

# ANNUAL REPORT 2020





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Important note: All images contained within this Annual Report that show a lack of social distancing were taken prior to the outbreak of COVID-19.



## Our Mission

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

Live life in all its fullness

**John 10:10**

(The Holy Bible, Good News Translation)



## Our Values

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



### Compassion

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



### Respect

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



### Justice

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



### Working Together

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



### Leading through Learning

Our culture encourages innovation and supports learning.





# Who we are

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

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

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



Proudly representing



## UnitingCare at a Glance

	<b>16,601 employees</b>		<b>8,052 volunteers</b>
	<b>460 locations supporting more than 600,000* people</b>		<b>955,780 volunteer hours</b>
	<b>Four private hospitals</b>		<b>10 Lifeline 131114 Crisis Support Line contact centres</b>
	<b>127 Lifeline retail stores</b>		<b>57 residential aged care homes</b>

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





## Message from the Chair

I am pleased to present UnitingCare's 2019-20 Annual Report to our organisation and valued stakeholders.

As is the case for most organisations within Australia and internationally, 2020 has proceeded very differently than how we anticipated 12 months ago. With natural disasters, the COVID-19 pandemic, and the combined social and economic impact of these factors, the need for the work that we do in UnitingCare has exponentially grown.

Our 2019-20 Annual Report clearly illustrates UnitingCare's mission to improve the wellbeing of individuals, families, and communities so they can live their best possible lives. This remains the core purpose of UnitingCare, which arises from the aspirational words of Jesus Christ, for humanity to 'Live life in all its fullness' (John 10:10).

As UnitingCare, we are called to be an agent of 'God's healing power to the whole person', thereby enabling each individual to play his or her important role in God's plan for all humanity.

As an expression of our mission, UnitingCare provides health and community services to thousands of people every day of the year through our hospitals, aged care, disability and community services.

Driving the heart of our services is this Mission of Christ. This is demonstrated through the commitment of our people to the mission principles underpinning this document, while always being responsible stewards of the resources entrusted to us by the Uniting Church, donors, and taxpayers.

Our response to our changing external environment and the progress we have made towards achieving our strategic and operational objectives over the past year gives the Board great confidence that UnitingCare is strongly positioned to honour the commitments made for the year ahead, and continue furthering the mission of the Uniting Church and providing high quality and safe care and support to the people and communities we serve.

### Nigel Alexander

Chair of Board  
UnitingCare Queensland



## Message from the CEO

Our 2019-20 Annual Report clearly demonstrates our organisation's continued success in reaching and serving the people and communities of Queensland in ways that have the greatest positive impact on their health and quality of life.

In the past year, we have continued our 2030 Transformation journey, maintaining a strong focus on stabilising our financial situation and strengthening the organisational capability so we can successfully achieve our aspiration of becoming a leader in aged care, health, and community services by 2030.

We are pleased to report that our efforts in 2019-20 have demonstrated measurable progress towards realising this vision. Over the year ahead we are turning our attention to embedding increased strategic-thinking across all areas of UnitingCare, with a strong focus on delivery and outcomes that will achieve our long term vision.

Through UnitingCare's ongoing response to the COVID-19 crisis, our people have demonstrated the heart of service that differentiates us from other providers, and have proved they will go above and beyond to keep delivering the services for those who need us most. Our people have achieved this while meeting increased demand across a number of our services, the suspension of others, and all against a backdrop of ongoing sector review and reform.

Looking towards 2021 we will continue to build on our momentum and drive the necessary operational and cultural changes that will enable the realisation of our long term vision, while capitalising on the opportunities presented to us and overcoming the challenges we will face over the next 10 years.

As stewards of the resources entrusted to us, we owe it to our forebears to honour and protect their legacy by maintaining a sustainable footing so we can invest and grow over the years ahead to support the increasing needs of the people and communities that we serve.

That intent is central to this annual report and our forward outlook.

### Craig Barke

Chief Executive Officer  
UnitingCare Queensland



## Message from the Director of Mission

In the midst of these unprecedented times of disruption, challenges and uncertainty, it clearly demonstrates the fundamental reason of why we exist as an organisation.

The core purpose of UnitingCare arises out of the words of Jesus Christ to have “*life in all its fullness*” (John 10:10). We are called to be an agent of “God’s healing power to the whole person” thereby enabling each individual to play his or her important role in God’s plan for all of humanity.

I would like you to pause for a moment and imagine with me a world that could be a different place:

Imagine a society... Where truth and justice were fundamental principles that we valued.

Where every person was socially responsible for their own actions and equally acknowledged the consequences of their inactions.

Where unity is a sign of reconciliation and recognition of the whole human race.

Where our First Nations Peoples from the very land on which we walk were recognised and society was built on values of mutual trust and respect.

Imagine a place... Where the rights and value of every human being was such that poverty and racism were not tolerated and totally eradicated.

Where we oppose all forms of discrimination that infringe basic rights and freedoms.

Where there was no divide or widening of the gap between rich and poor.

Imagine... Where all people had equal access to educational opportunities, health care, freedom of speech, the right to have access to meaningful and valued employment and where dignity was granted to those who were not able to work.

Where we challenge and say no to the acquisition of property and resources that are motivated by the greed of a small minority and privileged few.

Imagine a world... Where we did not leave a footprint behind in our activities. Where the wise use of energy and finite natural resources were taken seriously.

Where we are concerned with the basic human rights of future generations, urge the wise use of energy, the protection of the environment and the replenishment of the Earth’s resources for the use and enjoyment of all.

Imagine a society... Where the fundamental beliefs and values that we hold drive the concern that we share for the welfare of all people.

Where we are prepared to speak up and speak out against policies and injustices that would deny the freedom and hope of all people, even if it makes us unpopular.

At the Inaugural Assembly of the Uniting Church in Australia in June 1997, the Church made a Statement to the Nation that pledged a commitment “*to hope and work for a nation whose goals are not guided by self-interest alone, but by concern for the welfare of all persons everywhere — the family of the One God — the God made known in Jesus of Nazareth the One who gave His life for others. In the spirit of His self-giving love we seek to go forward*”.

Captured in this Annual Report you will find stories of hope and our vision for the future in seeking to faithfully live out this Mission. May this continue to be so... as we seek to be good stewards of what has been entrusted to us.

### Rev. Bruce Moore

Director of Mission





# Our Vision for 2030

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

*Taking Care Further*  
**2030**



## Our Goals



### Aged Care and Community Services

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



### Family and Disability Services

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



### Hospitals

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

## 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 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.

# Our Strategy

In 2019, UnitingCare launched a long-term strategy called *Taking Care Further*, which we will continue to deliver over the next 10 years to achieve our vision.

During the past year, we have rapidly addressed our financial situation, improved our ability to adapt, function and perform, and ultimately, we have delivered great outcomes for the people we serve.

Some of our achievements aligned to the strategic priorities articulated within *Taking Care Further* are outlined below.

Strategic priority	Objective	Progress in 2019 - 2020
<b>Aged Care and Community Services</b>	To be the market leader in high-quality, innovative, person-centred aged care services in the home and in the community.	<ul style="list-style-type: none"><li>• The new Customer Retention Team has helped Blue Care to retain 400 clients as their needs increase and they transition from a Commonwealth Home Support Program (CHSP) to a Home Care Package (HCP).</li><li>• The CareApp was delivered in our aged care facilities, to maintain connections between families and their loved ones.</li><li>• The 'Game of Zones' initiative matches community services client needs with employee scheduling to improve the continuity and consistency of care provided.</li></ul>
<b>Family and Disability Services</b>	To expand our social impact through the growth of our child and family services and an optimised disability service offering.	<ul style="list-style-type: none"><li>• Lifeline Retail delivered a number of successful initiatives to increase their reach and revenue, by selling online, introducing product lines and using creative visual merchandising to raise funds for vital crisis support services.</li><li>• WiFi access in our Out of Home Care (OoHC) residences provides young people in our care with Internet access to do their school work, research, find employment and socialise.</li><li>• Funds secured from the National Disability Insurance Agency's (NDIA) Temporary Transformation Payment (TTP), were re-invested to strengthen UnitingCare's Disability Services.</li></ul>
<b>Hospitals</b>	To operate excellent hospitals delivering the best possible health and life outcomes for patients.	<ul style="list-style-type: none"><li>• The Perioperative Patient Tracking System implemented at The Wesley Hospital provides loved ones with the ability to track a patient's progress through surgery – online from anywhere.</li><li>• WiFi Hospital in the Home (HitH) – a partnership between two of our hospitals (The Wesley Hospital and Buderim Private Hospital) and Blue Care – enables eligible patients to receive personalised medical care in the privacy and comfort of their homes.</li><li>• 'United in Care' was established to implement international guidelines in the prevention and treatment of pressure injuries across UnitingCare's services and is now being extended to standardise approaches for outbreak management, falls management, holistic risk assessment and other quality improvements.</li></ul>

