

Annual report



2012
2013



About Baptcare

Baptcare began in 1945 when a group of Baptist women joined together to raise £4,000 in a time of war 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 a disability, financially disadvantaged people and asylum seekers.

Mission, vision and values

Baptcare's vision

Caring communities for all.

Baptcare's mission

Excellence in Christian care for individuals, families and the community.

Baptcare's values

Respect

We value the inherent dignity and equality of all people, regardless of their circumstances.

Justice

We value equality of opportunity and consistency of outcome for all.

Commitment

We value dedication to meeting the challenges of our mission.

Integrity

We value consistency between word and deed.

Accountability

We value the acceptance of personal responsibility.

Co-operation

We value working together toward our goals.

Baptcare has a broad vision of community participation and envisions a future where we engage with the world by taking a critical, analytical, flexible and creative 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 from over 30 locations 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 asylum seekers
- In-home support packages for older people living at home
- Foster care
- Family and children's services
- Disability services
- Grants allowing Baptist churches to address disadvantage at a local level
- Health care services for the homeless
- Pastoral care support.

Contents

Chairman and Chief Executive report	4
Governance and Board	6
Looking to the future	7
Community aged care	8
Independence at home	9
Residential aged care	10
Retirement living	12
Mental health services	13
Quality and continuous improvement	13
Integrated child and family services	14
Disability services	16
Out-of-home care	18
Sanctuary	20
Our people	22
Volunteers	24
Safety	25
Baptcare Affordable Housing	26
Research program	26
Social issues and advocacy	28
Marketing	29
Sustainability	30
Pastoral care	32
Community engagement	33
Fundraising	34
Information technology	35
Financial overview	36
Our supporters	38
How you can help	39



Chairman and Chief Executive's report

Baptcare has a broad vision of community participation. We are working to create a future where we engage with the world by taking a critical approach to identifying and responding to human needs in practical and timely ways.

During the past year the organisation has adapted to a changing environment as well as changes in leadership.

In July 2012 Baptcare and Mission Australia were thrilled when Tasmania was selected as a launch site for the new National Disability Insurance Scheme.

As part of growing our support for the needs of our ageing population, Baptcare acquired Lorikeet Lodge at Frankston, now known as Baptcare Peninsula View Community. We also expanded our portfolio in the retirement living sector by acquiring the Templestowe Orchards Retirement Village, now known as Baptcare Templestowe Orchards Community.

Baptcare launched Baptcare Career Bonus, a recruitment campaign, and our biggest marketing campaign to date, featuring staff members from across the organisation in advertisements and online video content.

We expanded the Baptcare Sanctuary program to include a new site in Preston. Baptcare Sanctuary now has the capacity to house 72 men and one family over our two sites. Baptcare's Asylum Seeker Position Paper was approved by the Board in August 2012. The paper has now been published and disseminated to stakeholders; including the 500 delegates of the Baptist Union of Victoria (BUV) to inform their resolution on asylum seekers. The position paper is based on our experience in providing support to asylum seekers since 2008 through the Baptcare Sanctuary program in Melbourne. You can download the full paper at www.baptcare.org.au/BaptcareAdvocacy.

In line with Baptcare's commitment to sustainability, this year we undertook sustainability upgrades at seven of our sites to both reduce our impact on the environment and to benefit our clients, residents, staff and community. Becoming a more sustainable organisation and working to create more sustainable communities is an important endeavour for Baptcare and one that is fundamental to our vision of 'caring communities for all'.

As part of Baptcare's commitment to significantly increase the number of affordable housing units we own or manage within the next five years, Baptcare Affordable Housing was established. Baptcare was also awarded tenders for Mental Health Packages and Motor Accident Insurance Board Care Packages in Tasmania.

In the 2012/2013 Aged Care Approvals Round, Victoria received over 26% of the national allocation of places (beds and packages) and Baptcare was successful in obtaining 14% of the Victorian places. In numerical terms, this means Baptcare received 117 of the Home Care Packages and 300 new residential beds. This growth will once again enable us to deliver high quality services to many more clients and residents. It will also assist in achieving the economies of scale needed to keep Baptcare's aged care services viable as we adapt to the Living Longer Living Better reforms being introduced from May 2012.

We would like to take this opportunity to express our deep appreciation to Peter Francis, Baptcare's immediate past Chairman of the Board for his outstanding leadership and commitment to Baptcare over the past 10 years.

We would also like to thank staff and volunteers, including Baptcare's voluntary Board, for their contribution to the work Baptcare undertakes. We thank you, in advance, for your continued support as we work together to achieve great things in the coming year. Our strategic intent is 'Future thinking, present care' preparing for the future whilst continuing the highest standard of care for our clients, residents and families.



Philip Curtis
Acting
Chairman



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

No fees are paid for serving as a Director of Baptcare, however reasonable expenses incurred by Directors in the course of their role on our Board are reimbursed. These can include travel and accommodation expenses related to attendance at Board meetings and training and development costs. Every effort is made to keep all costs within very modest budgets.



Pictured
left–right:

Mr Chris McKenna;	Mr Peter Francis OAM, Former Chairman;
Mr Ross Dawson;	Mrs Robina Bradley;
Mr Matthew Hick;	Mr Philip Curtis, Acting Chairman;
Mr Ian Warner;	Mrs Julianne Scenna;
Mr Ross Kemp;	Mr Philip Trebilcock.
Mrs Kerry Bradley;	

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.

Governance processes

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

The Chief Executive, Executive Leadership Team and the Board monitor Baptcare's performance against operating plans and financial budgets. Key performance indicators are reported to the Board on a regular basis to enable them to continually monitor the organisation's performance.

Baptcare's constitution requires that financial statistics are audited and maintained by registered auditors. Baptcare's auditor is Grant Thornton.

Role of the Board

The Board makes decisions that are critical to the ongoing success of Baptcare, including setting the organisation's strategic direction and establishing its policies. The Board is responsible for monitoring the performance of the organisation's activities and overseeing the organisation's financial state.

Looking to the future

The next five years will be pivotal to Baptcare's long term future in the sector. The actions we take during this period will determine our success for decades to come. We cannot afford to miss this opportunity to become the not-for-profit most valued by the community for its social impact, its service offerings and its bias to the disadvantaged. The 2013-2018 Corporate Strategic Plan describes our pathway to that future through four strategic goals:

1. Giving life to our Christian ethos

Living our Christian values in word and deed: ensuring our mission is expressed by all staff and programs, building partnerships, advocating for justice, joining communities, helping others to care in their neighbourhoods and placing greater value on pastoral care.

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, adopting best practice to deliver the most effective services to our residents and clients and increasing social inclusion informed by evidence based research.

The strategic plan demonstrates our commitment to our mission and readiness for the future. When the strategies in this plan have been implemented, in 2018, Baptcare will not only be outstanding at service delivery, it will also be a recognised and respected brand in the community and an effective Christian voice for the marginalised and disadvantaged. Above all it will be culturally strong and sustainable having balanced the obligations of its mission with responsible use of its money.

Community aged care

Our community aged care programs are designed to support older people to remain independent and living in their own home longer, to stay connected with their local community and to ease the burden on their primary carer.

Some of these programs received funding from the Commonwealth and Victorian Governments. Others are Australian Government funded.



Achievements

During the past year, all of our community aged care programs were audited and received the highest possible outcome. In one of the quality reviews assessors said, "Clients were described as thinking the world of their care managers and found the response to their needs as very proactive, and all team members as approachable."

Number of people accessing day therapy services is 350

Future

After being selected to trial consumer directed care in 2011, Baptcare is looking forward to rolling out this model of care to all consumers over the next two years. Our focus is on the needs of each individual. This motivation drives Baptcare to be innovative in delivering community aged care.

Number of clients receiving social support, carer support, attending activity groups or receiving respite care is 322 clients with 91 carers

Number of community nursing service clients is 598

Number of home care package clients is 1,328

Case study

Yurrawalan, a Baptcare community aged care client and artist has had her work featured in Baptcare's 2013 calendar after her contribution was chosen from more than 50 entries.

Yurrawalan's work titled Emu's Land, represents "the suffering that the birds go through due to clearing of trees, and introduced plants which can be dangerous to them".

As a member of the Stolen Generation, Yurrawalan did not know she was Koorie until she was 49 years old, and her style of painting changed after the discovery. Now 69 years old, Yurrawalan said she draws inspiration from her Koorie heritage and her work often features native animals.

Retirement and a disability that makes walking difficult has not slowed Yurrawalan down; it has just changed the manner in which she works. Her art has featured in various galleries since 2005 and she plans to open an art room, which will serve as a gallery and a place to teach arts and crafts near the Central Gippsland Aboriginal Health and Housing Co-op. She will also undertake her Masters in Art this year under the theme "going home".

Photo is not related to case study.

Independence at home



At Baptcare we believe that every individual has the right to lead an independent, healthy, safe and happy life. In response Baptcare created Baptcare Independence at Home, which provides Baptcare community care clients with a Baptcare employed Care Worker.



Achievements

Baptcare is delighted to announce our newest aged care service this year, Baptcare Independence at Home, which commenced in northern metropolitan Melbourne.

