

# ANNUAL REPORT

2011–2012







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# About Baptcare

Baptcare was founded in 1945 at the end of the Second World War when a group of Baptist women joined together to raise £4,000 to open Australia's first Baptist home for older people.

Today Baptcare shares the same determined spirit of its founders. We proactively respond to human need by providing care to older people, children, families, people with disability, financially disadvantaged people and people seeking asylum.

Baptcare has 37 offices and facilities across Victoria and Tasmania and employs over 1,300 staff. With a broad vision of community participation, we envision a future where we engage with the world by taking a critical approach to identifying and responding to human need. We are committed to creating positive change by addressing significant, emerging and chronic conditions within the community, particularly issues which concern the marginalised and the disadvantaged.

Baptcare provides a range of services and programs across Victoria and Tasmania, including:

- Residential care for older people
- Independent living and assisted living options for older people
- Affordable housing
- Supported transitional housing for people seeking asylum
- In-home support packages for older people living at home
- Out of home care
- Family and children's services
- Disability services
- Local Baptist church grants program
- Health care services for the homeless
- Pastoral care for clients, residents and their families.

# Chairman and Chief Executive report

For more than 67 years, Baptcare has been committed to meeting community needs, caring for older people, families, youth, people with disabilities, financially disadvantaged people and people seeking asylum. In the past year we have begun to see some of the impacts of the Productivity Commission's two inquiry reports titled *Caring for Older Australians* and *Disability Care and Support*, followed by the *Living Longer Living Better* aged care reform package, all of which pointed to a very different future of care provision and service delivery for the aged and disability sectors. Whilst planning for the changing landscape, we retained our focus on practically demonstrating 'excellence in Christian care for individuals, families and the community'.

One of the highlights of this year was the opening of our second Baptcare Sanctuary facility in Melbourne, providing transitional supported accommodation for people seeking asylum and living lawfully in the community.

Over the past year there have been significant changes in government legislation and immigration policy related to people seeking asylum, and the Sanctuary Program has adjusted to meet these changing needs. Baptcare Sanctuary is now providing accommodation to asylum seekers who have been released from detention, many of whom have more complex support needs as a result of the effects of long periods in detention.

Another initiative this year has been to build on the internal work we have done as an organisation to articulate our organisational commitment to social justice. This year Baptcare has been developing a position paper on asylum seekers. This paper will aim to clarify the organisational stance on the issue of people seeking asylum on an internal and an external basis. The paper will form the basis of our advocacy on behalf of these vulnerable people.

As part of Baptcare's commitment to extend the reach of its services to more people within the community, Baptcare acquired Templestowe Orchards Retirement Village and Wyndham Lodge.

In the past year Baptcare received two Better Practice Awards from the Aged Care Standards and Accreditation Agency. These were for the ventriloquist doll therapy program and the schools community program. We are proud to receive these awards as an acknowledgment of the dedication we show to the people in our care.

A priority for Family and Community Services this year has been the preparation for the external review of Victorian Out of Home Care and Family and Disability Services under the 'DHS Service Standards'. This has involved extensive internal auditing, development of systems and procedures and self-assessment reports. In September 2011 Baptcare underwent a 'first stage' disability external review, which identified some significant strengths in our practice. A further audit was conducted in May 2012 by an independent reviewer. This returned an encouraging assessment of Baptcare's readiness for external review.

As we look to and prepare for what lies ahead, we confidently envisage Baptcare as a strong presence in the community, providing exceptional care that places the client at the centre of all we do. We support the shift to consumer directed care to equip people with their independence, connectedness and choice in the construct of their care.

We would like to acknowledge and thank Baptcare's past Chief Executive, Jeff Davey, for his leadership and vision over the past nine years.

We would also like to thank the staff and volunteers, including Baptcare's voluntary Board, for the vital role they have played this past year in demonstrating the integrity of our organisation through their service to the vulnerable – for this is what Baptcare is called to do.



Peter Francis  
Chairman



Graham Dangerfield  
Chief Executive



Total number of clients receiving community aged care services

1,815

# Community aged care

Baptcare believes in supporting every individual to lead an independent lifestyle, filled with choice and flexibility. Our in-home services provide older people with a range of supports to assist them to live in their own home for as long as possible.

During 2011/2012 Baptcare experienced growth in its aged care services, securing 15 additional community aged care packages in Victoria through the Aged Care Approvals Round (ACAR) and further ongoing funding for our overnight respite program in Tasmania.

During the year, Baptcare extended its participation in the Consumer Directed Care (CDC) trial through to the Western Metropolitan region of Victoria, further positioning it for the future, as increased consumer choice and control in care delivery continues to become an important part of the Baptcare service model.

A new compliance system, called Community Common Care Standards, was introduced to community aged care and four of Baptcare's community programs successfully passed audits.

Finally, Baptcare has received Home and Community Care (HACC) partnership funding for a project that will look at a regional HACC assessment model over the coming year.

## Case study

### Results with cognitively impaired residents

Improving engagement for its residents by using ventriloquist puppet dolls in music therapy programs saw Baptcare Strathalan Community win the 2011 Better Practice Award in the residential lifestyle category.

Music Therapist Peter Coughlan introduced ventriloquist puppetry as part of the music program in 2008 after he found many residents talked with the puppets more easily than they normally did in their day-to-day life. Peter's interest in the therapeutic use of ventriloquist dolls was sparked by witnessing the famous Ron Blaskett and Gerry Gee performing to residential aged care clients.

In the 18 months leading up to the Better Practice award, the use of dolls with the cognitively impaired was the subject of a research project. Working with a team advised by Dr Bruce Barber from the National Ageing Research Institute, Peter collected data about the level of engagement with a ventriloquist doll and with a carer well known to the resident. "We were able to prove there was a 28 percent greater level of engagement with the doll compared to with the carer," Peter said.

Peter has seen some amazing results. "One lady with dementia wouldn't speak to her daughter," he said. "She clammed up and wouldn't look her in the eye. We brought the doll out, and she just started talking to it, it was like a dream. Many residents will converse with a doll. We're very careful to ensure we only use them with people who won't be scared or intimidated."

Baptcare Strathalan Community now has four ventriloquist dolls and the program has been introduced at other Baptcare homes.

Number of Community  
Nursing Service clients

524

Number of people who have  
used Day Therapy facilities

315

Total number of aged  
care residents

956

# Residential aged care & retirement living



## Residential aged care

Baptcare's residential aged care communities are located across Victoria and Tasmania. We offer integrated care from independent living and supported accommodation right through to high level, dementia-specific and palliative care. We are committed to the philosophy of 'bringing care to life' for all of our residents through a range of services including personalised support, social outings, spiritual support and activities.

Baptcare grew its portfolio of residential care homes during 2011/2012 when Wyndham Lodge Community in Werribee and the Templestowe Orchards Supported Residential Service Community in Doncaster East were added to the Baptcare portfolio. Significant progress has been made on the redevelopment of Baptcare's first aged care home, Baptcare Strathalan Community.

Over the past year, Baptcare received two Better Practice Awards from the Aged Care Standards and Accreditation Agency. One award was for the ventriloquist doll therapy program that operates across five Baptcare homes and the other was for the schools community program at Baptcare Hedley Sutton Community. In addition five Baptcare homes received the maximum three years' accreditation when undergoing accreditation audits.

## Retirement living

Baptcare's retirement living communities are also located across Victoria and Tasmania. The same commitment to the philosophy of 'bringing care to life' for all of our residents through a range of services including personalised support, social outings, spiritual support

and activities is as important to us in this sector as it is in residential care, but the delivery is quite different. We respect that residents in our retirement living communities live full, independent and active lives and we do what we can to support that.

Baptcare grew its portfolio in the retirement living sector during 2011/2012 when Templestowe Orchards Retirement Living (renamed Baptcare Templestowe Orchards Community) in Doncaster East was added to the portfolio. The retirement living community at Baptcare Strathalan Community has been a focus this year with exciting plans for future development well under way. Planning has started for development of the new Baptcare Templestowe Orchards Community as well.