***"We owe our success to the talent of our people and their commitment to being responsible stewards of the resources entrusted to us."***

**Craig Barke**

Chief Executive Officer  
UnitingCare

From a stronger financial position, we will intensify our focus on *Taking Care Further*. In 2020 - 2021 we intend to:

<b>Reach more people in need</b>	<ul style="list-style-type: none"><li>• Increase our market share in community aged care.</li><li>• Improve our approach to transitioning customers between our services.</li><li>• Innovate our product and service offering and expanding into new services.</li><li>• Provide better continuity of care for our in-home aged care customers and hospital patients.</li><li>• Reduce wait times in our hospitals.</li></ul>
<b>Provide an inspiring workplace</b>	<ul style="list-style-type: none"><li>• Invest in developing our people.</li><li>• Provide training and education to make our workplace safer.</li><li>• Upgrade our legacy IT systems.</li><li>• Recognise and rewarding great performance.</li><li>• Invest in environmental sustainability initiatives.</li></ul>
<b>Be responsible stewards of the resources entrusted to us</b>	<ul style="list-style-type: none"><li>• Sustainably reinvest surpluses into improving facilities and care quality.</li><li>• Spend wisely and thoughtfully, by renegotiating contracts and reducing waste.</li><li>• Improve our fundraising.</li><li>• Optimise our property portfolio.</li></ul>



# About Aged Care and Community Services

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

For more than 65 years Blue Care has been providing support to empower individuals to live life in all its fullness by providing in-home care, residential aged care, disability services and independent and supported retirement living to Queenslanders.

UnitingCare also provides similar services in the Northern Territory through Australian Regional and Remote Community Services (ARRCS). Blue Care and ARRCS are separate legal entities, with shared management under Aged Care and Community Services.

## Blue Care highlights for 2019-2020:

### COVID-19 response

- From March 2020 when the COVID-19 crisis hit, we maintained services for community clients including regular welfare checks, individualised support, and staff visits to clients with gift

and activity packs, often donated by local businesses.

- We also maintained services for residents in our residential aged care (RAC) facilities during the COVID-19 pandemic, meeting the additional operational requirements of keeping our residents and staff safe in accordance with Health Directives. This included placing facilities in and out of lockdown, introducing screening of all visitors and staff; implementing additional cleaning requirements and instituting mandatory vaccinations for all people entering RACs. We received positive feedback from customers and their families for maintaining care and connection, managing risk and ensuring people's rights.
- Blue Care implemented CareApp in residential aged care facilities, a digital platform where residents and staff can share photos of the day's activities with family members, allowing them to stay connected while isolated from one another.



### Delivered high-quality palliative care

- We continued our partnership with the Metro South Hospital and Health Service to deliver exceptional palliative care services through our Blue Care Wynnum service – described as innovative by the Committee conducting the Queensland Parliamentary Inquiry into Aged Care, Palliative and End-of-Life Care and Voluntary Assisted Dying.
- Blue Care advocated for high-quality, well-resourced and accessible palliative and end-of-life care through the Queensland Parliamentary Inquiry into Aged Care, Palliative and End-of-Life Care and Voluntary Assisted Dying.

### Contributed to the aged care workforce strategy

- We participated as a member of the Aged Care Workforce Industry Council. Group Executive Cathy Thomas has been leading work with industry peers to develop a Voluntary Industry Code of Practice. This is a key action in implementing the national *Aged Care Workforce Strategy*.

### Aligned to aged care workforce remote accord

- Blue Care joined the Aged Care Workforce Remote Accord building on our belief that every community, including those in remote and very remote areas of Australia, has an equal right to accessible, high quality aged care services.

## Statistics – Blue Care



**71,346 community clients**



**3.4 million community visits**



**47 residential aged care facilities**



**3,502 residential beds+**



**5,431 people receiving care in residential aged care facilities – including respite**



**9,629 employees**



**1,530 vehicles on the road**



**27.2 million kilometres travelled**

\* Note: In the 2018-19 Annual Report, Blue Care and ARRCS statistics were presented as single totals. As Blue Care and ARRCS are separate legal entities they are being reported separately for 2019-20.

+ More than one person lives in a residential aged care bed throughout the year, which is why number of residents is typically higher than total number of beds.







## ARRCS highlights for 2019-2020:

### COVID-19 response

- ARRCS changed its model of care for home-based respite and social support, including weekly welfare checks and providing an essential grocery shopping service to ensure the safety and well-being of our community clients experiencing isolation during COVID-19 pandemic. We also provided additional meals during the COVID-19 pandemic to school children in Alice Springs, Mutitjulu and Hermannsburg, and expanded the Meals on Wheels service, which also provided essential personal items for clients who could not leave their homes.

- We implemented the CareApp in residential care to keep residents connected with their loved ones while complying with residential access guidelines during the COVID-19 pandemic.

### Return to country palliation

- Facilitated return to country for palliation of First Australians in Katherine – leading to the creation of a model for future use in all ARRCS residential aged care facilities.

### Continued to upgrade facilities

- Including gardens, pools and establishing partnerships for new building works.

## Statistics – ARRCS



**2,588** community clients



**148,110** community visits



**10** residential aged care facilities



**401** residential beds+



**479** people receiving care in residential aged care facilities – including respite



**731** employees



**54** vehicles on the road



**929,849** kilometres travelled

\* Note: In the 2018-19 Annual Report, Blue Care and ARRCS statistics were presented as single totals. As Blue Care and ARRCS are separate legal entities they are being reported separately for 2019-20.  
+ More than one person lives in a residential aged care bed throughout the year, which is why number of residents is typically higher than total number of beds.

## A clever use of unspent HCP funds addresses customer social isolation

Faced with significant unspent Home Care Package (HCP) funding, we knew we could do more to help our customers gain greater value from their funding.

So, an Aged Care and Community Services (ACCS) initiative was launched to boost HCP utilisation.

While previously we might have relied on intuition and anecdotal advice to understand customer needs, we instead used 'Voice of the Customer' (VOC) research methods, to gain evidence for making sound decisions about our services.

We partnered with our Customer Experience and Innovation team for their help to understand why some customers haven't spent their funding; and importantly, what they think they should spend it on.

By really listening to our customers, we learned what makes them reluctant to get more from their HCP. Some feel they're wasting taxpayer dollars. Others are concerned that if their health

deteriorates, they won't have funds to access the support they need.

We also learned that while customers really appreciate their visits from our HCP partners, many experience feelings of loneliness and social isolation, in turn, potentially leading to depression and anxiety and overall deterioration in quality of life.

To address this, ACCS came up with a practical technical solution that could address both issues. Lumin tablets were distributed to customers who wished to use their unspent funds.

The tablet is a large free-standing touch screen that sits on the kitchen bench. You can make phone and video calls from it, send text messages, set-up appointment and other reminders, share photos and play games with friends and family members. It also has an emergency alert button and a radio function as well.

So far, these tablets have been distributed to three ACCS clusters and our customers are absolutely delighted with them.

## Connecting with movement with the Australian Ballet

Blue Care Carina's four-week pilot program with the Australian Ballet had residents enthusiastically following along with the music and movements from famous ballets such as Sleeping Beauty and the Nutcracker.

Partnering with Australian Ballet Education and Outreach, interactive classes were offered virtually, allowing residents of all levels of mobility to participate.

Catherine Sherlock, Residential Service Manager at Carina, said, "one of our ladies, who is confined to a regency chair, was only able to move her feet and hands to the music – but she thoroughly enjoyed the stories behind the ballets."

Along with improving the balance and strength of the residents, Nerida Pankhurst, Support

Officer Lifestyle for the Metro South Cluster, was delighted at the social benefits for the participants.

"The residents really enjoyed learning the fluid movements and 'performing' together to the music," she said.

"We were also really thrilled to see how many male residents not only showed up, but continued to come back week after week and really get in to it."

Cathy Thomas, Group Executive - Aged Care and Community Services, was delighted to follow the photos and videos posted on Workplace.

"Seeing the joy on the residents' faces was proof enough of the tremendous physical and mental benefits," she said.

