



Annual Report 2022



Contents

Our Mission	4
Our Values	5
Who We Are	6
UnitingCare at a Glance	7
Message from the Chair	9
Message from the CEO	10
Reflection from the Director of Mission	13
Vision for 2030	14
About Aged Care and Community Services	16
Spotlight on Retirement Living	18
About Family and Disability Services	21
About Hospitals	25
Advancing Reconciliation	28
Leading Environmental Sustainability	30
Our Customers	32
Our People	34
Our Board	38
Our Executive Leadership Team	42
Governance Statement	46
Board Attendance and Fees	50
Financial Highlights	52
Making a Difference	46
Thank you	47



Our Mission

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

‘life in all its fullness’
John 10:10

Our Values

UnitingCare’s 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

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

Continuing the legacy left by the Presbyterian, Methodist and Congregational churches community services that united in the early 1900s around their shared mission; our purpose remains to extend UnitingCare’s reach

and services to people who need our support most. Now, as one of Australia’s largest charity organisations, we remain grounded in the beliefs of UnitingCare’s founders – that everyone deserves the chance to live

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



UnitingCare at a Glance

- >\$1.7bn of revenue reinvested into caring for the community and our people
- Four private hospitals with 1075 beds
- 123 Lifeline Retail shops, 11 warehouses and 378 collection hubs
- 430,000+ people receiving care
- 740,000 volunteer hours
- 16,500 employees
- 6,500 volunteers
- 10 Lifeline 13 11 14 Crisis Support Line contact centres
- 460+ locations serving across Queensland and the Northern Territory
- Australia’s most trusted for Residential Aged Care services in Queensland* with 3,509 operational beds in 47 residential aged care homes

*Reader’s Digest Most Trusted Brands 2022



Message from the Chair



UnitingCare Queensland's Annual Report FY 21-22 highlights the organisation's integral role and success in furthering the mission of the Uniting Church; through services delivered by some of Queensland's most iconic and trusted brands.

During the reporting year, we faced many pressures across the organisation; yet persevered amid the continuing disruption to our workforce, services and the lives of those we serve; caused by major flooding in our most vulnerable communities, the impacts of increasing inflation, significant regulatory change, and of course the ongoing COVID-19 pandemic.

UnitingCare responded to considerable pressure by leaning into its purpose – clearly articulated in its mission that all people might live 'life in all its fullness' [John 10:10] – harnessing the compassion of our people and their commitment to having the greatest possible social impact for those we serve.

Together with the broader UnitingCare family and other partners, we continued to advocate at all levels of government for positive change to protect and uphold the rights of our customers and employees. We contributed to the Royal Commission into Aged Care Quality and Safety while also implementing recommendations from

the Royal Commission into Institutional Responses to Child Sexual Abuse and responding to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

The Board is proud of the inroads made on UnitingCare's reconciliation journey to deepen our relationship with First Nations peoples; the partnerships built and nurtured with stakeholders and our genuine customer-centric response to new user-choice service models in our sectors.

It was also most gratifying to see Blue Care voted Australia's Most Trusted Brand in the Home Care QLD and Residential Aged Care QLD categories of the highly competitive 2022 Reader's Digest Trusted Brands Survey.

On behalf of the UnitingCare Board, I congratulate all UnitingCare employees, particularly the winners of the Full Circle and Reconciliation Awards 2021, for their contribution to improving the health and wellbeing of the individuals, families and communities we serve.

The Board also thanks UnitingCare's Chief Executive Officer, Craig Barke and his Executive Leadership team for their service, commitment and leadership of the organisation through difficult times. They have stayed the course set by the 2030 long-term strategy to extend UnitingCare's social impact while always being responsible stewards of the resources entrusted to us by the Uniting Church, donors, and taxpayers.

The UnitingCare Board welcomed two new members during the reporting year, Ms Susan Rix AM and Dr Natalie Smith, who bring fresh ideas and insightful perspectives to discussions and decisions in light of the challenges ahead. I also sincerely thank Ms Jacqueline Kelly and Mr Chris Townend, who have completed their terms, for their valued contribution.

Nigel Alexander

Chair of the Board
UnitingCare Queensland



Message from the CEO

The resilience built over several previous years of disruption stood UnitingCare Queensland in good stead during FY21-22 to not just bounce back, but bounce forward – with focus, optimism, and energy.

Propelled by our three-horizon long-term strategy, we progressed several strategic priorities in the face of sustained change and uncertainty. We leaned on our strengths and found ways to continue delivering critical support and services to those who needed us most.

This report showcases the remarkable accomplishments of our people – for themselves, each other and their communities – driven by a deep and shared sense of purpose and commitment to compassionate care.

We listened to customers and worked alongside them to adapt and improve our services.

Amid COVID-19 community outbreaks, major flooding events and serious workforce

shortages, we maintained the high standards our customers expect and deserve.

All UnitingCare hospitals achieved care quality and safety reaccreditation, through an independent review process against 10 national standards. This significant achievement assures the community that our hospitals meet expected patient safety and quality standards.

With the establishment of Customer Advisory Groups across all our services, we now have customer representatives working directly with Board and committee members, UnitingCare's executives and our teams to inform decisions that affect them. Additionally, our extensive Voice of the Customer program

contributes insights for us to unlock real value for our customers.

We persevered, under immense pressure on our services and functions, to maintain and extend our services – where we were needed most.

Importantly, and evidenced by outcomes such as the delivery of Blue Care's new Dementia Respite service and winning a \$55M Palliative Care Home contract; we continued to reach out and find new ways to extend our social impact.

Sales from the return of Lifeline Bookfest's flagship event in Brisbane COVID-19 interruptions raised critical funds for Lifeline Queensland's crisis support, suicide prevention and community services.

In the face of unprecedented demand, we were able to maintain these services; while also launching 13YARN, a dedicated and culturally safe Indigenous Lifeline Telephone Crisis Support service.

In the resumption of ProjectSEARCH, placing young adults with disabilities as interns at our hospitals and residential aged care services; the Cooking with Courage pilot; and very successful campaigns to bring volunteers back into our services – there was a palpable determination to make up for lost time.

We focused on strengthening leadership at all levels of the organisation to make UnitingCare a place where great people want to do their best work.

We are a people-driven organisation, operating in labour-intensive sectors, where the talent acquisition and retention challenge has escalated, along with demand for our services.

Evolving our customer-centric culture is at the heart of several people-focused initiatives launched during the year. A new Diversity and Inclusion policy reaffirms our commitment to creating an environment where our people feel safe, respected and encouraged to bring their whole selves to work. The new Performance and Development framework

sets clear goals, enabling our people to use their knowledge and experience to achieve the best possible outcomes for the people we are here to serve.

