



Annual Report

2020 – 2021



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Our Mission

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

‘Life in all its fullness’

John 10:10
The Holy Bible,
Good News Translation

Our Values

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



Leading through Learning

Our culture encourages innovation and supports learning.



Compassion

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



Justice

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



Respect

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



Working Together

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



Keeping residents connected to their communities, people and cultures through ARRCs (Australian Regional and Remote Community Services) in the Northern Territory.

Who we are

UnitingCare, as an agency of the Uniting Church in Australia, 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 at a Glance



400,000+ people receiving care annually



460+ locations serving across Queensland and the Northern Territory



708,000 volunteer hours



16,000 employees



Four private hospitals with 1075 beds



10 Lifeline 13 11 14 Crisis Support Line contact centres



7,400 volunteers



126 Lifeline retail shops, 11 warehouses and 550 collection bins



Residential aged care with 3,509 operational beds in Queensland in 47 residential aged care homes



Every item sold through our Lifeline Shops helps to fund our counselling services, telephone crisis support training and suicide prevention services.

Message from the Chair



I am proud to present the UnitingCare Queensland Annual Report 2020-2021.

During the year, we continued UnitingCare's critical work through our hospitals, aged care, disability and community services; even as the organisation navigated the challenges of two Royal Commissions, the ongoing COVID-19 pandemic, and an operational cyber incident in early 2021.

I acknowledge the strong and effective leadership of UnitingCare's Executive Leadership Team and the remarkable efforts of UnitingCare's employees and volunteers in the face of these significant challenges.

With the Mission of Christ at the heart of everything they do, the people of UnitingCare remained focused on implementing UnitingCare's long-term strategy for transformation – the 2030 Strategy.

Called *Taking Care Further*, the strategy outlines a clear plan, bold vision and robust program management approach to maintain the organisation's focus on making the greatest impact in furthering the mission.

We can assume the future will not be what we expect. However, as evidenced

throughout this document, UnitingCare has proven its ability to respond to change, whether it is planned or unplanned, gradual or sudden – while always being responsible stewards of the resources entrusted to us by the Uniting Church, donors, and taxpayers.

Nigel Alexander

Chair of the Board
UnitingCare Queensland

Message from the CEO



This year's Annual Report 2020-2021 confirms UnitingCare's resilience during yet another year like no other.

Despite the ongoing COVID-19 pandemic and a continually evolving regulatory environment, UnitingCare continued delivering critical services across Queensland and the Northern Territory, largely undisrupted.

We drew on lessons learned in the previous year and applied them to quickly stabilise the organisation and meet each crisis at hand. We found opportunities amid unforeseen roadblocks and difficult constraints, made decisions at speed and were able to adapt and innovate with new processes and services in response.

Like UnitingCare's founders who also faced difficulties to

achieve their vision of a better life for the people they served; we have continued to build on their legacy of resilience.

We have remained on our transformation journey to strengthen our position as a leader in aged care, health, and community services by 2030. On completion of the first stage of our journey, I am pleased to report UnitingCare has achieved our 2020-2021 financial and operational goals.

We will leverage this success to focus on scaling-up our community care services, developing services that our customers need, integrating technology into our care models, and building our workforce for the future.

I am immensely proud of the spirit and energy shown by our people in ensuring we continued to deliver services to a high standard for those who need us most.

I commend this report to you, with confidence in UnitingCare's position to invest and grow over the years ahead to meet the increasing needs of the people and communities that we are here to serve.

Craig Barke

Chief Executive Officer
UnitingCare Queensland

Mission



Our rich legacy story of UnitingCare has grown out of the many expressions of the witness and service of the Uniting Church and its forebears – for over 100 years. As we reflect on another year it reminds me of the responsibility articulated in UnitingCare’s Mission Framework, that we have to be *faithful stewards of the resources entrusted to us*.



But what does it mean to be *faithful stewards*?

Stewardship is commonly defined as being the careful management of something entrusted to one’s care. As intergenerational stewards in a mission-shaped organisation, I want to remind us that our stewardship is focused around those that we serve, so that they might flourish – to live ‘life in all its fullness’ (John 10:10).

Our Constitution (2016) clearly states that *UnitingCare Queensland is formed for the purposes of the provision of health and care services to the community because it believes that the work of healing, growth, renewal and reconciliation is in furtherance of the mission of the Church and her commitment to Christ’s mission in the World*.

Let me highlight to you some key insights of what it means to be faithful stewards as part of the mission of the Church.

- The Church comes from a fundamental belief that everything we receive is bestowed by a God of exuberant generosity; who has provided all that we need as a

global community. This challenges and calls us all to operate from the same principle of generosity.

- The work that we do and services we provide are all about developing sustainable practices that contribute to the wellbeing of the world. Treating every person that we serve with absolute dignity, compassion and respect that they might flourish, whatever life may throw their way or circumstances present. Navigating times where often people are most vulnerable, we find ourselves in a privileged place of deep trust that is given to us.
- As stewards we have a responsibility to leave things in a better shape than we found them. This centres around a commitment to see the replenishment of resources for future generations and a responsibility to develop sustainable practices in everything that we do.

The stories that are shared as part of this 2021 Annual report capture the heart

of how we are seeking to be responsible stewards of 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. Words seem a bit shallow to capture the heart, compassion and commitment of the many that have gone above and beyond in times of disruption and uncertainty to ensure that we faithfully live out our mission, bringing hope and fullness of life.

Rev Bruce Moore

Director of Mission
UnitingCare Queensland

Vision for 2030

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

Taking Care Further
2030

Our Goals



Aged Care and Community Services

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



Family and Disability Services

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



Hospitals

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



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 of our health and community services.



Technology

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



Environmental Sustainability

UnitingCare continues its commitment to protect and preserve a healthy environment for the communities we serve. Our new five-year Environmental Sustainability Strategy (2021 – 2025) will guide our journey in working towards a greener, healthier, and fairer world. This strategy was developed with input from more than 50 staff and external partners, and defines six focus areas, each underpinned by ambitious targets and action plans.