The Centre is working on securing funding for a longer 16-week program in the future.





# About Family and Disability Services

UnitingCare Family and Disability Services (FADS) is a respected industry leader and one of Queensland's largest community service providers. We provide a wide range of services supporting vulnerable individuals, families and communities in metropolitan, regional and remote areas across the State.

Every day in the community, we deliver skilled, evidence-based interventions for those facing adversity and utilise our reach and skills to confront injustice. We are leaders in crisis response and community recovery, the protection of vulnerable children, support for people living with disability and their families, financial resilience and family well-being.

In Queensland, we also deliver our 24-hour 13 11 14 Lifeline Crisis Support Line through 10 Lifeline centres, providing suicide prevention services with a non-judgemental and compassionate ear, and raising money to support this service via our Lifeline retail stores and events such as Bookfest.

In 2019-2020, we continued to expand our social impact by delivering high-quality person-centred, culturally inclusive and place-based family and disability services.

## COVID-19 response

- In March 2020 when the COVID-19 crisis hit, FADS expanded its reach into the

community to support Queenslanders who had become vulnerable. With support from the Queensland Government, we established a Seniors COVID-19 Support Line to help senior Queenslanders cope with issues such as isolation and help them access services.

- We also expanded our domestic and family violence and financial counselling services, and started taking more calls on our 13 11 14 Lifeline Crisis Support Line.
- To better support our staff, we created new resources for staff well-being and Aboriginal and Torres Strait Islander cultural awareness.

## Lifeline retail online

- Due to the COVID-19 restrictions, we had to close our Lifeline Retail stores seriously limiting our ability to fund our 13 11 14 Lifeline Crisis Support Line. To help raise additional funds we established our new Lifeline Online Store [shop.lifelineqld.org.au](http://shop.lifelineqld.org.au). The site now has over 5,000 products available and is growing every day – it is now the largest online op shop in Australia.



## Youth Advisory Group

- FADS established a Youth Advisory Group to help us co-design services and key documents so that we can better support children and young people in our care. With support from our Practice Improvement Advisors, the Youth Advisory Group is reimagining the Welcome Pack that young people receive upon entering our residential, foster and kinship care services.

## Ongoing research

- UnitingCare continues to lead research in the sector. We are working with the Queensland University of Technology on the Empowering Children's Voices project. We are also working with the Central Queensland University on the Men's Behaviour Change Program.

## Statistics



**2,716 employees**



**355,753 people receiving care**



**144,827 contacts to the Lifeline 13 11 14 Crisis Support Line**



**879 children and young people in out-of-home care**



**11,927 calls to the National Debt Helpline**



**4,874 people living with disability receiving support**



**7,400 tonnes of clothing donated to Lifeline**



**\$1.93M in Bookfest sales**







### Lifeline provides much needed psychological first aid to bushfire affected communities

Our Lifeline Community Recovery teams have been working hard on the ground supporting people affected by the recent bushfires.

Karen Prestidge, Statewide Manager, Community Recovery, Lifeline has been organising the efforts.

“In November 2019, we saw the increase of Australian bushfires in numerous locations in Queensland, Victoria and NSW, with many people affected by the fires, with lives lost and homes destroyed,” Karen said.

“In response, we activated hubs with teams of up to eight workers to support communities at Yeppoon, Noosaville, Woodgate and Boonah to provide psychological first aid and support,” she said.

“We also ran a community information session at the Gold Coast for Lower Beechmont residents, where we provided access to key services and information.

“These residents had a particularly rough time as they’d been evacuated twice in the previous few months.

“The feedback we’ve received has been positive, with many thankful for the opportunity to talk about their recent experiences.

The Queensland Community Recovery team also offered their support to the community recovery effort being undertaken in NSW.

In January 2020, Karen delivered a Train the Trainer for Psychological First Aid (PFA) in Sydney, to trainers from various NSW Lifeline centres to build capacity and enable each centre to provide PFA to their workers and community members.

The Queensland Community Recovery team also offered to provide mentoring in the establishment of a Lifeline Community Recovery response in NSW.

In addition to crisis support, Lifeline’s Community Recovery provides programs offering ongoing, longer-term support, counselling and case co-ordination.

Two of these initiatives include the ‘Connection and Care’ and the ‘Farmer to Lifeline Farmer’ programs.

“Sometimes families need some extra support when there’s been an accumulation of stressors,” Karen said.

“The bushfires are an extra challenge they have to deal with on top of perhaps health problems, job loss, drought and finance issues.”

The Community Recovery team has also recently extended its Lifeline Corporate Training offering, running community recovery services and corporate training in parallel which has allowed them to target and tailor training to help build resilience in communities where they already have a presence.

### Tackling unprecedented demand at Lifeline and Seniors helplines

This last year has seen our Lifeline crisis and suicide prevention service experience unprecedented demand from the Queensland community due to the financial and mental health impact on individuals and families.

The National Network, Lifeline Australia, is currently receiving up to 3000 calls a day - that’s a call from an Australian in crisis every 30 seconds, said Luke Lindsay, General Manager South Coast, Lifeline (Qld) & Statewide Service.

Lifeline Queensland, proudly supported by UnitingCare, received 10,000 calls during the month of March 2020.

“The communities we’re serving have already faced some extraordinary challenges recently - drought, flooding and the bushfires,” Luke said.

“And with COVID-19 as well, we’re preparing for calls to increase due to enforced closures, job loss, financial stress, social isolation and related mental health issues,” he said.

“In April, 39% of callers to Lifeline talked about the impacts of COVID-19,” said Luke.

Lifeline prepared for the increase in calls by rostering on more crisis supporters and volunteers.

“The situation was further complicated by the closure of our Lifeline Retail stores across Queensland - with the stores being the prime source of funding for our Lifeline crisis line.

“In the meantime, we’re just getting on with the job of delivering UnitingCare’s mission 24 hours a day, 7 days a week, with telephone, webchat and text services continuing as normal.”

Luke said he would like to thank “all of our selfless, generous crisis supporters who have put their hands up to assist with the increase in calls by working extra shifts or increasing their capacity to deal with the broader range and more complex issues our callers are facing.”

We have also seen an increase in calls and in instances of physical and psychological abuse in our elderly community with the *Elder Abuse Helpline* receiving 2810 calls in the previous financial year. Since April, the *Seniors Enquiry Line* has received 8518 calls and extended operating hours to ensure it is available for more people who may be experiencing a greater sense of isolation.



# 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 response

- To ensure Queensland was able to respond to the COVID-19 crisis, UnitingCare entered into a partnership with the Queensland and Federal Governments to ensure that Queenslanders would be provided with health care in the event of a COVID-19 outbreak.

## The Speaking Up for Safety Program

- The Speaking Up for Safety Program reinforces our commitment to providing outstanding healthcare and safeguarding patients and our people by supporting our people to feel empowered to speak up and embrace a 'checking culture'.

## Buderim Private Hospital

- Buderim Private Hospital celebrated their 40th birthday on 5th July 2020.

## Project SEARCH

- UnitingCare participated in Project SEARCH, an Australian-first program empowering young adults with disability to gain experience in real jobs in the community. Five interns joined us at The Wesley Hospital for the pilot program, graduating from their internship in December 2019.

## HIMSS Davies Award of Excellence

- St Stephen's Private Hospital was awarded the 2019 HIMSS Davies Award of Excellence for their application of information technology to delivering exceptional and innovative patient care.

## Innovation in cardiology services

- UnitingCare is proud to be Queensland's largest provider of private cardiac services. A team of cardiologists and their colleagues at The Wesley Hospital were the first team in Queensland and among the first in the world to successfully perform a new type of transcatheter aortic valve replacement surgery in November 2019.

## Statistics



4,266 employees



132,905 admissions



80,367 operations



1,165 robotically-assisted operations



342,695 bed days/year



1,590 births



38,593 emergency department presentations



14,488 rehab admissions



2,354 mental health admissions



343 medical students



509 nursing students



81 nursing graduates





The Wesley Hospital's patient administration team members Jessica Strong (L) and Ali Munroe (R).

### The wait is over

Imagine someone you are close to is having complex surgery at The Wesley Hospital in Brisbane and you're anxiously waiting to hear how it goes. Thanks to the hospital's new online Perioperative Patient Tracking system, you would not have to rely on relatives, friends or hospital staff to keep you updated at such a worrying time. Perioperative Patient Tracking is an online portal that can be accessed from the Wesley website. By entering a unique patient case number, users can easily track someone's progress through surgery – from anywhere.

