

# At the point of care

Annual  
Report 2017



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# UnitingCare Queensland is committed to improving the health and wellbeing of individuals, families and communities.

We reach out to people in need.

We care with compassion, innovation and wisdom.

We speak out for fairness and justice.



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# About us

UnitingCare Queensland is committed to delivering quality health, aged care, disability and community services as one of the largest charities in Australia.

As part of the Uniting Church, we provide person-centred care and support services to thousands of people every day of the year enabling our clients to live their best possible lives whatever their circumstances.

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# Our values

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



## Compassion

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



## Respect

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



## Justice

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



## Working together

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



## Leading through learning

Our culture encourages innovation and supports learning.

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# “Live life in all its fullness”

John 10:10

UnitingCare Queensland has been supporting people to ‘live life in all its fullness’ (John 10:10) on behalf of the Uniting Church for more than 60 years.



More than  
**430,000**  
people receiving  
care annually

On any given day, this could be a patient receiving palliative care in hospital, a client moving from home to residential aged care, a young person living in foster care away from their family, or a person with a disability who is living independently.



More than  
**460**  
locations

Our people travel millions of kilometres every year to reach out and care for people in some of the most remote areas of Queensland – from Thursday Island in the far north, to Coolangatta on the NSW border, out west as far as Mt Isa and Charleville – and to some of the most remote regions of the Northern Territory.



**17,400**  
employees

**9,200**  
volunteers providing

**1,569,738**  
estimated hours

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



**100%**  
of group revenue reinvested  
back into caring for the  
community and our people

Our purpose is to build a financially sustainable organisation that generates an annual surplus that will be reinvested to achieve our mission.

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# Message from our Chair Craig Barke



**Caring for and supporting people from all walks of life has always been central to our mission to improve the health and wellbeing of individuals, families and communities.**

In Financial Year 2017 (FY17) we have taken significant steps to strengthen our standing as a trusted provider of high quality health, aged care and community services across Queensland and the Northern Territory.

Our core commitment over the past 12 months has been to ensure the people and communities we serve remain at the centre of everything we do – all within an increasingly competitive and changing external environment.

In response, we have reshaped our services to improve the efficiency, performance and financial outcomes of services to build a solid foundation for the future.

Our journey of transformation in FY17 maintained a clear focus on further developing person-centred models of care that build on the service delivery changes we commenced in prior years. These will continue to be fundamental to maintaining our ability to continue providing high quality services to Queensland and Northern Territory communities over the next three years.

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**“In placing the people and communities we serve at the centre of everything we do, we will seek opportunities for partnerships and new ways of working, to deliver quality outcomes as effectively and efficiently as possible, and to support our employees and volunteers to be the best they can be.”**

### **Achievements in FY17**

As Chair, I am very pleased with the volume and quality of achievement our people have delivered over the past year.

We have made measurable headway in transforming our service models in response to significant sector reform, which includes the roll-out of the National Disability Insurance Scheme (NDIS) and Aged Care Home Care Package funding changes that came into effect in February 2017.

UnitingCare Queensland’s ability to remain agile will be pivotal in ensuring our ongoing sustainability amidst ongoing reform that continues to disrupt the health, community and aged care sectors.

We continued to step up and speak out to influence State, Territory and national decision makers regarding our key advocacy priorities, in line with our commitment to First Peoples, social justice and inclusion, client and employee safety and environmental sustainability.

From a governance perspective, the Queensland Synod of the Uniting Church of Australia introduced new UnitingCare Queensland By-laws and a Constitution. These articulate clearly our purpose, what the Church expects of us and our accountabilities to the Synod. These are important frameworks which assist in positioning us to better support our front line services in this time of change.

Our Board has also undergone renewal this year as we welcomed new Board member Nigel Alexander who brings years of corporate governance experience and expertise in working among communities within rural and remote Australia.

We also farewelled outgoing Board Directors Jude Munro and Reverend Dr David Pitman. We thank Jude for her invaluable advice and service to the Board for the past six years and as Chair of the Quality Committee for the past five years. We also acknowledge the commitment and dedication of Reverend Dr David Pitman who served on our Board for six years, having provided early leadership to the Board during his two terms as Moderator.

On behalf of the Board, I’d like to take this opportunity to extend my sincere appreciation and thanks to our outgoing CEO Anne Cross for her continued commitment to the people and communities of Queensland and the Northern Territory. Anne has led UnitingCare Queensland with warmth, wisdom, a deep commitment to the people we serve, strong business acumen and strategic foresight. UnitingCare Queensland has grown significantly and established strong foundations as a mission-focused health and community services provider under Anne’s 14-year leadership. Anne’s legacy is her commitment to ensure all people, no matter where they live or what their circumstances, are able to access the care and support they need. A key hallmark of Anne’s leadership has been her passion for people living in rural and remote locations and their ability to access affordable services they need; where and when they need them.

I also acknowledge the contribution of my fellow Board members throughout FY17. The Board’s valuable contribution and collective expertise have guided our ongoing transformation and service delivery to the community.

I especially pay tribute to our dedicated employees, volunteers and partners who truly embody our mission and values through their daily actions, decisions and behaviours. It is because of their dedication and professionalism that the Board and I remain highly confident that UnitingCare Queensland will continue to be one of Australia’s largest and most reputable health and community service providers now and well into the future.

The next chapter in UnitingCare Queensland’s journey will be guided by our recently developed 2018-2020 Strategic Plan which maps how we will adapt, innovate and change to position UnitingCare Queensland for future success.

In placing the people and communities we serve at the centre of everything we do, we will seek opportunities for partnerships and new ways of working, to deliver quality outcomes as effectively and efficiently as possible, and to support our employees and volunteers to be the best they can be.

We will continue to do this through listening to our customers and clients and working with them to support individuals, children and families to live life in all its fullness.

**Craig Barke**  
**Chair of the Board**

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# Message from our CEO Anne Cross



As we embarked upon our journey of transformation last year, we said that UnitingCare Queensland owed it to the people of Queensland and the Northern Territory to be the best we can be.

The Executive Leadership Team resolved to focus on new ways of working to meet the future needs and desires of our customers, clients and patients; further enabling us to fulfil our mission to support people to live the best lives possible; whatever their circumstances and wherever they may live.

While a significant amount of work remains, I am very pleased to report that in FY17 we made progress in reshaping our organisation and frontline services to improve our capacity for responsiveness and innovation, for efficiency and performance with the aim of building a solid foundation for the future.

As part of this work we maintained a clear focus on further developing personalised models of care. These will continue to be fundamental to maintaining our ability to continue providing high quality services to Queensland and the Northern Territory communities over the next three years and into the future.

One of the most significant developments over the past year has been the downstream impact of the Federal program changes, with the advent of Consumer Directed Care (CDC) being a major paradigm shift for our sector and organisation.

These changes, including the introduction of new Home Care Packages (HCPs) coming into effect in February 2017, and the ongoing staged roll-out of the National Disability Insurance Scheme (NDIS) saw funding (that was previously allocated by governments to service providers such as UnitingCare Queensland), rightly redirected

to consumers who are now able to compare and select the service provider that they believe is best placed to meet their individual needs.

Governments and insurers are also understandably looking to drive better hospital care outcomes and value for money. These significant health sector reforms are similarly adding pressure on our four private hospitals.

While all of these changes have and will continue to represent challenges for UnitingCare Queensland, they also represented significant opportunities for us to innovate.

This year's Annual Report focuses on what we have achieved in this regard with some key highlights outlined below.

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## **“While all of these changes will continue to represent challenges for UnitingCare Queensland, they also represent significant opportunities for us to innovate.”**

### **Finalisation of our new corporate structure through ‘Transform’**

We completed the implementation of our new corporate structure to better align and support our front line services in health, aged care, disability and community services across different locations and contexts. I would like to acknowledge the Board’s ongoing vision and support to the Executive Team to drive these significant changes to our leadership structure and similarly welcome the appointment of a number of new Executive Team members to UnitingCare Queensland.

### **Customer centricity**

We focused and introduced new resources to better understand our customers’ needs including establishing UnitingCare Queensland’s first Customer Services function (including Customer Experience and Analytics). Our marketing team within Customer Services also developed and delivered a number of highly effective advertising and community engagement campaigns (such as Blue Care’s ‘Live life your way’ campaign) to amplify the voice of our customers and ensure we continue to remain a provider of choice within increasingly competitive markets.

### **Increased advisory services to help customers access the support they want**

We developed new services to help people gain greater choice and control over the support they receive, helping them to identify what’s important in their lives and supporting them to find ways to make it happen through our new National Disability Insurance Scheme (NDIS) advisory and aged care concierge services.

### **Invested in property for the care of the future**

We continued to purchase, renovate and construct new facilities, including the completion of Mt Louisa Residential Aged Care in Townsville, the purchase of the Carlyle Gardens and Argyle Gardens retirement villages in Townsville, Mackay and Bundaberg, and the Fraser Shores retirement village in Hervey Bay. We also commenced major building at Star of the Sea on Thursday Island, Homefield in Mackay, Terrace Gardens in Darwin and Hetti Perkins in Alice Springs.

### **Invested in new hospital services**

With quality patient care paramount to our health services, we further invested in extending the reach of our health services within the growth corridors of the Sunshine and Fraser coasts, announcing the development of the Sunshine Coast’s first Private Emergency Centre at the Sunshine Coast Private Hospital at Buderim.

### **Supported those most-in-need**

In FY17 we supported more than 12,000 people in the wake of Cyclone Debbie; we also continued to work with Governments and our partners to help raise awareness of family violence, elder abuse and suicide prevention. We continued to deliver culturally responsible aged care and community services in regional and remote Australia through our Australian Regional and Remote Community Services (ARRCS) and Blue Care Indigenous Services.

I am incredibly proud of everything we have achieved in FY17.

It has not been an easy year for UnitingCare Queensland and we have had to make some difficult decisions to remain sustainable and able to meet the expectations of the community long into the future.

I would like to extend my sincere appreciation and thanks to our employees, volunteers and chaplains for their enduring commitment to delivering on our mission, not to mention the support of the people and communities we serve.

I would also like to thank each member of our Executive Leadership Team for their steadfast leadership during our ongoing transformation and to recognise the commitment of our Board and thank them for their ongoing governance and support.

In conclusion, it is with mixed feelings that after 14 invigorating, exciting, and at times challenging years that I decided to resign my role of Chief Executive Officer at the end of 2017 and hand the custodianship of our incredible organisation to a new leader. I will dearly miss all the amazing committed people at UnitingCare Queensland and the incredibly valuable and personally rewarding work that we have carried out together to support the people of Queensland and the Northern Territory to live life in all its fullness.

