

Annual report 2010/2011



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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.

Baptcare has over 30 offices and facilities across Victoria and Tasmania and employs over 1,100 staff. With a broad vision of community participation, we envision 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 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
- Local Baptist church grants program
- Health care services for the homeless
- Pastoral care for clients, residents and their families.



Chairman and CEO report

For over 65 years, Baptcare has been committed to meeting community needs, caring for the elderly, families, youth, people with disabilities, financially disadvantaged people and asylum seekers. During the year, the Productivity Commission's two inquiry reports titled *Caring for Older Australians* and *Disability Care and Support* pointed to a very different future of care provision and service delivery for the aged and disability sectors. Baptcare submitted responses to both draft reports. Whilst planning for the changing landscape, we retained our focus on providing 'excellence in Christian care for individuals, families and the community'. This past year has provided us with significant opportunities to practically demonstrate this.

One of the highlights of this year was the launch of the Baptcare Ignite grants program. Designed to fulfil Baptcare's vision – 'caring communities for all' – Ignite provides financial resources to Baptist congregations who are responding to identified need in their community, most notably, poverty and disadvantage. Each church asks, what are the needs in our community? Then, looking at the talents and resources available, each church looks at how they can use them to meet the local community's needs, with projects including: a transitional housing scheme centred around an enterprise to support refugees from the Thai-Burma border; a playgroup for children living with autism; a community youth theatre group; and, a mentoring program at Haig Street Primary School in Heidelberg West.

This year we continued to develop our Pastoral Care program. We developed our model for pastoral support at Baptcare Sanctuary, which provides transitional supported accommodation for male asylum seekers living lawfully in the community. Baptcare Sanctuary's residents have been forced to flee their homelands under threat of persecution because of their race, religion, political beliefs or ethnicity. We conducted an internal review which highlighted the need for access to pastoral care. The survey and face-to-face discussions with the residents explored a range of questions and confirmed that they found having someone to pray with and learning English as important factors to their

wellbeing, followed by having someone to talk to about their hopes and fears, particularly during stressful times in a new country. The need for pastoral care remains essential. Baptcare has appointed a Chaplain to work with the 29 residents and it is anticipated that the increased access to pastoral support will provide the opportunity for residents to continue to manage their various emotional and spiritual needs.

In aged care, we recognised the increasing need to adapt to provide easier service-navigation for aged care recipients and subsequently restructured the Aged Care Operations division. This division now encompasses both residential and community aged care. We were once again amongst the top providers in the state in the 2010 Aged Care Approvals Round in receiving 78 community aged care places across Victoria and Tasmania – a continued acknowledgement of the excellence of our care delivery. Baptcare was also allocated 11 new 'Consumer Directed Care' (CDC) packages. This new method of care delivery is designed to better meet the needs of the consumer by offering increased flexibility, choice and control. Unlike mainstream in-home support packages, CDC is a service delivery option where consumers control and choose the services they receive. Baptcare will introduce its 11 packages in the North region of Melbourne amongst culturally and linguistically diverse groups and Aboriginal and Torres Strait Islanders. In addition, we were awarded 99 residential care places.

Aged & Community Care Victoria (ACCV), the peak body for aged care, recognised Baptcare in its State Awards for Excellence. Baptcare was a finalist in two categories; the Media Award and the Organisation Award and we were thrilled to win the Organisation Award for Excellence! This award recognises an aged care provider that demonstrates leadership, innovation and excellence. We recognise that our employees define our success and are proud to receive this award as an acknowledgment of the dedication we show in supporting our people as they carry out the delivery of care.

As part of Baptcare's commitment to extend its services to reach more people within the community,

Baptcare acquired not-for-profit aged care home Wyndham Lodge in Werribee. The Board of Wyndham Lodge analysed its long term viability as a small, independent aged care provider and saw significant advantages in becoming part of a larger and more substantial organisation. After considering a number of potential acquirers, the Board of Wyndham Lodge chose Baptcare as its preferred acquirer. The move will maintain and enhance the exceptional level of care delivered at Wyndham Lodge and also provide growth opportunities for staff and capital investment to rebuild parts of the facility.

In the area of Family and Community Services, we commenced operation of Tasmania's Disability Gateway in the South-West and North regions of that state. The aim of the service is to connect people who have a disability to mainstream specialist disability services. We also received advice that Baptcare's application for funding for the Family Choices – Respite for Recreational Services for Children and Youth with Disabilities – was also successful in the North West/North region of Tasmania.

Baptcare Sanctuary was visited by a US based Attorney and Associate Director of Policy for the National Immigrant Justice Centre along with representatives from the International Detention Coalition. Following the visit, Baptcare Sanctuary formed the basis of a report that has been used to brief US Government officials during the reform of US detention and housing for asylum seekers.

Another initiative this year has been to articulate in an explicit way our organisational commitment to social justice. Consequently, the Baptcare Board, at its October 2010 meeting, published a position paper on Social Inclusion/Social Exclusion and Disadvantage. This document contains a range of explicit aspirations targeted at addressing social exclusion.

Consistent with these intentions, Baptcare successfully submitted a tender to construct and operate a new residential aged care facility at the 'Westmeadows' project at Craigieburn in Melbourne's north. The project will situate that facility as part of a broader, large-scale housing estate re-development that will include a significant 'social housing' component designed to provide housing security for low-income families, and will designate the vast majority of its places to financially and socially disadvantaged entrants, as well as provide a range of innovative connections to the surrounding estate through a 'community hub'. In addition, Baptcare will manage 15 retirement units, which will also be

made available to financially and socially disadvantaged elderly residents. With projects requiring significant capital development such as 'Westmeadows' along with other development projects in the pipeline, combined with the increased focus of operations on delivering excellence, a new division, Corporate Development, was formed. The division's aim is to enhance Baptcare's capacity to provide more 'caring communities for all' across Victoria and Tasmania.

As we look to and prepare for what lies ahead, we confidently envisage Baptcare as a positive influence in the community. We acknowledge change is due, or perhaps overdue, in terms of the government's plan and attention in caring for the vulnerable, and we support the shift to equipping all people with their independence, connectedness and choice in the construct of their care.