The Wesley's Patient Administration Manager, Jessica Strong, who owns this 2030 Program initiative said "This has been in the works since 2015 and I'm ecstatic that the system is now up and running."

"Previously, family or friends had to be at the Wesley, keeping an eye on the in-hospital screens.

Now they can see how a patient's procedure is going, from admission to transfer to the ward to discharge; wherever they are.

"It also means the patient is less anxious knowing their family and friends are being kept informed about their progress.

"We're also expecting fewer calls to the switchboard, which will reduce the need for switch staff to call nursing stations or theatres for updates in response to enquiries.

"Fewer phone calls means our staff can do other important tasks without interruptions.

"Satisfaction is up across the board, feedback from patients and families is really positive, it's truly making a difference," Jessica said.

The system also has the added benefits of improving perceptions of the Hospital, staff and patient satisfaction levels, and the opportunity for cross-promoting other hospital services on the online system.

### Delivering the best treatment in the best place - home

Hospital in the Home (HiH) is a really exciting 2030 initiative that brings our trusted hospital and Blue Care brands together to allow people to get treatment in the best place for their needs.

This partnership between Blue Care and UnitingCare hospitals, provides patients with personalised medical care in the privacy and comfort of their homes.

Initially piloted at Buderim Private Hospital to great success in 2019, the HiH working group were gearing up to implement the program at The Wesley Hospital when the COVID-19 pandemic hit.

2030 HiH Initiative owner Tanya Venzke said "HiH is delivered by a team of nurses to eligible patients who would have otherwise stayed in hospital.

"It was thought that HiH could free up beds if the worst-case scenario of the pandemic occurred, leaving hospitals overrun."

Moving quickly and embracing change is never an easy feat, especially in the midst of a pandemic. But the team persevered by embracing the unknowns, and a soft-launch began early June.

"Many people were still getting used to working from home and no one knew what direction the situation in Australia was going to take."

"But we committed to the ELT's directive and everyone rallied to get it done," she said.

"In a way I think that COVID-19 has actually benefited HiH as it might not have been implemented at The Wesley as quickly had we been in a normal operating environment.

"The feedback from Buderim was overwhelmingly positive, with the majority of patients surveyed rating their quality of care as excellent. As a result, HiH is now embedded into Buderim's service mix as standard practice."

If the launch at The Wesley is successful, HiH has the potential to be rolled out at St Andrew's and St Stephen's too.





# Celebrating our Nurses and Carers

Nurses, midwives and carers play a vital role across our UnitingCare business. These are our employees who devote their lives to caring for the sick, for mothers and children, for the aged; and the vulnerable, meeting their everyday essential health needs.

With 2020 being designated the World Health Organisation International Year of the Nurse and Midwife as well as being the year COVID-19 added extraordinary pressure to the work that our nurses and carers do, it is only fitting that we honour our nurses and carers and celebrate the incredible work that they do.

Here is a peek into the working lives of just a few.

## Jennellda Harlow

*Clinical Nurse Manager at Blue Care in Mossman*

Jennellda is a Clinical Nurse Manager at Blue Care. She's based in Mossman, but often finds herself supporting clients anywhere from Atherton to the Cassowary Coast.

As one of the only nurses in town, Jennellda faces challenges daily such as distance, bad weather and the COVID-19 pandemic. But she gets through because she knows she has got an important job to do, supporting older Australians and their families navigate ageing, grief and loss.

"The long-haul travel by road can be a challenge, but I wouldn't trade it in for anything," Jennellda says.

"Being able to meet a broader range of clients and other Blue Care staff makes it all worthwhile."

With a career spanning 37 years as a Registered Nurse and 17 as a midwife, Jennellda joined Blue Care in 1997 following her time working at hospitals in Cairns, Cape York and Hobart.

As a casual Blue Nurse, she soon realised how much she enjoyed supporting people at home – and she has been out on the road ever since.

"As a community, we make such a fuss about birthing; but not so much for the elderly or the dying process. No one wants to talk about death," she says.

"It's this other end of the spectrum that keeps me working for Blue Care. It's important to support older folk.

"All of my patients are unique, some live in more challenging situations than others. You need to get their perspective, and respect them while working in safe boundaries – it's not a one-size-fits-all approach and every day and every visit are different."

"At the end of the day what matters the most is knowing that every action you take makes a difference to that person's life.

"I'm proud that I can do this – it's a privilege," Jennellda says.



## Ayesha Skeen

*Graduate Nurse at The Wesley Hospital, Brisbane*

The spirit of her ancestors is strong in Gubbi Gubbi and South Sea Islander woman Ayesha Skeen.

Ayesha credits her strength and drive to the many Indigenous women who have come before her, including her mother and grandmother; and it's these attributes which she brings to her role as one of The Wesley Hospital's Graduate Nurses.

Starting her clinical career as an Aboriginal Health Care Worker, Ayesha became motivated to do as much as she could for her community. She pursued a career in nursing because she noticed a lack of Indigenous nurses in the health care system.

"Only about 1% of nurses and midwives employed in Australia identify as Aboriginal and/or Torres Strait Islander," Ayesha said.

"I have always held a strong desire to work as a remote area nurse ever since I began my studies, and it still continues to be a goal of mine," she said.

"There are a lot of young Indigenous women doing great things within our community.

We are gradually breaking down barriers and increasing Indigenous representation, especially within the health care system.

"The opportunities I now have would never have been available in previous generations. That's why I try to make the most of studying and work opportunities whenever I can."

Michael Krieg, Group Executive Hospitals, says Aboriginal and Torres Strait Islander staff bring diverse knowledge, skills and understanding of their histories, traditions and culture to UnitingCare.

That's why UnitingCare works hard to attract and retain valuable Aboriginal and Torres Strait Islander staff.



## Lyn Cribb

*Infection Control Nurse at St Andrew's War Memorial Hospital, Brisbane*

The COVID-19 pandemic has completely changed the health landscape and roles like Infection Control Coordinator at St Andrew's held by Lyn Cribb have been thrust into the spotlight.

Training, upskilling and process clarification have become a daily focus for Lyn, a nurse whose career spans 31 years working across surgical, endoscopy, theatre, oncology, Risk & Quality and infection control.

"All of a sudden staff across the hospital know who I am and exactly what I do," Lyn said.

I've increased my team to an extra two people whereas before it was just me," she said.

"It's been incredibly busy, especially in the beginning as we put processes in place and we're constantly evolving. We've been educating staff on the importance of using personal protective equipment (PPE) correctly for protection and to break transmission.

"COVID-19 has made us realise the importance of different roles working together in relation to infection control practices.

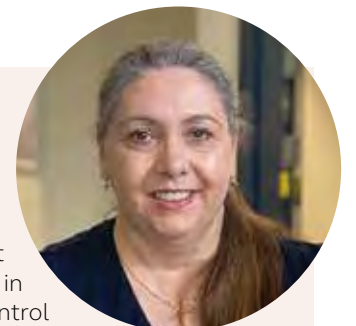
"We're all coming together as one team to establish how we can safely care for patients," she said.

Lyn said it might be cliched but she always wanted to be a nurse.

"There's something incredibly rewarding in watching patients you've cared for, get well and go home," she said. "Nursing is about hope."

For Lyn, there's plenty of hope for nurses during COVID-19.

"Nurses are very passionate and while COVID-19 is challenging, us nurses will carry on through just like we usually do," she said.





***“On behalf of our entire organisation, I sincerely thank you for your selfless heart of service, we are so proud of you.”***

**Craig Barke**

Chief Executive Officer  
UnitingCare

**Marco Casanova**

*Registered Nurse and Child and Family Case Manager,  
Family and Disability Services, Toowoomba*

Marco Casanova is a Registered Nurse and Child and Family Case Manager with Intensive Family Support Services in Toowoomba.

Originally from Chile, Marco said nursing gave him and his family the opportunity to become permanent residents in Australia.

“I have a passion for science and anything medical and am fascinated with physiology and how the body works,” he said.

“I always wondered what happened with the patient after discharge from hospital. So, it made sense to extend into social work where I feel I am treating the whole person in a context that is real for them.”

To that end, Marco recently completed a Masters in Social Work.

“As a social worker and a nurse, I feel I can really work holistically with my clients,” he said.

“I get to see the patient on both sides, at the bedside and at home.

“This really helps in several situations, such as when patients are overcoming alcohol or drug dependency – where human contact becomes essential for their ongoing care and healing, or when navigating the social environment, where we can see the detrimental social determinants of health, such as poverty and lack of education.”