**Anne Cross**  
CEO

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# Message from our Director of Mission Rev. Bruce Moore



**During my first year as Director of Mission I am reminded every day of the early pioneering spirit that is at the foundational heart of UnitingCare Queensland's story as part of the mission of the Uniting Church and its predecessors for more than 100 years.**

The tenacious entrepreneurs, dedicated women and men, who with limited resources and no guarantees took bold leaps of faith to do what is just and make a difference in the lives of those most in need.

The core purpose of UnitingCare Queensland arises out of the words of Jesus Christ, 'to live 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.

In the preamble to our new UnitingCare Queensland Constitution (2016), the Uniting Church declares its belief that all people are made in the image of God and that we are called to continue the Church's advocacy for everyone's God-given dignity.

This year we have developed a Mission Framework that is reflective of the unique historical and theological DNA of the Uniting Church in Australia. The framework identifies 10 mission practices that underpin our work.

This assists us in embedding our mission and values within our organisational culture and informs our service delivery. It will guide our future direction to ensure we realise our full potential.

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## “The role of our employees and volunteers in the lives of people who need our services and communities has never been more important. Their commitment in making this possible is unquestionable.”

As the Uniting Church in Australia celebrated its 40th anniversary this year we were reminded that the founding generation committed themselves (and us) ‘to live a creative, adventurous life of faith, characterised by openness and flexibility, hope and joy’. I found myself reflecting during this time on the biblical story of the call of Moses (as recorded in Exodus 4:2) when God posed this question to Moses: “What is in your hand?”

In the midst of these unprecedented times of change and disruption to what has gone before us, it provides the opportunity for reflection and a renewed focus on our role as stewards of Christ’s mission in health, aged care, disability and community services. This begs us to consider the question around ‘what is in our hand’?

I would like to highlight a number of key observations I made over the past year:

- The provision of services in over 430 locations in Queensland and the Northern Territory;
- 73% of Blue Care services provided in 60% of Queensland’s most disadvantaged areas;
- Our commitment to the safety of our clients who come into contact with our services, especially children; and a commitment to continuing to learn from the Royal Commission into Institutional Responses to Child Sexual Abuse and adopting these learnings into our practices;

- The expression in UnitingCare Queensland’s commitment to partnership with the First Peoples and through the commencement of our stretch Reconciliation Action Plan (RAP) III;
- Our commitment to reducing our carbon emissions and minimising our environmental footprint through effective actions across energy, waste, water and transport to minimise operating costs;
- Through our 47 chaplains and over 100 pastoral care volunteers we were privileged to provide pastoral and spiritual care for our clients, patients, staff, volunteers and their families;
- 27 volunteer chaplains provided prison ministry across 14 correctional centres throughout Queensland and 16 volunteer chaplains provided First Peoples ecumenical prison chaplaincy services;
- Our people travel millions of kilometres each year to provide care and support to individuals and communities; and
- We supported people with addictions and disabilities, offering support to individuals and communities in crisis, and supporting families and children in domestic violence situations.

I personally wish to acknowledge the relentless dedication of our 17,400 employees and 9,200 volunteers who on a daily basis stand alongside, support and provide care so that the people and communities we serve experience ‘life in all its fullness’.

The role of our employees and volunteers in the lives of people who need our services and communities has never been more important. Their commitment in making this possible is unquestionable.

I am personally very proud to be part of UnitingCare Queensland as we continue to take our responsibility ‘to call for justice, equity in access to social services, and fairness of opportunity, particularly amongst those who are in need of a stronger voice in Australian society’ very seriously.

We remain fully committed to developing an inclusive organisation in which all employees and volunteers, as well as members of the community seeking our services, feel welcome, safe and valued.

The pioneering spirit lives on, as we unapologetically seek to live out our mission.

**Rev. Bruce Moore**  
**Director of Mission**

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# Our person-centred care

UnitingCare Queensland cares for and supports people from all walks of life including elderly people; people living with disability; people requiring health care in hospital or at home; Indigenous Australians; as well as those in need and vulnerable such as children and families.

We develop and deliver a wide range of person-centred care and support services such as crisis, in-home, respite, allied and preventative health, hospital, disability, child and foster care, retirement living and aged care. We also manage a network of Lifeline support services and provide specific regional and remote services such as community recovery and support for those most in need.

Our well known services include:

### Blue Care

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

### Child and Family Services

- Crisis services and community recovery
- Counselling
- Child protection
- Early childhood education and care
- Supported accommodation
- Family and peer support
- Family law services

### UnitingCare Health

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

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

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



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# Key achievements

UnitingCare Queensland has made significant progress to achieve its mission during 2016-17. Key successes were achieved under the three goals for the period.



To be the choice for care and service



To be financially sustainable and secure



To be a dynamic organisation with dynamic people

# Goal 1: To be the choice for care and service

**87%\***  
customer satisfaction

On average customers rated a high level of satisfaction with their UCQ experience.

\*Results from customer surveys from across UCQ's hospital network, Blue Care services, Child and Family, ARRCs and Lifeline services.

Helped  
**1,700**  
people access NDIS

UCQ has provided advice and support helping people live more independently in the Townsville, Mackay, Toowoomba and Ipswich regions.

More than  
**20%**  
increase in customers being supported with Home Care packages

Increased the number of customers supported following the Government's introduction of Consumer Directed Care funding.

Supported more than  
**12,000**  
people during  
Cyclone Debbie

Provided psychological and personal support through direct outreach and phone services as well as accommodation and services to isolated individuals and communities.

Record  
**\$7.6m**  
from Lifeline  
Retail Services

Funding Lifeline Counselling Services.

Supported  
**1,600**  
people with a disability to find or retain employment

through UnitingCare Queensland's Child and Family Service's Disability Employment Service.

More than  
**50%**  
increase in calls to  
the Customer Service  
Centre

Supported customers with a single contact point 1300BlueCare and a newly created team that specialises in providing information on Home Care Packages.

Acquired five new  
retirement living  
villages with  
**1,580**  
homes

Expanded our retirement living portfolio and invested approximately \$160 million in the acquisition of five mature retirement villages further increasing the opportunity for in-home aged care services in key regions (Townsville, Mackay, Hervey Bay and Bundaberg).



## Goal 2: To be financially sustainable and secure

More than  
**\$4m**  
in additional  
funding secured

Successfully won 22 tenders for new funding and negotiated close to 30 renewal funding agreements to deliver new child, family and special needs group services and expand our geographical reach. New funding allocated through the Commonwealth Home Support Programme (CHSP).

Invested more than  
**\$80m**  
in property  
improvements

Capital development and refurbishments of 27 Queensland and Northern Territory aged care properties such as centres at Mt Louisa Townsville; Homefield Mackay; Hetti Perkins; Terrace Gardens NT and Star of the Sea, Thursday Island.

**\$11m**  
in savings achieved  
through the One UCQ  
Procurement Policy

Streamlined UCQ's purchasing process to create greater economies of scale, maximise supplier innovation and ensure all goods and services meet business needs.

Improved project  
governance

Developed Enterprise Project Management Office including commenced risk and assurance strategy and Quality Assurance Framework to align programs to UCQ strategy and facilitate prioritisation of projects.

First Sunshine Coast  
private emergency  
centre

Announced the first private emergency centre on the Sunshine Coast servicing a community need in an area of growing population.

Blue Care adopted  
National Aged Care  
Quality Indicator  
Program

47 Blue Care residential centres contributed to a new quality program designed to offer service provider comparisons for customers.

Successfully completed Human Services Quality Framework and Australian Aged Care Quality Agency re-certification audit in 47 centres and 57 community service audits.

Received more than  
**\$8m**  
in donations  
and bequests

Thanks to the support of individuals, local families, and organisations, these valuable contributions help fund additional services, activities and renovations within our residential hospital and family care facilities.



# Goal 3: To be a dynamic organisation with dynamic people

## One UCQ structure

Implemented UCQ's new corporate structure to align UCQ operations to strategic objectives and create a sustainable, fit-for-purpose, modern organisation that can anticipate and respond to customer and community needs.

## Increased student volunteers through Griffith University partnership

UCQ in partnership with Griffith University Community Partnership has created more opportunities for student volunteers. The volunteering team supported Lifeline's successful Bookfest events and participated in UCQ's skilled volunteering program.

## Increased UCQ staff professional development

Built resilience and leadership capacity across the organisation by introducing customer care and leadership development and mentoring and staff coaching programs across the organisation to help improve quality and efficiency of client services and achieve productivity improvements.

## Establishment of the Customer Experience team

A completely new capability for UnitingCare Queensland, the Customer Experience team comprises talented people motivated by mission and purpose to transform the customer experience in light of a changing marketplace. They co-design solutions with our customers, helping to inform business strategy with insights based on what's really happening for the people we serve.

## Supporting our people with innovative technology

Blue Tech continues to be rolled out across Blue Care services supporting our front line carers and health professionals with innovative technology to streamline operations and create greater efficiencies and opportunities for our people and customers. So far, close to 3,500 phones and 900 tablets have been provided decreasing time needed in the office and enabling a platform for the collection of digital data.

## Launched UCQ Diversity and Inclusion Strategy

Our 2016-17 strategy focuses on key priority areas of gender, Aboriginal and Torres Strait Islander peoples, people with a disability, culturally and linguistically diverse people and Lesbian, Gay, Bisexual, Trans and Intersex (LGBTI) to ensure the inclusivity of all people.

## UCQ Volunteer Team recognised with the Griffith University Partner Award

UCQ Volunteering was recognised for its ability and willingness to engage volunteers in diverse roles and providing a range of opportunities for student volunteers to consider. More than 50 student volunteers have made a remarkable impact to the people UCQ serves and our mission.

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# Our services

UnitingCare Queensland has worked hard to reconfigure our traditional model of service delivery to ensure we can continue to provide an agile, flexible and innovative network of services that best responds to the needs of the people we support and the communities that we serve.

We are focused on building a sustainable organisation to ensure we can continue to deliver our mission to support people and their communities live life their way, whatever their circumstances and wherever they may live.

A strong sustainable foundation will enable us to continue providing high quality health and community services where others cannot and will continue to sustain us over the next 60 years and beyond.

# About Disability Services

UnitingCare Queensland provides support and care to people living with disability through our two organisations, UnitingCare and Blue Care.

We are committed to working alongside people with disabilities and their families to imagine and build personally meaningful lives. We encourage people to challenge their limits and support them in setting long-term goals.

## Disability Services



Persons receiving care

Number of employees

Number of volunteers

Government subsidies

2,600

743

150

\$51.1m



# About UnitingCare Health

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

In total our hospital network provides professional and compassionate care to more than 130,000 patients each year through The Wesley Hospital and St Andrew's War Memorial Hospital in Brisbane, The Sunshine Coast Private Hospital at Buderim and St Stephen's Hospital at Hervey Bay.

UnitingCare Health is a major provider of health care services in Queensland and operates almost 1,000 licensed hospital beds and employs over 4,300 people. We provide values-based holistic care to 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.