We would like to thank the staff and volunteers, including Baptcare's voluntary Board, in 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.



Jeff Davey
Chief Executive

A handwritten signature in dark ink, appearing to read 'Jeff Davey', written in a cursive style.



Peter Francis OAM
Chairman of the Board

A handwritten signature in dark ink, appearing to read 'Peter Francis', written in a cursive style.

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.



Achievements

During 2010/2011 Baptcare experienced significant growth in its aged care services. Baptcare secured, over two allocation rounds, 22 Consumer Directed Care (CDC) packages in the Northern and Western Metropolitan regions of Melbourne. CDC packages are designed to better meet the needs of the consumer by offering increased flexibility, choice and control. This allocation forms the second tranche of CDC packages allocated as part of a two year Commonwealth pilot program. In Tasmania, Baptcare secured nine Transitional Care Packages (TCP), a service which provides home-based rehabilitation programs aimed at supporting and enhancing an individual's return to good health after a stay in hospital. This was 100% of the available packages in the North-West of Tasmania.

The allocation of the CDC and TCP packages places Baptcare at the forefront of innovation and development in the delivery of in-home support. It also firmly positions Baptcare for the future as increased consumer choice and control in care delivery continues to become an important part of our service.

Another significant achievement included the results of the 2010 Aged Care Approvals Round. Baptcare received 78 packaged community aged care places across Victoria and Tasmania, 99 residential care places, and for the first time, a 'zero real interest rate loan' of \$7.5m. This allocation, which was amongst the highest in the state, is a continued acknowledgement of the excellence of our care delivery. Most importantly, these additional community packages will enable Baptcare to increase its support to older people in the community to live as independently as possible, in the comfort of their own home.

Future

Baptcare believes that quality and adequately supported services should be available to all Australians regardless of their ability to pay. In 2010 Baptcare responded to the Productivity Commission's report *Caring for Older Australians*. We believe these services should offer a base level of accommodation that affords basic comfort, amenity and dignity. The level of care provided should be the same for all, irrespective of wealth. The Productivity Commission's report will have a significant impact on future care delivery standards. Baptcare is hopeful that Australia's ageing community will have greater access to fairer outcomes including increased consumer engagement, flexibility and empowerment within service delivery, and that services like CDC packages will be the preferred care model.

1,358

1,358 community aged care packages were provided.



Residential aged care

Baptcare's residential homes are located across Victoria and Tasmania, offering high, low and dementia-specific care. We are committed to enhancing residents' quality of life through a range of tailored services including personalised support, social outings, spiritual support and activities.



Achievements

Baptcare enhanced and expanded its aged care services across Victoria and Tasmania to support the growing needs of the ageing community. During 2010/2011 Baptcare embarked on key research projects, specifically aimed at identifying potential locations for future aged care services. Baptcare purchased a residential property adjacent to residential aged care home, Baptcare Karingal Community in Devonport and identified two potential acquisition sites in Melbourne. In addition, we worked towards the redevelopment of our first aged care home, the single largest rebuilding program in Baptcare's history.

As part of Baptcare's growth strategy, consultants were recruited to help identify the high-need areas in Victoria in respect to the future shortfall of residential aged care places; it's essential that Baptcare extends its thinking beyond what is currently available to the Australian ageing community. To assist this aspiration, Baptcare's leaders were invited to an intensive two day workshop titled 'Thinking about the future of aged care to 2030'; every attendee was challenged to think beyond Baptcare's existing aged care offerings, as well as provide direction as to how the development of Baptcare's future aged care services will be executed.

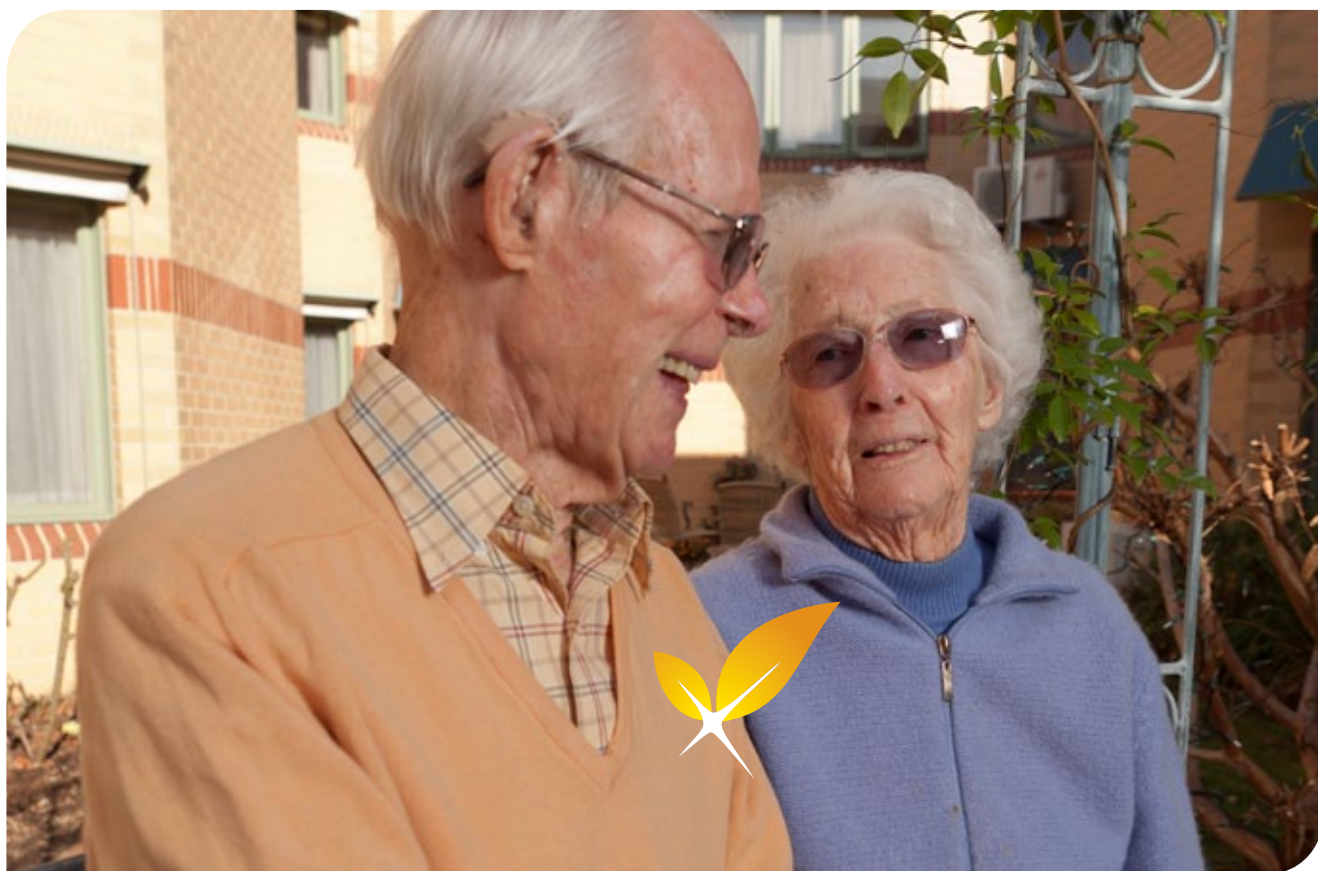
Baptcare was successful in its application for the Local Palliative Care Grants Program and secured \$34,000. The funding will go towards the purchase of essential materials to assist those in residential care, to enable them to have the most dignified and comfortable life possible.