Baptcare Independence at Home offers a range of quality services to make life at home a little easier. Our experienced team of trained Care Workers provide the following services:

- Domestic assistance
- Personal care
- Respite care
- Shopping assistance
- Meal preparation
- Monitoring services
- Transport to and from appointments.

Future

Over the next financial year Baptcare Independence at Home will commence in other regions in Victoria, and will recruit new local care staff and central administrative staff. Baptcare Independence at Home will also provide nursing and allied health services to clients in the home.

Residential aged care

Our aged care homes are designed to respond to and cater for the specific assessed care needs and preferences of people. We offer this in a home-like setting under the leadership of registered nurses supported by other healthcare professionals and dedicated staff. We provide full nursing, dementia, palliative and respite care. Our services include nursing assessment, 24 hour care, socially interactive activity programs, as well as emotional and spiritual support.

Our buildings are modern and provide residents with single room accommodation that is private and dignified. Our living areas are welcoming spaces where residents can engage in a wide range of activities.



Baptcare operates 795 residential care places across nine aged care facilities throughout Victoria and Tasmania.



Achievements

In March 2013, Baptcare announced the addition of Peninsula View Community in Frankston as our ninth residential aged care facility. Baptcare Peninsula View Community is a modern 106 bed (60 high care, 46 extra service) home that features ageing in place as well as extra service options.

We were delighted when Donela Perry, Director of Nursing at Baptcare Northaven Community was a finalist in the Leading Age Services Victoria Awards for Excellence in the Employee category.

Baptcare won four Better Practice Awards, of which two were residential aged care home specific. Baptcare Northaven received an award in the resident lifestyle category for their *Keeping the community spirit alive, our community integration program*. Baptcare Karana Community also received an award in the resident lifestyle category for their *Respecting their journey* program. The program focuses on getting to know residents by gaining a deep understanding of their personal history, past passions and assessing their cultural, spiritual and emotional needs.

Baptcare received two organisation wide awards in the innovation category for the *Be Inspired Program*. The initiative helps bring aged care residents' wishes to life and for the *Business Continuity and Disaster Recovery Strategy* which was fully developed following the floods in Northern Victoria in 2011.

Future

Baptcare is always seeking to improve on the high quality of service delivery to our residents. We invest in training our staff and empowering them to connect with our residents to bring them care that enriches their lives.

Baptcare intends to not only improve the quality of our services but also provide them to more people in the future. We have five residential development projects underway that will grow our residential aged care services by 550 places (or 70%). These places will be constructed over the next eight years in locations across Melbourne. This represents a \$100m investment by Baptcare. The design of our new buildings will be innovative, focus on technology and reflect the needs of the next generation of people entering residential aged care.

Case study

Over the past couple of years, the team at Baptcare Northaven Community have reinvigorated the Killara dementia unit. Not only has it undergone a physical transformation, it has also transformed the models of care offered.

The dementia unit was originally 10 bedrooms off a utilitarian central kitchen/living room. Today Killara bears more than a passing nod to a 60s/70s farmhouse with a bright kitchen (complete with tupperware cupboard, outside chook-house and water tank). It now reflects a 'home' more than an institutional setting. The design wasn't simply a bit of retro whimsy. It was the result of discussions with residents, families and Alzheimer's Australia whose studies have demonstrated a theory of 'first in last out' memory loss. This kitchen is similar to those the residents grew up with or visited during the prime of their lives and so automatically inspire strong, meaningful memories. Every morning breakfast is served as residents rise, allowing them to set their own flexible timetables.

John* was admitted to Killara approximately six months ago. He had a history of inappropriate behaviour and aggressive tendencies. Since moving to Killara, his behaviour has improved significantly. This is a result of being able to participate in domestic activities that are meaningful to him and give his life some context. He loves feeding the hens, tending the gardens and particularly having free access to go inside or outside at any time. He heads into the garden around eight o'clock in the evening and his family report that this was what he did as a farmer, making his final check of the garden before he turns in for the night. Killara has allowed John to regain some control over his life, make his own choices and feel as though he is able to contribute in a familiar way.

*Names have been changed to protect privacy
Photo is not related to case study.

Retirement living



Baptcare currently provides 223 retirement units and apartments.

Baptcare's retirement units offer the lifestyle alternative that suits many older people looking to ease into retirement. Units are available across Victoria and Tasmania and have easy access to shopping centres, cafes and public transport services.

Achievements

Baptcare Templestowe Orchards Community received a highly recommended commendation in the *Australian Achiever Award* this year with a customer satisfaction level of an incredible 98.52%. Baptcare Templestowe Orchards has been the Victorian winner in the Retirement and Care category three times.

Future

Baptcare has major development plans to grow its retirement living offerings to provide a service range that starts when a person is still living in their own home through to retirement living co-located with dementia and palliative nursing care.

Case study

Every Friday afternoon at Baptcare Templestowe Orchards Community you will find the Fellowship Knitters, a group of around 12 women who are putting their compassion into action by knitting bedcovers, knee rugs, scarves and caps for those in need.

Over the past five years the women have knitted 130 rugs. This year alone they have knitted 520 squares, each square measuring ten by ten inches which they stitch together to make their rugs. These rugs are sent to nursing homes and orphanages in Romania.

The women sit together happily chatting to the rhythm of clicking knitting needles as brightly coloured balls of wool tumble in their lap or at their feet as another square grows row by row.

Many of the women continue to knit into the evening in the comfort of their own room and add their collection of finished squares to the pile ready for the final stage of stitching.

Donations of wool create an air of excitement and comments of gratitude and appreciation whenever they occur.

Photo is not related to case study.

Mental health services

In 2012/2013 Baptcare secured Individual Mental Health Packages of care. These packages are state wide recovery-based programs offering individualised packages for people with severe and persistent mental illness.



The program will be provided by Baptcare, in partnership with the Tasmanian Department of Health and Human Services (DHHS).

The packages will be operational in 2013/2014. These packages expand the range of service offerings provided by Baptcare in Tasmania. The packages will support individuals with severe and persistent mental illness with community based, flexible and recovery focused support. The aim of the package is for clients to live well in the community.

Quality and continuous improvement



During the financial year Baptcare progressed its plan to achieve independent quality accreditation with a successful external review of Family and Community Services in Victoria in December 2012.

The review, undertaken by Quality Improvement and Community Services Accreditation (QICSA), assessed Baptcare's Victorian Integrated Child and Family, Disability and Out-of-Home Care services. All program areas were found to fully meet the Department of Human Services and relevant Quality Improvement Council Health and Community Services standards. Baptcare's registration has been extended to April 2016, as a provider of services under the Disability Act 2006 and Children, Youth and Families Act 2005.

Baptcare Family and Community Services has continued its staged accreditation plan with preparation for a follow up audit of Family and Community Services in Tasmania and some remaining services in Victoria, scheduled for early in 2013/2014.

Integrated child and family services

Baptcare recognises that becoming a parent and raising a family is challenging and complex, and at times families require extra support that is practical, accessible and non-judgmental. We provide a range of support services for children, young people and their families, including casework, parenting skills development, counselling and more individualised models of support.



Achievements

Following the positive mid-term review of the Gateway and Integrated Family Support Services (IFSS) programs in 2012, Baptcare was pleased to receive confirmation that these valuable programs will now be recurrently funded by the Department of Health and Human Services (DHHS). Additionally, the Targeted Youth Support Service (TYSS) also underwent review in 2012 which highlighted its valuable work with vulnerable at risk young people aged 10-18 years. This has resulted in DHHS recontracting this service for a further three years.

Pleasingly, Baptcare's internal data review demonstrated improved outcomes for TYSS young people, lowered offending behaviours, lowered drug and alcohol use, improved well-being, mental health and safety, improved physical health and self-care. The TYSS model addresses the critical issue of trust and engagement within a therapeutic relationship. The value of the key worker within this model is integral to its positive outcomes.

In Victoria, Baptcare saw the implementation of growth funding in Integrated Family Support Services (IFSS). IFSS now provides support to families in all of Western Metropolitan and Brimbank Melton local government areas.

Baptcare supported vulnerable families in their parenting role by the delivery of the Tuning Into Kids parenting programs that helps children learn to understand and regulate their emotions.

This year also saw the Home-Start program celebrate five years of supporting families in Bendigo and 12 years in Brimbank and Melton areas.

Future

In the next financial year Baptcare will continue to build sector relationships to ensure high quality outcomes for our clients. We will look for opportunities to build on the learnings of the TYSS review and opportunities for the expansion of the therapeutic key worker model used in this program. Family and Community Services will increase its core capability in the provision of therapeutic models of care.

In Victoria, Baptcare will continue growth in delivering parenting group programs to vulnerable families in the western metropolitan division of the Department of Human Services.

Number of clients who accessed our family support services 1,331

Baptcare Family and Community Services' Victorian programs are supported by the Victorian Government. Tasmanian programs are supported by the Crown through the Department of Health and Human Services.

Case study

Tony* and Theresa* met each other after Tony had been living in Australia for three months. They were married within a year, and fell pregnant four months after that.