UnitingCare Health is proud of its eight-year partnership with the Helena Goldie College of Nursing and Helena Goldie Hospital located in Munda Province, Solomon Islands. Through the generous donations of UCQ employees, UnitingCare Health supports students with bursaries to help pay for their tuition at the Helena Goldie College of Nursing and also funds equipment and resources for the Helena Goldie Hospital.

## Healthcare services

	2016-2017	Expectations for 2017-2018
 Bed days per year	<b>364,214</b>	<b>369,654</b>
Emergency centre presentations	<b>33,145</b>	<b>33,301</b>
Operations	<b>83,801</b>	<b>83,801</b>
Admissions	<b>133,506</b>	<b>135,668</b>
<b>Social and allied services</b>		
 Volunteer hours	<b>77,000</b>	<b>82,000</b>
Medical students trained	<b>400</b>	<b>400</b>
Nursing students	<b>856</b>	<b>1,175</b>

## UnitingCare Health



**4,396**

Number of employees  
in Hospitals



**556**

Number of volunteers  
in Hospitals



**Nil**

Government subsidies  
in Hospitals

# About Blue Care

Blue Care is Queensland's largest not-for-profit provider of aged care living, help at home, respite support and retirement living, providing services from Thursday Island down to Coolangatta and as far west as Mt Isa and Charleville.

Blue Care's services are available to people of all ages and care needs, whether they require a high level of care or just some short-term support until they are back on their feet. Blue Care makes the options clearer, the decisions easier and the outcomes better suited, so individuals and their families can live life their way.

Blue Care has 48 residential care facilities in Queensland, providing more than 63,000 people with care; and provides retirement living to 2,600 people across the State.

Aged care services		2016-2017	Expectations for 2017-2018
<b>Residential care services</b>			
	Residential aged care licences	4,055	4,055
	Residential aged care centres	48	48
	Seniors housing	2,635	2,635
<b>Community care services</b>			
	People assisted per week	18,765	20,642
	Community centres	77	72
	Number of visits made	2,878,697	3,166,567
<b>Social and allied services</b>			
	Respite and wellness centres	54	54
	Volunteer hours	633,048	633,048

## Blue Care



**63,556**

Persons receiving care



**8,160**

Number of employees



**1,568**

Number of volunteers

# About UnitingCare Child and Family Services

UnitingCare Child and Family services is a respected industry leader and one of Queensland's largest community service providers, with services that provide support to vulnerable individuals, families and communities in urban, regional and remote areas across Queensland.

Today, its mission is to strengthen the lives of individuals, families and communities through wide-ranging services that deliver improved access, efficiency and outcomes to people who are most vulnerable. Services include:

- Crisis services and community recovery
- Counselling
- Child protection
- Family and peer support
- Early childhood education and care
- Supported accommodation
- Family law services

Community services		2016-2017	Expectations for 2017-2018
	Calls to Lifeline	158,000	Increase in line with demand
	Bookfest sales	\$2.65m	\$2.75m
	Volunteer hours	70,628	Expected to increase in future year
	Number of children and young people in out-of-home care	541	Stable, dependent on Government contracts

## UnitingCare Child and Family Services



**385,314**

Persons receiving care



**2,716**

Number of employees



**6,504**

Number of volunteers (includes Lifeline Retail volunteers)



**70m**

Government subsidies

# About ARRCS

**Australian Regional and Remote Community Services (ARRCS) was established in July 2014 and provides aged care and community services in the Northern Territory.**

ARRCS provides Territorians with support that is responsive to people's needs now and as their circumstances change.

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

People receive support in their homes, in the community, and in our community care centres and residential aged care facilities.

ARRCS is more than an aged care provider. It aims to be an integral part of the community, recruiting staff and volunteers from local areas and partnering with other community service providers, government departments and agencies, hospitals and GPs.

## ARRCS



**Persons  
receiving care**



**Number of  
employees  
(ARRCS wide)**



**Number of  
volunteers  
(ARRCS wide)**



**Government  
subsidies**

<b>ARRCS wide</b>		<b>154 full-time</b> <b>324 part-time</b> <b>202 casual</b> <b>10% Indigenous staff</b>	<b>65</b>
Residential aged care	292 beds 95.1% average occupancy		<b>\$25.0m</b>
Residential flexi-care aged care	59 beds 86.4% average occupancy		<b>\$5.9m</b>
Community services	10 Childcare attendees Mutitjulu 350 meals in the SNP across three locations		<b>\$0.68m</b>
Retirement living	40 Alice Springs 10 Darwin		<b>0</b>
Community care	Approximately 2,500 registered clients receiving CHSP and HCP services		<b>\$9.5m</b>



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# Innovation in care and support

UnitingCare Queensland will continue to explore and implement new and innovative ways to provide care and services that respond to the changing needs of the people we care for and the communities we support.



## Launch of NEWPIN Queensland, a new program to reduce the number of Aboriginal and Torres Strait Islander children living out of home – a first for Queensland

UnitingCare Queensland has been selected to pilot the New Parent Infant Network (NEWPIN) in three sites across Queensland. NEWPIN Queensland is a therapeutic restoration program that aims to dramatically reduce the number of Aboriginal and Torres Strait Islander children living in out-of-home care. It helps to provide parents with the opportunity to work with their strengths to improve positive parent-child relationships and learn from their peers. Children also have a safe environment to play, learn and socialise with their parents.

NEWPIN Queensland is the first program in Queensland to seek funding through a social benefit bond. Social benefit bonds are an innovative approach to funding, which secures private funds from investors to deliver intensive support and preventative programs in areas of pressing social need. The program is a collaboration between Social Ventures Australia (SVA), Queensland Treasury and UnitingCare Queensland.



## Wesley Hospital helps children with rare neurological disorder

The Wesley Hospital, in collaboration with the University of Queensland Centre for Clinical Research (UQCCR) and BrAshA-T\*\*, hosted the first national clinic to support children suffering from a rare neurological disease, Ataxia Telangiectasia (A-T).

Eight Australian families, who have been touched by A-T attended the clinic. A-T is a genetic neurodegenerative disorder that causes loss of muscle control, decreased immune system, cancer and premature death in children and young adults. The aim of the clinic was to meet with specialists including neurologists, paediatricians, dieticians, respiratory specialists, immunologists and geneticists as well as participate in research towards finding a cure. The clinic is the only one of its kind in the southern hemisphere.

\*\*BrAshA-T was founded to support families and children suffering from Ataxia Telangiectasia.



## New state-of-the-art rehabilitation centre at Morayfield Health Hub

Blue Care will partner with allied health and specialist health service providers to set up a state-of-the-art rehabilitation centre as part of the \$100 million Morayfield Health Hub. The unique service means clients will have access to a team of GPs, specialists and other health professionals all under one roof; working together to deliver the best possible health outcomes.

The centre will provide a range of services such as physiotherapy, speech pathology, podiatry, rehabilitation and muscular-skeletal services. Facilities will include individual consultation rooms, a gym and rehabilitation treatment area and large meetings room for group work.

The Morayfield Health Hub will include a large GP Clinic, a specialist medical centre, urgent and acute care facilities, a pharmacy, government agencies and a diagnostic pathology and radiology centre.

## Unique partnership offers retirees affordable housing and in-home care

An innovative partnership with Eureka Group Holdings ('Eureka'), a specialist affordable housing owner and operator, and UnitingCare Queensland provides residents at 14 villages across Queensland access to Blue Care's home care services in the comfort of their own home.

This partnership and new model of living and care is the first of its kind. It aims to help low income retirees to have access to a range of services to complement their lifestyle and promote greater health and wellbeing.

The partnership aims to provide residents at Eureka's affordable housing complexes with easy and convenient access to home care and support services. The approach involves having Blue Care staff on-site for blocks of time, based on demand.

The partnership supports residents to live independently at their chosen retirement home for as long as possible, in a supported community, and receive care tailored to their needs – allowing them to stay in retirement living for an extended duration.



## Blue Care's innovative approach supports people to live life their way

Blue Care is continuing to innovate its services and be responsive to customer needs to provide the best possible outcomes and ensure access to quality care no matter where clients live.

The Care Technology Project is innovative in the way it provides services and technological solutions

that will enhance a person's life and independence. This project has ensured Blue Care remains competitive with other aged care providers and ahead of the game in this area.

The Care Technology project, a partnership with Blue Care, Telstra Health, NeoRehab and Tunstall Healthcare, measures blood pressure and glucose levels by providing a remote clinical monitoring system using a tablet, computer or mobile device. The results are analysed remotely via the Internet by a health professional.

Blue Care clients benefit by having regular health monitoring without having to leave their home. Clients who live in remote areas or have difficulty accessing these services also benefit.

The instant transmission of results, and the seamless, effortless client experience means staff can make informed decisions from afar, and provide an immediate and responsive approach to client care.



## New rehabilitation services for St Stephen's Hospital

In October, St Stephen's Hospital officially opened its new inpatient rehabilitation services as part of Australia's first fully integrated digital hospital on the Fraser Coast. The purpose-built rehabilitation centre offers cardiac and respiratory programs, musculoskeletal and orthopaedic strengthening programs, and a falls prevention clinic as well as neurorehabilitation. The centre will enable patients to continue their rehabilitation post

discharge in a coordinated, multi-disciplinary team environment. The addition of the rehabilitation unit adds to the high quality, comprehensive healthcare service offered by St Stephen's for the Fraser Coast and greater Wide Bay Burnett region.



## Building environments to help dementia patients live independently for longer

UnitingCare Queensland has adopted innovative Montessori principles to improve the independence of people living with dementia. During 2016-17, UnitingCare Queensland has taken significant steps towards implementing its Montessori Environment program within some aged care and respite centres across Queensland with the aim of achieving Montessori Environments Accreditation in the near future.

The Montessori Environments program helps people living with dementia to become more engaged in everyday activities and personal interactions with others,

improving the quality and enjoyment of their lives. This model of care focuses on an environment that supports memory loss which includes signage, colour contrasting and providing people with appropriate cues; as well as supporting the person to use their preserved abilities.

In March, UnitingCare Queensland held a workshop with Montessori Australia's Director of Montessori Ageing and Support Services, Anne Kelly, with employees from Blue Care and The Wesley Hospital, to help further embed the model and work through continuous improvement plans.

Key staff leading the program are Blue Care's project manager Denise Edwards, who travelled to the Czech Republic to present at the first Montessori Ageing and Dementia Symposium, and Blue Care Memory Support Advisor Nerida Pankhurst who was the first person in Australia to receive the Completion Certificate in the Montessori for Ageing and Dementia course.



## Digital innovations help deliver services for remote groups

UnitingCare Queensland has developed innovative communication strategies and programs and services to reach our most regional communities.