## The future

This year Baptcare purchased two new sites in Norlane and Armstrong Creek for future aged care and retirement living developments. Baptcare believes that quality and adequately supported services should be available to all Australians regardless of their ability to pay. Baptcare will continue to examine the level of benevolence it can provide to clients in light of the government's Living Longer Living Better reform package. The reform introduces a range of new initiatives including more choice through new package types for consumers, aimed at keeping them in their own homes longer. Baptcare will also review our service offerings and how we deliver them to ensure that we remain relevant to our clients and attractive to staff in the future.

# Baptcare Sanctuary

In 2012, Baptcare announced that it was expanding its service for people seeking asylum by opening a new Baptcare Sanctuary in Melbourne. The year also saw Baptcare welcome its 100th resident to its facility in Brunswick.

Baptcare Sanctuary provides safe and stable housing for people as they await the outcomes of their applications for asylum. Residents are provided with housing by Baptcare and with material aid and case work support either by Baptcare, the Australian Red Cross or the Asylum Seeker Resource Centre. On-site pastoral care is provided by Baptcare.

Facilities such as Baptcare Sanctuary are vital to help 'plug the gaps' in the current system.

Many asylum seekers are entitled to work and to Medicare, and others receive federally funded welfare support such as the Asylum Seeker Assistance Scheme or Community Assistance Scheme. However a significant number of asylum seekers have no right to work, Medicare or any welfare payment and no asylum seeker gets Centrelink support if they have the right to work but cannot secure work.

Baptcare Sanctuary has been designed to support people who would otherwise struggle to find accommodation. Some people seeking asylum are just beginning to learn English, have no job as they are not allowed to work, and have no previous rental history. All these factors mean that an already very vulnerable person will suffer even more unless they are given practical help.

Preparations continued to launch an additional Baptcare Sanctuary in November 2012. While the facility has grown to meet increasing demand, there is still a desperate shortage of adequate housing services for people seeking asylum in Australia.

## Achievements

The continuing success of the Baptcare Sanctuary program will see the opening of another facility in a different part of Melbourne. Baptcare Sanctuary Preston will provide supported transitional accommodation for 44 men seeking asylum and a separate three bedroom facility for a family.

Baptcare Sanctuary Brunswick will continue to provide supported transitional accommodation for 28 men seeking asylum.

In total, the Baptcare Sanctuary Program will have the capacity to provide accommodation for 72 men and a family.

A complete review of the Baptcare Sanctuary Program was conducted in 2012 and the Baptcare Board reaffirmed the success of the model via the expansion of the program. Over the past year there have been significant changes in government legislation and immigration policy related to asylum seekers and the Baptcare Sanctuary Program has adjusted to meet the changing needs of the sector.

Baptcare Sanctuary is now providing accommodation to asylum seekers who have been released from detention, many of whom have more complex support needs as a result of the effects of long periods in detention. Monthly cooking nights continue to operate at Baptcare Sanctuary, providing an opportunity for social interaction, community development and the sharing of salient information via selected guest speakers.

## Future

A total of 100 male asylum seekers have lived at Baptcare Sanctuary since it opened its doors in 2008. The need for services like Baptcare Sanctuary in the community remains high. Baptcare has commenced discussions to expand this service further in a bid to reduce the significant housing crisis for those desperately seeking assistance.

Baptcare Sanctuary commenced with partnerships and we are again seeking alliances, especially with Baptist churches. Many Baptists voice strong support for this Baptcare initiative and we will be harnessing that support to secure food, general resources and experiences of Australian life for our Sanctuary residents.

Baptcare is also hoping to secure more funding to provide direct welfare in the form of material aid support to Baptcare Sanctuary clients with no income. Baptcare will explore pathways to empower the residents at the facility through simple yet effective measures, such as seeking funding to purchase kitchen packs for each resident.

This level of ownership is one of the ways Baptcare aims to give the residents a sense of independence and empowerment.



## Case study

### Refugee status and mental health

Mohamed\* arrived in Australia in late 2009, escaping persecution and torture in his country of origin. He immediately engaged the services of a Migration Agent to lodge his case with the Department of Immigration and Citizenship (DIAC), to seek asylum in Australia. While the migration agent took several thousand dollars from Mohamed, they failed to lodge his application in time and Mohamed lived here unlawfully over a 24 hour period, resulting in significant and negative consequences.

Due to his short unlawful status, Mohamed was placed on a Bridging Visa E with no work rights. Despite being highly qualified and skilled, he was not permitted to secure work or an income and he became homeless, having provided all his money to the migration agent.

Experiencing extreme anxiety, Mohamed was referred to Baptistcare Sanctuary by a leading asylum seeker agency in January 2010. Baptistcare Sanctuary accepted this referral and provided Mohamed with free transitional accommodation, casework and pastoral care support.

After a few months living at Baptistcare Sanctuary, Mohamed presented a marked improvement in his mental health. Mohamed engaged in the monthly cooking nights, and with the assistance of the Baptistcare Sanctuary Chaplain, was tending to the gardens within the facility.

In December 2010, however, Mohamed received the first of a series of negative decisions from DIAC and the Refugee Review Tribunal. Mohamed's anxiety presented again. A year later, Mohamed's case was elevated to the Federal Magistrates Court, which eventually found that his case should be reviewed again by DIAC.

By this stage, Mohamed's mental health was deteriorating markedly and Baptistcare Sanctuary Casework called the Crisis Assessment and Treatment (CAT) Team for assistance. Mohamed was experiencing psychosis and was hospitalised for over a week.

On discharge from hospital, Mohamed returned to Baptistcare Sanctuary and a collaborative support plan was arranged with Baptistcare Sanctuary Casework, Pastoral Care and the local CAT Team.

In June 2012, Mohamed was provided with a permanent protection visa by DIAC. As with all Baptistcare Sanctuary residents who secure a protection visa, Mohamed was issued a 120 day notice to vacate and referred to the DIAC funded humanitarian settlement service.

By this stage, Mohamed's mental health had deteriorated further and he had developed a more intense psychosis, complicated by post-traumatic stress disorder, resulting from torture. Baptistcare Sanctuary casework collaborated with the mental health agency and the humanitarian settlement service supporting Mohamed and after several months, stable accommodation was secured.

Mohamed's mental health is now being managed and he reports that he is happy in his new home and with the reassurance that he can remain safely in Australia.

Despite Mohamed's relatively peaceful and happy outcome, the process of seeking asylum in Australia remains flawed, with duress for so many.

*\*All names and images have been changed to protect privacy.*



Number of family and disability client contacts across the Gateway

7,911

Number of disability services clients

1,507

Number of family support services clients

574



# Disability services

Baptcare provides people with disability access to a range of specialised support services that are client driven and encourage independence, flexibility and choice. Baptcare's disability programs provide a foundation upon which people with disability are empowered to reach their full potential and to lead a dignified life.

## Achievements

In an effort to enhance and strengthen Australia's disability care and support scheme, Baptcare responded to the Productivity Commission's report into Disability Care and Support that highlighted key recommendations into the disability reform process across Australia.

Baptcare supports the Commonwealth Government's commitment to introduce a National Disability Insurance Scheme (NDIS). While it is unclear at the time of writing what structure this will take in Victoria, the changes that Baptcare has made to its service model in Victoria places it in a good position to link with the NDIS system when it is introduced.

In Tasmania, Baptcare has continued to implement and embed the Disability Gateway service system reform, and has worked toward the Tasmanian Disability Gateway model being nationally recognised as mapping closely to

the proposed front end of the NDIS, with a view to our involvement in launch sites in Tasmania and later in Victoria.

The disability service model adopted by Baptcare in Tasmania focuses on a centralised intake assessment and planning entry point. This model enables planned and consistent monitoring of changes in people's lives as well as protecting vulnerable people with disabilities.

## Future

The implementation of the NDIS will bring significant change in the disability sector. Baptcare is looking forward to being part of these changes to better meet the needs of our clients across Victoria and Tasmania.