These initiatives are underpinned by our strong focus on reward and recognition, emphasising frequent and in-the-moment acknowledgment and thanks for the people who inspire us to be the best we can be.

We harnessed technology to support our people to work efficiently, generate and share ideas, and collaborate to meet the needs of our customers.

Since implementing an internal social platform three years ago, we have seen significant growth in user numbers and active participation. Growing Workplace as a space for all employees to get the updates and information they need to be effective, to share their ideas, celebrate wins, discuss concerns and ask questions of their colleagues and leaders; continues to be a key pillar for engaging our people at UnitingCare.

To deliver reimagined digital experiences for our customers and employees, we upgraded Wi-Fi, Internet access and devices across all our sites. We migrated telephony services from analogue to digital. We implemented

improved user account protection and security awareness training, enabled a VPN (Virtual Private Network) to support remote working and delivered self-service systems to expedite employee onboarding to allow our people to work efficiently and together.

As well as upgrades to our Care Management system, we have rolled out a Dietary Food Management system. In addition, we have implemented Point of Use scanning systems and digital medical records management systems across our hospitals.

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

And above all, I thank the entire UnitingCare team, who have shown remarkable resilience, courage and creativity in promoting the health, happiness and wellbeing of the people we serve.

Craig Barke

Chief Executive Officer
UnitingCare Queensland



Reflection from the Director of Mission

For over 100 years, community connection has been vital in UnitingCare and its forebearers.

In UnitingCare's Mission Framework, we commit to cultivating practices centred on people and relationships. Over the last twelve months, we have lived this through increased engagement and connection.

I commend this annual report, which highlights stories of holistic care and connection across the people we serve – our staff, volunteers, customers, clients, residents and patients.

Our Constitution (2016) clearly states that the role of UnitingCare is to be an agent of God's healing power to the whole person and not just for an individual ailment or disability, thereby enabling each individual to play their important role in God's plan for the human family.

Staff across our services have continued to access chaplaincy and wellbeing support, with that support now available to our corporate teams.

In Prison Chaplaincy, visits are returning to pre-COVID-19

levels and our 'Change the Design of your Life' art program has expanded to five Queensland Correctional Centres.

As good stewards of what has been entrusted to us, we continue to take seriously our commitment to protect and preserve a healthy environment for the communities we serve. We are proud of our sustainability progress to date, and we recognise there is much more to be done on our journey of continuous improvement.

We are uniquely placed in our reconciliation journey in the spheres of influence we have across our service delivery as part of the Uniting Church in Australia and the far-reaching regional and remote communities that place deep trust in the relationship and partnership. This year we recognised the 10 year partnership we have with Reconciliation Australia through the commitments of our fourth Reconciliation Action Plan.

We continue to care for the most vulnerable, expanding our Grief and Loss and Dementia programs and initiating the End of Life Compassionate Companion Service. This new volunteer offering provides a reassuring presence for patients who may otherwise die alone.

Connect100 continues to flourish with partnerships and initiatives underway in Maryborough, Rockhampton, Mackay, Toowoomba, Roma, Ripley, Lockyer Valley, Flagstone, Cairns, Callide Valley, and the Gold Coast.

Through the tireless work of our staff and volunteers, we continue to live out our mission so all may have 'life in all its fullness'. (John 10:10)

Rev Bruce Moore

Director of Mission
UnitingCare Queensland

Vision for 2030

To be Australia’s most trusted and respected health and community services provider, delivering exceptional values-based care to 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.



People

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



Business

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



Technology

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



Cathy Thomas
Group Executive Aged Care
and Community Services



About Aged Care and Community Services

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

Blue Care is proud to have been voted Australia's Most Trusted Brand for home care and residential aged care services in Queensland in the 2022 Reader's Digest Trusted Brands Survey. For almost 70 years, Blue Care has been empowering individuals to live life their way by providing in-home care, residential aged care, disability services and independent and supported retirement living to Queenslanders. This work is led by our workforce, who in the face of another challenging year, demonstrated extraordinary resilience while continuing to put people at the centre of all we do.

When the Queensland borders opened, COVID-19 came too, challenging us with changing health directives, staff shortages and wave after wave of cases in the

community. Through it all, our services remained open, providing exceptional care. Our teams worked extra shifts in full personal protective equipment, managing new policies and procedures to ensure they were there delivering exceptional standards of care, and always finding new ways to brighten people's days, even when they were in isolation.

This commitment to our clients continued when floods swept across South-East Queensland in February. Several of our Residential Aged Care facilities were impacted, with some staff staying onsite to be with our residents for days. At the same time, our Community Carers rallied around our clients to ensure they were safe in their own homes.

Anchored by our vision to be the leader of innovative,

person-centred, high-quality aged care, we implemented new programs and extended our ability to reach, connect and care for clients while protecting the health and wellbeing of our people.









We continued focusing on delivering care in the home like never before, trying out new programs and service models. This included securing a \$55M tender for Blue Care to deliver Palliative Care in regional and rural areas of Queensland. Partnering with Queensland Health, Blue Care will provide in-home palliative care in nine regions as part of the State Government's \$171 million investment in palliative care.

The introduction of in-home palliative care services will allow clients the peace of mind to be cared for with dignity and compassion in the comfort of their own homes. These new services draw on

Blue Care's strong history in delivering palliative care services and our advocacy for a more consistent approach to supporting Queenslanders to die with dignity in the setting of their choice.

Through listening to our clients and working across UnitingCare, we have enhanced the care and service we provide by developing and implementing new technologies, such as Blue Care's new customer app. The app allows clients and their families to manage their Blue Care schedules on the go; over 1,000 customers are now using it, improving the communication channels between carers who work remotely in the community and their clients.

Responding to the community's needs, we have piloted a new Dementia Respite Service, providing families with much-needed overnight respite and allowing our clients to stay in their homes for longer. This new service was co-designed with our frontline staff and customers, and is now being delivered to over 150 clients, with over 80 staff having received specialist training in partnership with TAFE and Dementia Australia. As a result, families can now enjoy a weekend, knowing that our hand-picked carers will be with their loved ones and provide them with a familiar routine. This has resulted in over 1,400 hours of regular booking with an average visit duration of 8 hours.

Service statistics		2021-2022
	Employees	8,595
	Residential Aged Care Facilities	47
	Residential Beds*	3,509
	People cared for in our residential aged care facilities (including residential respite services)	5,173
	Vehicles on the road	1,534
	Kilometres travelled	23,244,350
	Community visits	2,841,541
	Community clients	60,227

This year we were delighted to restart our annual Blue Care Years of Service Dinner, where we celebrate our staff who have achieved their 20 years of service milestones. This celebration was the first we could hold since the COVID-19 pandemic. We celebrated in style, to recognise their incredible contribution dedication to their profession.