Future

The proposed reform in aged care will have a significant impact on the delivery of aged care services across Australia. Baptcare's growth strategy into residential aged care will embrace future aged care developments, with the intent to enhance consumer driven services and achieve greater outcomes for people living in residential homes. Assisting smaller aged care homes and investing in the acquisition of new sites are opportunities Baptcare will continue to explore over the coming years. Attracting and retaining the best possible staff through a solid workforce plan remains an ongoing commitment.

25,550

25,550 planned activity programs were delivered to our aged care residents.



Baptcare Sanctuary

Baptcare Sanctuary provides transitional supported accommodation for asylum seekers living in the community awaiting the outcome of their Protection visa, and is an alternative to detention centres.



Achievements

During 2010/2011 Baptcare Sanctuary accommodated 44 male asylum seekers, an increase of 30% compared to last year. While the facility has grown to meet increasing demand, there is still a desperate shortage of adequate housing services for asylum seekers in Australia.

Baptcare Sanctuary continues to attract attention across the globe for its unique housing model framework and remains at the forefront as an alternative to detention centres. In February 2010, a US based attorney and Associate Director of Policy, National Immigrant Justice Centre, visited Baptcare Sanctuary with the International Detention Coalition. As a result of this visit, Baptcare Sanctuary was profiled as an international example for humane approaches to housing immigrants and asylum seekers in briefings with US government officials. The report was developed at the request of the US Government to assist in the reform of US based detention and housing for asylum seekers.

In 2011 Baptcare invited RMIT University to conduct a preliminary evaluation to measure the effectiveness of the service offerings and procedures at the facility.

A review of pastoral care at Baptcare Sanctuary confirmed that the residents at the facility greatly benefited from the opportunity to express and explore their spiritual needs. As a result, a new Chaplain was appointed to work directly with the residents, offering individual or group pastoral support.

Baptcare has also assisted in the development of a human justice curriculum at Carey Baptist Grammar School and Kilvington Grammar School. This program will provide students with the knowledge to actively pursue issues of social interest.

Future

A total of 86 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. This is also a significant opportunity for Baptcare to advocate for some of the most vulnerable people in the Australian community and at the same time, use its expertise to engage with the Australian Government on viable and humane housing support options. Baptcare is also hoping to secure more funding to provide direct welfare (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.

86

86 male asylum seekers have lived at Baptcare Sanctuary since it opened its doors in 2008.



Disability services

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



Achievements

In an effort to enhance and strengthen Australia's disability care and support scheme, Baptcare has responded to the Productivity Commission's draft report into *Disability Care and Support* which highlights key recommendations into the disability reform process across Australia. Baptcare supports the Commission's proposed model, a system which resembles the Baptcare Gateway and disability service in Tasmania. The proposed model focuses on a centralised intake point. This proposed model is also a planned way of monitoring changes in people's lives as well as protecting vulnerable people with disabilities.

Baptcare's Disability Demonstration Project for the redevelopment of Flexible Support Packages was recognised as an innovative model to support people with a disability to access services in the Brimbank region. Similar to Baptcare Gateway, this model focuses on a centralised intake point and will enable greater efficiency and streamline access to support services. Baptcare was one of four organisations invited by the Department of Human Services to develop a pilot program.

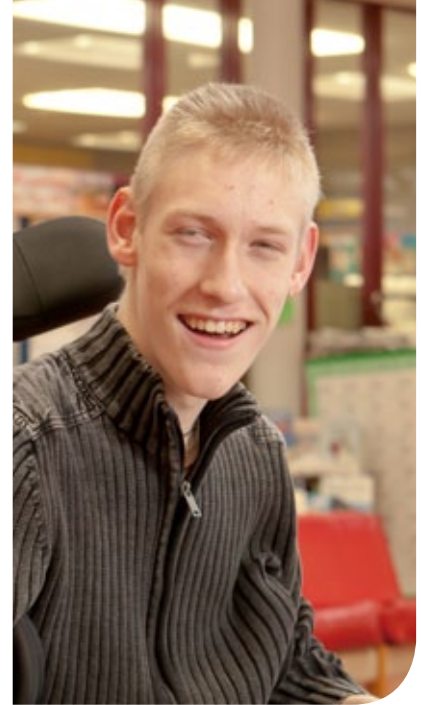
During 2010/2011 Baptcare participated in several quality accreditation frameworks and satisfactorily met the self-assessment and reporting requirements of the Disability Quality Framework Victoria.