Referring to the current situation involving COVID-19, Marco said it has become a difficult challenge and people – both clients and team members – are feeling understandably anxious.

“I’m maintaining contact by phone and doing doorstep visits as much as possible, especially for vulnerable clients, like children and older people, who may be at risk of abuse, neglect and/or domestic violence.”



**Georgia Courtney**

*Midwife at Buderim Private Hospital, Sunshine Coast*

Buderim local, Georgia has always had a passion for looking after people and became one of the first graduates of the USC: University of the Sunshine Coast, Australia’s dual degree in Nursing and Midwifery in 2016.

Following graduation, Georgia was part of Buderim Private Hospital’s Graduate Nurse Program which allowed her to hone her midwifery skills and practise her craft.

“I have always wanted to be a midwife because I love babies and I have always wanted to support women and families during such a special time in their lives,” Georgia said.

“I love watching families become a family,” she said. Watching the emotions and witnessing parents meet and get to know their little human that they have waited so long to see and have them in their arms is an amazing experience.

“If you want to become a midwife and it’s something you are passionate about, do it.”

“You’re not really working a day in your life if you love what you do. I am of the mindset that I am the privileged one that’s allowed to be with families at such a unique time in their lives and it is a blessing for me to be there to support them.”







## Our Customers

UnitingCare's vision and goals for 2030 of *Taking Care Further* ensures that our customers remain at the centre of our strategic and operational approach.

By using research methodology such as 'Voice of the Customer', brand and reputation research, as well as partnering with the latest researchers from tertiary institutions, we deliver high quality, innovative, and best practice services in line with our customer's needs.

### 400 customers retained in the first year

In just one year, since the new Customer Retention Team was established, the team has helped Blue Care to retain 400 clients as their needs increased and they transitioned from a Commonwealth Home Support Program (CHSP) to a Home Care Package (HCP).

Rikki White, Manager of Blue Care's Customer Service Centre explained that research found it cost five times more to attract new customers than it did to retain one.

"So we came up with the idea of dedicating resources to engage with our customers early and take a proactive approach to keep them in the Blue Care family," Rikki said.

"Traditionally, our approach has been more reactive – we would wait for our customers on CHSP services to approach us about HCP services," he said.

"In the meantime, our competitors were calling our customers about the next stage of care they needed.

"It just didn't make sense not to use the deep understanding we have of our customers' needs and the breadth of our services, to keep being there, supporting them on their aged care journey" he said.

We now have the Customer Retention Team actively engaging in the pre-decision-making stage, to ensure that our services will be 'front of mind' when it comes to decision-making time for our customers.

Mick McKenna, General Manager, Customer Service Centre is already thinking about the opportunities for customer retention across other funding types within the organisation.

"There is so much opportunity in the future for the team to help customers access many other UnitingCare services, including our Residential Aged Care Facilities," said Mick.

"That's the beauty of being part of an organisation that literally can support the people we are here to serve, throughout their life's journey."





### **Diversional therapy nurtures body and mind**

“What’s the use? I’m just here to die.”

These are words Tracey Beach and her team hear daily as they work with residents at Blue Care Master’s Lodge Aged Care Facility in Hervey Bay.

As a Diversional Therapist, Tracey finds that mental health support for residents is a day-to-day activity that cannot be outsourced to external support services.

“In my experience, residents just want to talk to us; the ones they are familiar with, the ones that they have grown to trust, and the ones that know them best,” Tracey said.

“Many residents experience a sense of loss of dignity and independence when they first move into aged care. This can develop into a sense of isolation if they feel they are losing their connections to their family, their friends and wider community,” she said.

“Our role is not just to keep the residents physically healthy, but mentally healthy as well.

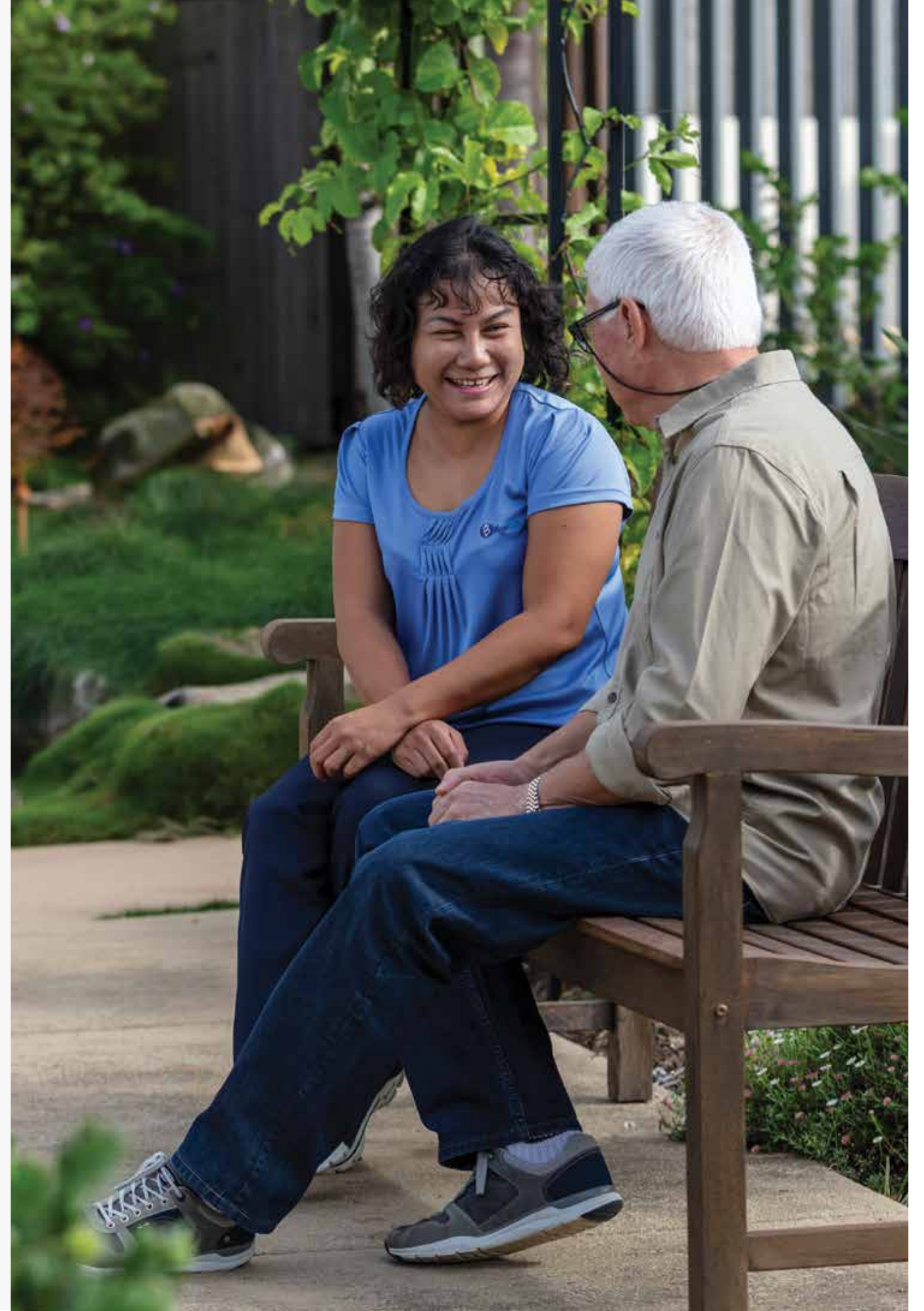
“So, we encourage them to keep active in their current interests and we provide as many opportunities as possible for them to develop and practise new interests.”

This is where diversional therapy comes in.

On any given day you can pop in and see the residents engaged in intellectually and physically stimulating activities: creating beautiful artwork; exercising with pool noodles and balloons; participating in cultural theme days; and conquering challenging brain-teaser activities, just to name a few!

One of the more recently designed and adapted activities introduced to the facility is a Zumba class.

“We play uplifting music from their era; the physical activity stimulates chemicals that improve moods; and we get lots of laughing and happy residents,” Tracey said.





# Our People

We know our people are fundamental to our success. This is inherent in our long-term strategy – Taking Care Further – of which our people and leadership are key strategic enablers.

Following the direction set by our long-term strategy, we have pursued improvements in our organisational health as rigorously as we strive for financial sustainability. In 2019 – 2020, we focused our efforts on delivering programs around four priority practices to help cultivate the values-based culture we need to function effectively, respond to our changing environment and enhance our organisational performance.