Neither Tony or Theresa had family close by to support them during the pregnancy or when the baby was born. When Tony lost his job and struggled to find another, they both became anxious which led to the couple fighting and Tony decided to leave to work in the mines in Western Australia. Theresa was left for months by herself and became anxious and very ill in the final weeks of her pregnancy, resulting in many hospital appointments to monitor the baby.

Theresa went into labour and gave birth to a healthy baby girl. Tony arrived at the hospital two hours later but he did not show much interest in the baby which frustrated Theresa. Before leaving the hospital a social worker in the Maternity Ward met with Theresa and soon discovered that Tony was working in Western Australia and Theresa didn't have family support in Melbourne.

She told Theresa about the Home-Start Program and this was how she met Ursula*, her volunteer. Ursula became an incredible source of emotional and practical support, she visited Theresa once a week and helped make Theresa's life as a parent more enjoyable and less challenging.

Over the years Ursula was there to listen, take Theresa to appointments, show her how to catch public transport and even supported her to obtain her driver's licence. With Ursula's encouragement Theresa enrolled in English classes which opened her up to meeting other people which reduced her sense of isolation.

*Names have been changed to protect privacy
Photo is not related to case study.

Disability services

Baptcare's services for people with a disability are delivered in partnership with clients and their carers. Key to our services is that each person is always at the centre of all aspects of care and that care is delivered with understanding and respect. Our programs provide a foundation in which people with a disability are empowered to achieve their goals and to lead a dignified life.

By promoting a client centred approach to service delivery and encouraging cultural and community connections, Baptcare is ensuring that every client has choice and control.



Achievements

Over 1,558 clients received a disability service

Baptcare was pleased to receive confirmation that the Disability Gateway and Disability Local Area Coordination would continue to be recurrently funded in Tasmania. The Tasmanian launch site for DisabilityCare Australia has a unique element; the Local Area Coordination (LAC) role has been outsourced to the current Gateway system, recognising the value of embedding this service in the community sector. The DisabilityCare Australia LAC supports individuals to implement their individualised plan for support and services in the community that they have developed with DisabilityCare Australia.

Baptcare has been selected as a preferred provider for the Case Management and Support Needs Assessment Panels for the Motor Accidents Insurance Board (MAIB), in Tasmania. Our disability and Gateway staff have key expertise supporting children, young people and adults who have functional impairment due to disability or injury, to live well in the community.

Mary D'Elia, State Operations Manager, Tasmania was awarded a National Disability Award for *Excellence in Improving Personal and Community Support*. The award recognises an individual or organisation that has made a significant contribution to improving personal and community support for people with a disability, including helping people with a disability be independent by providing more choice, information and control. Mary played a key role in identifying and developing strong partnerships with the disability sector and ensuring the rights and needs of people with a disability were protected and respected during the development and implementation of the new Disability Gateway program.

Baptcare Case Manager, Rose Indomenico was a finalist in the *Excellence in Advocacy and Rights Promotion Award* at the 2013 Victorian Disability Sector Awards. The award celebrates the achievements of businesses, volunteers and staff providing services to and for people with a disability.

Future

Baptcare is pleased to be working closely with the National Disability Insurance Agency (NDIA) in the launch site in Tasmania. Baptcare will work with NDIA in the development, learnings and evaluation of the launch including the placement of Local Area Coordination in non-government organisations.

In Victoria in 2013/2014 Baptcare will work with the Brimbank Communities for Children Project to identify gaps in early diagnosis and children with special needs in the culturally and linguistically diverse community in the Brimbank area.

Case study



Jay,* a six year old boy who has been diagnosed with Asperger's Syndrome, attention deficit hyperactivity disorder (ADHD) and sensory processing disorder lives with his parents and four year old brother. Jay is very restless and hyperactive and is frequently up throughout the night as he does not have a regular sleeping pattern. Without medication he displays behaviours of concern including verbal aggression, resisting care and dangerous and disruptive behaviour.

Jay's demanding behaviours and lack of sleep have impacted on the overall quality of life for his family. Both parents were seeking psychological intervention and their marriage was under great strain.

Jay received Commonwealth funding from the age of three which is now exhausted and the family were required to pay out-of-pocket for ongoing therapy. This includes speech therapy to develop social communication skills, psychological sessions to develop social skills, emotional regulation skills and behavioural strategies to reduce challenging behaviour.

Baptcare have supported the family to continue to fund the required therapies and implement strategies recommended by therapists through Flexible Support Packages and case management. As a result the family have been able to transform their garage into a sensory room providing Jay with a controlled environment with appropriate sensory input. This has resulted in a marked difference in his behaviour and sleep patterns providing the family with much needed respite and increased positive interactions with their son. Baptcare continues to support the family and monitor their progress.

*Names have been changed to protect privacy
Photo is not related to case study.



Number of contacts across the Gateway service 6399

Out-of-home care

Baptcare's out-of-home care services are directed at children and young people who are unable to stay at home with their own parents, including foster care and the kinship care program and family options. We work closely with foster carers and kin to support vulnerable children towards a brighter future.



Achievements

Baptcare is now in its second year of conducting regional foster care training through a unique partnership with other local support agencies. The Shared Stories - Shared Lives Training Partnership (3SL), which includes Baptcare, Berry Street, Mackillop and Werribee Support and Housing creates easier, more convenient training opportunities for potential carers.

Bernie the Baptcare Bear was launched in August 2012. Children in Baptcare's foster and kinship care programs are given the bear which is theirs to own and keep forever. Bernie is what is known as a 'trauma' or 'cuddle' bear with research showing the positive effects of a cuddle toy for children who have experienced separation and/or trauma.

This year saw the commencement of the Bounce rebound therapy project. The project trained carers to use trampolines with the children they care for to respond to their trauma needs.

Baptcare foster carers, Raelene and Stephen Healy, were Highly Commended in the category 'Changing the Definition of Family: Carer of the Year' at the 2012 Robin Clark Memorial Awards.

Future

In the next year Baptcare will work with the Department of Human Services with the aim of securing ongoing support for the 3SL partnership with a stronger focus on western division and expanded to include agencies such as Westcare and Anglicare.

Baptcare will continue to grow its pool of foster carers, kinship family support and group workers. As well as building on therapeutic care for children in out-of-home care, this includes further strengthening of staff skills. Baptcare will strive to expand our base of foster carers through recruitment enabling us to continue to support vulnerable children towards a brighter future.

For more information on becoming a foster carer, head to Baptcare's foster care blog at www.fostercareinfo.wordpress.com.

Baptcare has over 184 clients who receive services from our out-of-home care program.

Case study

Luke* is a 15 year old young man with significant behavioural issues and a disability. When Luke was referred to Baptcare's kinship program he had been residing in kinship care for several years and had been very challenging for his carers. Luke would not sleep, became aggressive to his carers and would constantly call workers to discuss fantasies he had. During this time the kinship worker Sally* provided regular direct support to the carers, Luke and professionals. Sally also developed a care team. Family decision making meetings occurred through the care team bringing Luke's significant family members together to look at who could provide support. Through cross-program work Luke was also linked in with Baptcare's Home Stay program, a weekly overnight respite with a trained carer who specialises in providing care and support to children with a disability.

Ultimately the kinship care placement broke down due to Luke's behaviours and the carers' age and their own issues. During this upheaval in Luke's life the Home Stay carer was able to provide emergency respite for Luke, whilst Sally supported Luke's uncle and aunt to take Luke into their home. The Home Stay carer continued to provide ongoing respite to support Luke and his new kinship carers.

Sally continues to provide direct support to the kinship carers and Luke. Regular on-going communication, coordination and flexibility are required for all in the care team. Luke's uncle and aunt have reflected on the change in their life since Luke has come into their care. Whilst it has meant a change in their work commitments and priorities, they couldn't see their lives without Luke. Luke's behaviours have also improved so much that he is sleeping, having clearer thoughts and there has been no signs of aggression.

Sally has ensured that Luke's care needs were met by supporting the kinship carers directly, providing Luke with safe and supportive respite with his Home Stay carer and providing education and linkage resources and community activities for Luke and his carers. Luke has been able to remain in his family's care and avoided placement in DHS residential care where his behaviours may have deteriorated. The action of the care team resulted in Luke's uncle and aunt being granted a permanent care assessment. This should see Luke's behaviours stabilise and encourage him to reach more of his potential.

*Names have been changed to protect privacy

Photo is not related to case study.



Sanctuary

Baptcare Sanctuary provides supported transitional accommodation for people who are seeking asylum and living lawfully in the community while they await the outcome of their Protection Visa application and are homeless or at risk of homelessness.



Achievements

The Sanctuary program is unique in Australia and has been recognised internationally as a model of best practice. In 2012 Baptcare recognised the success of the Baptcare Sanctuary program and the ongoing significant need for services of this kind by substantially expanding the program. A second facility in Preston was officially opened by Mr Craig Ondarchie MLC, Member for Northern Metropolitan. This has the capacity to house 44 male residents plus one family in a self-contained apartment.