# Out of home care

The Victorian Out of Home Care service includes foster care, where children in the child protection system are placed with a trained and accredited caregiver; and kinship care, where children live with another family member.

Baptcare's Out of Home Care service at Moonee Ponds, Victoria, supports the child in placement, and also supports the foster caregivers and kinship carers to provide high quality care.

Highlights of the year include foster care celebrating its 30th year of providing care to children from the north and west region of the Department of Human Services with carers in the Moonee Valley and Brimbank catchments.

Other highlights include one of Baptcare's foster carers receiving the Victorian Pride of Australia award for 'Care and Compassion'.



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# Quality and continuous improvement

A priority for Family and Community Services (FACS) this year has been the preparation for external review of Department of Human Services Standards for Victorian Out of Home Care, family and disability services.

This has involved extensive internal auditing, development of systems and procedures, and self-assessment reports. In September 2011 Baptcare Disability underwent a first stage external review, which identified some significant strengths in our practice. A further audit was conducted in May 2012 by an independent reviewer. This returned an encouraging assessment of Baptcare's readiness for external review.

Baptcare FACS quality strategy is to subscribe to an appropriate body of industry-approved standards and over time, to consolidate and streamline our reporting obligations.

Following a selection process, Quality Improvement Community Services Accreditation (QICSA) was chosen and FACS has commenced its continuous improvement journey with this new partner. QICSA will undertake FACS's Victorian review in 2012 and in 2013 will undertake reviews of FACS in Tasmania.

Alongside the significant effort being invested in Victorian quality systems, Tasmanian FACS services have continued to perform well in relation to quality. Two extensive reports were submitted focusing respectively on Consumer Information and Governance Standards and were found to be fully compliant with the requirements.

The development of FACS' practice framework articulates the division's practice approach: our purpose, practice values, core processes and underlying theory. It provides a unifying framework for service delivery across all sites and provides transparency to our stakeholders.



# Family services

Baptcare understands that some families require extra support to provide a safe and nurturing environment in which children can thrive and reach their full potential. We provide a range of tailored services to families, children and youth in the form of case management, counselling, youth support, respite, foster care and home-based visits.

## Achievements

In May 2012 Baptcare secured significant growth funding of \$375,000 for its Integrated Child and Family Services program to provide services to an increased number of families through the Western and Brimbank Melton Child and Family Services Alliance. This is a service aimed at providing parents with the practical and emotional skills they need to be the best possible parents.

Baptcare participated in the mid-term review of Tasmania's Gateway Services: Family Services and Integrated Family Support Services (IFSS). The review noted very positive outcomes of the new Gateway system, namely that it is a very effective early intervention system for families with vulnerable children.

The review demonstrated that the Gateway/IFSS model has slowed the rate of entry into Out of Home Care (OoHC) and that a large number of children have been diverted from Child Protection involvement and have been referred to and received family support. There has been a significant culture and practice shift in the sector, an improvement in working together, consultation and cooperation between services and a maturing of a partnership approach focused on client outcomes. A client survey provided heartfelt feedback from parents about the value of these services and the skills of their workers.

In Tasmania, Baptcare has been involved in discussions to form a single peak body for the child and family services system and has been working on the implementation of a program for grandparents and other relative carers, which provides support and initial financial assistance for voluntary placements of children and young people with grandparents and extended family. 2012 also saw the Targeted Youth Support Service expanded.

## Future

Family services continues to develop collaborative partnerships within and across sectors with the aim of improving outcomes for clients.

# Case study

## Targeted Youth Support Service (TYSS) client outcomes

Lauren\* was 15 years old when her relationship with her mother deteriorated and her mother would not have Lauren living at home. Lauren's father was a source of emotional support for Lauren however, due to his own issues with alcohol, was deemed an inappropriate carer for her.

Lauren moved in with her boyfriend of two weeks and his family. The relationship between Lauren and the boyfriend was volatile and had all the hallmarks of a co-dependant relationship.

Lauren experienced the trauma of being sexually assaulted at 12 years of age. The perpetrator was charged and imprisoned for a short time but since has been released, which has had a huge impact on her. Lauren had been a daily marijuana smoker and was struggling with depression and anxiety. Lauren was highly disengaged from school and services.

Lauren had been on the edge of entering the youth justice system and had been brought to the attention of police through her behaviours, and those of some of her associates known to the police.

The TYSS worker began by spending quality time building rapport and trust, which was essential for ongoing support to be successful. After three months of support from the TYSS worker, Lauren has begun reintegrating into school and engaging in alcohol and other drug counselling.

Recently, Lauren sought out support from the TYSS worker when a crisis arose, which is a new behaviour for her to actively seek support. She has continued to work to develop a holistic case plan for what she wants her future to look like.

Lauren has recently been assisted to gain a supported housing opportunity and is learning to live independently. The TYSS worker is helping Lauren to develop practical household management and budgeting skills. The worker has also assisted Lauren to reconnect with her family. She now has a positive relationship with her mum which she's continuing to work on and catches up fortnightly with her dad. Lauren is finishing Year 10 with a supportive school plan and is working towards employment in either hospitality or child care.

*\*All names have been changed to protect privacy.*

Baptcare has over 325 clients in Integrated Family Services.

325

Baptcare has over 240 clients in Out of Home Care.

240

# Case study

## Integrated Family Support Services (IFSS) client outcomes

Family A were referred to Baptcare's Integrated Family Support Services (IFSS) through the Baptcare Gateway by a social worker from the Education Department. The family consisted of mum, dad and three children – Paul\* 12 years old, Doug\* nine years old and Tilly\* six months old.

At the time of the referral mum and dad were having difficulty managing the aggressive behaviours of their eldest son who has intellectual disabilities. These behaviours were placing the six month old baby at risk of physical harm. Due to her age, she was vulnerable and unable to self-protect. At the time of the referral case this was assessed as being a high risk referral.

Doug, who has a diagnosis of autism and had displayed aggressive behaviours at home and at school, was becoming difficult for the parents to manage. One parent suffers from depression and reports indicated that the father had been physically and verbally aggressive. There had also been notifications of inappropriate parenting and difficulties managing Paul's behaviour and the risk it was posing to Tilly. Given the willingness of the family to engage with Baptcare IFSS and their co-operation with other services and their participation in safety planning, it was agreed during a consultation with the Co-located Child Protection worker that IFSS would be the most appropriate service and Child Protection would not be required to intervene at this time.

Whilst working with the family, it became apparent that the family had been under high levels of stress for a long period of time and that the parents were unaware of the range of services that were available in the community. The parents were exhausted and distressed and were also dealing with their own childhood trauma. Doug was having difficulty coping with the chaos at home.

Immediate support was provided to the family to assist with implementing a safety plan to assist the family to keep six month old Tilly safe from physical harm. This was completed by using resources in the community and the IFSS worker supporting the family to implement strategies within the home. It was identified that there were already some services involved with the family and the parents were finding it difficult to know what each service's role was. IFSS worker arranged a case conference to bring all the services together with the family to look at current support and possible future supports for the family.

The IFSS worker worked with the family to access education and information regarding Paul's disabilities. Paul was deemed eligible for disability services and a referral was made to a Baptcare Local Area Co-Ordinator and to the Baptcare Respite Activity Program. The Local Area Co-Ordinator was able to provide information to the parents regarding the process of transitioning for when Paul turns 18 years old. They referred Paul to the Disability Assessment Team who developed a behavioural management and a health support plan which was a resource available to Paul's respite services and the parents. The referral to Respite Activity Program offered the family another option for respite and an opportunity for Paul to access community activities.

The IFSS worker supported dad to access an anger management program including group support and had discussions with him about how these strategies were being applied at home. The IFSS worker completed a supported referral for Doug to access psychological counselling and have a psychological assessment. The worker also offered on-going structured parenting strategies which involved family group work involving the children. The IFSS worker assisted the family to liaise with respite services and medical staff in relation to ensuring Paul's and the family's needs were being heard.