Priority Practice	Objective	Progress in 2019 - 2020
<b>Customer Experience</b>	I understand the customer is at the centre of my work.	<ul style="list-style-type: none"><li>Extended the SABA learning platform across UnitingCare.</li><li>Established Full Circle Awards as part of the broader organisation-wide employee recognition program.</li><li>Delivered Handling with Care for everyone's safety – a manual handling program which has helped to halve the number of Musculoskeletal WorkCover claims across Blue Care.</li><li>Delivered workforce planning strategies to improve utilisation of our workforce at our hospitals and in our Aged Care and Community Services.</li><li>Established a volunteer management framework and system.</li></ul>
	I strive to understand their needs and how I can make sure this is the best experience for them.	
<b>Role Clarity</b>	I understand my role, my responsibilities and how I support others to deliver on our Mission.	<ul style="list-style-type: none"><li>Delivered an online recruitment and onboarding solution.</li><li>Established a new Performance Conversations Framework to ensure leaders have conversations to create clarity, provide feedback, develop and engage their team members.</li></ul>
<b>Personal Ownership</b>	I take ownership of my work and performance, encourage others to do the same and take responsibility for my actions and their consequences.	<ul style="list-style-type: none"><li>Designed and delivered training – for instance, the Ability to Execute (A2E), Leadership Excellence and Senior Leader Connect programs to personal accountability and performance.</li></ul>

*“Only by improving our organisational health can we achieve financial sustainability and ultimately, make a real and lasting difference for our people and customers.”*

**George Sutherland**

Group Executive  
People and Culture

Priority Practice	Objective	Progress in 2019 - 2020
<b>Strategic Clarity</b>	I understand what our strategy means to me and what I need to focus on to achieve our shared vision.	<ul style="list-style-type: none"><li>Delivered the ELT Roadshow comprising more than 40 events in 25 locations, reaching 1000 employees across Queensland to strengthen our culture and level of employee engagement.</li><li>Delivered Leading through Change programs to support leaders to engage directly with employees.</li></ul>
<b>Leadership</b>	Leaders inspire and engage our workforce to make a difference to our organisation and deliver our Mission.	<ul style="list-style-type: none"><li>Introduced measurement and feedback tools aligned to the role and required capabilities of leaders in a values-based and mission-led organisation.</li><li>Delivered a new Core People and Leader Capability Framework to improve commercial business acumen.</li></ul>





# Our Volunteers

At UnitingCare we couldn't do the work we do without the generous support of our large volunteer workforce. The giving of time is such a precious gift in today's world and UnitingCare is blessed to have the support of 8052 volunteers.

From providing support on our 24-hour 13 11 14 Lifeline Crisis Support Line to companionship and support in our aged care facilities and hospitals to supporting our Lifeline shops and Bookfest and providing pastoral care, prison ministry and support in our offices, UnitingCare volunteers embrace and live our Mission every day.

## Recognising volunteering effort as part of UnitingCare's 2030 strategy

Supporting and recognising volunteering effort has never been more crucial and to that end we saw the launch of three important initiatives in the last year as part of UnitingCare's 2030 strategy.

Recognising the important work of the hundreds of staff who coordinate and manage volunteers, we introduced the Volunteer Engagement Framework. This framework has been developed in consultation with leaders, employees and volunteers and complies with any UnitingCare contractual, licensing and accreditation requirements and the National Standards. The foundational document provides governance, and supports a shared approach to the design and development of volunteer policies and procedures across all streams of UnitingCare.

In total 18 training sessions on the framework were held across Queensland, reaching 250 UnitingCare volunteer leaders from Blue Care, Lifeline Retail and Lifeline Telephone Crisis Support, Family & Disability Services, ARRCs and all four hospitals.

The training has been adapted for virtual delivery including a Community of Practice group which will ensure the continuous improvement of the framework and lead to volunteering excellence across the organisation.

## Better impact

This year also saw the introduction of a new volunteer management and engagement tool called *Better Impact*.

*Better Impact* was chosen because of its capabilities not just for recording volunteer details but also because the software enables supervisors to communicate with volunteers via email and text message, report on volunteer details as well as giving the volunteers control over updating their own details and logging their own hours.

## Growing our volunteer footprint

Another important initiative launched during the year was *Growing the Volunteer Footprint*. With a strong connection between volunteering and the pioneering of UnitingCare's services, this initiative will continue the volunteer legacy by expanding the number of volunteers adding value to services improving the health and wellbeing of individuals, families and communities.

In the nine months the initiative has been live, it has established a strong strategic plan which outlines a roadmap for growth in volunteer numbers as well as volunteer service development and capacity building to ensure volunteers have a meaningful and fulfilling time with us.

A suite of resources has been created under the footprint to equip volunteer leaders with the tools and information to support them in their role and expand their own volunteer recruitment. In addition, new processes and ways of working have been established to streamline volunteer recruitment and onboarding into UnitingCare services - complementing and working with both the Volunteer Information Management and the Volunteer Engagement Framework to provide a holistic approach to volunteer engagement.

The initiative will continue to expand the number of volunteers; positioning UnitingCare as a leader in volunteer engagement.

## Young people leading the way in volunteering

This year saw the formation of the Youth Ambassador Group, who are young volunteers dedicated to helping us increase our youth footprint. The group has volunteers such as Jess Sanggyeong Je, who is currently undertaking her PhD in the Department of Tourism, Sport and Hotel Management at Griffith University. When asked why she volunteered, Sanggyeong Je explained: "It will be good for me to get a new view or motivation via meeting with my generation as well as contributing to society. Also, my thesis involves analysing organisational structure and I thought it would help me with my studies."

Volunteers like Michael Dukowski explains a different motivation for volunteering. "I have quite a few years of volunteering experience in various food kitchens back home in Canada. As such, I wanted to fill my time with something

meaningful and productive and so here I am." As for the future, Michael said he hoped "to influence a lot of young people to see the importance of volunteering and the minor/major impact that you can have on a person's life".

## Volunteers break record at Bookfest

The January 2020 Lifeline Bookfest Brisbane was a record-breaking event that created much excitement and hard work for everyone. Fortunately, we were supported by 500 volunteers ranging in age from 15 to 87 who donated over 8,000 hours. They are regular volunteers who return year after year, they are first time volunteers, they are students, refugees, people with disability, people who have attended the event for the first time and enjoyed it so much they have decided to volunteer the next day and they are book lovers. They are people from all walks of life who come together to support a great event.

## Statistics



**8,052 volunteers**



**955,780 hours of time donated by volunteers**



**1,304 Blue Care volunteers**



**492 Lifeline Crisis Support volunteers**



**3,035 Lifeline Retail volunteers**



**2,422 Bookfest volunteers**





# 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.

As a proud employer of Aboriginal and Torres Strait Islander people, we continue to collaboratively progress our commitments to Reconciliation Australia; to create a safe and welcoming environment to Aboriginal and Torres Strait Islander people and the communities we serve.

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.

Our commitments to Reconciliation in 2019 -2020

Our commitments	In 2019 - 2020 we have:
<b>Develop healthy relationships in UnitingCare between Aboriginal and Torres Strait Islander Peoples and other Australians to progress reconciliation for a fair and just society</b>	<ul style="list-style-type: none"><li>• Maintained governance of the RAP through the AGR and service group RAP working groups.</li><li>• Maintained NRW engagement through multiple online platforms and engagement activities.</li></ul>
<b>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</b>	<ul style="list-style-type: none"><li>• Increased cultural appreciation participation to 72%.</li><li>• Hosted and participated in over 50 NAIDOC community events.</li><li>• Attended 2019 Garma festival.</li></ul>
<b>Improving work opportunities and work environments for Aboriginal and Torres Strait Islander Peoples to enable them to fully participate within a culturally diverse workplace</b>	<ul style="list-style-type: none"><li>• Increased Aboriginal and Torres Strait Islander employment to 2.7%.</li><li>• Maintained employment programs including traineeships, cadetships and graduates.</li><li>• Increased procurement spend with Aboriginal and Torres Strait Islander businesses to \$1.2M.</li></ul>

Our new Reconciliation artwork supports a narrative of a healthy environment, sharing knowledge and building relationships. A radiant centre for growth and opportunities that come with being connected and empowered where our services come together to create an environment where people and communities thrive and are able to “live life in all its fullness”.





# Our Environmental Sustainability

UnitingCare recognises that the health and wellbeing of our clients, residents, patients and staff is inextricably linked to the health of our planet.

In 2019 - 2020 we continued to help shape a future that is green, healthy, just and resilient, by using energy and resources wisely, empowering our workforce and committing to being an environmental industry leader.