Baptcare also identified opportunities to coordinate with other service providers to improve service delivery to clients. We entered into partnership agreements with other providers such as AMES and the Red Cross. Baptcare Sanctuary now works in partnership with the Red Cross to accommodate up to twenty of their clients at a time for a short period upon their immediate release from detention while more permanent housing arrangements are made.

A Baptcare Sanctuary food drive took place this year and received generous donations from the community, Colonial First State Property Management, Baptcare staff and church groups. Church groups included Grace Tree Community, Aberfeldie Baptist Church, Brunswick Baptist Church, West Preston Baptist Church, Melbourne Chinese Baptist Church (Kew), Reservoir Baptist Church, and Ivanhoe Baptist Church. A significant amount of food and supermarket vouchers have been donated and distributed to Baptcare Sanctuary clients.

Future

The uncertainty created by ever-changing and negative government policy increases the need for a humanitarian response to asylum seekers living in our community. Baptcare is currently investigating sustainable ways to expand the Baptcare Sanctuary program through strategic partnerships and alternative funding streams in order to better meet the needs of a greater number of vulnerable and disadvantaged people in our community.

Advocacy efforts will also continue on behalf of asylum seekers, including a lobbying campaign to federal politicians and with the new Coalition government.

Baptcare Sanctuary now has the capacity to house 72 men and one family over the two sites.

Case study

In July 2012, Bongani* fled from his home country in Africa to Australia to seek asylum fearing persecution as part of a minority group. While waiting for his application for asylum to be processed, Bongani had to find his own accommodation and food while the Asylum Seeker Resource Centre provided casework support. Eventually, Bongani went to the Asylum Seeker Resource Centre to ask about accommodation and was referred to Baptcare Sanctuary in Preston.

Prior to this, finding acceptable accommodation was a constant and significant source of anxiety for Bongani who had to move multiple times. He was also financially at risk and was mostly uninformed about his basic rights, such as Medicare. However, upon walking into Sanctuary Bongani has said that "all the pressure and stress of becoming homeless was instantly relieved". Baptcare provided Bongani with accommodation, public transport cards, monthly supermarket vouchers, and referrals to organisations for services such as food, material aid, medical care and legal advice.



On top of this, Baptcare provided readily accessible casework and pastoral care to help with any ongoing or additional problems Bongani encountered. The environment at Baptcare Sanctuary also helped to alleviate feelings of social isolation and loneliness through free community dinners where residents can socialise with others also awaiting refugee determination.

Bongani is one of the first asylum seekers to receive help from the Baptcare Sanctuary program in Preston. Since receiving his Protection Visa in October 2012, Bongani has gone on to complete a Certificate III in Home and Community Care and a Certificate IV in Disability. Asked about his future plans, Bongani is looking forward to employment and contributing to the society which he described as having treated him with such dignity. Bongani is extremely thankful to Baptcare for what it has offered him and "had nothing but kind words" for Baptcare.

*Names have been changed to protect privacy
Photo is not related to case study.

Our people

At Baptcare we seek to empower our staff to use their passion and skills to make a positive difference to the lives of vulnerable people across Victoria and Tasmania. This is achieved through a strong commitment to leadership development and general learning and development for our staff.

Achievements

Effective recruitment and selection is a critical success factor in ensuring that we attract and retain the right staff. Our on-boarding processes, including staff induction, ensures that new staff are warmly socialised into the Baptcare culture. Our automated performance planning and review system ensures that our staff understand what's expected of them, are provided with feedback on their performance and encouraged to establish development plans to meet both individual and organisation objectives.

Baptcare ran its staff engagement survey in October 2012 and received an overall engagement score of 74% which was a 3% improvement on the last staff engagement survey administered in 2010. The survey indicated high levels of engagement on staff empowerment (84%), Health and Safety (79%) and commitment to Baptcare (79%).

During the year Baptcare introduced change management and internal communications which have been recognised as critical success factors in realising a number of strategic objectives.

Fourteen managers undertook a leadership development program, achieving a post program satisfaction score of 92%.

The Human Resources team made a significant contribution in facilitating the transition of staff from Lorikeet Lodge (now known as Baptcare Peninsula View Community) to Baptcare.

Future

The Human Resources team will continue to focus on building the capability of our leaders, particularly in the areas of change management and performance management. There will be a continuing focus for Human Resources to provide coaching and support to line departments in these areas.

There will also be a focus on automating Human Resources systems to ensure more efficiency in various areas including recruitment, workforce planning, remuneration management, leave management and talent management.

The Baptcare Leadership Capability Framework will be incorporated into the performance planning and review system thereby ensuring an ongoing focus on continuously developing our leaders.

Find out more about the Baptcare Career Bonus, and hear from members of the Baptcare team at www.baptcarebonus.org.au.

Baptcare has more than 1,500 paid employees

Case study

Jad started with Baptcare as a Personal Care Assistant at Baptcare Southaven Day Centre. Passionate about aged care he does an exceptional job with the clients, willingly joins in with client activities, and works hard at meeting the social and emotional needs of our clients.

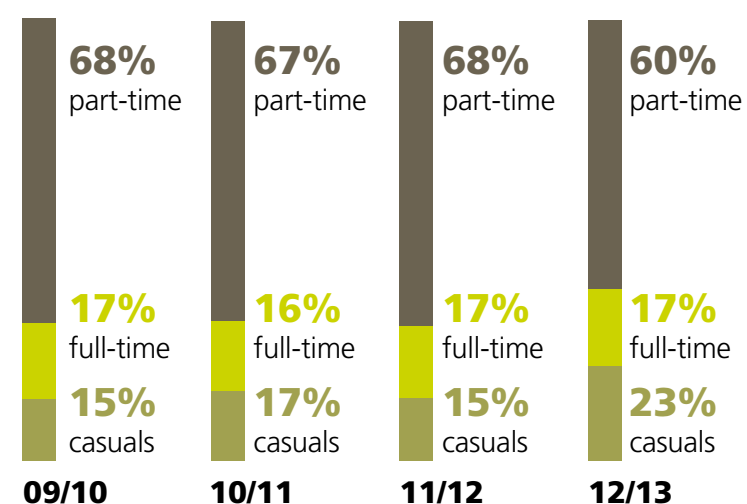
Jad, a Palestinian from Lebanon, is a trained nurse, but his qualifications are not recognised in Australia. Since arriving in Australia he has gained the Certificate III in Aged Care and the Certificate IV in Disability qualifying him to work in aged care facilities. Baptcare is gradually increasing his responsibilities with the Respite Centre at Southaven and

he is continually updating his nursing skills. He has become a Liaison Officer, making care plans and assessments as his English improves. Soon Jad hopes to be ready to sit the refresher course exams for nursing.

Jad is very proud to work for Baptcare because "It's the reward that we get back, the appreciation, the respect."

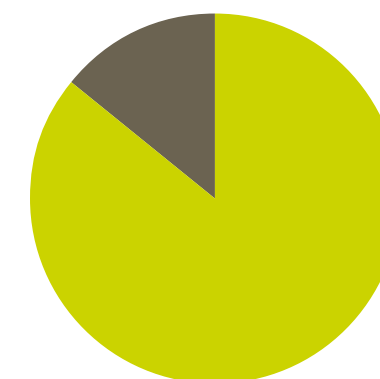


Employment status



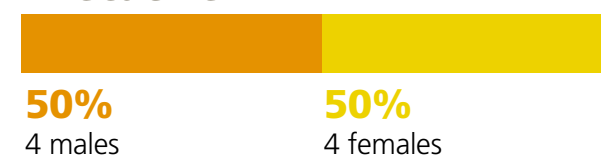
Gender

86% female
14% male



Gender in management profile

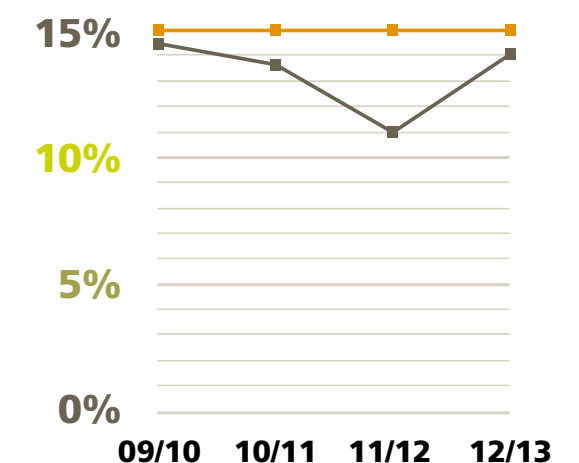
Executive



Senior Management



Employee turnover



■ Actual permanent employee turnover %
■ Target permanent employee turnover %

Volunteers

Volunteers are highly valuable to Baptcare. Our volunteers come from all walks of life including retirees, students, workers, at home parents and highly skilled professionals.



Achievements

Our volunteers help provide the 'above and beyond' that Baptcare is renowned for. They have unique opportunities to engage in one-on-one relationships that can make a meaningful impact on our clients' lives.

Baptcare understands that if it is serious about placing a high value on its volunteers then it must invest in good volunteer coordinators to recruit, develop and support the volunteer program. Volunteers who have an energetic and valued coordinator will be energetic and feel valued too. Baptcare also welcomes volunteers through the Community Visitors Scheme to our sites.