In FY20-21, UnitingCare has achieved some significant milestones towards these goals:

Our commitments by 2025	In FY 20-21 we have:
Built Environment Reduce our carbon footprint by 70% Source 100% of our electricity from renewable energy	<ul style="list-style-type: none">Reduced our carbon footprint by 7.7% against our 2019 baseline.Committed \$3.8m towards a solar photovoltaic (PV) rollout across 22 Blue Care aged care facilities and two hospitals.Completed energy and water efficiency upgrades at 29 Blue Care residential aged care facilities, installing LED lights, water-saving showerheads, and air conditioning temperature controls.Partnered with University of Sunshine Coast and Griffith University on a 'green infrastructure' climate change adaptation project to reduce heat stress in aged care facilities.
Waste Divert from landfill 30% of the non-clinical waste we generate Reduce waste generation by 5% at hospitals and aged care facilities	<ul style="list-style-type: none">Increased our average recycling to 21.7%; up from 20.8% in 2019, despite increases in single use items and PPE during the pandemic.Partnered with Cleanaway to roll out recycling training, bin signage, new recycling collection services and colour-coded receptacles at 20 Blue Care facilities.Focused hospital waste efforts beyond the bin, through initiatives such as OzHarvest food rescue, rehoming medical equipment to a sister hospital in Fiji, transitioning to reusable sterilisation trays, and buying outdoor furniture and flooring made from recycled Kimguard.Transitioned to eco-friendly shipping packaging at Lifeline Online. Almost all packaging is now reused, recyclable or compostable.
Transport Reduce passenger fleet fuel usage to 4.5 litres per 100 km Transition to 100% hybrid and electric passenger fleet	<ul style="list-style-type: none">Added 220 new hybrid vehicles, which now make up 86% of our passenger fleet.Developed a new training video on eco-efficient driving.Initiated an electric vehicle charging trial at four Blue Care sites.
Purchasing Ensure 100% of strategic procurement tenders include environmental sustainability criteria	<ul style="list-style-type: none">Embedded environmental sustainability in the 'request for information' design and vendor selection processes for three major contracts (waste, consumables, and solar PV).
Empowered People Upskill 20% of employees through environmental sustainability training Increase the number of Green Champions by 100%	<ul style="list-style-type: none">Partnered with UnitingCare's Reconciliation Team to deliver a major NAIDOC Week 'Heal Country' event in Hervey Bay.Celebrated World Environment Day with residents and staff at our Kallangur Pilgrim Aged Care Facility, hosting a tree planting and morning tea under the winter sun.Embedded environmental sustainability messaging in Senior Leaders' orientation.
Leadership Achieve our sustainability targets Have our sustainability leadership recognised through awards	<ul style="list-style-type: none">Developed and launched our <i>Environmental Sustainability Strategy 2021-2025</i>.Presented at Asia-Pacific launch event of the Global Road Map for Decarbonisation, showcasing UnitingCare's new Sustainability Strategy and 100% renewable electricity plan.Collaborated with Queensland Synod's Transforming Communities Environmental Sustainability working group.

Reconciliation

While affirming the rights of all people, UnitingCare works proactively to repair the harm to many generations of Aboriginal and Torres Strait Islander people through past injustices, government policies and social attitudes.

The vision for Reconciliation within UnitingCare is to be culturally responsible and committed to social justice for Aboriginal and Torres Strait Islander people - we will be unified, positive and healthy.

As a proud employer of Aboriginal and Torres Strait Islander people, we

continued to make progress against our commitments to Reconciliation Australia, collaborating across the organisation and with external parties to create a safe and welcoming environment for Aboriginal and Torres Strait Islander people and the communities we serve.

In FY20-21, UnitingCare has achieved some significant milestones towards these goals:

Develop healthy relationships in UnitingCare between Aboriginal and Torres Strait Islander Peoples and other Australians to progress reconciliation for a fair and just society

- The Fourth UnitingCare Reconciliation Action Plan (RAP) was launched during National Reconciliation Week 2021.
- Due to COVID-19 restrictions, National Reconciliation Week and NAIDOC events were cancelled, however, special packs were developed for services to celebrate locally and safely with their residents/clients.
- During 2020 the Reconciliation Awards were integrated with the Full Circle Awards. This continues in 2021 after positive feedback from employees.

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

- A RAP Orientation package was developed and formally launched during NAIDOC Week 2020.
- Over 2,000 people participated in the Orientation training in the first week.
- Development began on four online Cultural Appreciation eLearning modules.
- Acknowledgement of Country plaques were reviewed and re-designed to reflect our new narrative and artwork.
- Where appropriate and practicable, traditional owners continue to be invited to co-facilitate the face-to-face cultural appreciation training.

Improving work opportunities and work environments for Aboriginal and Torres Strait Islander Peoples to enable them to fully participate within a culturally diverse workplace

- First Peoples employment met 2.5% participation across UnitingCare. Blue Care met 3.4%, FaDS met 3.2 % and Hospitals met 0.5%.
- Federally funded Indigenous Employment Initiative Traineeship (IEI) program continues across aged care and community services.
- Our Cultural Leave policy was reviewed and updated - available to employees on the UnitingCare Intranet.



Our People

The success of UnitingCare's mission relies entirely on its people. To achieve our 2030 vision through delivery of our long-term strategy we must value, enable and support our staff. This also means keeping them safe.

In FY20-21, COVID-19 challenged the resilience and adaptability of our workforce like never before. We pivoted to remote home-based working where necessary. To support this model, we adapted our systems, practices and processes to ensure we could keep our people safe, while they continued to work to safely care for and keep safe the people and communities we serve.

Just as our staff were pivotal to our success, so too are our incredible volunteers. Throughout our services, we have more than 7,000 volunteers who selflessly give their time and energy to helping make life better for others.

Volunteering numbers across the world continue to be affected by COVID-19 interruptions, however we are extremely proud to see our volunteering engagement rates grow. Having volunteers who share our values and purpose enables us to reach more people through our services and benefit more lives.

Celebrating and recognising our people

Our annual recognition program, the Full Circle Awards, celebrates the courageous and creative contributions our people, both staff and volunteers, make across our organisation

The 2020 Full Circle Awards were combined with our Reconciliation Action Awards; and in compliance with COVID-19 restrictions; the awards were presented at a celebration that was live-streamed so our nominees were able to attend, no matter where they were located.

There were more than 500 nominations in nine categories that came from our staff, patients, clients and customers calling out the exceptional work of our people across all of UnitingCare. The high-quality calibre of nominations is testament to the incredible work being achieved across our services and demonstrates the passion and dedication our people bring to the communities we serve.

Listening and investing in our people

Our People Survey is an organisation-wide opportunity to hear the views of our workforce from across Queensland. This year, more than 9,000 employees shared their insights, showing they are proudly connected to our vision and purpose.

Over the coming year, we will use this feedback to continue building on our status as an employer of choice. We will strengthen the investment in our people and our systems to enable continued improvement across our work practices. This investment will build on the momentum of empowering our people.