The IFSS worker provided the family with a greater understanding of service provision and supported the family to build stronger relationships with the community. The family developed a confidence to access services and identify their support needs independently. The parents gained parenting skills and knowledge to be able to manage difficult situations at home which has strengthened family relationships and provided an improved sense of stability and safety.

*\*All names have been changed to protect privacy.*



# Pastoral care

During 2011/2012 a total of 11,700 pastoral contacts were made by chaplains and pastoral care workers across Victoria and Tasmania to support people in Residential Aged Care (RAC), Community Aged Care (CAC) and Family and Community Services (FACS).

Since the 2010/2011 report there has been an increase in the number of chaplains and pastoral care workers. There are now chaplains in all eight CAC regions (including the addition of Barwon, Hume and Loddon Mallee), all nine RAC sites (including the addition of Baptistcare Wyndham Lodge Community and Baptistcare Templestowe Orchards Community) and pastoral care workers at all four FACS offices (including the addition of Baptistcare Sanctuary, FACS Hobart and FACS Launceston). In total there are now 24 chaplains and pastoral care workers.

There are also 13 volunteer pastoral visitors in CAC Gippsland, who make 34 visits to 15 clients each month.

As part of the goal to increase the understanding of pastoral care amongst staff, in March 2012 the *Pastoral Care DVD* and *Pastoral Care in Baptistcare: a brief guide for Baptistcare Staff* were launched at Baptistcare's Westhaven Community. This was rolled out to staff from May 2012 and included:

- *Pastoral Care in Baptistcare: a brief guide for Baptistcare Staff* was given to staff
- *Pastoral Care in Baptistcare: a guide for Baptistcare Staff* was given to leadership staff
- an eight minute DVD of clients, residents and family members telling their stories of the value of pastoral care and how to make a referral was given to staff
- an improved BaptShare page with easy to find information about pastoral care was created.

The brief guide is now included in all new employee induction packs.

The Creating Community Connections project to recruit, train and match volunteer Pastoral Visitors began its roll out during the past year. All CAC chaplains attended Supervisor Training with the Healthcare Chaplaincy Council of Victoria Inc. in preparation for supervising volunteers in the future. Much ground work for the roll out was done including writing a Protocol for Home Visits for the volunteers.

## Future

Representatives from Baptistcare's Mission Development division have been part of a network of pastoral care people discussing setting up a diploma level training program in Pastoral Care and Ageing in Victoria.

The Creating Community Connections project in the second half of 2012 and the beginning of 2013 will see the completion of the recruitment and training of volunteers with the aim that all CAC regions will have volunteer Pastoral Visitors placed by June 2013.

The RAC chaplains will be trained in a new standardised data base system called Pastoral Care Information Systems during the second half of 2012 with the aim for this to go live in November 2012. This is an information system that is being standardised across hospital and aged care Chaplaincy in Victoria and will deliver a better way of collecting statistics on pastoral contacts and reporting data for our RAC Chaplaincy team.

# Community engagement

Baptcare's Board authorised a \$400,000 community engagement grant pool for the year 2011/2012. The Community Engagement and Advocacy Coordinator at Baptcare engaged with Baptist Churches and 22 projects, that demonstrate social inclusion principles, were approved.

Grants have been made evenly across a mix of urban, suburban, and rural locations in Victoria and Tasmania, ranging in size from \$4,600 to \$40,800. Four grants at the higher end of the range were targeted at communities of socio-economic disadvantage. In a new trial, two projects are using a 'Partnership' approach with access to Baptcare's Deductible Gift Recipient (DGR) Status to enable tax-efficient fundraising endeavours.

Recipient	Purpose of grant
Bendigo Baptist	Long Gully Toy Library and Bendigo Community Care
Gateway Baptist (Tas)	Multicultural ministry transportation costs
Bendigo Karen Refugee Network	Eleven41 Cleaning Enterprise expansion
Hobart Baptist (Tas)	Master Plan for development of community spaces
West Preston Baptist	Post natal depression playgroup
Northcote Baptist	Community garden
Grovedale Baptist	Community Aged Care partnership pilot
Crossway	B-Empowered pilot (financial counselling)
Rowville Baptist	Youth program (sport and music)
Westgate Baptist	Refugee support group
Shepparton	Counselling (needs based)
Norlane Baptist/ Urban Seed	Rejuvenating disadvantaged community
Footscray	Feasibility study – community use of property
Newstead (Tas)	Caring for elderly
Torquay	Youth program – surf board shaping
Cloverdale	Eleven41 seeding grants
Croydon Hills	Eleven41 seeding grants
Werribee	Eleven41 seeding grants
Maryborough	Foodbank and community meals
Auburn	Isolated student hospitality
Newmarket Baptist	Area of disadvantage – Food Hub
The Eighth Day West Melbourne	Feasibility Extension – community use of property



# Our people

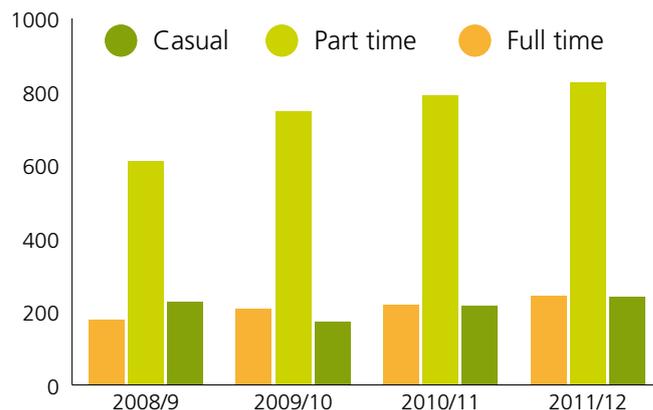
Baptcare is a people focused organisation. Without our people, Baptcare would not be able to provide excellence in Christian care for individuals, families and the community. At Baptcare we believe that supporting our staff guarantees that our residents and clients receive the best possible care. We are proud to have a dedicated workforce of over 1,300 individuals who made the choice to work for Baptcare because they want to make a positive and lasting difference to the community. Baptcare's working environment is designed to inspire and motivate our employees to reach their full potential, both professionally and personally.

During 2011/2012 Baptcare continued to implement its Leadership Capability Framework. The Leadership Capability model outlines the key attributes and behaviours Baptcare encourages all its leaders to demonstrate. A 360 degree feedback tool was developed and executive and senior managers were provided with coaching on leadership. A revised three year workforce plan was developed and we held two internal leadership conferences for current and aspiring leaders. One conference focused on safety leadership and the other on leading change. Baptcare also held a staff conference. The purpose of the staff conferences are to continue to enhance leadership capability, internal engagement and unity.

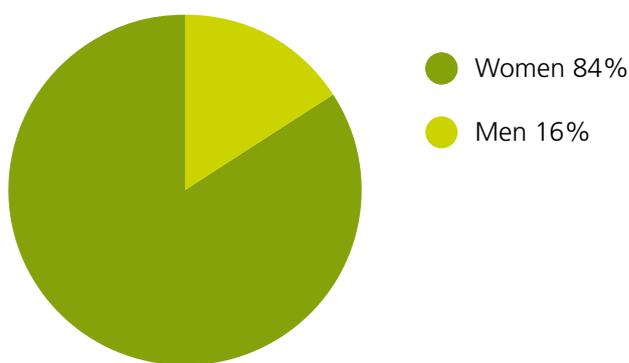
Baptcare employees are exposed to a broad range of staff development opportunities; nurses, personal care assistants and office staff are some of the many groups of employees who are encouraged to expand their knowledge and skills. Two graduate certificate of management subjects were offered, a diploma of project management, as well as another diploma of management to frontline supervisors and aspiring leaders. Baptcare's employee turnover rates continue to remain below industry level. Baptcare was delighted to win the Aged and Community Services Tasmania Awards Trainee Award.

Baptcare also welcomed two new communities, including residents, staff and volunteers in 2011/2012 from Wyndham Lodge and Templestowe Orchards.