Child and Family Services launched the 'Outback Child and Family' service that includes a diverse number of programs and services to support regional and remote communities. These include providing quality childcare and education programs on rural properties; providing family day care in regional communities; parent and family support; and community resilience and capacity building programs.

Innovations in communication also include using video conferencing for virtual groups for people who are socially isolated.

## New simulated training helps hospital improve patient safety

Ruby Tuesday, an innovative video simulation training program developed by The Sunshine Coast Private Hospital, is helping clinical staff to excel in patient safety outcomes. As part of the hospital's mandatory annual training, a series of patient journey simulation videos and interactive education sessions have been developed in partnership with the University of the Sunshine Coast (USC). This unique learning method has improved awareness of best practice clinical care and safety and demonstrated significant improvements in injury prevention and patient management.





## Students learn by swapping uniforms for theatre scrubs

As part of UnitingCare Queensland's commitment to education, students from 20 Brisbane high schools visited The Wesley Hospital this year for an interactive lesson in the real world of a hospital.

The high school internship aimed to inspire future pathways for the Year 11 students who have been chosen from a field of more than

400 applicants. The students spent the first week of their Christmas holidays learning from medical, nursing and allied health professionals through presentations, tours, simulation labs and practical work placements.

The program is the only intensive hospital-based internship program for Queensland high school students.



## Wesley Emergency Centre trials new respiratory diagnostic app

The Wesley Emergency Centre (WEC) is the first Queensland hospital to take part in a world-first study (the ResApp's adult clinical study) using a smartphone app to help diagnose respiratory conditions in patients. The app collects data from adults presenting to the emergency centre with respiratory conditions such as upper respiratory tract infections, bronchitis, pneumonia, asthma and chronic obstructive pulmonary disease. The aim of the study is to demonstrate accuracy for diagnosis in respiratory conditions for adults and in the near future to improve services for rural and remote regions.



## Hospital in the Home Services in Mackay

Mackay residents now have access to Hospital in the Home Services (HiTH) thanks to Blue Care extending its successful program already in place in the Townsville and Metro South regions. Blue Care's Hospital in the Home provides 24/7 at-home care to eligible patients who would otherwise require treatment as an in-patient in hospital. The service is provided by highly qualified Blue Care nurses who work alongside the Mackay Hospital and Health Service. This innovative service, which has already assisted 57 patients within the first three months, helps people to live at home, while receiving quality one-on-one care services similar to the hospital environment.

## Heart Truck helps rural Queenslanders access vital cardiac care

St Andrew's War Memorial Hospital continues to provide specialist cardiac, vascular and investigation services to outlying areas in Outback rural Queensland – enabling rural and remote parts of the State to access state-of-the-art cardiology diagnostic services.

As the official and major sponsor of Heart of Australia's 'Heart Bus' program, cardiologists from St Andrew's provide diagnostic, treatment and follow-up services for patients from the back of a 25-metre-long semi-trailer.





## Innovations in counselling provide targeted support

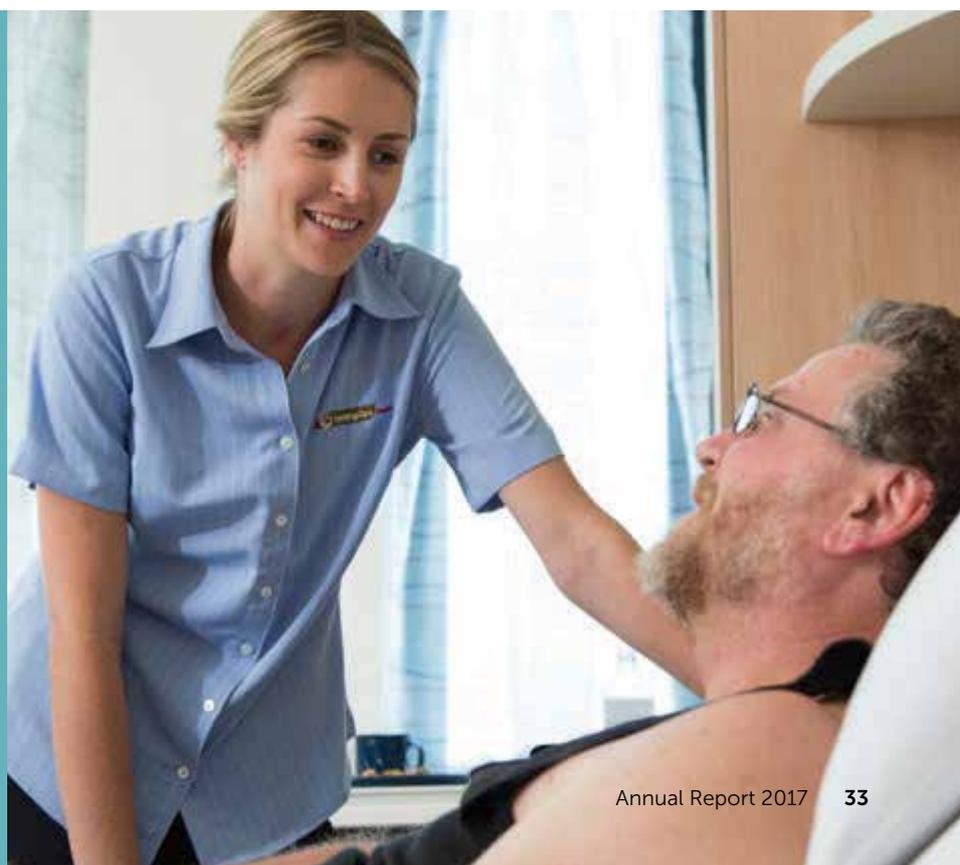
UnitingCare Queensland has developed and adopted some new counselling programs that aim to support suicide awareness for veterans, individuals and their families, build capacity for new parents and youth, identify and increase response to Domestic Violence and Elder Abuse, and design bespoke counselling services for organisations.

### The new programs include:

- Piloting of the Federal Department of Veterans' Affairs Operation Life program to develop suicide awareness programs for veterans and their families;
- Extending the Standby Suicide Response service to provide a greater geographical response across Brisbane and Cairns for those impacted by suicide;
- Trialling the New Building Capacity in Australian Parents (BCAP) in Ipswich;
- Supporting young people with life skills in the New Aspire Youth Service south of Townsville;
- Working with parents from culturally and linguistically diverse (CALD) communities in a New Cultural language group 'Play with English';
- Engaging male perpetrators of violence to change with the extension of the Ipswich Men's Stopping Violence Program to Moreton Bay, Bundaberg and Mackay and implementing Walking with Dads Trial Moreton Bay and Sunshine Coast;
- Establishing Elder Abuse Rapid Response within the Gold Coast region to expedite the process of ensuring older people who have experienced elder abuse are safe. This program has been co-designed and delivered in partnership with the Office of the Public Guardian, QCAT, and local primary healthcare providers; and
- Conducting a Commonwealth Bank Financial Counselling Service pilot to provide financial counselling training to CBA staff.

## First after hours medications for palliative care

UnitingCare Queensland is the only nursing service authorised to supply after hours medications for palliative care achieving approval under the Health (Drugs and Poisons) Regulation 1996 for the access, issue and supply of authorised medications by endorsed Registered Nurses for Domicillary Palliative Care Services. The after hours access is managed through our Pilgrim RACF service in Narangba and enables patients to receive timely access to palliative care medications at all hours.





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# Caring for our community

## Speaking out for fairness and justice – for a brighter future

### UnitingCare Queensland works with our clients, communities, partners and government to:

- Provide a voice for children, young people, individuals, families and communities across Queensland;
- Tackle the causes of disadvantage;
- Offer inclusive, high quality, person-centred services that make a sustained positive difference in people's lives; and
- Ensure all Queenslanders have someone to turn to when in crisis or needing a helping hand.

Fulfilling our broader community role remains a key focus area – in line with our Mission and ambitions. While delivering on our strategic priorities, we will work collaboratively with decision makers in State, Territory and national jurisdictions to influence outcomes relating to First Peoples, social justice, environmental issues and key advocacy platforms.

### Reconciliation

We will support reconciliation with the First Peoples of Australia through a clearly articulated Reconciliation Action Plan (RAP) built on the Australian Framework of Reflect, Innovate, Stretch and Elevate.

### Social Justice and Advocacy

We will pursue an advocacy agenda around social and service issues relevant to our Mission, including undertaking ethical research and working with peak bodies and others on policy development and advocacy for our client groups, our sector and the communities we serve.

### Environmental Sustainability

We will demonstrate our leadership within the community, government and business sector through innovative environmentally sustainable practices to reduce our carbon emissions and minimise our environmental footprint.

### Client Safety

We will ensure the safety of our clients who come into contact with our services, especially children; and continue applying learnings from the Royal Commission into Institutional Responses into Child Sexual Abuse.



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# Shared stories

People and the communities they live in are central to everything we do. They are the reason we continue to adapt, improve and innovate so we can provide care and support right across Queensland and the Northern Territory.



## 'The Gathering' helps Indigenous elders in care connect with traditions

### 2017 Reconciliation Award winner Nancy Collins' story.

In 2015, Nancy Collins founded a program that would go on to impact the lives of a group of clients at the Rangeview Day Respite centre in Brisbane, creating a community of connection and friendship. Nancy is a Blue Care Aboriginal and Torres Strait Islander Care Coordinator at the Rangeview Respite Centre and is also the winner of the UnitingCare Queensland 2017 CEO Reconciliation Award.

Nancy founded The Gathering program in 2015, giving Aboriginal and Torres Strait Islander clients the opportunity to connect through activities such as storytelling, painting and celebrating significant historical and cultural events.

For the members of The Gathering, the project has fostered true friendships and connections – creating a community and safe space where Elders meet to discuss issues important to them.

Accepting her reconciliation award, Nancy commended the Elders she supports, acknowledging their journey with their experience of the stolen generation and the inspiring way they have learnt to live and continue to heal.

"My hope and my dream is to continue to support them through closing the gap and trying to make sure their lives are improved every day," she said.

Two years after founding The Gathering, the group unveiled a mural at the Centre's bus stop. It focuses on the true spirit of the land, featuring flora and fauna; and clients can enjoy and connect with their surroundings as they wait for the bus, admiring the artwork they created together.

Nancy Collins, UnitingCare Queensland 2017 CEO Reconciliation Award winner for 'The Gathering' initiative.

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## Connecting rural and remote residents to access health care

**Heather and Robert Mills, from Dalmuir, Hughenden, run a property, a trucking business, and have to take frequent trips to Brisbane to access medical services and specialists.**

Mr Mills has had surgery for prostate cancer, is diabetic and has other health conditions and Mrs Mills has had to have two knee surgeries.

In the past, the Mills' have had to make multiple trips to Brisbane to seek treatment which has also led to lengthy stays away from home. Their story is not unique – it's well known people living in regional and remote areas have experienced difficulties in accessing specialised services.