Last year, over 1,000 leaders attended foundational training programs to build their skills and confidence in leading change, holding impactful performance and development conversations and to execute our plans and objectives. This multi-layered support will enable teams and individuals to be supported to grow in their roles and with our organisation.

Employee wellbeing

Recognising the compounding impacts caused by the COVID-19 pandemic, our Wellbeing team strengthened focus and efforts on employee wellbeing over the past year.

The team launched an online health assessment tool to improve our employees' understanding of the health risks they might be facing, along with resources to support related health and wellness activities. The Health & Wellbeing Hub was created on Workplace (our employee social media platform) for sharing wellbeing resources and stories and forging connections among employees, regardless of where they work.

We also delivered a blueprint for wellbeing; which provides a framework to promote wellbeing, as well as reduce the risks and impacts on employee wellbeing related to mental health, the ageing workforce and retiring workforce. It identifies key directions for the organisation and recommends evidence-based strategies which can be applied right across the organisation.

The Handling with Care (manual handling) team built on previous successes to continue providing best practice instruction on safe manual handling techniques to minimise injury to Aged Care and Community Services, clients and residents. The team visited sites from

Dedicated volunteers, Dirk and Colleen Van der Poel, at the 2021 Bookfest, an event they have been volunteering at for nearly 30 years.

Cunnamulla out to Mt Isa and as far north as Thursday Island to provide face-to-face instruction and support to team leaders and local managers – reaching more than 5,000 employees, through more than 1,000 sessions, delivered across the entire state.

Brisbane's biggest Bookfest

Lifeline's Brisbane Bookfest made its comeback in June, and raised crucial funds for our Lifeline Crisis Support services. Despite the challenges and interruptions posed by COVID-19 restrictions, the much-anticipated event was a triumphant success, due to the hundreds of vibrant volunteers who united to help pull together our largest Bookfest yet.

More than 1,000 pallets of books were unloaded and

stacked on four kilometres of tables across three halls of the Brisbane Convention and Exhibition Centre. Four days into the event, it was put on 'pause' as parts of South-East Queensland went into a snap three-day lockdown.

When the lockdown lifted, the surging support of our volunteer community enabled the event to continue, with many taking on additional shifts and making themselves available at very short notice.

Bookfest is the biggest fundraising event for our Lifeline Crisis Support services. Staging the event is only possible due to these incredible volunteers who donate their time and energy. When asked why they do it, the overwhelming response is because they believe in the cause and want to help raise funds to keep the vital work of Lifeline going. We are beyond grateful for that support.



Our Customers

At UnitingCare, we are committed to keeping our customers' voices front and centre when we develop new products and services or refine and improve the services we already deliver.

In the last 12 months, we have collected feedback from more than 27,000 customers as part of our Voice of Customer (VoC) program across Blue Care (Community, Residential, and Customer Service Centre), Family & Disability Services (FaDS), and Lifeline Retail*.

The VoC program includes rapid feedback loops and online reporting so our customers' experiences can be collated and actioned quickly.

The feedback from the VoC program has been pivotal in forming many of the key 2030 initiatives, making certain we continue to meet and exceed our customer expectations into the future.

In the past year, we have:

- Gathered Blue Care customers' views on existing statements, and potential statement redesigns.
- Assisted the Customer Service Centre in ensuring that the introduction of Interactive Voice Response was designed to best meet customer needs.
- Spoke with clients and families about their needs from our Social Support and Community Based Respite services.
- Helped understand why some Home Care Package customers don't spend all of their allocated funding.

- Sought customer feedback to improve communication about falls prevention in residential aged care.
- Spoke to new and expectant mothers about maternity services at Buderim Private Hospital.
- Helped ensure that the views of our volunteers were instrumental in developing our Volunteering Value Proposition.
- Measured the effectiveness of Blue Care advertising, perceptions of the Blue Care brand, and the strength of Blue Care's distinctive brand assets.

*Voice of Customer surveys are also run across UnitingCare's hospitals by Press Ganey, to provide access to their industry-leading database of patient feedback.

About Aged Care and Community Services

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

For more than 66 years Blue Care has been providing support to empower individuals to live *'life in all its fullness'* (John 10:10) by providing in-home care, residential aged care, disability services and independent and supported retirement living to Queenslanders.

FY20-21 has been a year of external forces, but rather than be defined by them, Blue Care has taken on the challenge and continued to deliver high quality, innovative care for older people.

Our teams across Queensland

have shown their ongoing deep commitment to putting clients and residents first. As a result, we have had some incredible outcomes.

We continued to reach out to clients and residents during the COVID-19 pandemic and creatively provided ongoing support and connection in challenging times.

We increased support to community clients and transitioned them to higher levels of care when needed.

We implemented more effective systems and processes, so customers receive the services they need

from the carers they know.

We focussed on building a better experience for our workforce by creating new opportunities for development and extension. And we proudly had four winners in the UnitingCare Full Circle and Reconciliation Awards, including the UnitingCare International Year of the Nurse and Midwife Award.

This was alongside a significant cyber incident, changing quality requirements, increased regulatory activity, and organisational change.

Staying active and maintaining friendships and hobbies is important for our residents' health and wellbeing.



Our staff take the time to understand how to help clients remain independent in their home.



It is because of our teams, we have delivered on our commitments for the year and are in position to deliver our vision for the future.

Indigenous Employment Initiative

Our Aboriginal and Torres Strait Islander Strategy and Partnerships team was awarded a three year Indigenous Employment Initiative grant by the Department of Health. This has been a wonderful opportunity to honour our commitment to increase the Aboriginal and Torres Strait Islander workforce within the Aged Care industry.

Nineteen trainees a year are trained to provide non-clinical aged care services within Blue Care, building capability and engaging the community at a deeper level. Each trainee receives workplace coaching to ensure they have the best chance of securing a position within Blue Care post-traineeship. Services are empowered to provide a culturally safe workplace role model reconciliation by championing these initiatives.

Jakiyah Kissier-Catley began

her Personal Carer traineeship at Redcliffe Azure Aged Care Facility in December 2020. Jakiyah is currently studying Certificate III Individual Support and is expected to complete her study in December 2021. She will then transition into a personal carer role.

Jakiyah said 'I have always wanted to do health care, and want to transition into studying my Enrolled and Registered Nursing degrees while working. I found that aged care was a better career pathway to becoming a nurse, which is what I really wanted to do.'

'I wanted to do more with my life and career, and a job where I can have an active role in helping people. Aged care allows me to look after my Elders and give back to them, as they helped us when we were young. I love this job and love that it can take me further,' said Jakiyah.