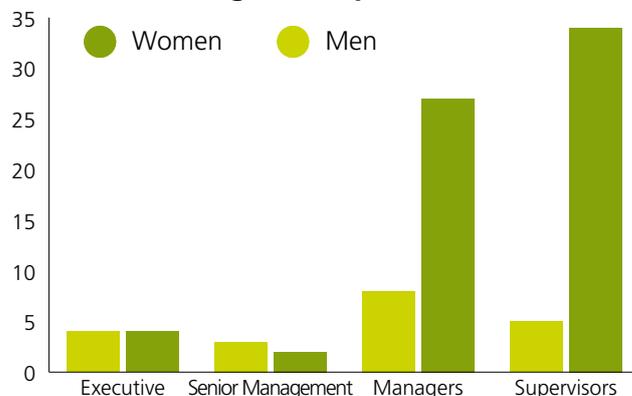
## Employment status



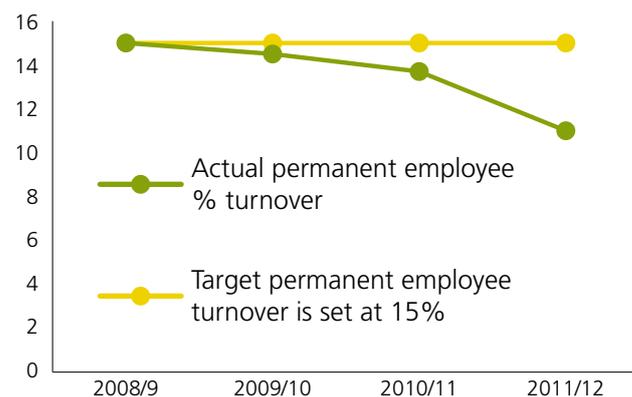
## Gender



## Gender in management profile



## Employee turnover



# Volunteers

Baptcare's volunteers are an inspiring group of individuals who give their time and talent willingly with no expectation of a monetary reward. They are inspired to enrich the lives of Baptcare's residents and clients.

During 2011/2012 Baptcare successfully maintained its dedicated volunteer group. More than 600 volunteers regularly donate their time to different Baptcare services across Victoria and Tasmania. Our volunteers come from all walks of life and all ages.

Baptcare employs a total of six Volunteer Coordinators who work across Baptcare's residential aged care homes. Our coordinators are committed to making sure that every volunteer at our aged care sites is fully supported throughout their journey at Baptcare.

Wherever possible, Baptcare empowers its volunteers to donate their time and passion in a manner that aligns with their own interests and experience. Our volunteers are involved in various services including: music activities, movie sessions, chess, hand therapy, massage, choir groups, men's discussion groups, literacy groups, bingo, gardening, reading activities and roast dinners.

During 2011/2012, Baptcare continued its Schools Community Program, a service promoting social interaction between elderly residents and students. The program enables genuine and meaningful interaction. It is one of the many initiatives that Baptcare

Baptcare has over 1,300 paid employees

1,300

Baptcare has more than 600 volunteers

600

has devised in an effort to inspire volunteers and residents to work together for mutual benefit. Baptcare was delighted to win a government recognised Aged Care Standards and Accreditation Agency Better Practice Award for this program.

A challenge for the upcoming year will be to increase our volunteer coordinator commitment to community aged care where increasingly volunteers are sought to support aged care clients who are staying in their homes on Baptcare Community Aged Care Packages.

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## Our safety record

Providing a safe working environment is a high priority for Baptcare with challenging OHS goals in our strategic plan. Baptcare does not want anyone to be injured at work however where people are injured, Baptcare seeks to provide a supportive culture for employees to return to a full and productive work life following injury or illness.

In 2011/2012 the 'Caring for Ourselves as we Care for Others' safety improvement program was launched and as a result, leaders across Baptcare are now undertaking more workgroup safety meetings and conducting more frequent inspections. OHS representative refresher training, management safety training and bullying prevention training were delivered during the year. Baptcare also audited its health and safety system against the 2012 Work Health Safety national standards. Baptcare introduced an automated

incident management reporting system that is accessed via a call centre 24 hours a day, seven days per week and has provided all levels of management with improved incident visibility, reporting and analysis. Baptcare introduced user friendly worker injury packs in 2011/2012 to make it easier for employees to know what to do if they are injured.

Baptcare's lost time injuries and claims cost have both met their 10 percent reduction target rate for 2011/2012. Injury severity days lost rate also continued to decline below Baptcare's 10 percent target. Baptcare's Workcover premium continues to decline in comparison to the industry rate. In 2012/2013 Baptcare will continue to focus on injury prevention and improved injury management, to support injured employees return to work safely and sooner.

# Sustainability

At Baptistcare we recognise our responsibility as stewards to care for the natural environment upon which we all depend, and are committed to ensuring a healthier environment and a more equitable future for all individuals, families, and communities.

## Achievements

This year Baptistcare has built upon its commitment to sustainable development and has been busy laying the foundations for our future sustainability success. This has been achieved most notably through the development of our three year Sustainability Strategy and Plan, which was endorsed by Baptistcare's Board and Executive in early 2012.

Baptistcare's 2012–15 Sustainability Strategy and Plan focusses the organisation's sustainability efforts on four key priority areas: resource stewardship, healthy buildings, people and culture, and policies and reporting. Action across these four areas will help us to future-proof our service delivery from utility price rises, and enable Baptistcare to play a greater role in tackling the social and environmental challenges facing our globe and the communities we support.

The process of embedding sustainability into our operations has further progressed this year with the development of a policy framework to guide our internal sustainability management practices.

In fulfilling the commitments of our sustainability policy and strategy, Baptistcare has been working to integrate environmentally sustainable design into the redevelopment plans of Baptistcare Strathalan Community, and embed sustainable principles, materials and technologies into all of our future developments.

2011/2012 also saw another key foundation stone laid in the building of Baptistcare's sustainability management capability, with the development of an Environmental Resource Monitoring System. Baptistcare now has a system in place to calculate and monitor energy, water, waste and greenhouse impacts resulting from all of our 37 sites and 200 plus vehicle fleet. This information is central to our ability to manage and improve our sustainability performance year to year, and also allows us to report our overall environmental performance in our Annual Report for the very first time.

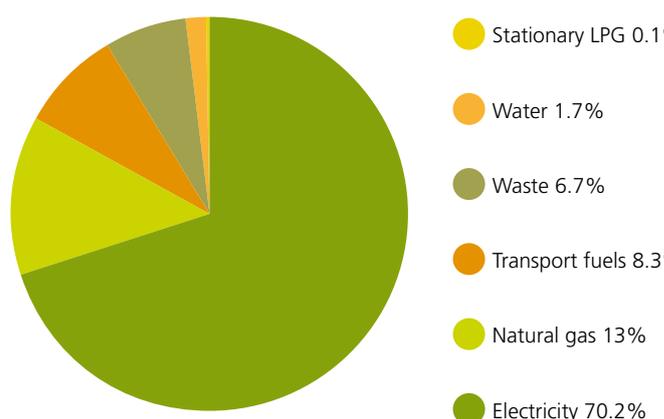
This year, Baptistcare has benchmarked its Annual Report against the Global Reporting Initiative's (GRI) G3.1 Guidelines, and have assessed its report as GRI Level C (self-declared). For further detail on Baptistcare's social, economic, and environmental performance, please refer to our GRI Compliance Table at [www.baptistcare.org.au/AnnualReport](http://www.baptistcare.org.au/AnnualReport).

## Future

The implementation of year one of Baptistcare's three year Sustainability Strategy and Plan is expected to deliver many significant improvements in Baptistcare's social, economic, and environmental performance. As we continue to grow as an organisation to deliver better care to more people, Baptistcare's sustainability efforts will help to ensure that we reduce our environmental footprint per client serviced and become more environmentally efficient in our delivery of welfare services to the community.