Future

It is anticipated that the final *Disability Care and Support* report from the Productivity Commission will mean significant change in the disability sector. Baptcare is looking forward to supporting these changes to better meet the needs of our clients.

5,477

5,477 people with disabilities, their carers and other service providers received support and information.



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 July 2010 Baptcare secured an additional \$107,000 for its Parenting Assessment and Skills Development program, a service aimed at providing parents with the practical and emotional skills they need to be the best possible parents. Baptcare is currently exploring strategies to collaborate with Tasmanian Baptist churches to explore joint opportunities to assist some of the most vulnerable people in the Tasmanian community. To enhance the training and skills development opportunities offered to potential foster carers, Baptcare has partnered with a group of local foster care providers to deliver the Shared Stories Shared Lives Training for potential foster carers. The training modules will focus on the stories of children and will essentially provide effective preparation for those entering the role of a carer.

During 2010/2011, Baptcare lodged two submissions to government inquiries including the Tasmanian Government's inquiry into Child Protection and the Victorian Government's *Protecting Victoria's Vulnerable Children* inquiry. Both investigations aimed to improve the standards of care for services that support disadvantaged children and families.

Extensive work is underway to build systems and policies in Out of Home Care in Victoria. This work will benefit any potential future programs in other states.

Baptcare satisfactorily participated in several quality accreditation frameworks during 2010/2011, and met the self-assessment and reporting

requirements of Community Services Organisation's Registration Standards Victoria and the Quality and Safety Standards Framework for Tasmania's Agency Funded Community Sector.

Future

Baptcare Gateway has been operating since August 2009 and since its opening, the service has proved vital to the Tasmanian community. Over the coming year, Baptcare and the Tasmania Government will work closely to review the success of the model. The need for more foster carers in the North and West regions of Melbourne remains high. To meet this gap, Baptcare will explore and implement strategies to target and recruit more loving and caring individuals to consider opening their hearts and homes to some of the most vulnerable children in the community. This will remain an ongoing commitment for Baptcare.

4,908 4,908 families,
children, young people
and service providers
received support
and guidance.



Pastoral care

Achievements

During 2010/2011 a total of 10,800 pastoral contacts were made by Chaplains across Victoria and Tasmania to support people from all walks of life in need of pastoral care support. Pastoral care volunteers conducted regular visits to Baptcare's in-home support clients in Gippsland.

Increasing the awareness of pastoral care, particularly its impact across the community, remains an ongoing commitment for Baptcare.

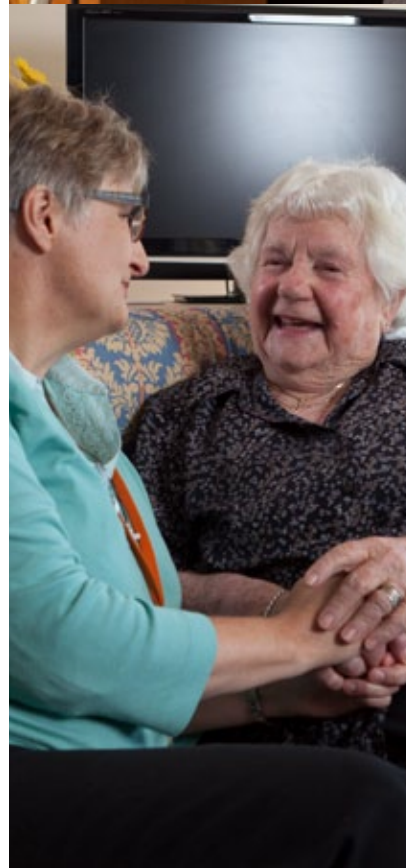
A series of presentations was held during 2010/2011 which focused on exploring Baptcare's pastoral care model, particularly within community aged care. Baptcare, with the support of La Trobe University and Healthcare Chaplaincy Council of Victoria, piloted the Creating Community Connections program; a training initiative for pastoral care volunteers. This new program clearly defines the skills and attributes required to enter the role of a pastoral care volunteer at Baptcare. The success of the model was evident; positive feedback from clients, staff and families was overwhelming. This model will be rolled-out across all of Baptcare's community aged care regions.

A pastoral care staff guide was developed to support our employees, particularly those who work directly with families, children and those with disabilities. The additional resource has empowered staff to discuss the essence of pastoral care with clients and as a result, there has been an increase in the number of clients accessing pastoral care in family and community services.

A client satisfaction survey distributed to individuals living in their own home and their families received an overwhelmingly positive response – almost 100% of respondents indicated that they felt support from our Chaplains was helpful to their wellbeing. All regions showed high rates of satisfaction for the quality of care delivered by the Chaplains.

Future

Baptcare will continue to roll out the next phase of its Creating Community Connections program which will involve training an additional 40 pastoral care volunteers to support individuals living within the community, particularly those who live in rural parts of Victoria, who may have limited access to support services. Pastoral care will also continue to expand to support people receiving Baptcare's support in family and community services in Tasmania.





Community engagement

Achievements

The Victorian and Queensland floods had a devastating impact on local communities. Baptcare felt compelled to respond in some way to support those affected.

To assist Queenslanders, Baptcare donated \$50,000 to Queensland Baptist Care's Flood Appeal and wrote to all of Baptcare's supporters and Victorian Baptist churches encouraging them to give to the appeal if they were able. To assist Victorians affected by the floods, Baptcare launched the Victorian Flood Appeal. The response from the community was astounding – a total of \$210,638 was raised, of which \$37,691 was donated by Baptcare to support individuals and families most seriously impacted by the floods. The funds raised through the appeal were distributed to the leaders of Victorian Baptist churches in the flood affected regions, who then dispersed the funds to those who needed them most. More than 65 grants were dispersed throughout the community, which provided emergency relief in the form of clothes, food and funds to rebuild damaged fences.