Regional and Remote Placement Program

In February 2021, Blue Care launched the Regional and Remote Placement Program. The Placement

Program was developed for Personal Carers and Nurses seeking to experience life in our regional services for four to eight-week blocks. Undertaking a short-term placement into our regional and remote communities provides an immersive development opportunity; including developing skills and capability, gaining new perspectives, building resilience and participating in positive outcomes for regional, remote and Indigenous communities.

This year, two personal carers, Sarah and Tanisha, and a Registered Nurse, Carolyn, from Blue Care's Gracemere Aged Care Facility 10 kilometres west of Rockhampton, travelled to Ingham, north of Townsville, to help their colleagues on a short-term secondment.

'If you have a chance to do it, it's a good experience!' Sarah said. 'We're happy to support our colleagues and experience living in a different, beautiful part of Queensland. You get to meet new people and see how other Blue Care staff care for residents. 'I'll definitely do it again!'

All travel, accommodation and meal expenses are covered, with additional incentives for in-demand roles.

The Regional and Remote Placement Program is not just a great career opportunity but an enriching life experience.

Creativity, innovation and delivering change

Aged Care and Community Services’ goal for the year 2030 is to become a market leader in high-quality, innovative, person-centred aged care services in the home and community. To achieve this goal, we are embarking on a large-scale transformation program known as the Community Pivot. This exciting program of work brings together a dedicated, multi-disciplinary team working across Aged Care & Community Services, Hospitals, Digital & Technology, and People & Culture to drive positive change, champion innovation, and create better outcomes for our customers. This is occurring against a backdrop of significant market changes, technology disruption, increasing competition and changes to customer expectations and preferences.









In FY20-21, this work has been spearheaded by our incubation zone known as the ‘Strawberry Patch’. A geographical area defined in South-east Queensland to trial new ideas and ways of delivering services.

Early work has tested improvements in recruitment, retention and using technology to engage with clients.

‘It’s been a massive year and we have kicked some spectacular goals. But none of it would be possible without our teams, who are on the frontline caring for clients and residents every day. With their hard work, we are now positioned to take the next steps in our journey to being a market leader in high-quality, innovative, and person-centred aged care services.’

Cathy Thomas

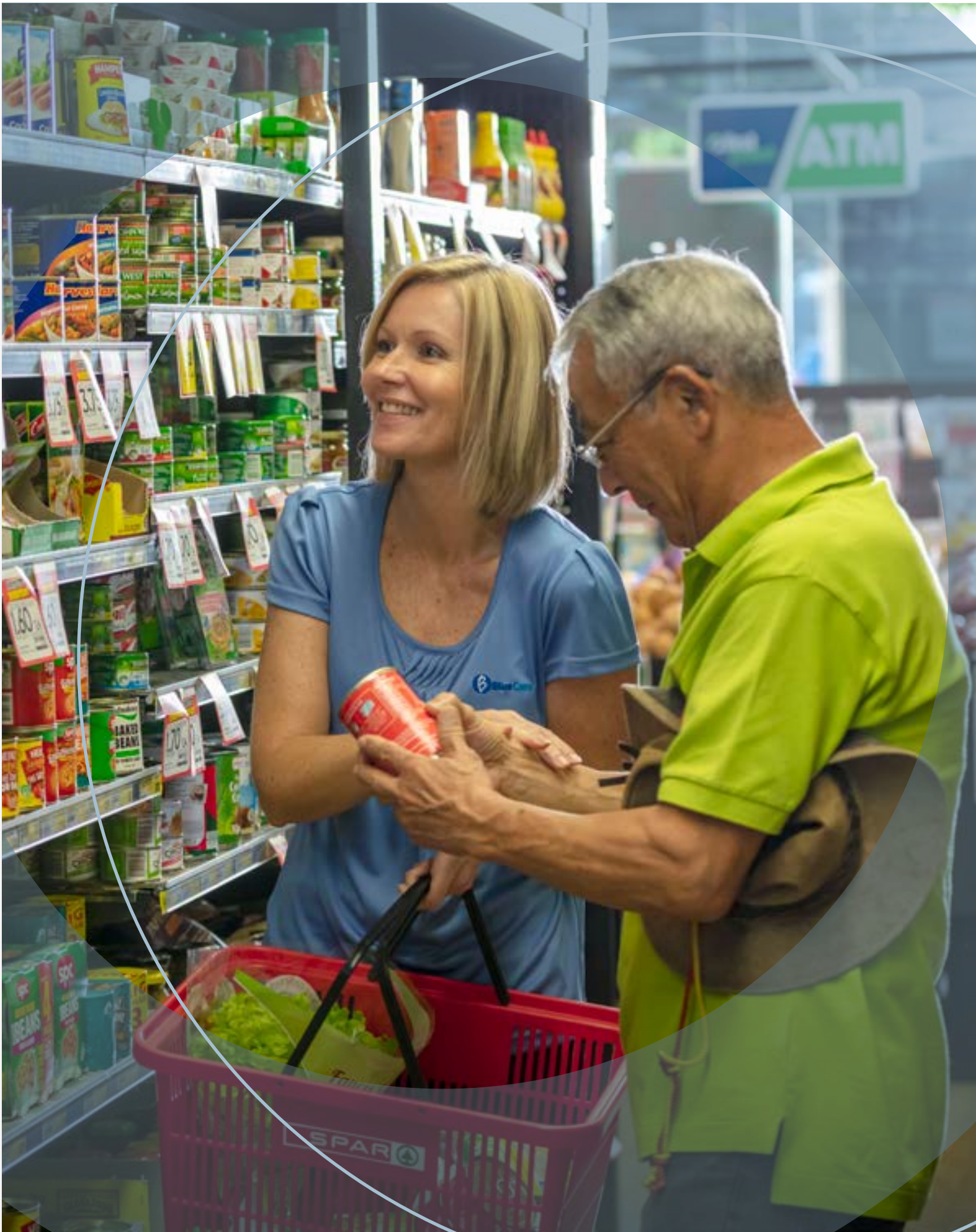
Group Executive Aged Care and Community Services

Service statistics		2020-2021
	Employees*	8,778
	Residential Aged Care Facilities	47
	Residential Beds^	3,509
	People cared for in our residential aged care facilities (including residential respite services)	5,604
	Vehicles on the road	1,518
	Kilometres travelled	24,435,806
	Community visits	3,244,447
	Community clients	67,331

Notes

*During FY20-21, 700 employees in Blue Care transitioned to UnitingCare’s Family and Disability Services area following a restructure. There has also been a decrease in staffing numbers following a review of non-frontline roles and subsequent restructure.