The resilience and humour shown in often challenging circumstances are a testament to our teams, and we thank you for your dedication and compassion.

+Operational bed licenses



Spotlight on Retirement Living

Blue Care Retirement Living creates welcoming communities where older Queenslanders can feel at home, form connections with like-minded people and enjoy an easy, carefree retirement

Overcoming the challenges created by floods, lockdowns and supply chain interruptions, it was a year of unprecedented sales demand, with Retirement Living breaking sales records.


Working tirelessly to keep our current residents front and centre, while responding to our future residents to enable 305 settlements; our team showed tremendous resilience and resourcefulness to achieve this outcome.

More than 3,500 enquiries received about joining our retirement villages attests to our success in creating environments where older Queenslanders feel at home.

Backed by a healthy waiting list, we have commenced exciting new projects, such as refurbishing units at our Brassall retirement village and construction of a community centre at Acacia Gardens retirement village.

With interest in our retirement villages increasing, we have turned to future-proofing our services. Embedding dedicated care teams within our villages is one of these initiatives that has received overwhelming support.

The response from residents participating in the pilot launched at Blue Care’s Carlyle Gardens Townsville, indicates high levels of satisfaction with easier access to home care information and services.

Service statistics		2021-2022
	Employees	95
	People living in our retirement villages	3,339
	Retirement villages	37
	Homes	2,567





Brent McCracken
Group Executive
Family and Disability Services



About Family and Disability Services

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

Through our Family and Disability Services across Queensland, we strive to be there for people who need our help when they need it. It is a simple statement with deep complexities, as people’s needs constantly change, and are unique to their circumstances and communities. This year, our strength in recognising this has been immensely evident as we continued to evolve, improve, add and reflect on the programs, services and support we offer to expand our social impact.

In October, we began delivering the Escaping Violence Program (EVP), providing financial assistance and wrap-around support to help people leave unsafe domestic violence environments. This two-year trial enables thousands of people to set up a safe new home, but demand remains

high. As we continue to deliver the EVP, we are also investing in ways to increase the safety of women and children through our Men Choosing Change and Sustaining Change programs.

Across all our programs and services, the best interests of children are the core of what we do. Guided by our Child Safe Child Friendly Risk Management Framework, all staff know they have a role to play in helping keep them safe. The Empowering Children’s Voices Research Project highlights how we embed this into our practices. This project has involved talking to children and young people about the care and services they receive and how we can engage them more strongly in decision making processes. We know by listening to children and young people we are more likely to keep them safe and they are more likely to succeed.

The research project is shaping our practice as we develop insights into to how best to engage children’s voices. The substantial grant awarded to our Semi-Independent Living Support Program proves the success of our process. This program sees a scaffolding of support provided to young people, helping them set up safe housing so they can confidently transition out of care.

Being immersed in communities and authentically connected to the people we care for is vital for us to respond to their needs appropriately and has led to initiatives such as Our Mob.

Our Mob, launched in October 2021, provides First Nations people with an opportunity to become qualified Lifeline Crisis Supporters and was established in recognition of the under-representation of First Nations people within



our Crisis Support services. An extension to this program has seen graduates become paid staff members at 13YARN, a dedicated crisis support line for First Nations people, providing culturally safe crisis support.



Responding to people in crisis is central to our purpose, and when devastating floods hit parts of Queensland, our Community Recovery teams swiftly swung into action. Record numbers of our Community Recovery team members were out providing psychological first-aid to those impacted. They were there on the ground when people needed them and are still providing ongoing support.

While we are always there for people in times of urgent need, we are also developing ways to help them live rich and personally meaningful lives. Haven, a new initiative from our Disability Services team demonstrates this, by providing contemporary disability support with a community focus by working with the people we support and their families to implement a robust suite of youth programs and services for adults. The program aims to enable people with a disability to live meaningful lives by transforming the community around them into a more inclusive, tolerant and richer place.

Building and contributing to a more inclusive community is a priority for our Disability Services teams. The extension of programs such as ProjectSEARCH, which provides employment training opportunities for people with a disability, aims to challenge employer perspectives on hiring a person with a disability. By growing awareness and recognition of the value and contribution people with a disability can make to a workplace, including within UnitingCare, we can begin creating a more inclusive community.

The achievements and extension to our services this year are remarkable,

especially as COVID-19 continued to challenge us at every turn. Our 13 11 14 Lifeline crisis line continues to take record levels of calls, providing compassion and care to anyone who needs it. But the delivery of these services is only possible due to the financial support provided through our Lifeline Retail shops and events. Earlier this year, we were still operating within COVID-19 restrictions and lockdowns, and several of our shops were impacted extensively by the floods. Despite this, our Lifeline Retail brand continues to expand: five new shops opened, two shops expanded, and another four shops have been revitalised. In addition, we were delighted to bring back our regional events, with Bookfests returning across the state. These events are always eagerly anticipated, and we are thrilled bookshelves can once again be restocked, with people knowing every book they buy is helping save a life.

Service statistics		2021-2022
	56,799 people receiving care from family services	
	766 children and young people in out-of-home care	
	148,475 people attended events, received information, referrals or advice, or contacted our helplines, including the National Debt and Elder Abuse Helplines	
	153,535 contacts to the Lifeline Crisis Support Line	
	538 people living with a disability receiving personal support	
	395 people living with a disability who are working in our Employment Services	
	5,557 children with disabilities and their families receiving our Early Childhood, Early Intervention Services	
	2,386 employees	
	5,618 volunteers	
	\$1.6M in 'Bookfest' sales	





Michael Krieg
Group Executive Hospitals



About Hospitals

UnitingCare is one of the largest private hospital groups in Queensland, providing a comprehensive range of services, renowned for clinical excellence across a range of specialised areas, including robotic surgery, oncology, cardiac services, orthopaedic surgery and maternity services.

When entering any of our hospitals, The Wesley and St Andrew's War Memorial Hospitals in Brisbane, Buderim Private Hospital on the Sunshine Coast or St Stephen's Hospital in Hervey Bay, patients can be confident that we will not only meet but exceed their expectations.

This year, healthcare around Queensland, Australia and the world continue to be deeply affected by COVID-19. Yet, our dedicated teams continued to go above and beyond for their patients to ensure they received the highest level of compassion and care.

St Stephen's Hospital proudly supported its regional community during the COVID-19 peak of 2022 by partnering with the Wide Bay Hospital and Health Service. With the local hospital overwhelmed with COVID-19 patients, many surgical patients were treated at St Stephen's Hospital.

This commitment to the community is largely due to our teams of dedicated professionals who prioritise health and safety for those we care for. For example, when the rain was battering South-East Queensland in January 2022, staff called their work areas to ensure they were adequately staffed and swapped shifts with colleagues who needed to be with their families. To ensure critical patient care could be provided, staff arrived for shifts with their overnight bags packed, knowing they would need to stay onsite until floodwaters subsided.