Baptcare is proud of its long history of volunteering in our residential communities where our volunteers are part of the lifestyle and chaplaincy department. One example of this volunteer program is the newly established Art Therapy program at Baptcare Karana Community which commenced early February 2013.

Newly established programs of volunteer activities in community aged care, together with pastoral visitors has extended the program we are able to offer to other services.

Baptcare central office had the support of a number of volunteers who offer their expertise to our staff on either short or long term commitments.

Baptcare has more than 525 volunteers

Future

In 2013/2014 Baptcare aims to build our volunteer support base by continuing to establish volunteer coordinators to recruit volunteers to our various residential aged care sites and community aged care services.

Case study

Trevor is one of the fantastic volunteers at Baptcare Karana Community. His father was a respite resident and later a resident at Karana.

When Trevor's father passed away in November 2010, he felt that his father was so well cared for, he wanted to repay Karana by applying to become a volunteer. The Lifestyle Department discussed his role and interests and tailored a job description for him. Tasks were explained and modified to suit his abilities as a person with Down syndrome.

Such is his commitment to the residents at Karana, Trevor shares lunch with them, alternating tables each day. Conversation is very animated and all enjoy Trevor's company. Says a Karana resident, "It is great to have conversations with Trevor. We have a lovely time at lunch." Trevor attended training in the correct use of wheelchairs and can now porter residents to and from activities. Among many other responsibilities, Trevor maintains the bird baths and waters the gardens. This ensures that all residents are able to enjoy the gardens which are a riot of colour and scent. Trevor polishes residents' shoes for them, as many residents are no longer able to complete this task due to declining dexterity. Trevor's work ensures that their personal grooming and self-esteem is enhanced.

Trevor was acknowledged for his contributions when he was awarded *Baptcare's Exceptional Service and Care Award* at the end of 2012. In his acceptance speech Trevor said "I enjoy my work at Karana very much, I put my heart and effort into my work." Once again we are grateful to Trevor, and all the volunteers, who provide another layer of care for our residents.

Photo is not related to case study.

Safety



Baptcare is committed to providing a safe and healthy work environment for staff, residents, clients, contractors and visitors at our workplaces resulting in the proactive management of all workplace hazards across the spectrum of activities that we are engaged in.

Achievements

Measures taken by Baptcare in 2012/2013 to ensure health, safety and welfare at work included WorkSafe's free medical checks that were undertaken by 509 employees resulting in Baptcare receiving a \$10,000 grant from WorkSafe Victoria to implement health and wellbeing activities.

An employer-funded immunisation program was conducted (including Hepatitis B and flu) for staff identified at risk or presenting a potential risk to residents and clients.

In 2012/2013 Baptcare introduced the manual handling program Back Attack. The program promotes a 'Train the Trainer' model, assessing all risks associated with manual handling tasks, while also ensuring our staff are aware of the most appropriate principles of behaviour to minimise the risks associated within their individual environments.

A review of our injury management program was accomplished resulting in all occupational rehabilitation and return to work programs now being managed internally.

509 employees participated in WorkSafe's free medical checks.

The future

Baptcare's focus for our safety journey is to move beyond a compliance-based approach to one of safety embedded as part of our culture. This extends from applying our core values, supported by our safety-related policies, to embracing safety leadership across our whole organisation.

Baptcare Affordable Housing

Baptcare Affordable Housing (BAH) is an innovative, not-for-profit, manager of quality affordable rental housing. As a subsidiary company of Baptcare, BAH is the latest chapter in a long history of creative response to community need with access to the comprehensive range of services and resources that Baptcare provides.

Achievements

Planning is underway to see the organisation grow significantly over the next few years. At present our target group is primarily older persons, but we also hope to be able to provide for the broad range of household types in the near future.

Future

BAH's aim is to work in partnership with Baptcare, government, communities and churches. BAH is seeking registration as a housing provider with a long term plan to develop housing and place management partnerships as a matter of priority to increase housing opportunities, set amidst sustainable communities for those people most in need.

Research program

The primary objective of Baptcare's research program is to foster a culture of evidence-based best practice consistent with Baptcare's mission, vision and values.

Baptcare's research is designed to improve the services Baptcare provides, and to address complex social issues. Our research is the foundation of our advocacy activity and social policy development.

Achievements

In 2012/2013 Baptcare consolidated its research programs through the advancement of a Research Development Committee with senior representation from all divisions of the organisation. The committee has overseen the prioritisation of research proposals and research-related strategic developments, including the development of comprehensive research policies and procedures and initiating the process of forming a nationally recognised human research ethics committee.

Research highlights for 2012/2013 include:

Devonport Needs Assessment

The Baptcare Orana Future Options (2012) study was completed on behalf of Baptcare by the University of Tasmania's Department of Rural Health and the Institute for Regional Development. It was based following six months (March-August 2012) of intensive community engagement and research in the Devonport, Latrobe, Central Coast and Kentish municipalities. The research has enabled the identification of service gaps and community needs in these areas which will inform future options and directions for Baptcare operations at Orana and Karingal in North West Tasmania.

Evaluation of Dementia-Specific Community Aged Care Package

In 2011, Baptcare secured funding from the Australian Department of Health and Ageing to provide higher levels of support for people with dementia and their carers than would otherwise be available on a standard Community Aged Care Package (CACP). This evaluation of Baptcare's CACP-D packages innovation was undertaken with support from La Trobe University's Lincoln Centre for Research on Ageing. Results indicated that the CACP-D innovation has been successful in providing much-needed support to clients with dementia and their carers living in the community. There were indications that the CACP-D packages were more successful than the standard CACPs in assisting carers.

Evaluation of short stay "IMA" client pilot project

In September 2012, a review of the Baptcare Sanctuary program service delivery model was completed at the request of Baptcare's Board. This review identified opportunities to expand on Baptcare's existing service delivery, and included risk assessment consultations and an initial pilot program. Based on the findings of this study, recommendations have been provided for consideration by the Chief Executive and Board.

Baptcare's 70 Year History

In 2015 Baptcare will celebrate its 70 year anniversary. As we reach this milestone in the organisation's journey, it is appropriate that the history be written. A professional historian will be engaged to complete the documentation which will be developed into a comprehensive history text as well as a 'coffee table book'.

Spiritual Assessment in Residential Aged Care

Pastoral Care is central to the work of Baptcare. It is provided across all services, based on the belief that "our care is not complete if we do not provide a space for our clients, residents and their families to reflect, and be supported within their spiritual journey as it relates to their experience of care with us." This project focused on the provision of pastoral care to residents of the residential aged care services, (RAC) provided by Baptcare. The project was commissioned to evaluate the process and outcomes of spiritual assessment in RAC. A key feature of the project was to seek feedback from residents themselves about their experiences.

External Research Collaboration

Baptcare has been an active research partner, and has participated in partnerships and collaborations with researchers from Australian Catholic University, Curtin University, Deakin University, La Trobe University, Melbourne University, Monash University, RMIT University, University of Tasmania, University of Western Australia, University of Wollongong as well as the National Ageing Research Institute, Alzheimer's Australia Victoria and a number of other research organisations.

Baptcare staff have given numerous conference presentations, and have submitted peer-reviewed papers to academic journals, including:

- Medical Journal of Australia
- Gerontology
- Australian Journal of Dementia Care

Baptcare have also contributed to numerous competitive research grant submissions, including applications to WorkCover Tasmania, the Department of Health and Ageing, the Australian Research Council and other nationally competitive research funds.

Further, Baptcare's research staff have continued to contribute to research and policy development in the sectors in which we operate, including the Leading Age Services Australia (Victoria) Policy and Research Committee, the Centre for Excellence in Child & Family Welfare's Sector Research Partnership, the Department of Human Services Disability Research Reference Panel, the Australian Charities and Not-for-profits Commission Research Network and the Volunteering Victoria Research Panel.

This is excellent recognition of the efforts of the research team to build Baptcare's reputation as an innovator and leader in evidence-based practice in the aged care and community services sectors.

Future

Baptcare's research program will continue to foster a culture of evidence-based practice through program evaluations, identification of opportunities to innovate, and through partnerships and collaborations with leading researchers. Planned research in 2013/2014 includes research on palliative care, dementia care, complex case management, kinship care, measurement of social outcomes for our clients, development of a model of place management and more.



Social issues and advocacy

Baptcare also responds to community need through commenting on social policy and engaging in advocacy on issues crucial to the needs of the people with whom we work. Where possible, we join with other organisations in the community services and aged care sectors, in speaking on behalf of those who have a limited voice in Australian society.

Achievements

Baptcare's Social Policy Position Paper on Asylum Seekers was approved by the Baptcare Board in August 2012. Arising from Baptcare's experience in providing support to asylum seekers since 2008 through Baptcare Sanctuary, this policy paper calls on the Australian government, churches and the community to work towards a more welcoming, compassionate and just solution to the needs of those seeking asylum among us.