^Operational bed licenses



About Family and Disability Services

UnitingCare Family and Disability Services (FaDS) is one of Queensland's largest community service providers, supporting vulnerable individuals, families and communities across the entire State.

Every day we work with people across all stages of life, from young children to older people, supporting them through times of crisis while enabling them to challenge their limits and supporting them in setting long-term goals.

We use skilled, evidence-based interventions for those facing adversity and utilise our reach and expertise to confront injustice.

We are committed to working alongside people with disabilities and their families to imagine and build personally meaningful lives.

This year, despite the challenging ever-changing conditions, our vision of expanding our social impact has been realised through the delivery of high-quality, person-centred, culturally inclusive and place-based family and disability services.

Lifeline Queensland, there for more than ever before

Supporting the community during a crisis is at the core of what we do. This year, demand for our Lifeline Crisis Support

services continued to increase, and we have been there to answer the call.

Our 24-hour Lifeline Crisis Support Line 13 11 14 is operated through 10 Lifeline centres across the state, providing crisis support and suicide prevention services with a non-judgmental and compassionate ear.

Our dedicated professional volunteer Crisis Supporters have answered more than 12,000 calls each month, an increase of 19 per cent on last year. An additional 235 volunteer Crisis Supporters were recruited and trained across the state to meet the increasing demand.

There has been a noticeable increase of first-time callers, which is positive as it indicates people are aware we are here to help and more willing to reach out for support.

Despite being forced to close during multiple lockdowns, our 126 Lifeline Retail shops have continued to generate crucial funds to support the Lifeline Crisis Support Services financially. While lockdowns and restrictions impacted operations, our retail teams

across the state have shown ingenuity in responding and meeting the needs of their local communities and customers.

The support shown to our Lifeline Retail operations allows the work of the Lifeline Crisis Support line to continue. The impact of having access to our Crisis Support services continues beyond just making the call; as it is during these conversations that we help build people's resilience to better manage crises in the future.

Placement and support for more young people

Protecting children by providing services where they are safe, having their voices heard and needs met - drives us. This year, we expanded this impact by growing our residential out of home care and foster and kinship care, an additional 40 placements for young people made available. Our teams went above and beyond, providing online face-to-face support to carers while building and maintaining trust as they dealt with new and additional pressures, including home-schooling.



While there is a renewed government focus on decreasing the number of young people in residential facilities, we grew our ability to support those who cannot be placed with foster and kin families. Three new semi-independent living houses were opened, one in Ipswich and two in Toowoomba, plus an extra house in Toowoomba specifically designed to meet the needs of a family group of children newly in care.

These homes are now filled with young people who are making significant progress in their journey towards independent living.

Empowering people through change

Through our disability services, we work collaboratively with people with a disability and empower them to choose how they want to lead their own lives.

We are continuously striving to make the lives of others

better, and our teams are always looking to improve our service delivery.

This year, our Brisbane South Disability Services has made substantial changes in the way they work by co-designing supports, in collaboration with their clients. Responding to their unique circumstances and lifestyle choices, they are exploring a ‘family governed’ approach.

This approach focuses on meeting and tailoring the service to meet the needs and circumstances of the person rather than following existing traditional service models.

To implement this approach, we have increased the number of service providers we work with to interview and identify the right person to work alongside our clients. When the right service provider is found, they become part of the client’s team. This level of collaboration is uncommon in the disability care sector but proving to have exceptional results.

This change in service delivery has challenged existing organisational practices but is enabling more robust and individualised support for our clients.

Driving cultural inclusion across Regional Queensland








Our commitment to being culturally inclusive has been enhanced this year by implementing the pilot Cultural Lead role for Regional Queensland. The role began as a 12-month position to help strengthen practice and service delivery for staff and working effectively with Aboriginal and Torres Strait Islander people and communities.

- Finalising a formal Statement of Commitment Towards Reconciliation
- Supporting the delivery of Cultural Appreciation Training in regional locations

- Developing regional-based mechanisms to encourage and monitor the completion of Corporate Culcha Training and Cultural Competency Checklists
- Delivering team-based Cultural Planning sessions in regional locations such as Kingaroy, Hervey Bay and Gladstone
- Drafting a regional-based Buddy Program to provide additional support to regional Aboriginal and Torres Strait Islander staff.

This success and considerable impact of this initiative will now see it continue as a permanent position and continue to be the driving force across Regional Queensland in ensuring our services and teams are being culturally safe and inclusive for the communities we serve.

Service statistics

	48,013 people receiving support
	657 children and young people in out-of-home care
	145,278 people reached through events, referrals, and by contacting our Seniors telephone services
	491 people living with a disability receiving personal support
	400 people living with a disability working in our Employment Services
	4,401 children with disabilities and their families receiving support from our Early Childhood, Early Intervention Services
	165,309 contacts to the Lifeline Crisis Support Line
	11,657 calls to the National Debt Hotline
	2,568 employees
	6,126 volunteers



L to R: Stutee Bhattarai, Jodie Gorrel, Di Stevens from Brisbane South Disability Services, Pam Spelling.

‘Across Queensland, we’ve connected with more people than ever before, through our programs which truly help improve people’s lives’

Brent McCracken

Group Executive, Family and Disability Services

Kim Smith the Local Services Manager in Rockhampton with Cultural Lead, Neil Harwood reviewing the Cultural Competency Checklist.



About Hospitals

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

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

COVID-19

Throughout FY20-21 UnitingCare's hospitals continued to deliver exceptional care while following Queensland Health's COVID-19 continually evolving guidelines and visitor restrictions.

St Stephen's Rehabilitation Gymnasium

St Stephen's Hospital, Hervey Bay has expanded their rehabilitation facilities with a new in-patient rehabilitation gymnasium. This brand-new gym supports the 32-bed inpatient service.

St Stephen's Hospital Clinical Nurse Manager Rehabilitation Services Bea Wallis said the upgraded space is a wonderful addition to the hospital.

'This service is really needed on the Fraser Coast and we are thrilled to extend our support for inpatients preparing to go home and outpatients who regularly maintain their wellness,' Bea said.

'Being located on the Fraser Coast, means patients are able to receive their treatment closer to home reducing the stress of travel and are closer to their local support networks,' she said.

Ten years of robotics at The Wesley Hospital

In 2020, The Wesley Hospital marked 10 years since its nation-leading robotics program, offering patients the latest advancements in medical technology, began.