It is through the investment in our people, services and programs that we continually enhance the patient experience – keeping our hospitals at the forefront of evidence-based best practices.

Our performance in clinical care is in some areas the best in Australia, and some

specialised services have world-leading results.

Grand Round education at The Wesley Hospital allows our teams to gain insight into technological advances which benefit our patients and clinicians, both in and out of the operating theatre. From assistive technology such as robotics in theatre to telehealth and smart device apps that engage patients in post-surgery rehabilitation, innovative solutions are helping improve access to excellent care.

The use of robotics has transformed treatment options and outcomes for patients across a range of specialties, significantly reducing recovery times. Our teams continually develop new robotic surgery methods to improve patient outcomes. Robotic surgery at St Andrew's War Memorial Hospital has evolved across various specialities, including urology,











gynaecology, ear, nose and throat, and orthopaedics; and colorectal surgery, with more to come. All hospitals provide some level of robotic surgery in support of our communities.

Our Physiotherapy Graduate program allows graduates to complete two six-month rotations, the first at St Stephen's Hospital and the second at one of our larger hospitals in Brisbane – St Andrew's War Memorial Hospital or The Wesley Hospital. This program ensures participants can expand their skills to benefit patients well into the future.

We recognise that exceptional care extends beyond just an appointment or a procedure. Our holistic view is to provide compassion and care at every stage of a person's health journey.

The new End of Life Compassionate Companion service at The Wesley Hospital demonstrates this commitment to care and compassion. The program provides volunteers to be with patients at the end of life, offering companionship to those who may otherwise die alone, or vital respite for families.

UnitingCare is well known for breast care at The Wesley Breast Clinic and the Breast Care Service at St Andrew's hospital. Our services guide patients through their breast cancer journey with tailored imaging, early detection, diagnosis, and personalised

Service statistics		2021-2022
	Employees	4,480
	Admissions	133,182
	Bed days/year	342,190
	Births	1,388
	Emergency department presentations	46,718
	Rehab admissions	13,840
	Mental health admissions	2,410
	Medical students	206
	Nursing students	1,403
	Nursing grads	122

treatment plans. This year the Breast Care Service at St Andrew's celebrated its first anniversary.

We are proudly embedded in our communities and strive to develop and deliver innovative approaches to make a meaningful impact on our patients during their time with us. For example, Buderim

Private Hospital introduced 'Born on Kabi Kabi Country' milestone cards, gifted to parents when a baby is born at the hospital. The cards were produced in consultation with local Elders and are inspired by the custodians of the land on which the hospital stands today, the Kabi Kabi/Gubbi Gubbi people.





Advancing Reconciliation

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

As a proud employer of Aboriginal and Torres Strait Islander peoples, 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

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

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

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

In 2021 – 2022 we have:

- To celebrate 10 years in partnership with Reconciliation Australia, we hosted an interactive discussion panel titled “Allyship in Reconciliation”. Hosted by First Nations leader and media personality Stan Grant, the panel discussed the importance of building allyship in the works we do towards reconciliation and ensuring those allies are equipped with the necessary cultural intelligence to work for and alongside First Nations people in advocacy appropriately
- We entered into a formal partnership with the Kabi Kabi Peoples Aboriginal Corporation to ensure culture is brought forward in decision-making processes about our new aged Care facility being developed at Sunrise Beach, which sits within Kabi Kabi lands.
- Our four online Cultural Appreciation eLearning modules became essential learning for all UnitingCare employees
- The GroundWater Gathering made a welcome return after being forced to postpone during the previous two events. The annual Aboriginal and Torres Strait Islander conference, facilitated by Family and Disability Services, is an opportunity for First Nations staff to come together to listen, share and transfer knowledge and skills to ensure FaDS services and practice are culturally informed
- Established Campfire, across Blue Care and Hospital services to create a framework within which Aboriginal and/or Torres Strait Islander leaders and emerging leaders from across UnitingCare can collectively enact the core values of self-determination, relationships, equality and respect, which guide our reconciliation journey
- The UnitingCare Indigenous Nursing Scholarship Program was developed with Griffith University to support higher levels of engagement, recruitment and retention of UnitingCare’s Aboriginal and Torres Strait Islander workforce, especially clinical health professionals within our hospitals.
- Launched 13YARN, the first national crisis support line dedicated for the Aboriginal and Torres Strait Islander community offering a confidential one-on-one yarning opportunity with Lifeline-trained Aboriginal and/or Torres Strait Islander Crisis Support workers
- As part of the agreement with the Kabi Kabi Peoples Aboriginal Corporation, we will be supporting a minimum of two Kabi Kabi peoples horticulture trainees each year for a minimum of five years.





Leading Environmental Sustainability

UnitingCare continues raising the bar to protect and preserve a healthy environment for the communities we serve.

From solar PV to sustainability conferences, electric vehicles to green leases, closed-loop recycling to climate adaptation—in the last twelve months, UnitingCare has progressed many initiatives

towards our [Environmental Sustainability Strategy 2021-2025](#).

Significantly, UnitingCare published its first standalone Annual Environmental Sustainability Report in March

2022 to quantify and share our progress against our 2025 sustainability goals. These detailed sustainability updates can be found on our [website](#), and highlights for FY21-22 are below.

Our commitments by 2025

Built Environment

Reduce our carbon footprint by 70%
Source 100% of our electricity from renewable energy

Waste

Divert from landfill 30% of the non-clinical waste we generate
Reduce waste generation by 5% at hospitals and aged care facilities

Transport

Reduce passenger fleet fuel usage to 4.5 litres per 100 km
Transition to 100% hybrid and electric passenger fleet

Purchasing

Ensure 100% of strategic procurement tenders include environmental sustainability criteria

Empowered People

Upskill 20% of employees through environmental sustainability training
Increase the number of Green Champions by 100%

Leadership

Achieve our sustainability targets
Have our sustainability leadership recognised through awards

In 2021 – 2022 we have:

- Commenced a \$3.8M roll-out of rooftop solar, installing 18% of the project's planned 3.1 megawatts at two Blue Care aged care facilities; the remaining 19 sites will be completed in FY22-23
- Embedded sustainability clauses in UnitingCare's standard tenant lease agreement, including separate metering for energy and water, provision of commingle recycling service, and requirement for cleaning contract to comply with recycling programs.
- Introduced food organics recycling at The Wesley Hospital; this helped us divert an extra 19 tonnes (2% of the hospital's total waste footprint) from landfill
- Established a new closed-loop recycling system at St Andrew's War Memorial Hospital in partnership with CircMed. An Australian first, the program is diverting more than 450 kilograms of plastic healthcare waste each week, expanding the range of items the hospital diverts to include disposable curtains, pressed plastics, soft plastics and packaging. St Andrew's and CircMed are now working towards the plastic 'waste' being created into new resources that can be purchased back by St Andrew's, such as rubbish bags, water jugs and cups
- Digitised Blue Care's new employee starter pack, avoiding approximately 90,000 sheets of printed paper per year.
- Achieved fuel efficiency of **6.1 litres per 100 km** in our passenger fleet – a 16% decrease on our FY18-19 baseline
- Transitioned more of our vehicles to electric or hybrid, which now make up **67%** of our passenger fleet¹
- Successfully implemented an **electric vehicle trial** in partnership with Origin Energy, deploying eight EVs and 12 charging stations at Blue Care's Caloundra, Morayfield, Redcliffe and Sandgate community care centres.
- Reduced the carbon footprint of general anaesthesia in our hospitals through practitioners choosing to use the climate-friendlier sevoflurane gas instead of desflurane (desflurane usage has decreased by 56% since FY18-19)
- Embedded environmental sustainability criteria into the core question set that will be included in the evaluation of all future group-led tenders.
- Embedded environmental sustainability expectations and information into UnitingCare's employee Orientation Handbook.
- Co-hosted the 2021 [Greening the Healthcare Sector Forum](#), with international and national speakers presenting on a range of topics focusing on the impacts of climate change on human health and reducing carbon emissions
- Commenced work on a climate risk framework, including a staff workshop to understand the impacts of climate change on the organisation and to identify and prioritise climate risks
- Been awarded four Silver gongs in the international [Healthcare Climate Champion Awards](#) for greenhouse gas emissions reduction, climate resilience and climate leadership.

¹As part of UnitingCare's continuous improvement approach to our sustainability reporting, we have recently broadened our definition of 'passenger fleet' to include SUVs. This has also resulted in a decrease to our FY18-19 baseline (29%) and previously reported years (50% in FY20-21).

Our Customers

At UnitingCare, we are committed to keeping our customers voices front and centre when developing new products and services or refining and improving the services we already deliver.



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

To ensure we meet the needs of those we serve, we listen to them and take action.

Over the last year, we have deepened our connection to our customers, patients, residents and clients by providing more avenues for them to share their insights and feedback, enabling us to evolve, enhance and grow our products, services and delivery.

Through our Voice of Customer program, we reach out to the communities we serve through surveys, targeted research and opportunities to give feedback. Last year we gathered responses from more than 40,000 customers, family members and the local community.

This year, they told us they needed to make it easier to access our services, leading to several key programs to simplify processes and make information accessible.

We have;

- Consolidated and updated many of our forms, making them easy to understand and read
- Redesigned our Residential Service Agreements for people moving into our aged care homes
- Streamlined how people can contact us by using smart forms on our website to direct enquiries to the right place

- Updated the MyAgedCare portal with the information people need to select the aged care services suitable for them
- Begun refreshing our hospitals admissions processes
- Travelled to our regional and remote communities to understand how we can build on UnitingCare's history of creating culturally safe environments.

To extend our customer-centric focus, in addition to finding more ways to listen and implement our customers' needs through feedback, we established five Customer Advisory Groups (CAGs) – Disability, Youth, Family, Hospitals, and Aged Care and Community Services.

These high-level panels bring members of our Board, staff, customer representatives, and community advocacy groups to work with us to help design new products and services.

Our work with the CAGs and other customers has led to the development and implementation of several new initiatives:

Promoting Health Literacy

Together with our Hospitals CAG, we created informational videos to help patients throughout their care journey, including:

- *Before you Stay* - encouraging patients to be engaged, before and during their admission
- *Falls Risk* - to help keep patients safe in hospital.

Working Together Virtually

We explored ways of working with our CAGs to ensure we still hear our customers voices even through travel and lockdowns. We took Hospitals CAG members on a virtual walkthrough of the hospitals admission redesign project, allowing our patient representatives to come together and provide feedback in a safe and convenient way.

Introducing Electronic Signing

Our customers have asked us to make it easy to access our services, so we are introducing electronic signing to many of our contracts. This will improve turnaround times, make things easier for our customers, and help UnitingCare live our commitment to sustainability.

Redesigning Voice of Customer Program

We are redesigning Our Voice of Customer program to enrich how we listen to the people we serve and make it easier for our customers to provide feedback. We visited customers in communities across Queensland to learn more and used what we learned to improve our existing surveys and develop new ones.

We are committed to increasing our connection to the communities we are part of, as we know that feedback from our customers and our community is a gift, and we continue honouring it by listening and taking action.

Our People

Everything UnitingCare achieves and contributes to the communities and people we serve is possible due to the expertise, professionalism and dedication of our people - our staff and volunteers.

Across UnitingCare, we have 16,500 staff and 9,000 volunteers, who every day offer compassion and care to our patients, residents and clients while bringing enthusiasm and skill to implement new ways to evolve our services to meet their needs.

We value our workforce and aim to empower them to achieve their full potential

by fostering an environment where they are recognised and supported.

We recognise and celebrate our people each year through the Full Circle and Reconciliation Awards. These awards are a significant part of UnitingCare, with 11 award categories capturing opportunities to recognise the breadth of services and

support we offer our staff and volunteers. Nominations are open and encouraged to be submitted from the entire organisation, as they are an opportunity to recognise and celebrate exceptional work.

In 2021, we received a record 700 nominations, a testament to our people's depth of talent, skill and commitment.

The winners of the 2021 Full Circle and Recognition Awards



Ross Blanch, Family and Disability Services

You're an inspiration: promoting an environment where people feel valued and motivated to do their best.

Ross Blanch is a Lifeline Crisis Supporter with a history of going the extra mile to serve the farming community. He dedicates his time to take calls from farmers state-wide, listening tirelessly to their stories of hardship and challenges.

[Meet Ross](#)



Manaini 'Bai' Bai and Jale 'Charlie' Navunicagi, St Andrew's War Memorial Hospital

Go for green: finding opportunities to promote change within our organisation to reduce our footprint.

In the height of the pandemic last year, Fiji's health systems were struggling, and St Andrew's was upgrading hospital equipment. #Project Fiji was launched to not only reduce our waste, but to help those in need.

[Meet Bai and Charlie](#)



Robyn Moore and Ian Smith, St Andrew's War Memorial Hospital

Caring and connecting: demonstrating an ongoing commitment for our clients' wellbeing through passion, care and effective governance.

Robyn Moore and Ian Smith are described as true experts in their fields, who work tirelessly in the background to ensure the safety and wellbeing of the people we serve.