## Baptistcare total greenhouse gas (GHG) emissions by source

Emissions Source	Total GHG Emissions (tCO <sub>2</sub> -e)*
Electricity	7,764.8
Natural Gas	1,432.6
Transport Fuel	921.3
Waste	746.6
Water / Wastewater	184.8
Stationary LPG	11.2
<b>Total</b>	<b>11,061.3</b>



- Emissions boundary setting performed with reference to the World Business Council for Sustainable Development's Greenhouse Gas Protocol Corporate Accounting and Reporting Standard methodology.
- Emissions totals include full fuel cycle emissions. Emissions factors and methodology taken from National Greenhouse Accounts (NGA) Factors and Methods Workbook – July 2012.
- Where complete data sets were unavailable, annual figures have been extrapolated based on available data.

# Information technology

Baptcare information technology is playing an increasingly important role in developing systems that will support emerging care delivery models and requirements.

As the aged care sector shifts towards a more consumer driven environment, equipping our employees with the right applications and technologies will become even more important.

During 2011/2012 Baptcare invested in a series of technology assets which include:

- A major refresh of Data Centre technologies in the Camberwell central office that has improved systems uptime and disaster recovery capability. This has the ability to support all the new applications that are planned to be rolled out over the next three to five years.
- Purchased and commenced implementing a new Enterprise Resource Planning (ERP) software suite in finance and accounting.
- Upgraded the family services client management solution in its Victorian division.
- Completed a major refresh of computer hardware and the standard operating system across the organisation.

Baptcare is planning to enhance the following areas in the 2012/2013 financial year:

- Complete the rollout of the new ERP solution.
- Implement a new Nurse Call solution in a number of residential aged care facilities.
- Upgrade the telecommunications and telephony links across the organisation including the introduction of video conferencing.
- Develop and implement new systems to support innovations in in-home care.
- Pilot and roll-out a new integrated community aged care application.

In the future, Baptcare will continue to invest in mobility solutions which empower our staff to be as efficient as possible.

# Affordable housing

Baptcare is committed to increasing the supply of social and affordable housing for households that are financially and socially disadvantaged. As part of our commitment to social inclusion, Baptcare has committed to significantly increasing the number of units it owns or manages within the next five years. Baptcare currently owns and manages 15 units.

An increasing number of households in Australia are struggling to maintain housing that is affordable and sustainable. Rent that needs to be paid by low income households in the private market often consumes up to 60 to 70 percent of weekly household income. A significant shortage of social and public housing means that these households often go without the necessities of life, in an effort to keep a roof over their head. In the worst case scenario, they become homeless.

In order to achieve our goal of growth in affordable housing units, Baptcare has started the process of seeking formal state government registration of a subsidiary company, Baptcare Affordable Housing Ltd. (BAH), as a Housing Provider. This will enable BAH to work in partnership with government, churches and partner organisations on affordable housing projects where appropriate opportunities arise, in order to provide housing at affordable rents. BAH's affordable housing growth strategy will focus on providing support in areas of need, near services and transport, and will be available to households that are struggling in today's market.

BAH's vision for affordable housing includes involvement in the neighbourhoods to help residents feel a real sense of belonging and to empower them to influence the decisions that affect their lives. Called 'Place Management', or 'Community Building', this element of the new business will become central for BAH's future projects.

# Financial overview

Baptcare's operating revenue for the year ending 30 June 2012 was \$122m, an increase of 14 percent on the previous year. This resulted in a net surplus of \$9.0m, producing an operating cash surplus of \$20.8m, before allowing for investments of \$21.4m.

Funding for Baptcare comes through various channels. 76% of Baptcare's revenue comes from Commonwealth and State governments, 17% from client fees and the balance from donations, interest and other sources.

Operating expenditures grew by 15.5% to \$106.9m during the year. Direct client and resident services costs represent 24.9%, with employee costs representing 55.0% of total operating expenditure.

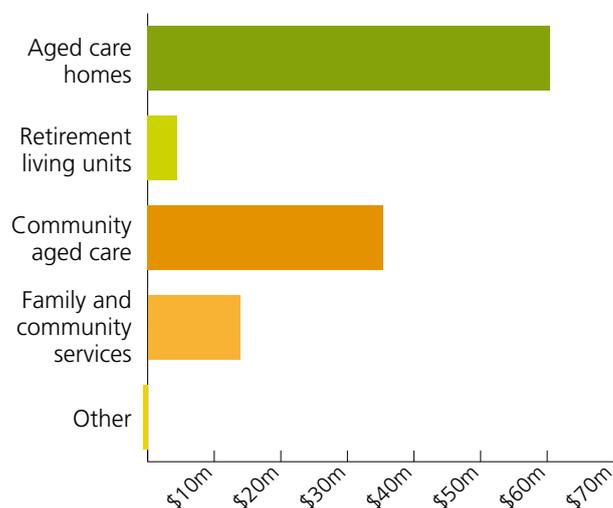
Baptcare is a not-for-profit faith based charitable organisation. In order to sustain its charitable activities, achieve the Board's five year investment and development strategy, and to continue to provide for the future replacement of operating assets, it is critical that Baptcare makes strong cash surpluses overall. Baptcare remains in a strong financial position with excellent cash flows, quality buildings and sustainable business models with strong growth plans.

Financial performance	2011/2012	2010/2011
Revenue	122,488,268	107,406,961
Expenditure	(113,531,998)	(99,489,204)
Net surplus	8,956,270	7,917,757

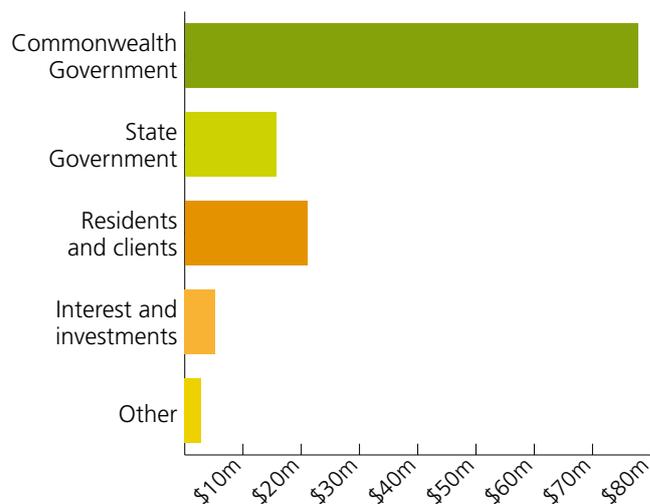
Financial position	2011/2012	2010/2011
Total assets	249,817,437	215,570,576
Total liabilities	138,172,784	110,879,666
Net assets/equity	111,644,653	104,690,910

Cash/ investments	74,840,348	77,431,593
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## Expenditure by service segment



## Sources of revenue



# Governance and Board

## Corporate governance

Baptcare is a public benevolent institution, dedicated to providing care and support to the disadvantaged and vulnerable in the community. Baptcare is an Income Exempt Charity and has Deductible Gift Recipient status.

The organisation's ambassador is Dame Margaret Guilfoyle AC DBE.

## Remuneration report

Baptcare's Board members are a dedicated group of individuals who voluntarily attend to the governance of the organisation. As such, no remuneration was paid or is payable to the Directors in their role as Board members.

## The Executive Leadership Team

The Chief Executive is responsible for the day-to-day management of Baptcare's activities as delegated by the Board. The Executive Leadership Team meets on a regular basis to develop policies and monitor strategies, issues and performance.

*Left-right: Mr Matthew Hick; Mr Chris McKenna; Mr Ross Dawson; Mr Ross Kemp; Mr Ian Warner; Mr Peter Francis OAM, Chairman; Mrs Kerry Bradley; Mr Philip Curtis; Mr Philip Trebilcock.*

## Governance processes

Baptcare produces a five year strategic plan, annual tactical plans and detailed budgets which are approved and monitored by the Board.

The Governance framework includes a Finance and Audit Committee, and a Quality and Clinical Governance Committee.

Baptcare complies with all applicable Australian accounting standards and guidelines, as well as relevant regulatory and contractual obligations.

Performance against clinical and service contracts is audited by the relevant Government agencies. Baptcare's financial auditor is Grant Thornton Audit Pty Ltd.