What started as a bold vision has since grown to become the highest volume robotics program, in Australia and New Zealand, with more than 7,500 procedures performed since inception. At its peak, the program averaged just less than 1,000 cases per year and despite the expansion of robotic services throughout

Australia, remains the highest volume program in the country.

Robotics has enabled The Wesley surgeons and specialists to advance minimally invasive surgical procedures for patients across a range of specialties, including urology, gynaecology, colorectal, thoracic and gastroenterology.

In 2017, this pursuit of excellence in robotics led to the hospital joining only 10 other hospitals worldwide at the time to receive accreditation as a Centre of Excellence in Robotic Surgery by international accrediting body, the Surgical Review Corporation.

The success of the program is a credit to The Wesley's robotics teams and their commitment and dedication to the delivery of highly specialised care. Into the future, The Wesley remains focussed on exceeding clinical expectations, expanding the program into more specialties and continuing to achieve the best possible outcomes for patients.

Occupational Therapist, Beth Holmes, at St Stephen's Hospital rehabilitation gymnasium.





Da Vinci robotically assisted surgery at The Wesley Hospital.

Hospital gives hope at Christmas

Buderim Private Hospital has a long tradition of helping local families in need at Christmas time and 2020 was no exception.

In the months leading up to Christmas, hospital staff dug deep and sponsored 49 families at UnitingCare's Family and Disability Service in Maroochydore who had experienced a difficult time during the year. This incredible generosity was particularly remarkable considering the challenging time the hospital team experienced, due to the COVID-19 pandemic.

Thanks to the incredible generosity of the entire

Buderim Private Hospital team, hundreds of presents and items for Christmas hampers were delivered in time for Christmas.

Theo Masselos, Buderim Private Hospital's Pastoral Care Manager, said: 'Even though our focus is healthcare, we are aware of the importance of being part of our broader community.'

'That being the case, being part of caring for that community as well as those entrusted to our care in the hospital is very important to us.'

'We hope this expression of generosity from our team inspires others to also reach out to help in whatever way they can.'

Breast service relaunches at St Andrew's War Memorial Hospital

As Queensland's only Nurse Practitioner in Breast Oncology, Natasha Keir is based at St Andrew's War Memorial Hospital and is only one of three Nurse Practitioners in her field in Australia. While the COVID-19 pandemic is changing the world around us, Natasha and the team are dedicated to providing advice and treatment and to encourage more patients to undertake screening.

'I decided back in 2017 that I wanted to become a Nurse Practitioner to further that

holistic, patient-centered care that I strive to provide each day,' Natasha said.

Fast forward to 2020 and Natasha graduated with Distinction from her Masters from Queensland University of Technology (QUT). 'Basically, a Nurse Practitioner is a registered nurse who has undertaken additional university study at a Masters Degree level. They are the most senior and independent nurses in our health care system. I received my endorsement from AHPRA just as we went into lockdown due to COVID-19.'

Working with innovative new technology St Andrew's breast care service is at the forefront of evidence-based best practice. 'We focus on the long-term wellbeing and health outcomes for our patients,' explained Natasha, 'not just immediate surgery and treatment.'












'Breast cancer care is very dynamic and ever changing and we are here to walk alongside our patients every step of the way,' adds Natasha.

Specialist breast care nurses provide individually tailored nursing care, support and information to women and men with breast cancer, their family and those who care for them.

'Our hospitals have continued to provide exceptional and first-class care despite the unprecedented challenges in a global pandemic.'

Michael Krieg

Group Executive, Hospitals

Service statistics		
	Employees	4,384
	Admissions	132,381
	Robotically-assisted operations	1,266
	Bed days/year	342,639
	Births	1,609
	Emergency department presentations	38,992
	Rehab admissions	14,505
	Mental health admissions	3,841
	Medical students	129
	Nursing students	875
	Nursing grads	60

Sarah Firman, Registered Nurse and Teagan Allison, Clinical Nurse Manager (Ward 3B), Buderim Private Hospital.



Our Board



Nigel Alexander

Chair of the Board,
Chair of the Governance,
People and Culture Committee

Nigel Alexander joined the UnitingCare Queensland Board in May 2017 and was appointed Chair in July 2018. Nigel is a Chartered Accountant and Corporate Agribusiness specialist. He is also a Director 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.



Andrea Staines OAM

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

Andrea Staines joined the UnitingCare Queensland Board in April 2016. Andrea is a full-time non executive director with 15 years' experience. Andrea is currently a director of SeaLink Travel, Acumentis and the Deputy Chair of Australia Post. She previously held the position of Chief Executive Officer and co-launched Qantas subsidiary Australian Airlines (mark II), making her the first female Chief Executive Officer of an Australian airline. She has also held financial 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.



Brian Gillespie

Chair of Finance and
Investment Committee

Brian Gillespie joined the UnitingCare Queensland Board in April 2018. His experience spans across commercial, operational and consulting positions within a broad range of sectors, including ports, mining, rail, logistics, oil and gas. Most recently, Brian was the Chief Executive Officer of GroundProbe, and Executive Chairman of Nitro Consult (Sweden) and has previously served on the boards of AWH and 1-Stop. Brian holds an MBA and a Bachelor of Science Degree (Hons) and has completed the Senior Executive Program from the Columbia Business School. Brian is also a Chartered Engineer with the Institution of Engineering and Technology in the United Kingdom.



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 Oxley-Darra 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,
Director Australian Regional and
Remote Community Services

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.



Andrew McBryde

Member of the Finance and
Investment Committee

Andrew McBryde joined the UnitingCare Queensland Board in 2013. He has held many roles on boards including the Australian Regional and Remote Community Services (ARRCS) Board, as Chair of Wesley Mission Brisbane and as a Director with Oriel Lighting Australia. Andrew proudly supports the development of small and medium sized enterprises (SME) and owns and operates a group of commercial businesses in South East Queensland. Andrew is currently a Member of the Australian Institute of Company Directors, the Lighting Council of Australia and an Honorary Member and Past President of the Jindalee Rotary Club.



Chris Townend

Chair of Audit, Risk and Compliance Committee
Member of Finance and Investment Committee
Member of Governance People and Culture Committee

Chris Townend joined the UnitingCare Queensland Board in April 2013. He is a Chartered Accountant in practice and experienced non-executive director. Chris enjoyed a successful career as a Chief Financial Officer in health and education in New Zealand and Australia. He currently chairs the ThomsonAdsett board and serves on Chartered Accountants Australia and New Zealand (CAANZ) and the Australian National Polytechnic boards. Chris also volunteers his time on the Uniting Church's Audit and Risk Committee and the Finance Committee of the Presentation of Sisters in Queensland. Chris has an MBA and is a Fellow of the Institute of Chartered Accountants ANZ and a Fellow of the Australian Institute of Company Directors.