[Meet Robyn and Ian](#)



Auchenflower Gardens Crisis Accommodation Community Recovery Team, Family and Disability Services

Wish I'd thought of that: finding innovative solutions, discovering new possibilities and problem solving.

Teams from across UnitingCare came together in an incredible effort to provide emergency accommodation for vulnerable women and children, given just six hours on a Saturday afternoon.

[Find out more](#)



Fleet Team, Business, Finance & Strategy

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

The Fleet Team are recognised as industry leaders in their laser focus, unique and innovative way of promoting road safety. Their work is described by many as paving the way and punching well above their weight.

[Meet the Fleet team](#)



Wendy Russell, Aged Care and Community Services

Bringing people together: breaking down barriers to connect teams, tools and people to enable better outcomes'

Wendy stepped into unknown territory in her role in the cyber recovery. During an incredibly difficult and challenging time, Wendy is described as a constant, who held fast and never lost focus.

[Meet Wendy](#)





**Susie Thompson,
St Stephen's Hervey Bay**

In their shoes: seeing the world through the eyes of the customer or community and the people we serve.

Susie is the helpful, positive receptionist at St Stephen's Hospital. She is an inspiration to her colleagues and demonstrates on a daily basis her ability to connect with everyone from all walks of life.

[▶ Meet Susie](#)



**Sarah Tucker,
First People's Prison
Ministry - Mission Group**

Healthy communities: recognising a service, project or initiative that embodies the values of our Reconciliation Action Plan.

Sarah devised a new short course version of her art program called "heArt lines" tailored specifically to the needs of Indigenous prisoners. The observed transformation in behaviour of those participating in the course is described as "life changing".

[▶ Meet Sarah](#)



**Dirk and Colleen
Van der Poel**

Volunteer impact individual award: recognising the incredible impact on the community from our individual volunteers.

For 26 years Dirk and Colleen have given their time to Lifeline's Bookfest. They have run the High-Quality Cabinet at Brisbane Bookfest for 22 years, and always go above and beyond.

[▶ Meet Dirk and Colleen](#)



**Lifeline Queensland
Student Mentor Team**

Volunteer impact team award: recognising the incredible impact on the community from our individual volunteers.

The student mentors are described as the backbone of our Lifeline Crisis Supported Workplace Training. They all give so generously as volunteers and without them we would not have the depth in learning and training available.

[▶ Meet our Student Mentor Team](#)



Bookfest Volunteers 2021

Volunteer impact team award: recognising the incredible impact on the community from our individual volunteers.

The Bookfest raised over 1.5 million dollars thanks to the efforts of the Bookfest Volunteers and has had a huge impact on our clients and customers. Funding raised from the Bookfest ensures we can answer more calls from our community who need support from a Crisis Support Line.

[▶ Meet our Bookfest Volunteers](#)



**Luke Taiapa, St Andrew's
War Memorial Hospital**

The honourable mention for 2021 was awarded to Luke Taiapa who truly struck a chord with the judging panel as he embodies the Full Circle and Reconciliation spirit. Luke, who is part of the mailroom team, creates a monumental impact on everybody around him. He is beloved and considered by many the heart and soul of St Andrew's Hospital.

[▶ Meet Luke](#)



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 of The North Australian Pastoral Company and Chair of the Royal Flying Doctor Service Foundation, Prime Super and Allianz Partners Australia. He is a former President of the RACQ and was a World Council member of the Paris-based Federation Internationale De L'Automobile (FIA). He holds a Bachelor of Business (Accountancy) Degree from the University of Southern Queensland, a Masters in Applied Finance from Macquarie University and is a Fellow of the Australian Institute of Company Directors.



Andrea Staines OAM

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

Andrea Staines joined the UnitingCare Queensland Board in April 2016. Andrea is a full-time non executive director with fifteen years' experience. Andrea is currently a director of SeaLink Travel, Acumentis and the Deputy Chair of Australia Post. She previously held the position of Chief Executive Officer and co-launched Qantas subsidiary Australian Airlines (mark II), making her the first female Chief Executive Officer of an Australian airline. She has also held financial and strategy roles with American Airlines in Dallas, Texas. Andrea has an MBA from the University of Michigan and a Bachelor of Economics from the University of Queensland. She is a Fellow of the Australian Institute of Company Directors and a Member of Chief Executive Women.



Dr Natalie Smith

Member of Quality and Care Governance Committee
Member of Finance and Investment Committee

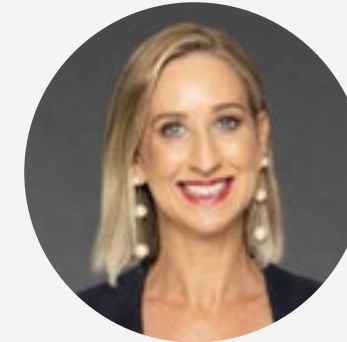
Natalie joined the UnitingCare Queensland Board in April 2022. Natalie's expertise is in digital transformation, risk and governance. Previously, Natalie was a Partner in Deloitte's Risk Advisory practice and established the Chief Delivery Officer for eHealth Queensland. She is a research fellow in Artificial Intelligence and Trust at University of Queensland, a member of the National AI Centre Thinktank for Scaling AI and a member of St John of God's Digital Governance Committee. Natalie is also member of Newlife Church, and ambassador for Fishers of Men serving people who are homeless, at threat of homelessness, poor or needy.



Jim Demack

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

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



Justine Cain

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

Justine Cain joined the UnitingCare Queensland Board in January 2020. She has held senior executive and Board roles with listed, privately owned and not-for-profit organisations in the health, human services and general insurance sectors and she currently Chairs the Starlight Foundation's Queensland Advisory Board. Justine's expertise spans transformational leadership roles, strategy development and execution, customer-centric leadership, large-scale operational delivery and complex stakeholder management. Justine has a strong understanding of the broad health, human services and aged care sectors and is committed to achieving equity in access to health services, population health improvement and judicious use of funding. Justine holds a Bachelor of Laws and a Bachelor of Science (Psychology) from the Australian National University.



Susan Rix AM

Member of Finance and Investment Committee
Member of Audit, Risk and Compliance Committee

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



Chris Townend

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

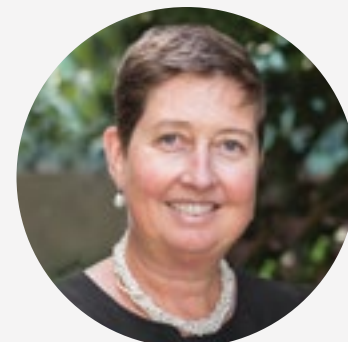
Chris Townend joined the UnitingCare Queensland Board in April 2013. He is a Chartered Accountant in practice and experienced non-executive director. Chris enjoyed a successful career as a Chief Financial Officer in health and education in New Zealand and Australia. He currently chairs the ThomsonAdsett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



Rev. Heather den Houting

Ex Officio Member

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



Alison Quinn

Member of Audit, Risk and Compliance Committee
Member of Finance and Investment Committee

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



Rev. Andrew Gunton

Ex Officio Member,
Chair of the Queensland Synod Standing Committee

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



Cheryl Herbert

Chair of Quality and Care Governance Committee,
Director Australian Regional and Remote Community Services

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



Andrew McBryde

Completed term 1 March 2022
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.