## Role of the Board

The Board is responsible to maintain and protect the interest of Baptcare's members and service users. The Board makes decisions that are critical to the ongoing success of Baptcare, including setting the organisation's strategic direction and establishing policy.

The Board and its Committees set annual budget, clinical, risk and performance measures that are maintained by the Chief Executive and Executive Leadership Team.



# Development of the Baptcare Research Program

In 2011/2012 Baptcare established a research program to foster a culture of evidence-based best practice that is consistent with Baptcare's mission, vision and values. Two staff members were recruited to these specialist roles.

The inaugural research agenda will develop policies and procedures that will support internal, external and collaborative research projects. It will also support staff to develop research opportunities and capacity. A research development committee was established to effectively prioritise research opportunities within the organisation.

Baptcare's inaugural research agenda has three priority areas:

## **1. A broader understanding of the benefits of Baptcare's services**

This area of research explores the wider range of benefits associated with the services and programs provided by Baptcare. While our programs are intended to meet specific needs, there are often a wide range of additional benefits in terms of health and wellbeing, and social connectedness. This priority research area investigates these associated benefits to better understand the impact of our services and how Baptcare can ensure the greatest benefit to our clients.

## **2. Innovation in service delivery**

Baptcare provides a wide range of services in a complex environment in which the needs of our clients are constantly changing. Best practice is constantly evolving through the findings of research (both internal and external), innovation and the on-going development of organisational policy and practice.

The purpose of this priority area is to explore innovative models of care and new ways of delivering services, to achieve the best possible outcome in services delivered by Baptcare.

## **3. Understanding, engaging and representing those in need**

Baptcare is committed to a set of values that clearly prioritises 'justice' and 'equity' for those disadvantaged in our community and this commitment is central to the programs that we offer.

This area of research examines the meaning of disadvantage, to further our engagement with those in need and to aid our advocacy program.

Baptcare conducts additional research internally, including research into client satisfaction with the Baptcare Disability Gateway model in Tasmania, a review of the Baptcare Sanctuary program, surveys and research into sustainable design options and the development of a Baptcare model of care for dementia.

Baptcare is building its research capacity, and fostering new partnerships and alliances with research organisations to conduct research in a wide variety of settings and services. This has included work with Deakin University, La Trobe University, Monash University, RMIT University, and the University of Tasmania.

A key focus of Baptcare's research dissemination is ensuring that research findings inform practice development – that service delivery is informed and enhanced by research. This involves a range of activities, to raise awareness of the findings of research amongst Baptcare staff, to promote interaction between researchers and practitioners, and to provide evidence-based information and advice for service planning.

Further, dissemination of research findings through conference presentations, workshops and seminars, and through peer-reviewed publications contributes to Baptcare's efforts to develop evidence-based practice both within Baptcare and throughout the aged care and community care sectors.

Baptcare has also contributed to research and policy development in the sectors in which we operate – including through the Aged and Community Care Victoria (now Leading Age Services Australia Victoria) Policy and Research Committee, the Centre for Excellence in Child & Family Welfare's Sector Research Partnership, and the Victorian Department of Human Services' Disability Research Reference Panel.

# Case study

## The Disability Gateway Services Client Satisfaction report

The Disability Gateway Services Client Satisfaction report documented the success of the service provision model that has been operating in Tasmania for the past two years. Baptcare has been working in partnership with Mission Australia to implement this single, state-wide entry point for community intake, assessment and planning into specialist and mainstream disability services.

The study used a multi-stage approach. The first stage of the research involved several focus group discussions held in Launceston and Hobart in April 2012. The second stage of the research consisted of 250 telephone interviews conducted either directly with the client living with disability, or their nominated contact person.

The survey covered topics such as; awareness and usage of disability services, intake and assessment, referral processes, local area coordination and current engagement and perceptions of the Disability Gateway services.

The report indicates a high satisfaction rate from clients across the areas of intake, assessment, referral and Local Area Coordination (case management) of the model.

The report was formally launched in June 2012 by Senator Jan McLucas, who recognised the research as creating a national benchmark and a first in evaluating client satisfaction of the Disability Gateway. She also highlighted the uniqueness of hearing the client's voice and how this reflects Baptcare's commitment to empowering our clients.

The outcomes of the research have been used to assess the program's strengths and applied to ensure continuous improvement strategies are put in place to maximise future benefits for clients and professionals accessing the service. The current findings also provided a strong case for the federal government to benchmark our service as a basis for the recommended National Disability Insurance Scheme (NDIS) model.



*Baptcare's General Manager, Family and Community Services, Marita Scott, Senator Jan McLucas and Minister Cassy O'Connor launch Baptcare's Disability Gateway Client Satisfaction Report.*



# Baptcare's social issues and advocacy

Baptcare proactively responds to human need to create positive change through advocacy, a diverse range of services and community engagement. Baptcare supports children, families, people with disability, financially disadvantaged people, people seeking asylum and older people. Baptcare advocates with and for those without a voice – allowing suppressed voices to be heard in public domains. Baptcare's advocacy platform, consistent with the organisation's mission, vision and values, is underpinned by research and evidence developed internally and throughout the sector.

Baptcare's inaugural Social Policy Advocacy Platform supports the development of social policy position papers and a range of social issues in order to assist Baptcare's development of social policy advocacy, relevant to Baptcare's services and mission. In addition to the development of social policy position papers, this platform guides our participation in conferences, workshops, professional and public forums.

The Inaugural Social Policy Advocacy Platform addresses the following four planned areas of social policy activity:

- Asylum seekers
- Affordable housing
- Mental health
- Aged care services for the disadvantaged.

Under the guidance of the Inaugural Social Policy Advocacy Platform, Baptcare will also respond to emerging social issues relevant to the organisation's mission, vision and values.

Baptcare has identified the need to increase cultural competency, to best understand and meet the needs of the populations we serve through our programs and services. The core Baptcare organisational value expressed in this approach is 'respect'. This includes focussing Baptcare's care and support for Aboriginal communities and culturally and linguistically diverse groups. The ways in which Baptcare staff understand and talk about culture are fundamental to developing cultural competence. This is supported by training and a focus in a workplace where diversity is encouraged.

Baptcare has actively engaged with government through a number of public enquiries, including the Commonwealth House of Representatives Standing Committee on Health and Ageing's Inquiry into Dementia, the Protecting Victoria's Vulnerable Children Inquiry, the Tasmanian Department of Health and Human Services' Heading Towards a Partnership Agreement consultations, and the Commonwealth Government's Expert Panel on Asylum Seekers.

# Marketing and fundraising

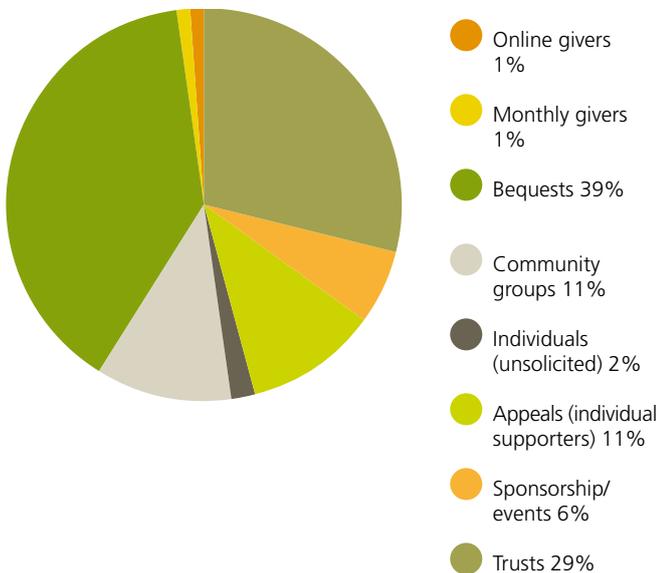
## Fundraising

The purpose of Baptcare's fundraising program is to help cover the costs of the important non-government funded services that Baptcare operates. These services address unmet community needs and enhance and support existing programs.

The majority of Baptcare's fundraising income comes from trusts and foundations, and also some significant individual donations through appeals and unsolicited donations, community, event and corporate income, as well as income from bequests.

