising@ucareqld.com.au](mailto:fundraising@ucareqld.com.au)

To all of our supporters over the years and for the supporters to come, thank you for compassion and for making all this happen.







## DIFFERENCE MAKER: THE RIGHT POLICIES IN THE RIGHT PLACE FOR THE RIGHT IMPACT

### Record crowds attended the Lifeline Queensland Bookfest events across the state as the doors reopened after the COVID pandemic hiatus.

Attendees were able to browse kilometre after kilometre of books – all up there were more than 2.9 million second hand books up for grabs - with funds raised helping support Lifelines' 24/7 Crisis Support Services.

A total of nine Bookfests' were held at the Gold Coast, Bundaberg, Brisbane, Ipswich, Bundaberg, Sunshine Coast, Rockhampton and Maryborough.

Behind the scenes, this involved 460 hours of book sorting and pricing. And for our two Brisbane events this financial year alone 723 volunteers gave 10,763 hours and completed 1,650 shifts to help ensure the success of the events.

Lifeline Retail General Manager Jamie Mackay said the book bonanza is now considered an institution by Queenslanders.

"We always have such a massive variety of books available at great prices. We know that when

people come to a Bookfest, they lose themselves, literally, searching for hours for their favourite childhood read or that classic novel, so there really is something for everyone," he said.

**"WE ARE SO GRATEFUL FOR THE COMMUNITY SUPPORT WE RECEIVE FOR OUR BOOK EVENTS, WITH EACH PURCHASE RAISING MUCH-NEEDED FUNDS FOR OUR FREE CRISIS SUPPORT SERVICES."**

Each Bookfest is a massive undertaking, with our volunteers described as the backbone of Lifeline Queensland's much-loved Bookfest events.

UnitingCare Volunteer Experience Manager DJ Cronin said it could not happen without the dedication and commitment of every volunteer.

"Without the volunteering effort and manpower, we wouldn't be able to run our Bookfests which are critical in raising money for Lifeline Queensland's 24/7 Crisis Support Services," he said.

"Our sincere appreciation goes out to every volunteer who donates their time in any way to help us help people in need."





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**Proudly representing**

BlueCare | Lifeline | ARRCs | The Wesley Hospital | Buderim Private Hospital  
St Stephen's Hospital | St Andrew's War Memorial Hospital