This is why the St Andrew's War Memorial Hospital in Brisbane launched its Rural Health Connect service. A service developed to

support regional and rural patients travelling to Brisbane for specialist medical services.

After obtaining a commitment from specialists within the hospital and advice from their referring rural GPs, the Rural Health Connect pilot program was born.

The service offers a one-stop shop for rural patients requiring healthcare – with one phone number and one employee on hand to organise their appointments and advise them on travel and accommodation options.

A general practitioner can now refer a patient to as many specialists as they need, and through Rural Health Connect, appointments will be made as close together as possible at a time which is suitable for the patient. This avoids multiple trips and extended periods spent in Brisbane, enabling patients to get home to their families sooner.

Mrs Mills said the program and the support that she has received from St Andrew's has been 'unbelievable'. She said between the business and their large cattle station, they were 'too busy' to leave town constantly for appointments.

By using Rural Health Connect, Mrs Mills said she felt confident all necessary appointments could be co-ordinated in a way that meant they didn't have to have long stays in Brisbane unnecessarily.

St Andrew's cares for a high percentage of rural patients and is responding to patient needs by creating a personalised, patient centred service.

In developing Rural Health Connect, St Andrew's staff consulted with specialists and key people in rural health to ensure they were creating a service that was useful and wasn't going to take away from services that were already being provided in regional areas.

## Sally's family story

**Through our Child and Family Services we have a number of Intensive Family Support (IFS) teams working with vulnerable families across Queensland, strengthening their resilience and capacity, while at the same time reducing risk and providing increased safety for children and their families.**

These teams deliver locally co-ordinated and tailored services, providing intensive in-home family support, and actively collaborate with other agencies to ensure families get the services they need, when they need them.

One of our IFS service teams received a referral outlining concerns for a family with three adolescent children who had been traumatised by the unexpected passing of their father. The referral also shared that the family had experienced significant domestic and family violence.

The children were reported to be displaying complex emotional behaviours and had not been regularly attending school. The mother, Sally, was living with depression and anxiety and found it difficult to meet the basic care needs of her children; she had not left the family home for a long period of time and found it overwhelming to make decisions. Sally had limited resources and was feeling very socially isolated.

The IFS team commenced weekly engagement with Sally and her family to work through a number of strategies to support Sally and her family. Sally was provided with mental health support and with time, was confident enough to leave the family home. The team also worked with Sally and her family through grief and loss counselling and provided significant domestic family violence education and support.

Sally was also helped to create basic routines for herself and her family and the team worked with her to build her confidence and self-esteem. Sally has now reconnected with her biological family and with the help of the IFS team has worked to build a network of support for her family to ensure their journey of change continues into the future.

Sally is now meeting all of the children's basic needs and has the confidence to make choices that keep her children safe. As a result, Sally and her family are now able to remain together in a safe environment and the children have returned to school.

\*\*Real names have not been used.



## Volunteers at The Wesley Hospital continue family legacy

**Three Brisbane siblings are taking their parents' legacy to heart as they give up their time to help others.**

Siblings Helen Woodrow, Robyn Isherwood and Roger Beer all volunteer at The Wesley Hospital, carrying on a family tradition handed down by their parents.

Their association with the hospital started when their mother, Phyl Beer, joined the St Helen's Hospital Auxiliary as a representative from the St Lucia Ladies Guild, and stayed with the group when they transferred to become The Wesley Hospital Auxiliary.

It's that same longstanding association with the hospital that has drawn them all back to volunteer.

"We have never not had a connection with the Wesley, all our lives," Robyn said. "Mum and Dad volunteered here for years, and my daughters were involved in the fashion parades when they were just small children. There was never really any doubt that I would continue volunteering after I finished working."

In total, the siblings have over 20 years of volunteering experience. Helen has seen a myriad of changes happening throughout the hospital during that time. It is the camaraderie of the volunteer team and the satisfaction of giving something back to the community which keeps her motivated to return to the Wesley every Wednesday.

Volunteer family: (From left) Helen Woodrow, Robyn Isherwood and Roger Beer all volunteer for The Wesley Hospital.

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## Blue Care helped our entire family through difficult times

### **Lisa Weightman understands just how important the support of organisations like Blue Care can be.**

Ms Weightman's mother moved in with her after being diagnosed with a terminal illness. As her primary carer, Ms Weightman found herself looking after the person who had always looked after her.

"My siblings and I did whatever we could to support Mum, but as her condition progressed, we realised we needed some additional support, which was when we contacted Blue Care."

Ms Weightman said that while Blue Care was engaged to support her mother, Blue Care's services had a positive impact on the entire family.

"When Mum's care needs changed we really struggled with the idea of how we were going to balance working full-time and being there for Mum.

"Blue Care's regular visits empowered us to continue working, with the peace of mind that when we couldn't be there to support Mum, Blue Care was.

"Mum was always a storyteller and loved to chat, so beyond supporting her with advice and assistance with the basics like showering and preparing food, Mum developed a real relationship with her carer.

"That was really liberating for her as the visits started to become less about her condition and more like a social visit from a friend."

In addition to providing day-to-day support, Ms Weightman said Blue Care acted as a trusted advisor.

"As a family, we were responsible for administering a mix of serious medications. When we had questions or concerns, doctors and hospital staff weren't always accessible, so the advice and guidance of Blue Care was invaluable.

"Though we were hesitant to engage a support provider, we were so glad we did; and I'd encourage anyone who is considering support to reach out to Blue Care."





# Engaging with the community



## Bookfest Brisbane

Lifeline Bookfest Brisbane raised over \$1.3 million in its 20th year. Each year 600-700 volunteers participate in the fundraising effort which has become a mainstay in the community.



## Teddy Bear Fair

The Teddy Bear Fair at The Sunshine Coast Private Hospital attracted 1,500 community members who attended to celebrate and explore the hospital's comprehensive range of maternity services.



## St Andrew's Gala

St Andrew's War Memorial Hospital celebrated another successful year at its gala event, 'CIRQUE du ST A', an opportunity for staff and friends to come together after a year of dedicated service and achievement.



## Target Christmas Appeal

UnitingCare Queensland was the top performing State for the Target Christmas Appeal, contributing over \$250,000 to the national figure. Community-donated gifts and funds at Target stores are passed on to families in need at Christmas.



### The Wesley Hospital 40th anniversary

The Wesley Hospital celebrated its 40th anniversary and its achievements as an innovator in clinical research, medical technology and quality patient care, having tripled in size since opening in March 1977.



### NAIDOC Week

Blue Care Hollingsworth Elders Village held a NAIDOC Week event where the Cairns community came together to celebrate with traditional dancers, local aboriginal artists and traditional kup-murri cooked by staff.



### Wild encounter delights Juninga residents

Residents at Juninga in Darwin enjoyed a visit from some local reptiles courtesy of Territory Wildlife Park. For many residents, it was their first opportunity to interact with wildlife since moving into the community.



### Edenvale Fun Day 2016

Blue Care centres across the State open their doors each year, inviting the community to open days and fun days alike. The Edenvale Aged Care Centre's Fun Day brought together residents, clients, volunteers and their families to enjoy the festivities of the Brisbane EKKA for residents who were unable to attend.



### Blue Care 'Always' campaign

UnitingCare Queensland engaged with our customers to truly understand what ageing means to them and their loved ones. This customer insight led us to launch 'Always', a Blue Care campaign celebrating the unique relationships parents have with their children, the individual roles they play and the importance of maintaining what has always been.



With the support of Blue Care, you'll always have that relationship with your loved one, so you can live life your way. The campaign has been selected as a State and national finalist in the Australian Marketing Institute's Awards for Marketing Excellence in the Brand Revitalisation category.



# Our Board

Top Row L-R: Chris Townend, Dawson Petie, Craig Barke, Nigel Alexander, Myles McGregor-Lowndes, Susan Forrester. Front Row L-R: Andrea Staines, Maree Blake, Rev. David Baker, Anne Cross, Andrew McBryde, Rev. Heather den Houting.

**Craig Barke**  
**Chair of the Board**  
**Chair of the Governance Committee**

Craig Barke has held the positions of UnitingCare Queensland Board Chair since 2014 and Board Member since 2011. He is the current Chair of the Governance Committee and a past member of the UnitingCare Queensland Audit, Risk and Compliance Committee. He is an ex-officio member of the Synod Standing Committee.

Craig holds the position of Chief Executive Officer of the Scenic Rim Regional Council and is also a former member of the Queensland Urban Utilities Establishment Committee.

Craig is a Certified Practising Accountant with an MBA and over 20 years' experience in a range of financial and management

roles. Craig has a passion for 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.

**Anne Cross**  
**CEO of UnitingCare Queensland**  
**Chair of Australian Regional and Remote Community Services (ARRCS)**

Anne Cross has been Chief Executive Officer of UnitingCare Queensland since November 2003. She is currently a member of the Commonwealth's Independent Advisory Council on Redress. Previously, Anne served on various government bodies including Queensland's Domestic and Family Violence Taskforce in 2014. She has also held senior positions throughout government and non-government organisations in the areas of

rehabilitation, disability, aged care and community services.

Anne is a member of the Australian Institute of Company Directors Divisional Council and a Director of Opera Queensland. Anne is a Fellow of the Australian Institute of Management and Leadership, a Fellow of the Australian Institute of Company Directors, a member of Chief Executive Women and an Adjunct Professor in the University of Queensland's Faculty of Health and Behavioural Sciences. Anne is the 2014 Telstra Australian Business Woman of the Year. She is also a recipient of the Vice-Chancellor's Alumni Excellence Awards from the University of Queensland.

Anne is passionate about social justice, the quality of civil society and the wellbeing of vulnerable people and communities.

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**Rev. David Baker**  
**(Ex-Officio Member)**

David has held the positions of Moderator of the Queensland Synod of the Uniting Church in Australia and ex-officio Board Member since October 2014. Before this role, David served as a Minister in a variety of roles, including in regional oversight of the Church's worship, witness and service. He brings long involvement in the Church's community service work. Before ministry, David was a land valuer for rural and regional Queensland for 10 years.

David is a member of the Australian Institute of Company Directors and holds a Bachelor of Theology from Brisbane College of Theology and a Diploma in Business Management from Queensland Agricultural College. David completed his theology training and was ordained in 1991.

The vision of Jesus that all might have life and life in all its fullness inspires David's work and ministry.

**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 has served across a range of Church Boards and commissions within the Uniting Church at national, State and local levels, including Director of Mission at Blue Care, Social Responsibility Advocate and International Mission Consultant and Congregational Minister.

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.

Heather is the mother of three young adults and is passionate about the Church's work to help improve the lives of Queenslanders and provide support for the local community.