The Paper was disseminated to 500 delegates of the Baptist Union of Victoria (BUV) to inform the BUV October 2012 resolution on asylum seekers; as well as to 240 Baptist churches in Victoria and Tasmania. It was also disseminated to all federal MPs and Senators representing Victorian and Tasmanian electorates. Resources to assist Baptcare supporters to learn more about and to advocate for asylum seekers were placed on the Baptcare website, and Baptcare contributed to a workshop on asylum seekers at the May 2013 BUV Gathering.

In March 2013, Baptcare joined an interagency campaign lobbying for the right to work for those asylum seekers living in the Australian community, many of whom are facing destitution. Baptcare is also a member of the Network of Asylum Seeker Agencies (Vic).

A Baptcare Social Policy Position Paper on Affordable Housing was developed in 2012/2013 and was approved by the Baptcare Board in May 2013. This paper examines the state of housing affordability in Australia (and particularly in Victoria), those disadvantaged Australians who are most affected and how a lack of affordable housing impacts their lives, future challenges, and some ways forward. The paper provides the context for the establishment of Baptcare Affordable Housing.

Future

The Social Policy Position Paper on Affordable Housing will be launched in the second half of 2013. It will form the basis of Baptcare's advocacy as we call on the Commonwealth, Victorian and Tasmanian governments; as well as local government, churches and the financial sector, to unite to tackle the national housing crisis which is severely impacting disadvantaged Australians. Baptcare is also joining the Victorian Council of Social Services in their campaign to lobby for basic minimum housing standards for private rental properties due to many poor and vulnerable Victorians renting properties in appalling condition.

2013/2014 will also see the production of social policy position papers focussing on both the aged care and the family and community services sectors. These will begin with a series on 'Aged Care for All', with papers examining foundational principles of the Commonwealth's Living Longer Living Better aged care reforms, access to aged care for financially and socially disadvantaged older people, and aged care challenges within a multicultural society. Other social policy position papers will cover the topics: Mental Health & Family Resilience, and Disability.



Marketing

Baptcare marketing, media and communication campaigns are part of a broader strategy to build a clear brand identity, to raise our profile with our range of diverse target audiences and to position the organisation for growth.

Achievements

Over 2012/2013 Baptcare designed and implemented its largest marketing program to date aimed at positioning Baptcare as an attractive employer in line with our strategic goals of 'building a stronger reputation' and being 'a more attractive employer'. The Baptcare Career Bonus campaign was launched via a range of integrated mainstream and digital media channels and featured a number of staff members who epitomised the Baptcare brand characteristics of bringing care to life.

In 2013, Baptcare was one of only three organisations invited by the Department of Human Services to educate the department about how to employ marketing techniques to recruit foster carers. Baptcare was acknowledged as a leader in innovative marketing in this sector.

Baptcare Peninsula View Community aged care facility was welcomed into the Baptcare family with the marketing team responsible for telling this story to the local community, staff, residents and families.

Future

Changes in the aged care and family and community services environment over the next years will present a significant opportunity for Baptcare to position itself competitively in the sector while ensuring we remain true to who we are and what we stand for.

The next stage evolution of Baptcare's brand and profile, and greater insight into the referrer and 'end user' markets will be key foundations for growth as 'for-profit' providers enter the sector.

We plan to build Baptcare capability as the first point of contact for aged care information to help families navigate their way through the aged care system.

And phase two of the Baptcare Career Bonus campaign will focus on recruiting Personal Care Assistants in metropolitan regions as part of the Baptcare Independence at Home initiative.



Sustainability

At Baptistcare we are mindful of the environmental impacts of our operations. We believe we have a responsibility to care for the natural environment upon which the health and wellbeing of our clients, residents, staff and communities depend.

Achievements

This year Baptistcare’s commitment to sustainable development has progressed from planning to action, with the implementation of year one of our three-year sustainability strategy.

During 2012/2013 Baptistcare developed and implemented initiatives to improve energy and water efficiency, increase recycling and reduce waste to landfill at seven of our sites: Baptistcare Northaven Community, Baptistcare Westhaven Community, Baptistcare St Hilary’s Community, Baptistcare Southaven Day Centre, Baptistcare Sanctuary Brunswick, Baptistcare Eastern Metropolitan Community Care and Central Office.

- The initiatives we have implemented include:
- Energy efficient lighting upgrades
 - Landscaping and gardening
 - Water saving fittings and showerheads
 - Insulation and window tinting to improve the thermal performance of our buildings and improve the comfort of our clients and residents
 - Additional paper and co-mingled recycling collections and improvements to existing waste and recycling systems to promote greater recycling
 - Expansion of our electronic waste, printer cartridge, mobile phone, and battery recycling programs
 - Improvements to heating, ventilation and air conditioning systems to improve energy efficiency.

These initiatives implemented this year are projected to achieve annual environmental savings of:

- 252 tonnes of greenhouse gas emissions
- 17,500 litres of water
- 24 tonnes of waste to landfill

While we continue our work to improve the environmental performance at our existing sites, Baptistcare has also been working to integrate ecologically sustainable development (ESD) design principles and initiatives throughout the master planning and design phases of our new developments planned for Templestowe and Werribee.

The embedding of ESD initiatives into our developments will not only ensure lower environmental impacts over the life of our new facilities, but will also ensure that our aged care facilities are comfortable, healthy and attractive spaces for our future residents.

In addition to these efforts to improve social and environmental outcomes, we have continued to improve monitoring and reporting of our sustainability performance. For the second year in a row, Baptistcare has benchmarked its annual report against the Global Reporting Initiative’s (GRI) G3.1 Guidelines, and have assessed our report as GRI Level C (Self-declared). For further detail on Baptistcare’s social, economic and environmental performance, refer to our GRI Compliance Table and Index at www.baptcare.org.au/AnnualReport.

Future

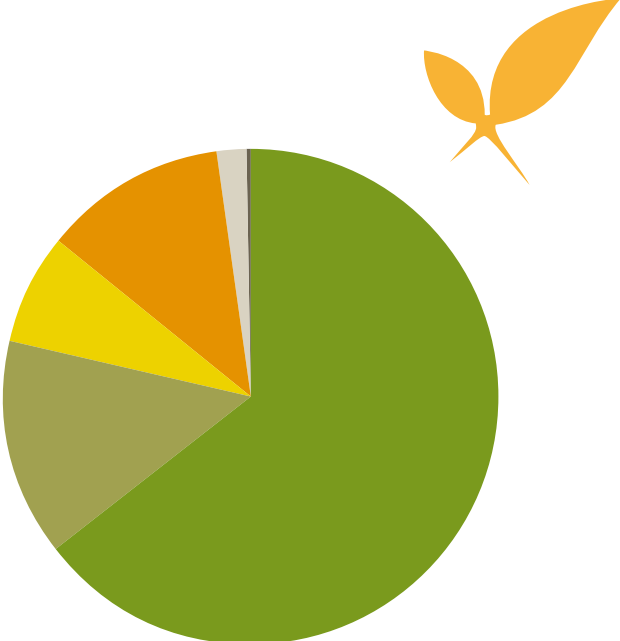
In the coming year Baptistcare has committed resources to implement year two of our sustainability strategy which will include the rollout of sustainability plans at another nine sites, further expansion of our recycling programs, staff engagement initiatives to foster sustainable practices and the continued integration of ESD into our development projects.

As Baptistcare’s journey towards sustainability continues, we will build on our achievements in sustainable development so that we can help ensure a healthier environment and a more just future for our clients, residents, staff and community.

Baptcare total greenhouse gas emissions by source

	Emissions Source	Total GHG Emissions (tCO2-e)*
64.6%	Electricity	7,357.5
14.1%	Natural Gas	1,605.7
7.4%	Waste	842.6
11.9%	Transport Fuel	1,354.5
2.0%	Water / Wastewater	223.2
0.1%	Stationary LPG	7.5
	TOTAL	11,391.0

* 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 Australian National Greenhouse Accounts (NGA) Factors Workbook – July 2013.
* Where complete data sets were unavailable, annual figures have been extrapolated based on available data.



Case study

Located in the south-eastern suburb of Bentleigh in Victoria, Baptistcare Southaven Day Centre provides care and support for older people, as well as a variety of social activities for those wishing to remain connected with their community.

A number of sustainability initiatives have been implemented at Southaven this year, which will not only benefit our environment, but importantly will also help to enhance the facility for the benefit of our clients.

Improving the thermal comfort of our clients was a key priority of the sustainability plan at Southaven. Analysis showed that the site required a significant amount of energy to keep the facility cool, particularly during heatwaves such as those experienced in the summer of 2013. Heat gain at the site was not only an energy management issue, but also a health and comfort issue for staff and clients.

To improve the thermal performance of the building, reduce air conditioning loads, increase energy efficiency and enhance occupant comfort, additional insulation batts were installed in the ceiling space, and window tint was installed on all north-facing windows. In addition, a solar powered passive ventilation and cooling unit was installed to help exhaust hot air from indoor spaces and improve fresh air circulation as well as air quality.

Other sustainability initiatives undertaken at the site include the installation of water efficient shower heads; energy efficient lighting; an improved waste and recycling system;

and the planting of both native and flowering plants in order to provide a more attractive environment as well as a sensory experience for our clients.