Although supporting the communities affected by the floods remained a significant focus for the year, Baptcare also concentrated on revising its community ministry program. The Grants program distributed close to \$180,000 to churches responding to identified need. Most of the funding assisted churches supporting newly arrived migrants and refugees in the North and West regions of Melbourne.

Future

Supporting the needs of disadvantaged communities within Australia will be a significant focus for Baptcare in the upcoming year. *Ignite* is Baptcare's new community engagement program which encompasses the former seeding grants program and adds a dimension of advocacy to our church based community development consultation.



Sustainability

At Baptistcare, we believe that caring for the environment and helping to create more sustainable communities is fundamental to achieving our vision of 'caring communities for all'.

This year Baptistcare made a strong commitment to environmental stewardship and sustainability by making it a key focus in the 2011–2016 strategic plan, and allocating resources for a full-time Sustainability Coordinator in 2011/2012.

During 2010/2011 Baptistcare commissioned a Greenhouse Gas Assessment of the organisation's operations, as well as energy audits at two of our residential aged care homes. These audits will identify the areas where we can improve energy efficiency and reduce greenhouse emissions.

We have also been working to improve systems to measure and track our emissions and impacts on an on-going basis so that we can incorporate environmental reporting into future annual reports. Our aim for 2012/2013 is to produce a sustainability report in line with the international standards of the Global Reporting Initiative; which would make Baptistcare one of the first aged care and community service providers in the world to do so.

With these foundations being laid, we are continuing to work to identify areas to reduce our environmental impacts now and into the future.

To this end, we have made sustainability a key consideration in our planning for the redevelopment of Baptistcare Strathalan Community. The redevelopment of this residential aged care home will incorporate sustainability design principles, materials and technologies to ensure that the facility is not only equipped with a comfortable, healthy and attractive space for future residents, it will also have a minimal environmental footprint.

Over the coming years, Baptistcare's sustainability strategy will work to implement environmental improvement plans across all sites; focussing our sustainability efforts in the areas of resource stewardship, energy and water efficiency, recycling, green purchasing, and ecologically sustainable development for all new developments.

Affordable housing

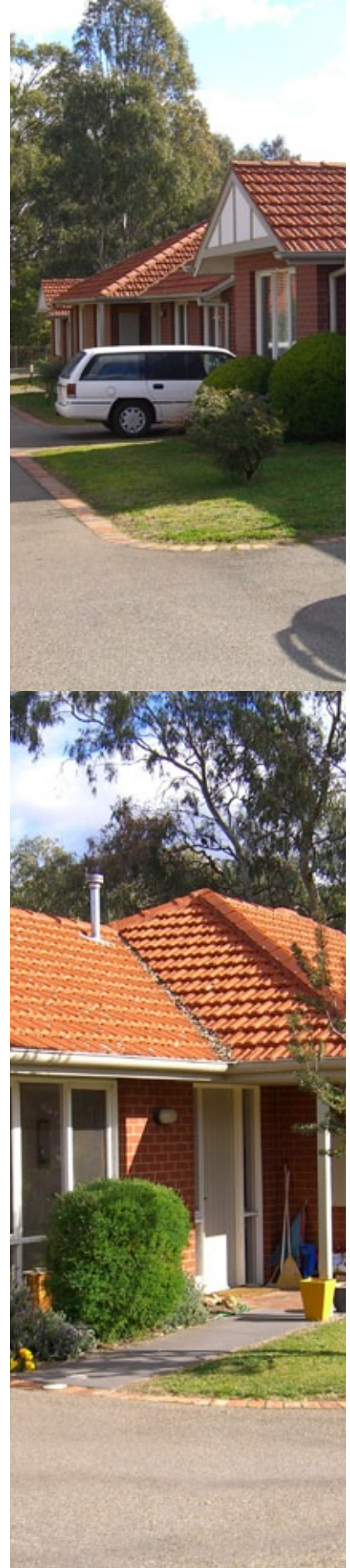
Baptcare is committed to increasing the supply of social and affordable housing for households that are financially and socially disadvantaged. As part of our commitment to social inclusion, Baptcare has committed to increasing its existing 15 units to 500 within the next five years.

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 60–70% 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 situation, they become homeless.

In order to achieve the goal of 500 affordable housing units, Baptcare will need to develop a subsidiary company, Baptcare Affordable Housing (BAH). BAH will become an organisation that can access government funds, work in partnership with churches and others to access land, and develop its own projects in order to provide housing at affordable rents. The properties it procures will be in well located areas, near services and transport, and available to households that are struggling in today's market.

The journey toward this goal has already begun. Baptcare secured a tender to work in partnership with the Victorian Office of Housing to provide a 90 bed aged care facility at Westmeadows in Melbourne's north. Linked to this will be the development of 45 independent living units for older people on low incomes who require support to remain living in the community.

The vision also includes Baptcare's involvement in the neighbourhood to help residents to 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 all projects entered into.



Our people

At Baptistcare we believe that supporting our staff guarantees that our residents and clients receive the best possible support. We are proud to have a dedicated workforce of over 1,100 individuals who made the choice to work for Baptistcare because they want to make a positive and lasting difference to the community. Baptistcare's working environment is designed to inspire and motivate its employees to reach their full potential, both professionally and personally.

During 2010/2011 Baptistcare developed a Leadership Capability Framework. This model outlines the key attributes Baptistcare encourages all its leaders to demonstrate. A series of educational events detailing this framework was launched to over 80 employees. This model provides the basis on which we encourage our leaders and informal leaders to practise.

Baptistcare 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. The Leading Change module of the Graduate Certificate of Management was provided to 20 senior staff.

Baptistcare is proud to employ dynamic and passionate employees, dedicated to making a positive difference to vulnerable people within the community. We are committed to finding even more people like this to support Baptistcare's growth and as a result, in the coming year, Baptistcare will work closely with Aged and Community Care Victoria to develop a workforce plan to identify key strategies to meet Baptistcare's growth, particularly in regional parts of Victoria. Baptistcare will also hold a series of staff conferences aimed at enhancing internal engagement and unity.