**Andrea Staines**  
**Member of the Audit, Risk and Compliance Committee**

Andrea Staines joined the UnitingCare Queensland Board in April 2016. She currently holds Non-Executive Director positions for Queensland Investment Corporation (QIC), SeaLink Travel Group, Australian Rural Leadership Foundation, Tourism Australia and the National Disability Insurance Agency. She is also a former Board Member with ASX 30 listed company Aurizon, Australian Rail Track Corporation (ARTC), Gladstone Ports Corporation, North Queensland Airports, Allconnex Water and Goodstart Early Learning and Early Learning Services (now G8).

Andrea 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 in Finance and Strategy 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 Committee Member of Chief Executive Women (CEW).

Andrea is the mother of two teenagers whom she raised independently during their formative years while holding senior positions at Qantas and Australian Airlines.

**Andrew McBryde**  
**Member of the Governance Committee**

**Director Australian Regional and Remote Community Services (ARRCS)**

Andrew McBryde joined the UnitingCare Queensland Board in 2013 and Australian Regional and Remote Community Services in 2014. Andrew has previously been a Board and committee member with Endeavour Foundation (1993-2003), and was the inaugural Chair of the Board of Wesley Mission Brisbane.

He is active within the Uniting Church and has been a member of the Parish Council and Finance Committee at the Albert Street Uniting Church and the past Chair of the Finance Investment and Property Board and Governance, Nominations and Remuneration Committee of the Queensland Synod of the Uniting Church.

Andrew is currently a Member of the Australian Institute of Company Directors, the Centenary and Districts Chamber of Commerce, the Lighting Council of Australia and an Honorary Member and Past President of the Jindalee Rotary Club.

Andrew proudly supports SME development and owns and operates a group of commercial businesses in south-east Queensland.

**Chris Townend**  
**Member of the Audit, Risk and Compliance Committee**

**Chair of the Health Strategy Working Party and represents UnitingCare Queensland on the Synod Audit and Risk Oversight Committee**

Chris Townend was appointed to the Board in 2013 and is a member of the Audit, Risk and Compliance Committee and Chair of the Health Strategy Working Party. Chris has an extensive background in government, non-profit and private sector organisations throughout Australia, New Zealand and the UK, including holding Chief Financial Officer positions within health, higher education and the non-profit sectors.

Chris Chairs the board of Thomson Adsett Architects and holds Board appointments with Osler Technology Pty Ltd and Mercy Works Ltd Sydney. Chris also sits in a voluntary capacity on the Finance Committee of the Presentation Sisters.

Chris has an MBA and is a Fellow of the Institute of Chartered Accountants and a Fellow of the Institute of Company Directors.

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## **Dawson Petie**

### **Deputy Chair**

#### **Member of the Board's Quality and Governance Committees and Health Strategy Working Party**

Dawson Petie joined the UnitingCare Queensland Board of Directors in 2007 and has held the position of Deputy Chair since 2014. He is a member of the UnitingCare Queensland Quality and Governance Committees, as well as the Health Strategy Working Party. He has served on a number of other Board committees.

Dawson holds other Board positions and is a past Board member of Queensland Investment Corporation, Queensland Rail, Sunsuper and UC Super.

Dawson is a Fellow of the Australian Institute of Company Directors, a Fellow of the Association of Superannuation Funds of Australia, a Rotary Paul Harris Fellow and an Affiliate Member of the Governance Institute of Australia.

Dawson has a strong commitment to community organisations and the non-profit sector and was awarded the Centenary Medal in 2003 for distinguished service to the community.

## **Maree Blake**

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

Maree Blake joined the UnitingCare Queensland Board in April 2013 and holds the position of Chair of the Audit, Risk and Compliance Committee. Previously, Maree was a member of the Board's Governance Committee. Maree is an Independent Member of Holy Cross Laundry Risk Committee. She is a past Chair and member of the audit and risk committees for Queensland Police Credit Union (now QBANK), Toowoomba Regional Council and Queensland Emergency Medicine Research Foundation and a past governance committee member for RSPCA Australia.

Maree has also held the position of Queensland Regional Commissioner for the Australian Securities and Investments Commission and Deputy Chair of the Queensland State Council of the Governance Institute of Australia.

Maree is a Graduate Member of the Australian Institute of Company Directors, a Fellow of the Governance Institute of Australia and of CPA Australia and she holds a Bachelor of Business degree and post graduate Management qualifications.

## **Professor Myles McGregor-Lowndes OAM**

### **Member of the Audit, Risk and Compliance and Quality Committees**

Professor Myles McGregor-Lowndes was appointed to the UnitingCare Queensland Board in 2013 and is a current member of the Audit, Risk and Compliance Committee.

He has a long association leading and as a teacher and researcher at the Australian Centre for Philanthropy and Non-Profit Studies, Faculty of Business, Queensland University of Technology. Myles is an Australian Charities and Not for Profit Commission Advisory Board Member, Director Pemsel Foundation and a Member of the UCA Assembly Legal Reference Committee. As a consultant, he has provided leadership and risk expertise to the Australian Taxation Office, Australian Treasury and State and Territory Treasury Departments, the Productivity Commission, Queensland Department of Fair Trading and the Queensland Department of Communities, Child Safety and Disability Services.

Myles is a qualified lawyer and legal consultant to McCullough Robertson. He has held various Uniting Church positions including Church Elder, Church Council Secretary and Chair, Presbytery member, member of Synod, Synod Standing Committee, Assembly, Assembly Standing Committee and Assembly and Synod legal reference committees and the Synod's Governance Nomination and Remuneration Committee (GNRC).

## **Susan Forrester**

### **Member of the Governance and Quality Committees**

Susan Forrester joined the UnitingCare Queensland Board in April 2015. She has been a member of the Governance Committee since 2015 and the Quality Committee since 2016.

Susan is the current Chair for National Veterinary Care Ltd and a Director of G8 Education Ltd, Xentith IP Ltd, Over the Wire Ltd and Southbank Corporation. Susan is also the Chair of the Department of Transport and Main Roads Audit Committee. Previously Sue has been a Director of Children's Health Foundation, Ergon Energy Corporation, Shine Lawyers and Brisbane Festival.

Susan has more than 25 years of experience in executive management and consulting roles, with particular expertise in human resource management, strategy and general management. She holds qualifications in law, arts and business administration. Susan is a Fellow of the Austin Institute of Company Directors.

## **Nigel Alexander**

### **Board Member**

Nigel Alexander joined the UnitingCare Queensland Board in May 2017.

After starting his career in a chartered accounting firm, Nigel spent over a decade in various corporate finance roles for both Australian and international banks.

In 1996, he was appointed CEO of The North Australian Pastoral Company Pty Limited (NAPCO); a large-scale beef cattle producer, running approximately 200,000 cattle on 14 cattle stations across northern Australia. Following the acquisition of NAPCO by the Queensland Investment Corporation (QIC) in 2016 he resigned as CEO but continues to serve as a Director on the NAPCO Board.

Since 2000, Nigel has served as a Director of The Royal Automobile Club of Queensland (RACQ) and is its current President and Chairman.

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He is also President of the Australian Automobile Association and a World Council Member (and Treasurer of the Asia Pacific Region) of the Paris-based Federation Internationale De L'Automobile (FIA) whose primary mission is to reduce the world's 1.25 million annual road toll.

Nigel holds a Bachelor of Business (Accountancy) from the University of Southern Queensland and a Masters in Applied Finance from Macquarie University. He is a Fellow of the Australian Institute of Company Directors and a Fellow of both the Institute of Chartered Accountants and CPA Australia.

### **Jude Munro**

#### **(ex Board Member)**

Jude joined the UnitingCare Queensland Board in February 2010 and retired in December 2016. Jude Chaired the Quality Committee.

She is a former Chair of Queensland Urban Utilities as well as a past Queensland President of the Institute of Public Administration. Jude is a current Director of Newcastle Airport and SunCentral Maroochydore and a past Board Member of Air Services Australia, the Translink Transit Authority, Brisbane Institute, Australia Trade Coast Pty Ltd, City of Brisbane Investment Corporation, International River Foundation, United Way Queensland, Brisbane Riverfestival, Adelaide City Marketing, Adelaide Convention and Tourism Authority and the 7th Australian Masters Games.

Prior to 2010, Jude held the position of Chief Executive Officer for Brisbane City Council, the Cities of Moreland and St Kilda in Victoria and the City of Adelaide.

Jude is a Fellow of the Australian Institute of Company Directors and the Australian Institute of Public Administration.

### **Rev. Dr David Pitman**

#### **(retired from Board March 2017)**

#### **Member of Board Governance Committee**

David Pitman was appointed to the Board in 2011 and has served as a member of the Board's Governance Committee from this time. David has previously served two terms on the Board in an ex-officio capacity as the Moderator of the Queensland Synod of the Uniting Church in Australia. He also served as Superintendent Minister of Wesley Mission Brisbane and Albert Street Uniting Church.

For 13 years, David held parish appointments including four years as Superintendent Minister of the Nausori Circuit within the Indian Division of the Methodist Church in Fiji. David also held successful positions in the education sector such as Principal of Alcorn College.

David was awarded an AM in the Queen's Birthday Honours in 2013 and holds qualifications in Theology from Parkin-Wesley College in Adelaide. He is also an Honorary Research Fellow at the University of Queensland.



# Our Executive Leadership Team

Top Row L-R: Brent McCracken, Arthur Yannakou, Bruce Moore, Alex Stevens, Tracy McFarland, Peter Gunn.  
Front Row L-R: Sue McKean, Tracy Dare, Michelle McKay, Anne Cross (CEO), Cathy Thomas, Nina Du Thaler, Shannon Foley.  
Alan Wilson not pictured.

**Anne Cross**  
**CEO of UnitingCare Queensland**  
**Chair of Australian Regional and Remote Community Services (ARRCS)**

Refer to the Board section for Anne's full bio.

**Rev. Bruce Moore**  
**Director of Mission**

Bruce joined UnitingCare Queensland in August 2016. He brings a rich experience in ministry and mission roles within the Uniting Church and other Christian organisations.

Bruce draws from a diverse background in senior management positions within government, private business and the not-for-profit sectors and is well recognised for his expertise in transformational and cultural change.

Prior to joining UnitingCare Queensland, 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 Member of the Australian Institute of Company Directors and a Member of the International Association of Teamwork Facilitators. Bruce is extremely passionate about leading social change in community where every person has the right to feel safe and have a future filled with hope.

**Peter Gunn**  
**Chief Finance Officer**

Peter commenced as the Group CFO for UnitingCare Queensland in July 2014. Prior to his appointment, he held a number of senior executive finance and commercial roles with a broad corporate and operating site background which has included significant experience in finance/ accounting, cash/treasury, legal/ commercial, corporate and project funding, procurement, IT and governance. Peter is an FCPA with CPA Australia and holds both a Bachelor of Commerce and a Masters of Applied Finance.