Thanks to the great work of our dedicated green thumb, Rosella Zaccaria, Personal Care Attendant, Southaven also has a thriving veggie garden which provides delicious, fresh and healthy produce used in the preparation of meals for Southaven’s clients. This innovation is an excellent demonstration of sustainability in practice, as it directly contributes to the health of clients, while saving on food costs, improving the local environment and reducing environmental impacts associated with the production and transportation of food products.

The net result of all of these initiatives will be a reduction in the sites annual greenhouse gas emissions of 4.5 tonnes and a utility cost saving of over \$1,500. Most importantly, these initiatives have helped to make Southaven an even more comfortable, healthy and enjoyable place for our clients.

Pastoral care

Baptcare's pastoral care team work across most of Baptcare's services and cares for the 'whole' person by providing skilled companionship. We are attentive to another's spirituality or faith across the whole spectrum of human spiritual expression and understanding.

Achievements

Baptcare is proud to sponsor an important initiative in local, accredited training in pastoral care and ageing in partnership with nine organisations. Both the Certificate IV in Pastoral Care and the Diploma of Ageing and Pastoral Care are nationally recognised qualifications suitable for a wide range of people involved in pastoral and spiritual care.

In 2013, Baptcare secured a spot on the PASCOP (Pastoral and Spiritual Care of Older People) Board. PASCOP's structure includes networks, best practice and research initiatives and aims to have an impact in assisting to provide a humanising influence within aged care for the spiritual wellbeing of older people.

Currently there are 23 Chaplains across all residential aged care, community aged care packages, family and community services except Bendigo Home-Start. Baptcare also has 30 trained and supervised pastoral care volunteers in community aged care and is growing.

Baptcare Karana Community Chaplain Ruth Prentice was co-recipient of a *Better Practice Award* for her strong working relationship with Lifestyle staff, ensuring highly coordinated care for residents.

A survey which was completed by Baptcare staff at sites with Chaplains showed a very high level of understanding of the place of pastoral care in Baptcare, including referral pathways.

The future

Pastoral care will develop a model for pastoral visitation volunteers in residential aged care and retirement living and commence a pilot.

A plan for increased capacity and integration in dementia care, palliative care, and end of life care will also be developed.

Baptcare's generous ongoing commitment to near-universal pastoral care is at no cost to the client.

Case study

April started using Baptcare's services about a year ago. She has raised six children, four with a disability, and now lives with three adult children and a one year old grandchild.

After coming to Baptcare, April met Carmel, one of Baptcare's Pastoral Care Workers, with whom she now meets every fortnight. The main reason April enjoys meeting Carmel is because it gives her an opportunity for some time for herself: "Life was chaotic and there was no time for me," April commented. "It's good for people to have someone extra in their life, someone like Carmel to talk to or a shoulder to cry on," explained April. Together they visit the local coffee shop or stay at home.

After a few visits, April mentioned that she has a faith background. She and Carmel then talked about different religious poems they knew, and that April could call on during the week. Carmel gave April two prayer tokens and a laminated prayer card which April now keeps in her pockets at all times; whenever she gets stressed these prayers help her to relax.

Community engagement

Baptcare supports community ministries among Baptist congregations in Victoria and Tasmania who are responding to identified need in their community including poverty and disadvantage. Baptcare works with churches to ensure projects are relevant and connected to local community need. Baptcare shares community ministry ideas, resources, connections and provides Baptcare Community Engagement Grants.

Achievements

In 2012/2013 the Baptist Union of Victoria (BUV)/Baptcare Community Engagement Reference Group was established to assist both organisations to strengthen opportunities in Baptist communities.

The Baptcare Community Engagement and Advocacy Coordinator personally visited 65 Baptist entities in Victoria and Tasmania, strengthening the relationship of Baptcare with Baptist Churches.

An evaluation was conducted on the Baptcare Community Engagement Grants of 2011/2012, identifying common themes and enabling planning for future community ministry resource creation.

Baptcare gave 15 Community Engagement Grants to Baptist congregations totalling \$200,000.



Future

Baptcare will continue to work together with Baptist Union of Victoria and Baptist Union of Tasmania and also make one-on-one connections with more Baptist Churches in Victoria and Tasmania. Baptcare seeks to further offer volunteer opportunities with Baptist Churches in areas where Baptcare sites are in close proximity.

In 2013/2014 Baptcare will offer Baptcare Community Engagement Grants to more Baptist churches with the aim of strengthening Baptist Church community engagement and improve community ministry through:

- strategic opportunities for training,
- knowledge and resource sharing and
- mentoring among similarly themed projects such as food security, youth and migrant support.

Our grants will act as an accelerant to strengthen community ministries seeking to make their work sustainable.

Case study

Baptcare Community Engagement Grants recently provided funds to the Auburn Hub, run by AuburnLife Baptist Church. It is located in Melbourne's inner eastern suburbs close to Swinburne University where there are many international students. Some have limited English literacy, and many are going through the usual challenges of this life stage, however without the usual family support structures. A needs analysis also revealed international students suffer cultural segregation and isolation.

This project aimed to respond to these needs by providing a safe and inclusive environment that engages students from different cultures in friendship, hospitality and advocacy, and in linking in to the University.

A friendly social culture has developed and friendships have emerged among participants and volunteers who join in activities outside of Auburn Hub. A group meets beyond the Hub scheduled times as an initiative of the participants involved, keen to develop their English language and literacy skills.

Auburn Hub has been open now for a full University semester, and has come in contact with over 40 people from about eight different countries. Food, friendship, English skills and a vibrant community has been provided each week from the beginning of the semester.

Fundraising

Baptcare's Fundraising program exists to contribute towards the costs of our services not covered by Government funding or other revenue. These include Sanctuary and many of the programs run by Family and Community Services. It also provides a way for the wider community to support our work.



Achievements

In 2012/2013 the total raised for Baptcare was \$335,528 with 100 per cent of these donations allocated to program delivery. The majority of this income came from trusts and foundations, events, appeals, major and regular donors, with some from bequests.

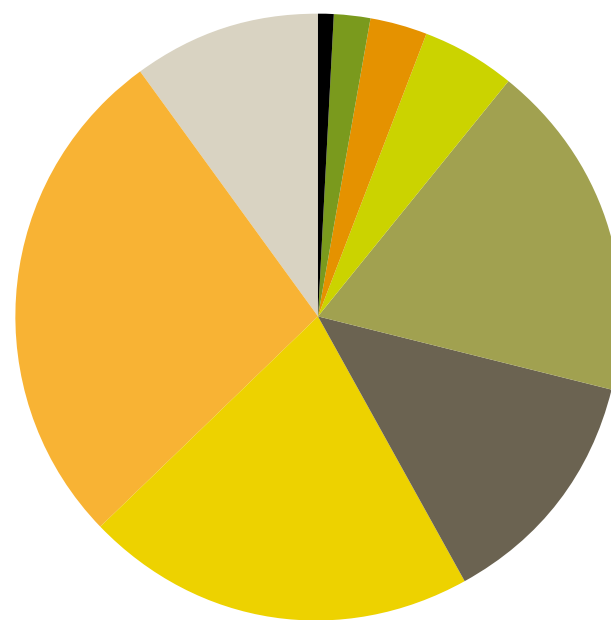
Other significant achievements for the year include the most successful Charity Golf Day event we have ever run, growth in the number of regular donors, and our first major donor campaign for Baptcare Sanctuary.

Future

Future directions include a more comprehensive fundraising strategy for Sanctuary, focussing on acquiring new donors, further attention on major donors, and developing corporate support and online giving options.

Donations by income stream

- 27%** Trusts
- 21%** Sponsorship and events
- 18%** Individuals (unsolicited)
- 13%** Appeals (individual supporters)
- 10%** Other
- 5%** Community Groups and Churches
- 3%** Bequests
- 2%** Monthly givers
- 1%** Online donations



Information technology

The information technology team continued to play an important role in developing systems to support high standards of care across all Baptcare's services.



Achievements

During 2012/2013 the information technology team achieved the rollout of a new finance solution, Dynamics AX. Nurse Call Solutions was implemented in three of our residential aged care homes and telecommunications and telephony links across the organisation were upgraded including the introduction of video conferencing. 'Bring Your Own Device Policy' was created to empower staff to use tools that make them most productive.

Information technology also applied a new system to support Baptcare Independence at Home, and completed a review of the market in search of the best integrated community aged care and family service solution to support our customers.

Future

In 2013/2014 Baptcare plans to improve the time required to recover our critical computer systems in the event of a disaster at our major computer processing site to under one day. Baptcare aims to apply a comprehensive client management system for our community aged care and family and community services divisions that will enable carer's real time client, financial and service information to support clients' changing needs.

Baptcare is planning to enhance its day-to-day business by implementing an improved scheduling and rostering system for the Independence at Home business, an e-recruitment system to streamline recruitment activities and a Risk, Incident and Contract Management system that will support better decision making across the organisation.

Financial overview

Baptcare's operating revenue for the year ending 30 June 2013 was \$129.5m, an increase of 6% on the previous year. This resulted in a net surplus of \$10.6m, producing an operating cash surplus of \$17.6m, before allowing for investments of \$15.9m and acquisition of business of \$13.5m.