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.



Professor Myles McGregor-Lowndes OAM

Member of Audit, Risk and Compliance Committee
Member of Quality and Care Governance Committee

Emeritus Professor Myles McGregor-Lowndes joined the UnitingCare Queensland Board in 2013. He is the former Director of the Australian Centre for Philanthropy and Nonprofit Studies (QUT) and currently sits on the Queensland Law Society Not-for-Profit Committee, International Centre for Not-For-Profit Law and the Law Council of Australia – Charities and Not-For-Profits Committee. He has served from time to time at all levels of the Church from parish to assembly. He is an honorary member of the Fundraising Institute of Australia and Philanthropy Australia and founding member of the ATO Charities Consultative Committee and the Australian Charities and Not-for-Profits Commission Advisory Board.



Jacqueline Kelly

Member of Audit, Risk and Compliance Committee
Member of Quality and Care Governance Committee

Jacqueline Kelly has extensive experience in the public, private and not-for-profit sectors across a range of industries, including health, professional services and aged care. She held the role of Chief Executive Officer at Lutheran Services in Queensland for 15 years. Jacqueline's community services experience spans aged care, retirement living, youth and family, domestic violence, mental health, disability allied health services and arts and creative life. Jacqueline is also a serving member of the Prime Super Board, and a former member of the Queensland State Advisory Council for the Committee for Economic Development of Australia. Jacqueline holds a Master of Business Administration and a Bachelor of Arts, and has completed strategy and governance programs with the Australian Institute of Company Directors and at Harvard Business School.



Justine Cain

Member of Quality and Care Governance Committee
Member of Governance People and Culture Committee

Justine Cain joined the UnitingCare Queensland Board in January 2020. She has held senior executive and Board roles with listed, privately owned and not-for-profit organisations in the health, human services and general insurance sectors and she currently Chairs the Starlight Foundation's Queensland Advisory Board. Justine's expertise spans transformational leadership roles, strategy development and execution, customer-centric leadership, large-scale 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 (Psychology) from the Australian National University.



Alison Quinn

Member of Audit, Risk and Compliance Committee
Member of Finance and Investment 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 Executive Leadership Team



Craig Barke

Chief Executive Officer

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

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-for-profit 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.



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.



Brent McCracken

Group Executive, Family and Disability Services

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



Cathy Thomas

Group Executive, Aged Care and Community Services

Cathy joined the UnitingCare Queensland Executive Leadership Team in 2016 and has been the Group Executive for Blue Care and Executive Director of ARRCs since 2010. Cathy has worked across many Queensland Health clinical areas and has vast experience in Blue Care through working in clinical, human resources, and leadership roles. Cathy has a Master of Business Administration, Graduate Diploma of Business Management, a Bachelor of Health Science (Nursing) and completed a Leadership Program at Harvard University. 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, Graduate Certificate in Leadership and Management, Graduate Diploma in OHS and she is studying a Masters in Business Law. 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.



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.



George Sutherland

Group Executive,
People and Culture

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



Governance Statement

UnitingCare Queensland’s Board is responsible for the stewardship, integrity, accountability, strategic direction and 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.

The Moderator and the General Secretary of the Queensland Synod are ex officio members of the Board and provide important links with the Synod.

The Chair of the Board is an ex officio member of Synod

Standing Committee and Synod in Session.

During the year, Ms Cheryl Herbert and Mr Brian Gillespie were reappointed as Board Members for a second term.

Accountability

The Chief Executive Officer is appointed by the UnitingCare Queensland 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.

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

Direction and control

The Board meets at least six times per 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 safety, client and patient quality outcomes, implementation of the strategic plan, key policy decisions, stakeholder engagement, social justice and research activities and outcomes.

During the year, the Board held 11 ordinary meetings, and four specific meetings. Cyber incident updates were routinely provided out of session. The Board also met in December 2020 for its strategic planning session regarding the 10-year direction and investment of UnitingCare under the 2030 Strategy.

Stewardship and leadership

The Board has four committees which assist the Board in fulfilling specified responsibilities, with each Board Member appointed to at least one Committee.

The Board committees are:

- Audit, Risk and Compliance Committee
- Governance, People and Culture Committee
- Finance and Investment Committee
- Quality and Care Governance Committee.

Details of the purpose, current membership and composition of each committee are set out below.

Committee	Purpose	Members	Attendees
Audit, Risk and Compliance	Assists the Board in fulfilling its financial reporting, risk management and internal control, internal and external audit process oversight and compliance management oversight responsibilities.	Chris Townend (Chair) Prof Myles McGregor-Lowndes Jacqueline Kelly Alison Quinn	Chief Executive Officer Chief Financial Officer Group Executive, Governance General Manager, Risk and Assurance External auditor (as required)
Governance, People and Culture	Assists 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.	Nigel Alexander (Chair) Andrea Staines Chris Townend Justine Cain Rev Bruce Moore	Chief Executive Officer Group Executive, Governance Group Executive, People and Culture
Finance and Investment	Assists 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.	Brian Gillespie (Chair) Chris Townend Andrew McBryde Andrea Staines Alison Quinn	Chief Executive Officer Chief Financial Officer Group Executive, Governance
Quality and Care Governance	Assists 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) Prof Myles McGregor-Lowndes Jacqueline Kelly Justine Cain External Members: Prof Lesley Chenoweth Dr David Wood Dr Julie-Ann Phillips Satyan Chari	Chief Executive Officer Group Executive, Governance Group Executive, Hospitals Group Executive, Aged Care and Community Group Executive, Family and Disability

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.

Board appraisal and remuneration

The performance of the Board is routinely reviewed and evaluated with external support, both on a collective and individual basis. The Chair also meets informally with each Board Member to discuss individual Board member performance. Board Members are remunerated in accordance with a policy approved by the Synod Remuneration and Nominations Committee.

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 taking in to account 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 during the year were Craig Barke (Chair), Heather Watson, Cheryl Herbert and Stephanie Harvey.

An amendment to the ARRCS Constitution was approved in May 2021 to allow for an increase in Directors to seven, in recognition of the strategic direction, regulatory requirements for aged care providers and the continued growth and development of ARRCS. Mr Brian Wyborn was appointed as a Director in August 2021.

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.

The member authority is delegated to the UnitingCare Queensland Board. Each Member appoints up to two Directors to Leap in! Australia, with Mr Craig Barke the Member appointed Director for UnitingCare Queensland.