**Alex Stevens**  
**Executive Director Transformation**

Alex commenced his career in Medicine, obtaining a Fellowship of the Royal Australasian College of Surgeons.

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After completing an MBA, over the next 25 years he progressed through a broad range of executive roles for a number of leading global corporations including PepsiCo, Fonterra, UBS and JP Morgan, spanning both consumer products and financial services. During this time he developed a passion for the consumer and customer experience, and gained expertise across several functional areas including marketing, sales, finance, IT and strategy, before moving on to various CEO roles over the past 12 years.

Immediately prior to joining UnitingCare Queensland, Alex's most recent CEO position was with a leading digital participant in the Australian private health insurance industry.

### **Tracy Dare**

#### **Group Executive Commercial Services**

Tracy joined the UnitingCare Queensland Executive Leadership Team in 2016 after two years as the Chief Commercial Officer for Blue Care.

Tracy has extensive executive experience across a range of roles and industry sectors. She is a former Financial Services partner of KPMG Brisbane, through which she led Suncorp's national Corporate Banking business for a number of years. She then spent more than four years in a variety of roles with RSL Care in business development, asset management, property investment, development and facilities management, and retirement living. Prior to joining Blue Care she held the position of Chief Executive Officer of a multi-State specialist law firm.

Tracy is a Chartered Accountant and has a Bachelor of Business (Accountancy – with Distinction) and a Graduate Diploma in Advanced Accounting – with Distinction. She is also a Fellow of the Australian Institute of Management. Additionally, Tracy is an experienced Non-Executive Director, with experience on various government and not-for-profit Boards, as well as being an active participant in various industry bodies.

### **Cathy Thomas**

#### **Group Executive Integrated Services SEQ**

Cathy joined the UnitingCare Queensland Executive Leadership Team in 2016, after four years as Director 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, HR and key management and leadership roles.

In her time at Blue Care, Cathy also led an organisation culture change project to implement Blue Care's service model, Blue Care Tailor Made, based on the FISH! philosophy.

Cathy's experience across the health sector and within Blue Care enables her to lead teams to deliver integrated innovative care and services in a way which will strategically position UnitingCare Queensland for the future.

Cathy has a Master of Business Administration, Graduate Diploma of Business Management and a Bachelor of Health Science. In 2011, she completed a Leadership Program at Harvard University.

### **Arthur Yannakou**

#### **Group Executive UnitingCare Health**

Arthur joined UnitingCare Queensland in August 2016. Arthur has over 25 years' of international operational experience, involving senior leadership positions in non-profit, faith-based organisations, as well as in public and private companies, in Australia, the United Kingdom and South Africa.

He is a Chartered Accountant and has held CEO, national, regional, general manager and finance manager positions within the private healthcare service industry and has a strong track record working in mission-led organisations, such as The Little Company of Mary Health Care (LCMHC). Arthur's most recent previous role as National Director Private Hospitals at LCMHC involved leading a group of 11 private hospitals and two day surgeries.

### **Brent McCracken**

#### **Group Executive Child and Family**

Brent joined UnitingCare Queensland in July 2016. He has over 30 years' experience working in the community services sector in a variety of roles including as a case worker, client services manager, teacher, funder and contract manager, operational manager and senior leader in Victoria, New South Wales and Queensland.

Prior to joining UnitingCare Queensland, Brent was the Regional Executive Director, North Coast with the Department of Communities, Child Safety and Disability Services, responsible for leading the delivery of child and family, disability, community recovery, domestic and family violence and community services and initiatives in the northern suburbs of Brisbane, the Sunshine Coast and Gympie regions.

Brent has a keen interest in building strong evidence-based practice, enhancing cultural understanding, supporting communities to respond to local needs, strengthening collaboration across the community services sector, and finding innovative ways to address social issues.

Brent holds a Bachelor of Social Science, Graduate Diploma of Adult Education and an Executive Master of Public Administration. He is an active member of the Australian and New Zealand School of Government Alumni.

### **Alan Wilson**

#### **Group Executive Regional and Remote Services**

Alan joined UnitingCare Queensland as Group Executive, Regional and Remote Services.

Alan possesses a wealth of knowledge in community, secondary and tertiary health services garnered through his extensive career in the healthcare sectors of Australia, New Zealand and Samoa.

Prior to moving to Australia, Alan was CEO of Alliance Health Plus, a New Zealand based organisation focused on the delivery of primary care services for Pacific and high need populations.

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He has extensive experience working in regional areas of Australia, predominantly in the Northern Territory; specifically for the Department of Health and Families, where he was Deputy Chief Executive responsible for Acute Care and then acting Chief Executive prior to his departure.

While leading the Northern Territory Department of Health and Families, Alan was responsible for health reform restructuring, working closely with Aboriginal and Torres Strait Islander people.

Alan is also active in the South Pacific region, as a consultant and advisor to the National Health Service of Samoa.

Prior to holding management roles, Alan was a practicing Registered General and Obstetrics Nurse and holds both bachelor and post-graduate level qualifications in management, strategy, accounting and finance.

### **Shannon Foley**

#### **Group Executive Human Resources**

Shannon Foley joined UnitingCare Queensland in July 2016. Shannon has held a number of senior leadership roles in a human resources career spanning almost two decades. She has led HR functions and HR teams in well-known organisations in Australia and overseas including Telstra, Telecom New Zealand, Vodafone New Zealand and Qantas.

Shannon has extensive experience in HR strategic partnering, organisational development, change management and culture transformation. In addition to holding an Advanced Diploma in Human Resources Management, Shannon also has a Bachelor of Education (Adult Education) and a Master of Education (Adult Education) from the University of Technology, Sydney.

### **Nina Du Thaler**

#### **Group Executive Digital and Technology**

Nina joined UnitingCare Queensland in September 2016. Nina has previously held senior management roles within Queensland Urban Utilities,

Allconnex Water, Gold Coast City Council, Queensland Department of Emergency Services, Queensland University of Technology and the Queensland Police Service. Nina is also on the Dial Before You Dig Board and the Industry Advisory Board for Griffith University's School of ICT.

In 2016, Nina won CIO of the Year Utilities and Media at the itNews Benchmark Awards for developing 'Q-Hubs' – a single holistic visualisation and set of tools to manage the water authority's expansive operations in real time. This project was internationally recognised with a Special Achievement in Geographic Information System award.

Nina is passionate about developing children's cyber-safety skills and is writing a series of fictional books called 'Diary of Elle', which aims to teach children about cyber-safety in a fun way. Two of the books have been published and are available on Amazon.

Nina has a Master of Business Administration (MBA) from QUT and a Bachelor of Information Technology (Artificial Intelligence) from Griffith University. She is a Graduate of the Australian Institute of Company Directors (GAICD) and a Fellow of the Australian Institute of Management (FAIM).

### **Tracey McFarland**

#### **Group Executive Customer Services**

Tracey McFarland joined UnitingCare Queensland in July 2016. Over the last 25 years, Tracey has held a number of senior roles in marketing, customer service, sales, operations and strategy in the not-for-profit and private sectors in well known Australian organisations including QSuper, Suncorp, Telstra and Qantas.

Tracey has extensive experience in designing, positioning and delivering customer-centric services and engagement strategies based on customer insights. Tracey has a Bachelor of Business – Marketing from Queensland University of Technology.

### **Sue McKean**

#### **Director Governance and Policy (Board/Company Secretary UCG and ARRCs)**

Sue commenced as the Director of Governance for UnitingCare Queensland in October 2013. Prior to her appointment, Sue was Director, Risk and Quality for UnitingCare Health and has more than 20 years' experience in health and community services.

Sue is completing her Graduate Diploma in Applied Governance and her qualifications include a Master Health Science (Risk Management), a Graduate Certificate in Leadership and Management, Graduate Diploma in OHS and a Certificate in Governance Practice. Sue is a graduate member of the Australian Institute of Company Directors and a certificated member of the Governance Institute Australia.

### **Michelle McKay**

#### **Former Director Regional and Remote Services, UnitingCare Queensland. Resigned from her position in 2017**

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

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

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

# Governance statement

## Board composition

Members of the Board are appointed by the Synod Standing Committee in accordance with the requirements of the Queensland Synod By-Laws and UCQ Constitution. The Board is currently made up of 13 members, including the Chair, Deputy Chair, Chief Executive Officer and ex-officio members.

The Moderator and the General Secretary of the Queensland Synod are ex-officio members of the Board and provide important links with the Synod. Board members have varied backgrounds and experience to provide the necessary breadth and depth of knowledge required to meet the Board's responsibilities and objectives.

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

## Board operations

The Board meets at least 10 times per year in scheduled meetings, where it receives monthly, quarterly or six-monthly performance, operations and risk and compliance reports from the Chief Executive Officer, the Chief Financial Officer, Group Executives and the Board Committees. Strategic planning days and Board development opportunities are undertaken in addition to these scheduled meetings. In addition to formal meeting time, Board members spend time reading and analysing Board papers and reports submitted by management and in informal discussions with management.

The Board receives regular reports and presentations from senior executives and managers on strategic and operational performance and initiatives, employee safety, client and patient quality outcomes, key policy decisions, stakeholder engagement, social justice, and research activities and outcomes.

The UnitingCare Queensland Board is committed to the highest standards of governance. It has established governance practices and organisational structures which are designed to focus on fulfilling the Church's mission in health and community services, responsible stewardship, integrity, accountability and effective risk management, on behalf of the Uniting Church in Queensland. The role of the Board is to approve the strategic direction of UnitingCare Queensland, guide and monitor the management of UnitingCare Queensland in achieving its strategic plan, and oversee good governance practice. The Board aims to protect and enhance the interests of the Church, while taking into account the interests of other stakeholders, including clients and patients, employees, volunteers, funding bodies and the wider community.

## Board Committees and Working Groups

The Board has established committees to assist the Board in fulfilling its responsibilities. Each committee has its own terms of reference which set out the authority delegated to it by the Board, and detail the manner in which the committee is to operate. During 2016-2017 the Board-approved Committees were an Audit, Risk and Compliance Committee, a Governance Committee, a Quality Committee, and a Health Strategy Working Party.

### Audit, Risk and Compliance Committee

The purpose of the Audit, Risk and Compliance Committee is to review and advise the Board in relation to the operation of financial control, the implementation of systems and processes to identify and manage risks, the maintenance of regulatory and other compliance requirements and the integrity of the financial statements and reports. The Committee consists of four Board members. Meetings are also attended by the Chief Executive Officer, Chief Financial

Officer, Director Governance and General Manager Risk and Assurance and other senior executives and managers by invitation. Representatives of the organisation's external auditor and any other Board members also attend meetings as required by the Committee.