Funding for Baptcare comes through various channels. 78% of Baptcare's revenue comes from Commonwealth and State governments, 19% from client fees and the balance from donations, interest and other sources.

Operating expenditures grew by 11% to \$118.9m during the year. Direct client and resident services costs represent 23.6%, with employee costs representing 54.7% 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 sturdy financial position with excellent cash flows, quality buildings and a sustainable business model with solid growth plans.

Financial performance

Financial performance	2012/2013 \$ 000's	2011/2012 \$ 000's
Revenue	\$ 129,546	\$ 122,488
Expenditure	(\$ 118,913)	(\$ 113,532)
Net surplus	\$ 10,633	\$ 8,956

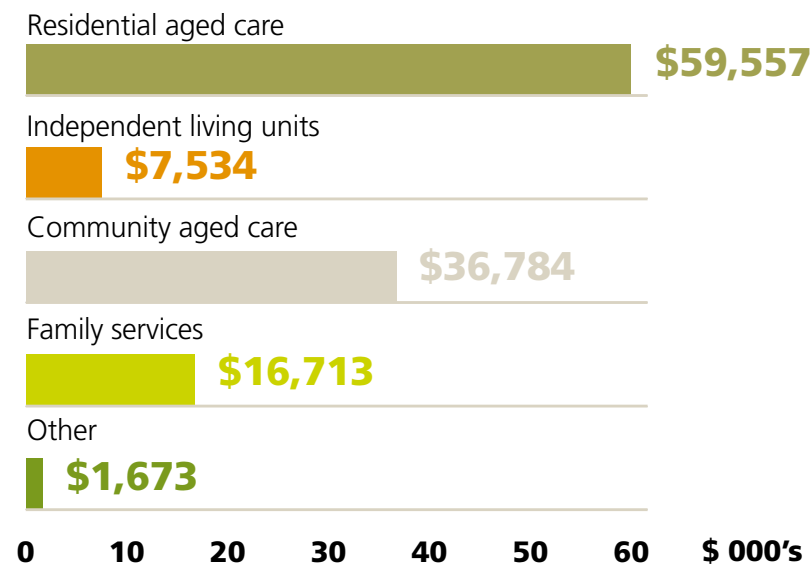
Financial position	2012/2013 \$ 000's	2011/2012 \$ 000's
Total assets	\$ 273,865	\$ 249,818
Total liabilities	\$ 147,178	\$ 138,173
Net assets/equity	\$ 126,687	\$ 111,645

Cash/ investments	2012/2013 \$ 000's	2011/2012 \$ 000's
	\$ 65,827	\$ 74,840

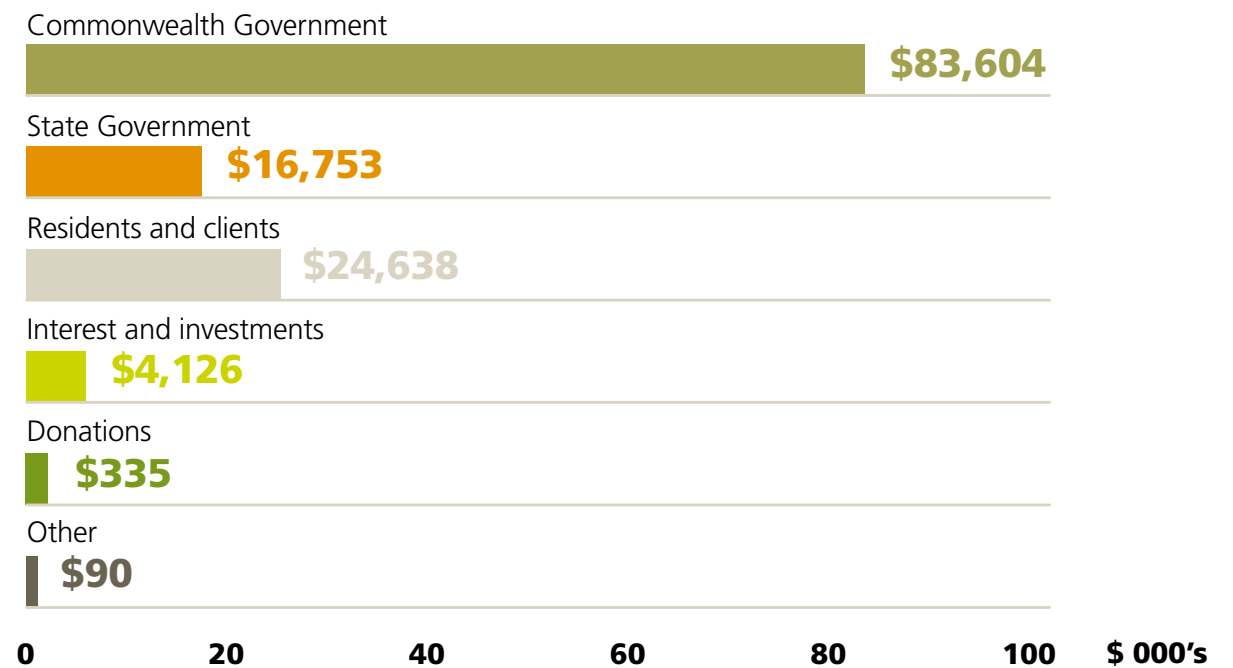
94% of revenue was spent on service delivery:

	\$ 000's
Revenue	\$ 129,546
Less surplus	\$ 10,633
= Total cost	\$ 118,913
(Less)/Add overhead support costs	\$ 3,348
= Total service delivery cost	\$122,261

Expenditure by service segment



Sources of revenue



Our supporters

We would 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.

Corporate supporters

AccessPay
AE Smith
Alert Tech
Allen Foundry Co Pty Ltd
Bunzl
Carabott Holt Turcinov Architects
City West Water
Civilian Widows Tasmania
Connect
Dakin Mayers & Associates Pty Ltd
Hawkins Consulting
Hesta Super Fund
HWL Ebsworth
Knight Frank Australia Pty Ltd
Laundry Solutions Australia P/L
Millers Plumbing Pty. Ltd.
Mission Enterprises Blackburn Ltd
Muller Partnerships
Nationwide Health
& Aged Care Services
Ozwide Group
Peoplestreme
Poldermans Cleaning Service
Police Credit
Progressive Office Furniture
Smith and Tracey Architects
Steer Inc
Sweett Group
Syd Peek & Daughter
Taylors Development Strategies
Telstra
The O'Neill Group Pty Ltd
Tobin Brothers
Unique Electrical Solutions
Vivir
XChanging

Churches

Aberfeldie Baptist Church
Camberwell Baptist Church
Chelsea Baptist Church
Community of the Transfiguration
Essendon Baptist Church
Glenroy-Oak Park Baptist Church
Kerang Baptist Church
Maldon Baptist Church
Moonee Ponds Baptist Church
Moreland Baptist Church
North Balwyn Baptist Church
Rosanna Baptist Church
Samoan Baptist Ministry Word of Life

Church groups

Anglican Development Fund
Blackburn Missionary Stamp Club
Burnie Baptist Women's Fellowship
Canterbury Council of Churches
Victorian Baptist CC & AC Netball Association Inc.

Community groups

Delta Hydraulics
Devonport Golf Club
Ladies Committee
Sulphur Creek Country & Western Music Concert
Trefoil Guild
Wyndham Lodge Community Aged Care Incorporated (WLCAC)

Trusts and Foundations

Andrews Family Charitable Fund
ANZ - VCF - The Ruth Fagg Foundation
Collier Charitable Fund
Community Foundation for Bendigo & Central Victoria
Flora & Frank Leith Charitable Trust
Foundation for Rural & Regional Renewal
Lord Mayor's Charitable Foundation
Scanlon Foundation
Teele Family Foundation Pty Ltd
The Trust Company Ltd
– Ian Rollo Currie Estate Foundation
William Angliss (Vic) Charitable Fund

Bequests

Estate of the late
Betty Marie McCann
Estate of the late Florence
Ernestine Isabel Smith

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

Auxiliaries

Baptcare Karana Auxiliary
Friends of Karingal
Baptcare Northaven
Ladies Auxiliary
Friends of Baptcare
Westhaven Community
Baptcare Wyndham Lodge
Ladies Auxiliary

Schools

Carey Baptist Grammar School
Strathcona Baptist
Girls Grammar School



How you can help

With your support, Baptcare 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. Donations can be made at www.baptcare.org.au or by calling Baptcare on 03 9831 7222. All donations \$2.00 and over are tax deductible.

Leave a Bequest

By leaving a gift to Baptcare 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.

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.

Partner with us

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

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.

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 at www.baptcare.org.au.



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

Media enquiries

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

Family and Community Services

Phone: 03 9831 7222
Fax: 03 9831 7272
Email: info@baptcare.org.au

Aged Care

Phone: 03 9831 7222
Fax: 03 9831 7272
Email: info@baptcare.org.au

www.baptcare.org.au

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

© Baptcare Ltd. 2013
Join the Baptcare conversation



twitter.com/Baptcare



facebook.com/Baptcare



youtube.com/BaptcareLtd

2012
2013