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)	11	11			4	4
Andrew McBryde	11	10				
Professor Myles McGregor-Lowndes	11	11	5	5		
Andrea Staines	11	10			4	4
Chris Townend	11	11	5	5	4	3
Jacqueline Kelly	11	11	5	5		
Brian Gillespie	11	9				
Cheryl Herbert	11	11				
Justine Cain	11	11			4	4
Alison Quinn	11	10	5	4		
Ex-officio members						
Rev Heather den Houting	11	11				
Rev Andrew Gunton	8	8				
Rev Bruce Moore					4	3
External committee members						
Satyan Chari						
Professor Lesley Chenoweth						
Julie-Ann Phillips						
Dr David Wood						

Notes:

The fees paid are inclusive of superannuation. There were no increases to base fees during the period.
Data reference is ordinary meetings, excludes extraordinary meetings.

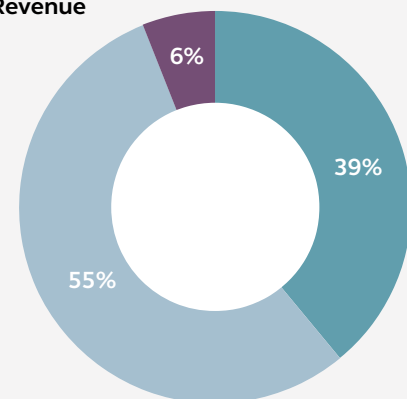
	Finance & Investment Committee		Quality & Care Governance Committee		Fees
	Eligible to attend	Attended	Eligible to attend	Attended	Inclusive of Super
					\$ 112,804.96
6	5				\$ 56,624.22
			6	6	\$ 56,624.22
6	6				\$ 56,624.22
6	6				\$ 62,294.45
			6	4	\$ 56,624.22
6	6				\$ 62,294.45
			6	6	\$ 62,294.45
			6	4	\$ 56,624.22
6	6				\$ 56,624.22
			4	4	\$ 7,109.30
			6	5	\$ 10,045.68
			4	4	\$ 7,109.30
			6	6	\$ 10,045.68

Financial Highlights

Income statement

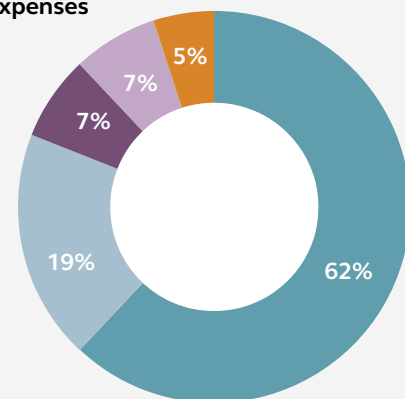
	Year ended 30 June 2021 \$000	Year ended 30 June 2020 \$000
Revenue		
Governments	699,371	715,427
Patients, clients and residents	987,960	926,943
Other	104,037	114,181
Total revenue	1,791,368	1,756,550
Expenses		
Salaries and employee expenses	1,078,260	1,057,452
Supplies and services	331,752	274,515
Depreciation and amortisation expense	111,935	116,023
Property expenses	118,756	130,541
Other expenses	86,687	148,380
Total expenses	1,727,390	1,726,911
Total net surplus/(deficit)	63,978	29,639
Other comprehensive income	4,561	(782)
Total comprehensive surplus/(loss)	68,539	28,857

Revenue



39% Governments
55% Patients, clients and residents
6% Other sources

Expenses

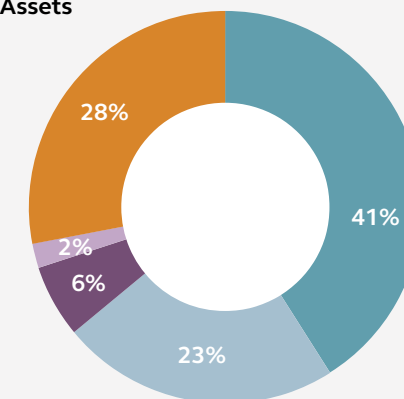


62% Salaries and employee expenses
19% Supplies and services
7% Depreciation and amortisation expense
7% Property expenses
5% Other expenses

Balance sheet

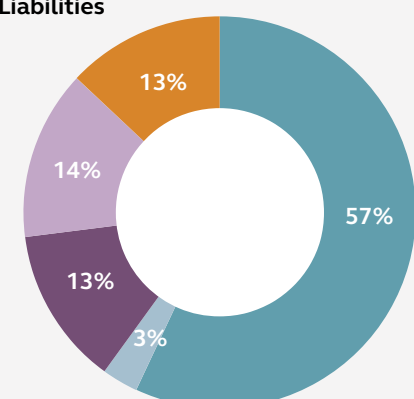
	Year ended 30 June 2021 \$000	Year ended 30 June 2020 \$000
Assets		
Property, plant and equipment	1,000,181	1,018,316
Cash and cash equivalents	566,265	455,508
Trade and other receivables	145,302	78,360
Intangible assets	39,504	50,343
Other assets	664,858	661,625
Total assets	2,416,110	2,264,152
Liabilities		
Ingoing contributions and accommodation bonds	805,632	775,537
Borrowings	41,928	52,537
Employee benefits and other provisions	187,143	186,792
Trade and other payables	196,487	139,752
Other	187,803	180,956
Total liabilities	1,418,993	1,335,574
Total funds	997,117	928,578

Assets



41% Property, plant and equipment
23% Cash and cash equivalents
6% Trade and other receivables
2% Intangible assets
28% Other assets

Liabilities



57% Ingoing contributions and accommodation bonds
3% Borrowings
13% Employee benefits and other provisions
14% Trade and other payables
13% Other

A photograph of two young children, a girl in the foreground and a boy behind her, both laughing joyfully in a field of tall, golden grass. The girl is wearing a white dress with a small blue floral pattern and a thin necklace. The boy is wearing a striped shirt. The background is a soft-focus landscape with trees and a clear sky.

Making a Difference

Together we can make a real difference in the lives of those who need it most. If you can support in any way, please contact us for a confidential discussion.

Our Planned Giving Manager can provide you with all the information you need. You can also leave a gift in your will to UnitingCare or any number of our charities including:

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

Call us on 1800 001 953 or email us at plannedgiving@ucareqld.com.au

Thank you

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

This year we have connected with individuals and their families, Church congregations, corporate partners, ambassadors, governments, trusts and foundations.

We thank you for your support in helping us make a positive difference to the lives of so many. Thank you to the:

- 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

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