Brian Gillespie

Completed term 5 Oct 2021
Chair of Finance and Investment Committee

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



Jacqueline Kelly

Completed term 1 March 2022
Member of Audit, Risk and Compliance Committee
Member of Quality and Care Governance Committee

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



Prof Myles McGregor-Lowndes

Completed term 1 March 2022
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.



Our Executive Leadership Team



Craig Barke

Chief Executive Officer

Craig Barke was appointed CEO 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

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



Craig Wildermuth

Chief Financial Officer

Chief Financial Officer Craig Wildermuth joined UnitingCare Queensland as Chief Financial Officer in January 2020 after an extensive career spanning ASX-listed engineering and professional services, retail and pharmacy, property development and construction, not-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.



Susan Heath

Chief Information Officer

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



Michael Krieg

Group Executive, Hospitals

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



Cathy Thomas

Group Executive, Aged Care and Community Services

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



Brent McCracken

Group Executive, Family and Disability Services

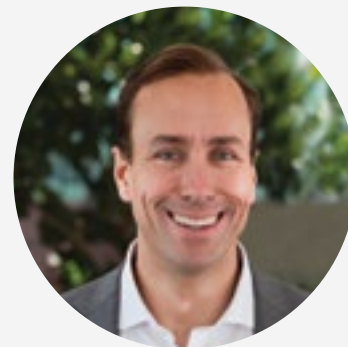
Brent McCracken joined UnitingCare Queensland in July 2016. He has vast experience in the community services sector in a variety of roles including as a case worker, client services manager, operational manager and senior leader in Victoria, NSW and Queensland. Prior to joining UnitingCare, Brent was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



Sue McKean

Group Executive, Governance

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



Lincoln Turvey

Group Executive, People and Culture

Lincoln Turvey joined UnitingCare Queensland as Group Executive, People and Culture in 2021. He is an executive leader with more than 20 years' experience in the disciplines of sustainability, people and culture and business transformation, and has spent most of his career working across top tier global resource companies. Lincoln is a Certified Practitioner in Human Resources and also holds a Bachelor of Applied Science and a Graduate Diploma of Organisational Coaching and Leadership.

Governance Statement

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

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

The functions of the Board are discharged as follows.

Authority

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

The Moderator and the General Secretary of the Queensland Synod are Ex Officio members of the Board

and provide important links with the Synod.

The Chair of the Board is an Ex Officio member of Synod Standing Committee and Synod in Session.

During the year:

- Mr Chris Townend and Ms Andrea Staines were reappointed as Board Members for additional one year and three year terms, respectively.
- Mr Brian Gillespie, Ms Jacqueline Kelly, Mr Andrew McBryde and Professor Myles McGregor-Lowndes retired from the Board; UnitingCare thanks them for their service and support.
- Mr Jim Demack, Ms Susan Rix and Ms Natalie Smith joined the Board; UnitingCare welcomes our new Board Members.

Accountability

The Chief Executive Officer is appointed by the UnitingCare Queensland Board, subject to the endorsement of the Synod Standing Committee, and is subject to a performance

review by the Board annually, at a minimum.

The Chief Executive Officer, together with the Executive Leadership Team, recommends the strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

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

Direction and control

The Board meets at least eight 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 FY22, the Board met 9 times in scheduled meetings, and once for a response update. The Board met November 2021 for a strategic planning session to review the external operating environment, direction and investment for the 2030 Strategy.

An independent review of Board and Committee was undertaken in mid 2022 in accordance with the Board’s commitment to ongoing evaluation and development. Actions to support continuous improvement are being implemented.

Stewardship and leadership

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

The Board committees are:

- Audit, Risk and Compliance Committee
- Governance, People and Culture Committee

- Finance and Investment Committee
- Quality and Care Governance Committee.

Details of the purpose, the membership and composition of each committee for the end of the FY22 period are set out on page 48.

This structure creates an environment of transparency and accountability for the Board and the Executive Leadership Team to drive continuous improvements and deliver exceptional, values-based care.

Board appraisal and remuneration

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

Subsidiary-like Boards

Australian Regional and Remote Community Services Board.

The role of the Australian Regional and Remote Community Services Ltd (ARRCS) Board is to approve the strategic direction of ARRCS, guide and monitor the management of ARRCS in achieving its strategic plans, and oversee good governance practice. The ARRCS Board aims to protect and enhance the interests of the Church, while taking in to account the interests of other stakeholders, including our clients, employees, volunteers and the wider community.

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

The ARRCS Directors during the year were Craig Barke (Chair), Heather Watson, Cheryl Herbert, Stephanie Harvey and Brian Wyborn.

Leap in! Australia Ltd

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

It is focused on developing digital platforms to help

disability clients navigate the complexity of service providers and availability and plan coordination once NDIS approved plans are in place.

The member authority is delegated to the UnitingCare

Queensland Board. Each Member appoints up to two Directors to Leap in! Australia, with Mr Craig Barke the Member appointed Director for UnitingCare Queensland for FY22.

Committee	Purpose	Members	Attendees
Audit, Risk and Compliance	Assists the Board in fulfilling its financial reporting, risk management and internal control, internal and external audit process oversight and compliance management oversight responsibilities.	Chris Townend (Chair) Alison Quinn Susan Rix Jim Demack	Chief Executive Officer Chief Financial Officer Group Executive, Governance General Manager, Risk and Assurance External auditor (as required)
Governance, People and Culture	Assists the Board in fulfilling its governance, people and culture and mission responsibilities in relation to the governance framework, Board performance and composition, Board and Executive succession planning and remuneration, Governance, People and Culture and Mission strategic and governance risk oversight.	Nigel Alexander (Chair) Andrea Staines Chris Townend Justine Cain Rev Bruce Moore	Chief Executive Officer Group Executive, Governance Group Executive, People and Culture
Finance and Investment	Assists the Board in fulfilling its overall financial performance and management responsibilities including to oversee and scrutinise the delivery of major finance and investment strategies and activities, and to provide guidance and recommendations on financial, treasury and investment matters to enable long term stewardship of resources and financial sustainability.	Alison Quinn (Chair) Andrea Staines Susan Rix Natalie Smith	Chief Executive Officer Chief Financial Officer Group Executive, Governance
Quality and Care Governance	Assists the Board in fulfilling its strategic and operational quality and care governance responsibilities, including providing advice to the Board on enhancement of customer led experience and outcomes; and establishment of evidence-based standards and practices to optimise service delivery, maximise competitive positioning and respond to external industry changes.	Cheryl Herbert (Chair) Justine Cain Jim Demack Natalie Smith External Members Prof Lesley Chenoweth Dr David Wood Dr Julie-Ann Phillips Satyan Chari	Chief Executive Officer Group Executive, Governance Group Executive, Hospitals Group Executive, Aged Care and Community Group Executive, Family and Disability