Volunteers

Baptcare's volunteers are an inspiring group of individuals who are determined to enrich the lives of Baptcare's residents and clients. These individuals also support our staff who require a little extra assistance with day-to-day tasks. During 2010/2011 Baptcare successfully maintained its dedicated volunteer group; more than 600 volunteers regularly donate their time to Baptcare's services across Victoria and Tasmania. Our volunteers come from all walks of life and are all ages – our youngest volunteer is eight years old!

During 2010/2011, Baptcare employed 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 are fully supported throughout their journey at Baptcare. Recruiting more volunteers to work across Baptcare's sites will be an ongoing goal, particularly as Baptcare continues to expand its services and programs.

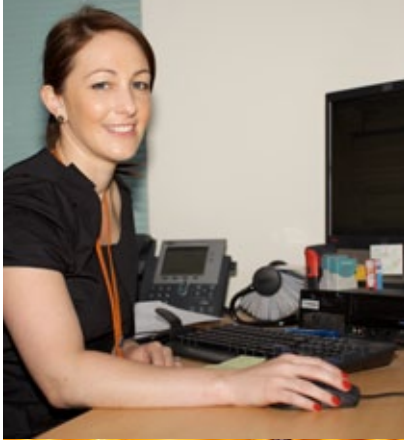
Wherever possible, Baptcare empowers its volunteers to donate their time and passion in a manner that aligns with their own interests. Our volunteers are involved in various and unique services including: music activities, movie sessions, hand therapy, massage, choir groups, men's discussion groups,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

During 2010/2011, Baptcare revised 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 has devised in an effort to inspire volunteers and residents to work together for mutual benefit.

OH&S

Providing a safe working environment is a high priority for Baptcare. In 2010/2011 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 inspections.

Baptcare also conducted OH&S audits across all major divisions to ensure compliance, share better practices and accelerate continuous improvement opportunities. During 2011/2012 Baptcare will: continue with its safety leadership training sessions; develop risk protocols; increase focus on contractor and volunteer management to ensure learnings are shared with all personnel across our sites; and, enhance injury management capabilities to provide early notification and intervention of injuries at work. Baptcare will enhance the effectiveness of its coaching process among its leaders to strengthen safe work place practices.



Information technology

Baptcare believes that integrated information technology plays a vital part in supporting our residents and clients. As the aged care sector shifts towards a more consumer driven environment, equipping our employees with the right technology will become more critical.

During 2010/2011 Baptcare invested in a series of long-term technologies which included:

- Distribution of a series of tablet computers to employees who support older people living in their own home. Staff now spend less time on paper-based documentation as they use the tablet to effectively record and track client data and care programs.
- Implementation of SharePoint, a Baptcare-wide system which encourages improved work place standards and smoother communication across all of Baptcare's sites.
- Development of a new external website including an interface to the donor management system.
- Implementation of a new corporate budgeting system which provides better information regarding performance against budget and allows budget forecasting.

During 2011/2012, Baptcare will look to further enhance its technologies in the following areas:

- Selection and implementation of a new business accounting system.
- Selection and implementation of a new Human Resource system so that many of our manual time-consuming processes can be automated.
- Trialling of a new system to manage the care we provide for our community clients.

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

Marketing and fundraising

Marketing

During 2010/2011 Baptcare's marketing activities concentrated on strengthening relationships with Victorian and Tasmanian Baptist churches through a series of engagement strategies including the 65th Worship Service and the Journey of Ageing Conference. Exploring pathways to work directly with Baptist churches, specifically to understand how best Baptcare can support the needs of churches, remains an ongoing goal. Another key focus this year involved enhancing our employee engagement strategies. As Baptcare's workforce continues to expand, it's essential that our employees feel united in a common cause; providing our people with a clear understanding about Baptcare's ultimate purpose within the community will empower our employees to share Baptcare's vision among the broader community.

Baptcare received considerable media coverage during 2010/2011 for its programs and service initiatives – 75 Baptcare related articles were circulated to 3,206,432 people. Baptcare was also a partner of Be Inspired!, a campaign designed to spread the message that age is no barrier to living life to the full and fulfilling life long dreams. The event kicked off at Federation Square and involved a precession of older people entering the square on the back of Harley Davidson motorbikes!

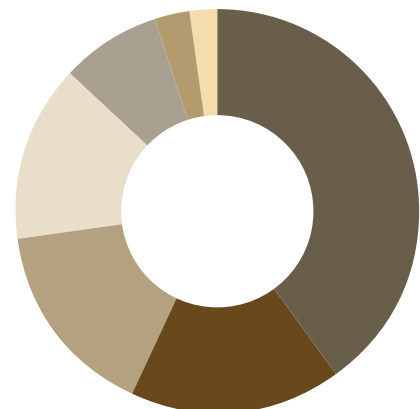
Baptcare will continue to enhance its presence online through a series of strategies aimed at profiling Baptcare's stance on industry-based and advocacy related discussions.

Fundraising

Baptcare's fundraising program is designed to enable Baptcare to proactively deliver non-government funded services that address unmet community needs, and to enhance the level of care provided through existing programs. Most of our fundraising income comes from trusts, foundations and corporate supporters, however individual support through appeals and unsolicited donations are significant. In 2010/2011 a total of \$362,495 was raised for Baptcare with 100% of all donations received directly allocated to program delivery. Baptcare also ran an appeal in January 2011 to support communities affected by the Victorian floods. A total of \$172,947 was raised. Including additional support from Baptcare, a total of \$210,638 was distributed to individuals and families through Baptist churches in the area. In the upcoming year focus will be on acquiring new donors through a variety of sources.



Donations by income stream



- Trusts – 40%
- Sponsorships/events – 17%
- Appeals (individual supporters) – 16%
- Individuals (unsolicited) – 14%
- Community groups – 8%
- Bequests – 3%
- Monthly donors – 2%

Looking to the future

We seek to become a leader in the sectors in which we operate so that we can care for more people in a greater number of locations by attracting the best people and using our 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, Baptcare 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.