As part of our *Environmental Sustainability Strategy 2018 – 2020*, we are committed to:

Aims	In 2019-2020 we have:
Reducing our carbon footprint by 5% by 2020	<ul style="list-style-type: none"> <li>Achieved a milestone 7.5% reduction in our carbon footprint since 2017.</li> <li>Replaced 5,200 light bulbs with energy-efficient LEDs.</li> <li>Installed solar panels on 13 sites, generating 35,000 kWh and saving \$8,500 per month.</li> <li>Added 106 new hybrid vehicles, which now make up 59% of our passenger fleet.</li> </ul>
Increasing our recycling rate to 30% by 2020	<ul style="list-style-type: none"> <li>Recycled 20% of our waste – a 3% improvement since 2017. We still have a way to go to reach our ambitious goal, and will continue to work towards this.</li> <li>Avoided over 220,000 plastic bottles by changing from bottled water to a refillable jug service at St Andrew’s War Memorial Hospital and St Stephen’s Hospital.</li> <li>Reduced paper usage by 11%, saving over 3 million sheets of paper, 419 trees and 1.4 million litres of water.</li> </ul>
Strengthening employee engagement in sustainability initiatives by 10% by 2020	<ul style="list-style-type: none"> <li>Grew our Green Champions network to 55 staff across our hospitals, Blue Care and UnitingCare.</li> <li>Worked with 40 staff – from senior management to frontline responders – to co-develop UnitingCare’s vision and action plan for our upcoming 2021-2025 <i>Environmental Sustainability Strategy</i>.</li> </ul>
Strengthening our environmental advocacy and leadership by 2020	<ul style="list-style-type: none"> <li>Provided industry mentoring to teams participating in the Australian Medical Student Association’s <i>Greening Hospitals Hackathon</i>, supporting innovation of sustainable healthcare solutions.</li> <li>Advocated for policy to reduce single use plastics in Queensland</li> <li>Representation on Energy Queensland, Urban Utilities Customer Councils and Department of Natural Resources, Mines and Energy Customer and Industry Reference Group.</li> </ul>

**Environmental Sustainability team** (from L to R) Simone Elias, Judene Andrews and Cara Anderson – accepting the 2019 National Energy Globe Award.





# Our Board



## Nigel Alexander

*Chair of the UnitingCare Queensland Board  
Chair 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 and former Chief Executive of the North Australian Pastoral Company, Chair of the Royal Flying Doctor Service Foundation and Chair of Prime Super, former Chairman of RACQ Limited, President of the Australian Automobile Association and a World Council member of the Paris-based Federation Internationale De L'Automobile (FIA).

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



## 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 over ten years' experience. Andrea is currently a director of SeaLink Travel Group, Freightways, Acumentis and the Deputy Chair of Australia Post. She previously held the position of CEO and co-launched Qantas subsidiary Australian Airlines (mark II), making her the first female CEO of an Australian jet airline. She has also held financial and strategy roles with American Airlines. 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. Brian Gillespie is a former deals and consulting partner with Deloitte and PwC. He is the current CEO 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) and a Postgraduate Diploma of Philosophy 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.



## Cheryl Herbert

*Chair of Quality and Care Governance Committee  
Director Australian Regional and Remote Community Services (ARRCS) 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 CEO, Chair and Non-Executive Director positions across the health sector including Children's Health Queensland Hospital and Health Service, Lives Lived Well and Peachtree Perinatal Wellness Inc.

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 CFO 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 Brisbane South PHN Boards. Chris also volunteers his time on the Uniting Church's Audit and Risk Committee and the Finance Committee of the Presentation of Sisters in Queensland. Chris has an MBA and is a Fellow of the Institute of Chartered Accountants ANZ and a Fellow of the Australian Institute of Company Directors.



### 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 and Deputy Chair of Wontulp Bi-Buya College. 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 CEO at Lutheran Services in Queensland for 15 years. Jacqueline's community services experience spans aged care, retirement living, youth and family, domestic violence, mental health, disability allied health services and arts and creative life. Jacqueline is also a serving member of the Prime Super Board, and a 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 currently sits on 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's expertise has seen multiple health businesses grow and thrive in an environment of rapid political, social, regulatory and technological change. 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 CEO 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, is 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.



## Cathy Thomas

*Group Executive, Aged Care and Community Services*

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



## 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.



## 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.

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

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





### **Sue McKean**

*Group Executive, Governance*

Sue 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 policy development. 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 a Certificate in Governance Practice. She is also a graduate member of the Australian Institute of Company Directors and a Fellow of the Governance Institute of Australia and Chartered Governance Institutes 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 effective risk management of UnitingCare Queensland, on behalf of the Uniting Church in Queensland.

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

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 Board is currently made up of 12 members, including the Chair and Ex Officio members.

In December 2019, the Synod Standing Committee approved the appointment of Justine Cain and Alison Quinn. Justine attended her first Board meeting in February 2020, with Alison attending her first Board meeting in March 2020. These new appointments to the Board reflect the ongoing commitment to a balance of the skills and experience, diversity and tenure of Members to provide the necessary breadth and depth of knowledge required to meet the Board’s responsibilities and objectives.

The Synod Standing Committee also re-appointed Chris Townend to his third term as a Board Member.

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.

## 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 CEO, 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 CEO is supported by UnitingCare’s Executive Leadership Team.

## Direction and control

The Board meets at least 10 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 FY20, in response to the COVID-19 pandemic, specific purpose meetings were established to assist the Board oversee UnitingCare Queensland’s pandemic response. The Board will continue to meet in FY21 as frequently as the circumstances within Australia and Queensland require.

## Stewardship and leadership

The Board has established committees to assist in fulfilling their responsibilities, with each Board Member appointed to at least one Committee.

The Board Committees for 2019-2020 included:

- Audit, Risk and Compliance Committee

- Governance, People and Culture Committee
- Finance and Investment Committee
- Quality and Care Governance Committee

Membership and functions of the new committees are outlined below:

Committee	Purpose	Members	Attendees
<b>Risk, Audit and Compliance Committee</b>	Reviews and advises the Board in relation to the: <ul style="list-style-type: none"><li>• operation of financial control.</li><li>• the implementation of systems and processes.</li><li>• identification and management of risks.</li><li>• maintenance of regulatory compliance.</li><li>• integrity of the financial statements and reports.</li><li>• enterprise-level strategic risks for UnitingCare and high-level operational risk for the service streams.</li></ul>	<ul style="list-style-type: none"><li>• Chris Townend (Chair)</li><li>• Prof Myles McGregor-Lowndes</li><li>• Jacqueline Kelly</li><li>• Alison Quinn</li></ul>	<ul style="list-style-type: none"><li>• CEO</li><li>• CFO</li><li>• Group Executive, Governance</li><li>• General Manager, Risk and Assurance</li><li>• External auditor (as required)</li></ul>
<b>Governance, People and Culture Committee</b>	<ul style="list-style-type: none"><li>• Assists the Board with refinement of the governance framework for UnitingCare in the context of the Church.</li><li>• Ensures alignment with contemporary governance practices and standards.</li><li>• Oversees and evaluates UnitingCare’s governance framework and processes, including performance evaluation of the Board.</li><li>• Assists the Board with recruitment and succession planning.</li></ul>	<ul style="list-style-type: none"><li>• Nigel Alexander (Chair)</li><li>• Andrea Staines</li><li>• Chris Townend</li><li>• Justine Cain</li><li>• Rev. Bruce Moore</li></ul>	<ul style="list-style-type: none"><li>• CEO</li><li>• Group Executive, Governance</li><li>• Group Executive, People and Culture</li></ul>
<b>Finance and Investment Committee</b>	<ul style="list-style-type: none"><li>• Assists the Board to implement the Board approved Sustainability Framework and Principles for UnitingCare.</li><li>• Provides guidance and recommendation to the Board on financial, treasury and investment matters in alignment to Board approved Strategic Plan, Mission and Values.</li></ul>	<ul style="list-style-type: none"><li>• Brian Gillespie (Chair)</li><li>• Chris Townend</li><li>• Andrew McBryde</li><li>• Andrea Staines</li><li>• Alison Quinn</li></ul>	<ul style="list-style-type: none"><li>• CEO</li><li>• CFO</li><li>• Group Executive, Governance</li></ul>



Committee	Purpose	Members	Attendees
<b>Quality and Care Governance Committee</b>	<ul style="list-style-type: none"> <li>Assists the Board with leadership and oversight of significant external sector reforms, strategic priorities, internal change initiatives, compliance and best quality customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>Cheryl Herbert (Chair)</li> <li>Prof Myles McGregor-Lowndes</li> <li>Jacqueline Kelly</li> <li>Justine Cain</li> </ul> <p>External Members</p> <ul style="list-style-type: none"> <li>Prof Lesley Chenoweth</li> <li>Prof Matthew Sanders</li> <li>Pamela Bridges</li> <li>Dr David Wood</li> </ul>	<ul style="list-style-type: none"> <li>CEO</li> <li>Group Executive, Governance</li> <li>Group Executive, Hospitals</li> <li>Group Executive, FaDS</li> <li>Group Executive, ACCS</li> </ul>

The Committee restructure will support the Board to focus on the 2030 vision and strategy and effectively deal with complex or specialised issues. This creates an environment for Board and Management transparency and accountability to drive continuous improvements needed to deliver exceptional values-based care.