Board Attendance and Fees

	Board		Audit Risk and Compliance Committee		Governance, People & Culture Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Nigel Alexander (Chair)	9	9			5	5
Andrew McBryde	7	7				
Professor Myles McGregor-Lowndes	7	7	3	3		
Andrea Staines	9	8			5	5
Chris Townend	9	9	4	4	5	5
Jacqueline Kelly	7	7	3	3		
Brian Gillespie	3	3				
Cheryl Herbert	9	9				
Justine Cain	9	9			5	5
Alison Quinn	9	9	4	4		
Jim Demack	6	6	3	3		
Natalie Smith	2	2				
Susan Rix	2	2	1	1		
Ex-officio members						
Rev Heather den Houting	9	7				
Rev Andrew Gunton	9	9				
Rev Bruce Moore	9	9			5	5
External committee members						
Satyan Chari						
Professor Lesley Chenoweth						
Julie-Ann Phillips						
Dr David Wood						

Notes:

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

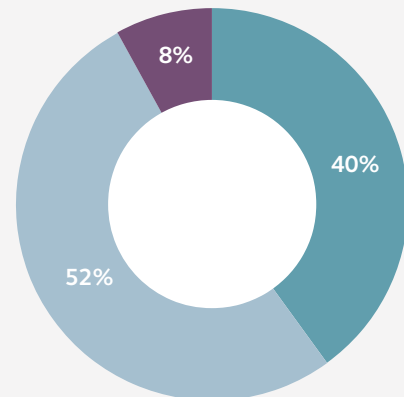
	Finance & Investment Committee		Quality & Care Governance Committee		Fees
	Eligible to attend	Attended	Eligible to attend	Attended	Inclusive of Super
					\$124,906.15
5	3				\$47,596.15
			4	4	\$47,596.08
7	7				\$62,499.92
5	4				\$69,000.05
			4	4	\$47,596.12
1	1				\$9,583.76
			6	5	\$69,000.05
			6	6	\$62,499.92
7	7				\$69,000.10
4	4		1	1	\$52,209.05
2	2		1	0	\$14,903.81
2	1				\$14,903.81
			6	5	\$10,299.67
			6	4	\$10,000.00
			6	6	\$10,000.00
			6	6	\$10,000.00

Financial Highlights

Income statement

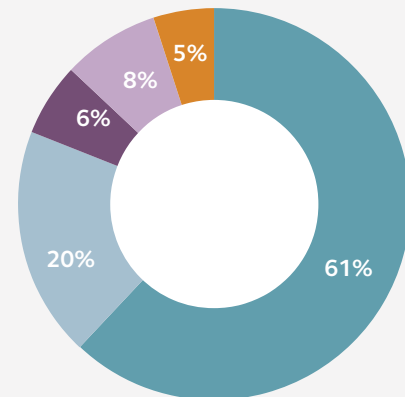
	Year ended 30 June 2022 \$000	Year ended 30 June 2021 \$000
Revenue		
Governments	714,945	699,371
Patients, clients and residents	923,396	987,960
Other	143,440	104,037
Total revenue	1,781,781	1,791,368
Expenses		
Salaries and employee expenses	1,083,097	1,078,260
Supplies and services	341,704	331,752
Depreciation and amortisation expense	109,118	108,671
Property expenses	138,851	123,298
Other expenses	92,315	86,687
Total expenses	1,765,085	1,728,668
Total net surplus/(deficit)	16,696	62,700
Other comprehensive income	(5,330)	4,561
Total comprehensive surplus/(loss)	11,366	67,261

Revenue



40% Governments
52% Patients, clients and residents
8% Other sources

Expenses

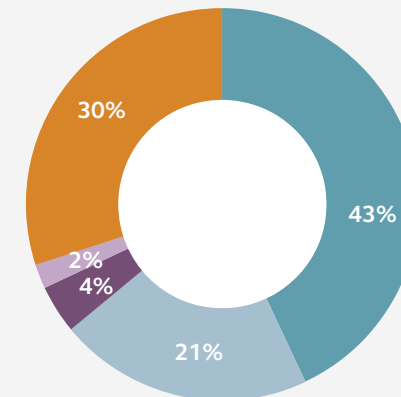


61% Salaries and employee expenses
20% Supplies and services
6% Depreciation and amortisation expense
8% Property expenses
5% Other expenses

Balance sheet

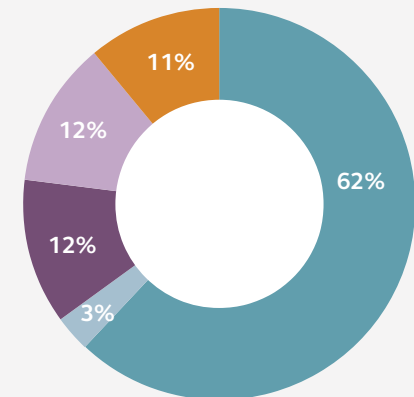
	Year ended 30 June 2022 \$000	Year ended 30 June 2021 \$000
Assets		
Property, plant and equipment	1,018,345	992,834
Cash and cash equivalents	497,626	566,265
Trade and other receivables	97,532	145,302
Intangible assets	38,968	23,009
Other assets	708,371	664,858
Total assets	2,360,842	2,392,268
Liabilities		
Ingoing contributions and accommodation bonds	853,998	805,632
Borrowings	39,812	41,928
Employee benefits	171,662	187,143
Trade and other payables	159,786	196,487
Other	150,943	187,803
Total liabilities	1,376,201	1,418,993
Total funds	984,641	973,275

Assets



43% Property, plant and equipment
21% Cash and cash equivalents
4% Trade and other receivables
2% Intangible assets
30% Other assets

Liabilities



62% Ingoing contributions and accommodation bonds
3% Borrowings
12% Employee benefits and other provisions
12% Trade and other payables
11% Other

Making a Difference

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

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

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

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

Thank you

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

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

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

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

Telephone

07 3253 4000

Address

Level 5
192 Ann Street
Brisbane QLD
Australia 4000

Mailing address

GPO Box 45, Brisbane QLD 4001

Email

contact@ucareqld.com.au



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