Governance and Board



Composition of the Board

During 2010/2011, Baptcare had nine Directors:

- Mr Peter Francis OAM, Chairman
- Mrs Kerry Bradley
- Mr Philip Curtis
- Mr Matthew Hick
- Mr Ross Kemp
- Mr Chris McKenna
- Mr Jon Price (until September 2010)
- Mr Philip Trebilcock
- Mr Ian Warner.

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 DBC.

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.

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. A number of 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 proper books of accounts are kept. True and complete accounts are maintained and audited annually by a registered company auditor. Baptcare complies with all applicable Australian accounting standards and guidelines, as well as relevant Corporations Law provisions. Baptcare's auditor is Grant Thornton Audit Pty Ltd.

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.



Financial overview

Baptcare's operating revenue for the year ending 30 June 2011 was \$107m, an increase of 13% on the previous year. This resulted in a net surplus of \$7.92m, producing an operating cash surplus of 18.6m, before allowing for investments of \$4.7m. Funding for Baptcare comes through various channels: 76% of Baptcare's revenue comes from Commonwealth and State governments, 18% from client fees and the balance from donations, interest and other sources. Operating expenditures grew by 8.8% to \$92.6m during the year. Direct client and resident services costs represent 26.2%, with employee costs representing 52.6% 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 surplus, it is critical that Baptcare makes strong cash surpluses overall. Baptcare remains in a strong financial position with excellent cash flows, quality buildings and a sustainable business model with strong growth plans.

| Financial performance | 2010/2011 | 2009/2010 |
|-----------------------|--------------|--------------|
| Revenue | 107,406,961 | 94,999,900 |
| Expenditure | (99,489,204) | (85,044,491) |
| Net surplus | 7,917,757 | 9,955,409 |

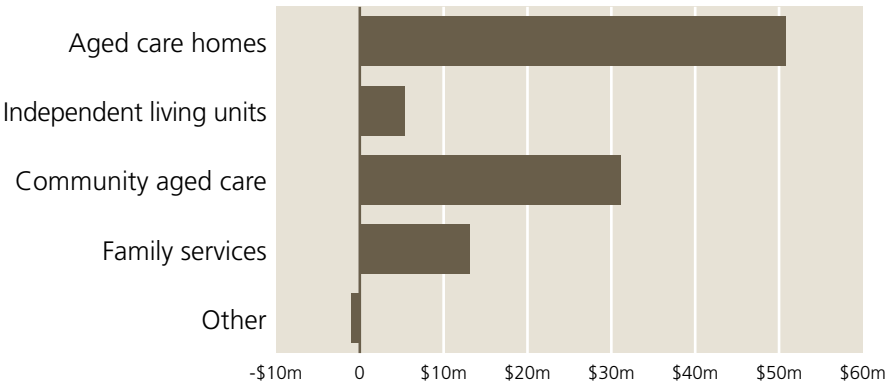
| Financial position | | |
|--------------------|-------------|-------------|
| Total assets | 215,570,576 | 206,280,733 |
| Total liabilities | 110,879,666 | 110,157,525 |
| Net assets/equity | 104,690,910 | 96,123,208 |

| | | |
|------------------|------------|------------|
| Cash/investments | 77,431,593 | 59,594,929 |
|------------------|------------|------------|

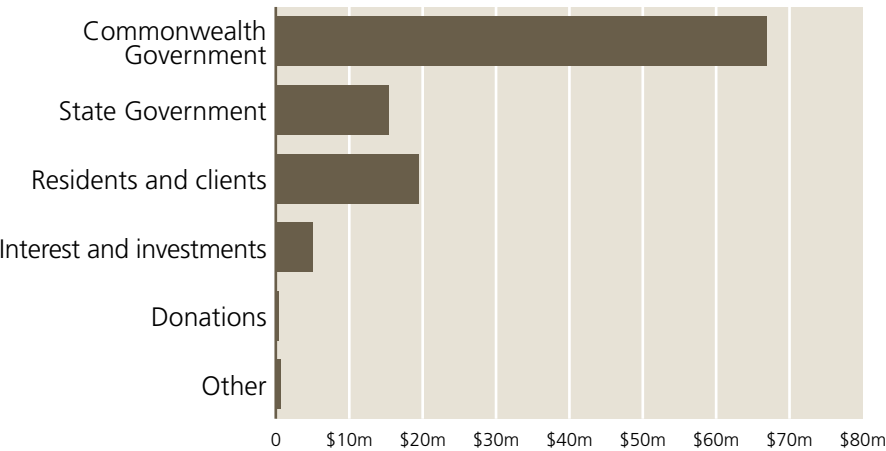
86% of revenue was spent on service delivery:

| | \$000s |
|-------------------------------|---------|
| Revenue | 107,407 |
| Less profit | (7,918) |
| = Total cost | 99,489 |
| Less overhead support costs | (6,944) |
| = Total service delivery cost | 92,545 |

Expenditure by service segment



Sources of revenue



Our supporters

Sincere thanks also to all of our supporters and those people who have made a bequest to Baptcare in their Will.

Corporate supporters and sponsors

- AccessPay
- AE Smith
- Allen Foundry Co Pty Ltd
- Brudenell Plumbing
- Bunzl
- Cannon Toyota
- Caruso, Phillip & Co
- CGU Worker's Compensation Vic Limited
- Coles Group
- ConnectPM
- Fishers IGA
- Health Super
- Hesta Super Fund
- iCare Solutions
- Ipsos Australia Pty Ltd
- Laundry Solutions Australia P/L
- Medirest
- Metric Group Ltd
- Millers Plumbing Pty. Ltd.
- Nationwide Health & Aged Care Services
- Otis Elevator Co Pty Ltd
- Penfold Motors Burwood Pty Ltd
- Peoplestreme
- Police Association Credit Co-operative Ltd
- QBE Australia
- Smith & Tracey Architects
- Solution 3

- Star21
- Technick Consulting Pty Ltd
- TMS Australasia P/L
- Unique Electrical Solutions
- Victorian Chemical Company
- Vivir