In 2011/2012 a total of \$627,868.99 was raised for Baptcare with 100 percent of these donations allocated towards program delivery. Future directions for fundraising include a focus on developing major donors, acquisition of new donors, growing the database, further recruitment of monthly donors and enhancing our online giving options.

## Donations by income stream



## Marketing

Baptcare's marketing team generated significant coverage via media releases relating to the Government's proposed 'Malaysia solution'.

This coverage for Baptcare proved to be a highly valuable advocacy tool. During August 2011 across Victoria and Tasmania, Baptcare was mentioned on 60 radio stations including mainstream Melbourne stations such as Fox FM, Triple M and NOVA FM. In addition, Baptcare was mentioned on 108 radio stations across the rest of Australia and made it into the Herald Sun and The Age online.

Baptcare's first staff conference was held on 21 October 2011, with the aim of building frontline staff as brand ambassadors and building a more unified Baptcare culture.

The marketing team also had a successful 2011 Seniors Week with the campaign 'Be Inspired' – a collaborative project with ten other leading aged care providers. All residential sites were invited to participate in the event and were encouraged to collect wishes from residents, to be granted during Seniors Week.

Throughout the year, the team has embraced social media as a valuable tool for future marketing and fundraising activities.

# Our supporters

## Corporate supporters and sponsors

AccessPay  
AE Smith  
Affinity Planning  
Alert Tech  
Allen Foundry Company Pty Ltd  
Bendigo United Friendly Societies Pharmacies  
Bunzl  
CGU Workers' Compensation  
City West Water  
Connect PM  
Dakin Mayers  
Donald Cant Watts Corke (Vic) Pty Ltd  
Hawkins Consulting  
Hellier McFarland – Cityplan  
Hesta Super Fund  
iCare Solutions  
Konekt  
Laundry Solutions Australia  
Medirest Australia Pty Ltd  
Mission Enterprises Blackburn Pty Ltd  
Nationwide Health & Aged Care Services  
Police Credit  
Russell Consulting International  
Smith & Tracey Architects  
Steer Inc  
Telstra Business  
Tobin Brothers Funerals  
Unique Electrical Solutions  
Vivir  
Xchanging

## Churches

Aberfeldie Baptist Church  
Anglesea Baptist Church  
Auburn Baptist Church  
Bacchus Marsh Baptist Church  
Camberwell Baptist Church  
Canterbury Baptist Church  
Community of the Transfiguration  
Eastern Chinese Baptist Church  
Essendon Baptist Church  
Freeway Christian Life Centre  
Kerang Baptist Church  
Kew Baptist Church  
Maldon Baptist Church  
Moonee Ponds Baptist Church  
North Balwyn Baptist Church  
Seventh Day Adventist Church Ltd

## Church Groups

Anglican Development Fund  
Blackburn Missionary Stamp Club  
Burnie Baptist Women's Fellowship  
North Balwyn Baptist Friendship Club

## Community Groups

Association for Supervised Pastoral Education in Australia  
Devonport Lions Club  
Kerang Ladies Bowling Club  
Lake Charm Mystic Park Lions Club  
Montmorency Combined Probus Club  
Sulphur Creek Country & Western Music Concert  
Western Region Aged Care  
Women's World Day of Prayer (Essendon)

## Trusts and Foundations

Andrews Family Charitable Fund  
ANZ Trustees  
Collier Charitable Fund  
Flora and Frank Leith Charitable Fund  
Ian Rollo Currie Estate Foundation  
Lord Mayor's Charitable Foundation  
Neilson Foundation  
The Jack Brockhoff Foundation  
The R E Ross Trust  
The William Angliss (Vic) Charitable Fund

## Bequests

Estate of the late Florence Ernestine Isabel Smith  
Estate of the late Mary Alison Western  
Estate of the late Mary Isabel Robinson  
Estate of the late Mary Malcolm Thomson  
Estate of the late Mervyn Albert Pryor  
Estate of the late Sheila Marshall  
Estate of the late Violet Grace Lake  
Estate of the late Wilsie Marion Whitelaw  
Winsome Abbot Trust

**Baptcare would like to sincerely thank all those people who have made a bequest to Baptcare in their will.**

## Auxiliaries

Wyndham Lodge Ladies Auxiliary  
Northaven Ladies Auxiliary

## Schools

Camberwell Girls Grammar School  
Carey Baptist Grammar School  
Kilvington Grammar School  
Strathcona Baptist Girls Grammar School

**We would also like to thank all our donors, big and small, who have been so important in supporting us and our work in the last financial year.**

# How you can help

With your support, Baptistcare can achieve its vision of 'caring communities for all'. Your time, money, resources or ideas can help make a real difference to the lives of people in need.

## Donate

A single donation will make a difference, or you could become a regular supporter through monthly giving. Donate online, by phone or mail. All donations \$2.00 and over are tax deductible.

## Volunteer

Our volunteers play a crucial role through a diverse range of activities including foster care, activity programs, events, administration and home-visiting. Please contact our Volunteer Coordinator on 03 9831 7222.

## Fundraise

It's easy to fundraise for us online. You may be taking part in a sporting activity such as a run or celebrating a milestone birthday. Create your own fundraising page for free and securely collect donations from your family, friends and colleagues. Check out our website for more details or contact our Fundraising Coordinator on 03 9831 7222.

## Leave a Bequest

By leaving a gift to Baptistcare in your Will, you can make a lasting impact, supporting vulnerable people for years to come. For more information, please contact our Bequest Officer on 03 9831 7222.

## Partner with us

Corporate partnership packages can be designed to meet your organisation's need while also benefitting the people Baptistcare supports. Please contact our Fundraising Coordinator on 03 9831 7222.

## Subscribe to hear more about us

To read the stories of the individuals and families we support, you can subscribe to our quarterly newsletter 'About' by contacting 03 9831 7222, or sign up to our quarterly email newsletter online.

# Looking to the future

Baptistcare aims to become a leader in the sectors in which it operates so that it can care for more people in a greater number of locations by attracting the best people and using its resources to best effect.

We recognise that our clients and residents must remain central to all our activities in order to achieve this.

Over the next five years, Baptistcare will proactively pursue opportunities to achieve these aspirations through five strategic goals:

## 1. A deeper Christian ethos

Living our Christian values in word and deed. Building a better evidence base from which to advocate for justice and generate socially inclusive services. Placing greater value on pastoral care and helping others to care in their neighbourhoods.

## 2. A stronger market position

Strengthening our ability to build community and 'bring care to life' for people facing challenging circumstances.

## 3. A more attractive employer

Valuing our staff and volunteers by developing their capacity to care for others and recognising that our people are the key to our success.

## 4. Better tools, better care

Investing in the best technology and adopting best-practice to deliver the most effective services to our residents and clients.

## 5. A stronger reputation

Achieving greater recognition for our commitment to our values and to serving those in our care.



### **General enquiries**

Baptcare central office  
Ground floor/1193 Toorak Road  
Camberwell VIC 3124  
(PO Box 230, Hawthorn VIC 3122)  
Phone: 03 9831 7222  
Fax: 03 9831 7272  
Email: [info@baptcare.org.au](mailto:info@baptcare.org.au)

### **Media enquiries**

Georgina Liew  
Marketing and PR Manager  
Phone: 03 9831 7334  
Fax: 03 9831 7272  
Email: [gliew@baptcare.org.au](mailto:gliew@baptcare.org.au)

### **Family and Community Services**

Phone: 03 9831 7222  
Fax: 03 9831 7272  
Email: [info@baptcare.org.au](mailto:info@baptcare.org.au)

### **Aged Care**

Phone: 03 9831 7222  
Fax: 03 9831 7272  
Email: [info@baptcare.org.au](mailto:info@baptcare.org.au)

### **[www.baptcare.org.au](http://www.baptcare.org.au)**

Baptcare proactively responds to human need by providing care to older people, children, families, people with disability, financially disadvantaged people and people seeking asylum across Victoria and Tasmania.

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