### Board appraisal and remuneration

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

### 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.

The ARRCS Directors are Craig Barke (Chair), Heather Watson, Cheryl Herbert and Stephanie Harvey. Andrew McBryde retired from the Board in June 2020, with his significant contribution to ARRCS acknowledged.

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

### Leap in! Australia Limited

Leap in! Australia Ltd (Leap in!) is a joint venture between UnitingCare Queensland and UnitingCare NSW.ACT.

Leap in! is developing a digital platform to assist disability clients to navigate the complexity of service providers, availability and plan coordination once NDIS-approved plans are in place. During 2019-2020, Leap in! continued to grow its support and services for clients with this growth forecast to continue for FY21.

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

*“Our governance framework serves to drive continuous improvements in delivering exceptional, values-based care, while protecting and enhancing the interests of the Uniting Church.”*

**Sue McKean**  
Group Executive, Governance.





# Board Attendance and Fees

	Board		Audit Risk and Compliance Committee	
	Eligible to attend	Attended	Eligible to attend	Attended
Nigel Alexander (Chair)	10	10		
Andrew McBryde	10	9		
Prof Myles McGregor-Lowndes	10	10	6	6
Andrea Staines	10	8		
Chris Townend	10	10	6	6
Jacqueline Kelly	10	9	6	4
Brian Gillespie	10	9		
Cheryl Herbert	10	9		
Justine Cain	5	5		
Alison Quinn	4	4		

## Ex Officio members

Rev. Heather den Houting	10	10		
Rev. David Baker	10	7		
Rev. Bruce Moore				

## External committee members

Prof Matthew Sanders				
Prof Lesley Chenoweth*				
Pamela Bridges *				
Dr David Wood				

## Notes:

The fees paid are inclusive of Superannuation. Fee increases for the period were 2.5%.  
Data reference is ordinary meeting, excludes 13 extra-ordinary COVID-19 meetings.  
\*Includes prior year remuneration adjustment.

Governance, People & Culture Committee		Finance & Investment Committee		Quality & Care Governance Committee		Fees
Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Inclusive of Super
4	4					112292.2
		6	6			56366.84
				5	5	56366.84
4	4	6	5			56366.84
		6	5			62011.28
				5	5	56366.84
		6	6			62011.28
				5	5	62011.28
				2	1	28183.42
		1	1			18892.17

4	4					

				5	5	10000.04
				5	5	15744.18
				5	4	13116.88
				4	4	6212.4

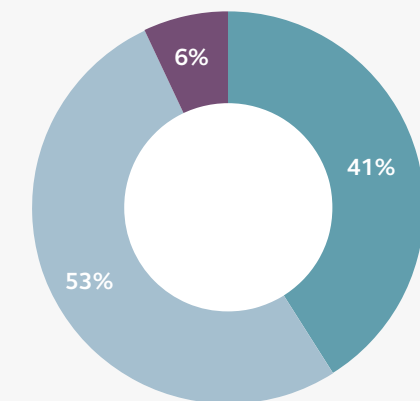


# Financial Highlights

## Income statement

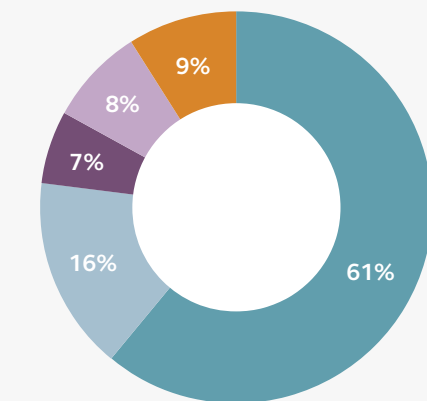
	Year ended 30 June 2020 \$'000	Year ended 30 June 2019 \$'000
<b>Revenue</b>		
Governments	715,427	664,326
Patients, clients and residents	926,943	843,958
Other	114,181	108,888
<b>Total revenue</b>	<b>1,756,550</b>	<b>1,617,172</b>
<b>Expenses</b>		
Salaries and employee expenses	1,057,452	1,010,181
Supplies and services	274,515	266,174
Depreciation and amortisation expense	116,023	94,993
Property expenses	130,541	126,578
Other expenses	148,380	159,440
<b>Total expenses</b>	<b>1,726,911</b>	<b>1,657,366</b>
<b>Total net surplus/(deficit)</b>	<b>29,639</b>	<b>(40,168)</b>
Other comprehensive income	(782)	23,689
<b>Total comprehensive surplus/(loss)</b>	<b>28,857</b>	<b>(16,479)</b>

### Revenue



**41%** Governments  
**53%** Patients, clients and residents  
**6%** Other sources

### Expenses



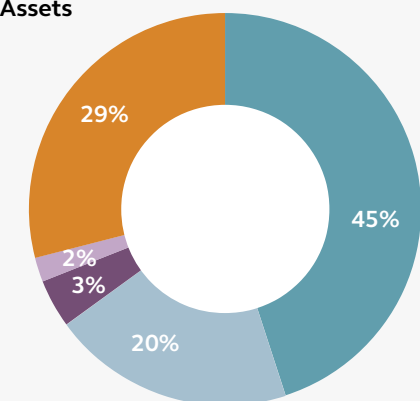
**61%** Salaries and employee expenses  
**16%** Supplies and services  
**7%** Depreciation and amortisation expense  
**8%** Property expenses  
**9%** Other expenses

Audited financial statements are published on UnitingCare Queensland's website at: [unitingcareqld.com.au](http://unitingcareqld.com.au)

## Balance sheet

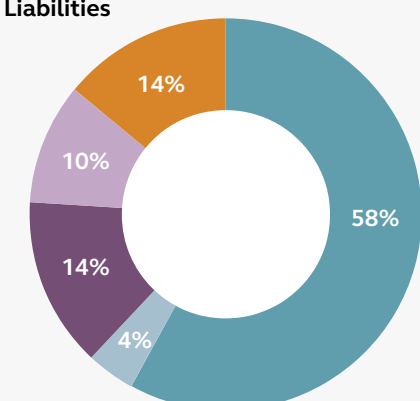
	Year ended 30 June 2020 \$'000	Year ended 30 June 2019 \$'000
<b>Assets</b>		
Property, plant and equipment	1,018,316	1,037,055
Cash and cash equivalents	455,508	345,668
Trade and other receivables	78,360	88,791
Intangible assets	50,343	31,215
Other assets	661,625	619,852
<b>Total assets</b>	<b>2,264,152</b>	<b>2,122,581</b>
<b>Liabilities</b>		
Ingoing contributions and accommodation bonds	775,537	754,685
Borrowings	52,537	9,074
Employee benefits and other provisions	186,792	163,399
Trade and other payables	139,752	134,571
Other	180,956	146,760
<b>Total liabilities</b>	<b>1,335,574</b>	<b>1,208,489</b>
<b>Total funds</b>	<b>928,578</b>	<b>914,092</b>

### Assets



**45%** Property, plant and equipment  
**20%** Cash and cash equivalents  
**3%** Trade and other receivables  
**2%** Intangible assets  
**29%** Other assets

### Liabilities



**58%** Ingoing contributions and accommodation bonds  
**4%** Borrowings  
**14%** Employee benefits and other provisions  
**10%** Trade and other payables  
**14%** Other





# Thank you

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

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

## 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





# 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:**  
1800 001 953

**Email us:**  
[plannedgiving@ucareqld.com.au](mailto:plannedgiving@ucareqld.com.au)





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[unitingcareqld.com.au](http://unitingcareqld.com.au)



#### Proudly representing

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