Churches

- Aberfeldie Baptist Church
- Box Hill Baptist Church
- Chelsea Baptist Church
- Christian Television Association of Victoria
- Crossway Baptist Church
- Kerang Baptist Church
- Kew Baptist Church
- Maldon Baptist Church
- North Balwyn Baptist Church
- Seventh Day Adventist Church Ltd
- Wendouree Baptist Church

Church groups

- Bulleen Baptist Womens Fellowship
- Footscray Baptist Church Ladies Auxiliary
- Moonee Ponds Baptist Church
- Paisley St Baptist Womens Auxiliary
- Ulverstone Baptist Women's Fellowship
- VBCCACNAI

Community groups

- Aged Care Australia
- Australian Federation of Disability Organisation
- Blackburn Missionary Stamp Club
- Country Women's Association (Kerang)
- Devonport Lions Club
- Kerang Bowling Club
- Lions Club of Murrabit & District Inc
- Lions Club of Port Sorell
- Lodge of Concentration
- Mission Enterprises Blackburn Ltd
- North Western Tasmanian Bowl Association Inc
- Sulphur Creek Country & Western Music Event
- Tasmanian Sunshine Association

Trusts and foundations

- Andrews Family Charitable Fund
- ANZ – Hector Waldron Pride Trust
- ANZ – VCF – The Ruth Fagg Foundation
- Baptist World Aid Australia
- Collier Charitable Fund

- East Africa Refugee Relief Organisation
- Flora & Frank Leith Charitable Trust
- Foundation for Rural & Regional Renewal
- Lord Mayor's Charitable Fund
- Optus Connecting Communities Grants Program
- The Queen's Fund
- Walter and Eliza Hall Trust
- William Angliss (Vic) Charitable Fund

Bequestors

- The Estate of the late Eileen Mary Cameron
- The Estate of the late Florence Ernestine Isabel Smith
- The Estate of the late Audrey Dorice Hansen

Auxiliaries

- Friends of Westhaven Community
- Hedley Sutton Residents Committee
- Karingal Auxilliary

Schools

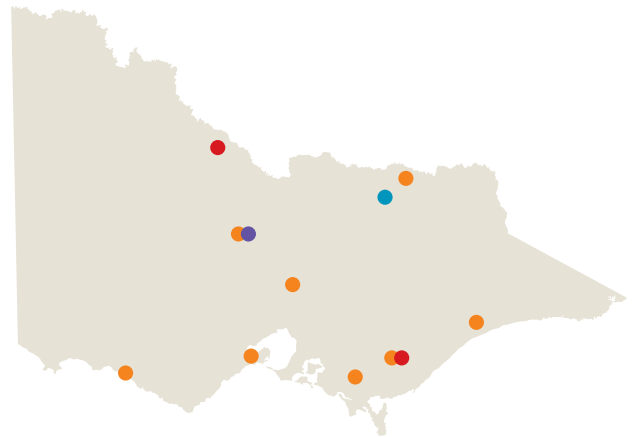
- Carey Baptist Grammar School
- Kilvington Grammar School



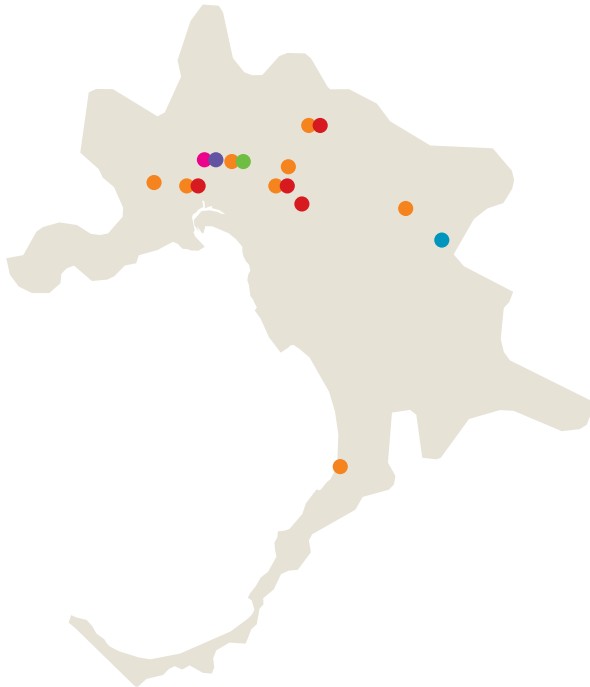
Our locations

- Residential aged care homes
- Community aged care offices
- Baptcare Sanctuary asylum seeker housing
- Affordable housing
- Family services offices
- Disability services offices

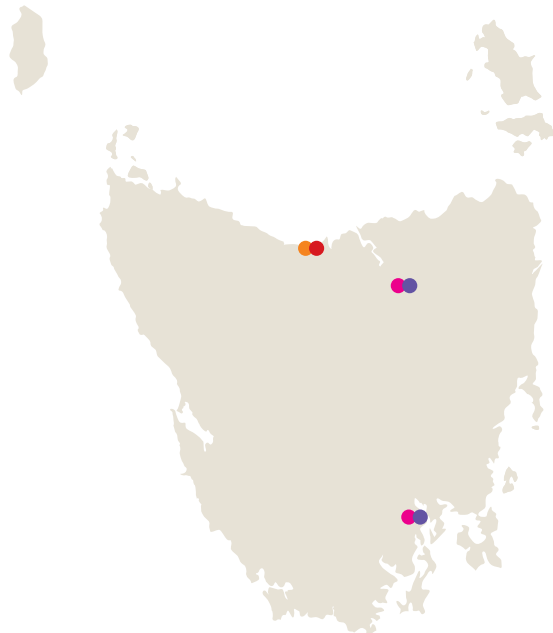
Victoria



Metropolitan Melbourne



Tasmania



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. Donate online, by phone or mail. All donations over \$2 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 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.

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.

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.



To find out more about how you can help please contact us:

03 9831 7222
www.baptcare.org.au
donate@baptcare.org.au



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Aged Care

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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 asylum seekers across Victoria and Tasmania.