UnitingCare Queensland's financial accounts are subject to an annual audit by an independent external auditor and reported to the Australian Charities and Not for Profit Commission (ACNC). The Audit, Risk and Compliance Committee maintains oversight of this process and the Chief Financial Officer coordinates the process. The Audit, Risk and Compliance Committee Chair meets the external audit partner periodically and the auditors have a standing invitation to meet with the Committee, the Committee Chair or the Board Chair, at any time in the absence of management. The auditor attends Board meetings at which annual accounts are adopted.

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

### Governance Committee

The purpose of the Governance Committee is to assist the Board with the refinement of the governance framework for UnitingCare Queensland in the context of the Church and to ensure appropriate alignment with contemporary governance practices and standards. The Committee has an ongoing and continuous focus on overseeing and evaluating UnitingCare Queensland's governance framework and processes, including performance evaluation of the Board and the effectiveness of governance policies and practices. The Committee assists with Board member recruitment, Board and CEO succession planning, and training and development requirements.

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

### **Quality Committee**

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

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

### **Health Strategy Working Party**

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

### **Chief Executive Officer**

The Chief Executive Officer is appointed by the UnitingCare Queensland Board, subject to the endorsement of the Queensland 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 policy and strategic direction for Board approval and submits business and operational plans to achieve agreed strategic goals and outcomes.

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

### **Board appraisal and remuneration**

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

### **UnitingCare Queensland Leadership Teams and organisational structure**

While responsibility for UnitingCare Queensland's overall performance rests with the Board, operational and management matters have been delegated to the Chief Executive Officer.

The Chief Executive Officer is supported by an Executive Leadership Team which includes a Group Executive for Child and Family Services, UnitingCare Health, Regional and Remote Services, Integrated Services south-east Queensland, Commercial Services, Customer Services, Human Resources and Digital and Technology, an Executive Director Transform, a Chief Financial Officer, a Director of Mission and a Director of Governance who provide leadership, strategic and operational direction, and oversight of performance.

Executive and Service Stream committees have been established to support values-based decision making and oversight of care and clinical service delivery, safety and quality. These committees provide technical advice and leadership about the complex care or service requirements of each service provided. Each Service Stream undergoes comprehensive independent regulatory compliance reviews and voluntarily seeks opportunities for learning and external benchmarking.

### **Australian Regional and Remote Community Services Board**

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

# Attendance and fees

## Board and committee meeting attendance and fees paid (1 July 2016 to 30 June 2017)

	Board		Audit, Risk and Compliance Committee		Governance Committee		Quality Committee		Health Strategy Working Party		Fees paid Inclusive of super-annuation <sup>3</sup>
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	
Craig Barke	10	9			6	6					\$105,818
Anne Cross <sup>1</sup>	10	10	7	7	6	6	4	4	5	5	
Maree Blake	10	10	7	7							\$58,436
Susan Forrester	10	7			6	4	4	4			\$53,117
Andrew McBryde	10	9			6	5					\$53,117
Professor Myles McGregor-Lowndes	10	10	7	7			4	4			\$53,117
Jude Munro	5	4					2	2			\$29,218
Dawson Petie	10	10			6	6	3	3	5	5	\$58,436
Rev. David Pitman	7	5			5	5					\$39,838
Andrea Staines	10	10	7	6							\$53,117
Chris Townend	10	10	7	6					5	5	\$58,436
Nigel Alexander	2	2									\$8,853
<b>Ex-Officio members</b>											
Rev. Heather den Houting <sup>2</sup>	10	8									
Rev. David Baker <sup>2</sup>	10	8									
<b>External Committee members</b>											
Kerry Batchler							3	3			\$7,265
Linda Dawson							4	4			\$7,265
Dr John O'Donnell									5	5	\$7,265

Notes:

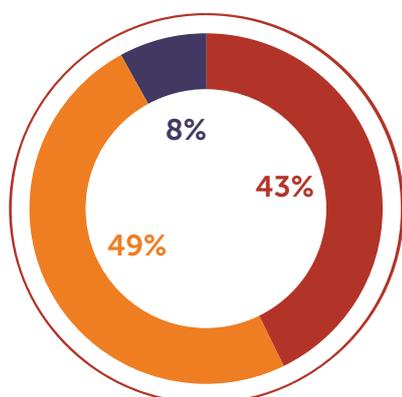
1 The Chief Executive Officer is not paid Board Fees.

2 Fees for ex-officio members are paid to the Uniting Church Queensland Synod.

3 The fees paid are inclusive of Superannuation which is an adjustment on previous reporting. Fee increases for the period were 1.5%.

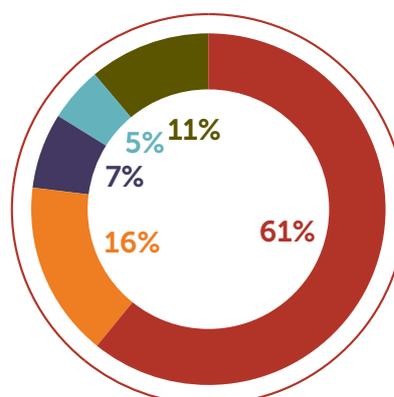
# Financial highlights

<b>Income statement</b>	<b>Year ended 30 June 2017</b>	<b>Year ended 30 June 2016</b>
	\$'000	\$'000
<b>Revenue</b>		
Governments	668,034	614,209
Patients, clients and residents	758,062	754,108
Other sources	119,420	153,881
<b>Total revenue</b>	<b>1,545,516</b>	<b>1,522,198</b>
<b>Expenses</b>		
Salaries and employees	944,719	935,480
Supplies and services	251,846	255,514
Depreciation and amortisation	105,860	92,617
Property expenses	77,679	72,586
Other	168,892	157,172
<b>Total expenses</b>	<b>1,548,996</b>	<b>1,513,370</b>
<b>Total net (deficit)/surplus</b>	<b>(3,480)</b>	<b>8,828</b>
Other comprehensive income	549	6,900
<b>Total comprehensive (loss)/income for the year</b>	<b>(2,931)</b>	<b>15,728</b>



## Revenue

- Governments
- Patients, clients and residents
- Other sources



## Expenditure

- Salaries and employees
- Supplies and services
- Depreciation and amortisation
- Property expenses
- Other

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

## Balance sheet

Year ended  
30 June 2017

\$'000

Year ended  
30 June 2016

\$'000

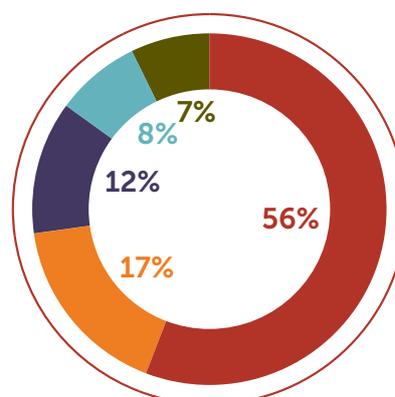
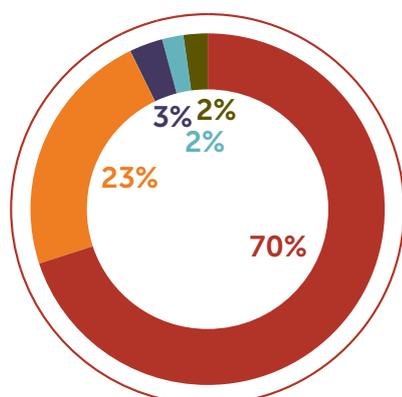
### Assets

Property, plant and equipment	1,537,271	1,076,308
Cash and cash equivalents	505,561	560,368
Trade and other receivables	69,439	102,863
Intangible assets	44,719	46,824
Other assets	49,139	60,753
<b>Total assets</b>	<b>2,206,129</b>	<b>1,847,116</b>

### Liabilities

Ingoing contributions and accommodation bonds	705,521	341,412
Borrowings	207,734	234,083
Employee benefits and other provisions	153,381	156,359
Trade and other payables	103,098	92,573
Other	93,333	76,696
<b>Total liabilities</b>	<b>1,263,067</b>	<b>901,123</b>

<b>Total equity</b>	<b>943,062</b>	<b>945,993</b>
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### Assets

- Property, plant and equipment
- Cash and cash equivalents
- Trade and other receivables
- Intangible assets
- Other assets

### Liabilities

- Ingoing contributions and accommodation bonds
- Borrowings
- Employee benefits and other provisions
- Trade and other payables
- Other

# Supporters

**We would like to thank our many wonderful supporters who have helped UnitingCare Queensland make an extraordinary impact on the lives of people, families and communities throughout Queensland.**

Our achievements this year have been, in part, as a result of the support we receive from others such as:

- Australian Government
- Queensland Government
- Local governments and councils
- Corporate partners
- Charitable trusts and foundations
- Individual donors and families
- Service clubs
- Community groups
- Volunteers and our hospital auxiliaries

We would especially like to recognise and acknowledge the generosity of the 116 people who have kindly left gifts in their Wills as a lasting legacy that will positively affect the lives of the people and communities we care for and support.

**Thank you.**



# You can make all the difference



By including a gift in your Will for the work of UnitingCare, you have a special opportunity to leave a lasting legacy that will improve the lives of future generations.

Donations and gifts in Wills from kind and generous people like you have been vital in establishing and supporting many of UnitingCare's services. They've helped us create better places for people in our care, kept us at the forefront of health and medical innovation and funded new services that support people at their greatest times of need.



A gift in your Will – however large or small – is an important investment that will continue to make an incredible difference to people's lives and families in need.

You can leave a gift in your Will to UnitingCare Queensland or any number of our charities including:

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

**For further information or a confidential discussion about how you can make a difference to the lives of families throughout Queensland, please contact our Planned Giving Manager today.**

**Call us:  
1800 001 953 or  
07 3253 4650**

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



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# Quotes

**"I wanted to acknowledge the great practice and support Child Safety and my young person received from all of the staff at Harrison House on the Gold Coast."**

UnitingCare Community customer

**"The most amazing experience as a new NDIS participant family. Extremely professional, knowledgeable, but also very approachable and understanding."**

UnitingCare Community customer

**"All the nurses who looked after myself and my wife during my stay were also incredibly professional and kind; please pass on my thanks to them. They have such a difficult job and it amazes me how warm and friendly they are while dealing with incredibly difficult situations."**

The Wesley Hospital customer

**"The staff have always been reassuring and caring, and they treat and listen to patients' needs at all times."**

The Sunshine Coast Private Hospital customer



**"I would like to express my sincere gratitude for the professional care I received at St Andrew's Hospital. The staff in the Intensive Care Unit after my operation, in ward 5F as well as in the Day Rehab, were so compassionate ... they seemed to understand what patients have gone through and tried their best to help."**

St Andrew's Hospital customer

**"My husband and I couldn't be happier; Helen comes to our home every Wednesday to do domestic chores and we have found her to be very friendly and extremely efficient."**

Blue Care customer

**"Because of treatment I get here – well looked after, very good staff; always pleasant, always smiling ... they are all like family."**

Blue Care customer





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