



Building
our future
together

Annual Report
2013–2014





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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. Their purpose was 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. We envisage a future in which 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 that 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
- Community activity support programs for older people
- Foster care and kinship care
- Family children and youth services
- Disability services
- Mental health services
- Grants allowing Baptist churches to address disadvantage at a local level
- Health-care services for the homeless
- Pastoral care support.

Chairman's report

As Australians, we live in one of the most prosperous nations on earth. Yet we continue to fall short in meeting the needs of many vulnerable and disadvantaged people in our community. For a faith-based organisation like Baptcare, this is unacceptable.

Since our inception almost 70 years ago, we have committed ourselves to providing care and support to those in need. While the urgency of that need has not diminished, the ways in which we are able to respond have evolved and become more professional while remaining very personal. Today Baptcare reaches more people, with more services than ever before. The challenge and process of continuous improvement is energising every facet of our operation.

The theme of this year's annual report is 'building our future together', which reflects the positive changes taking place within Baptcare as it responds to sector-wide reforms. The theme also highlights the priority we place on inclusiveness, community, dialogue and care for the people we serve. Our future is about ensuring that vulnerable and disadvantaged people have a better future: our two futures are inseparable.

Baptcare is now a very large organisation with significant expertise across the diverse range of services that we deliver – including aged care, family and children's services, disability services, affordable housing and housing support for asylum seekers. The people who began Baptcare all those years ago would be unlikely to have imagined the diversity of the services that we provide today.



I believe that it is critical to our past and future success as a faith-based organisation that we remain true to our initial values in providing care to our residents and other clientele. Our faith and Baptist beliefs drive and underpin everything we do. This is clearly demonstrated by our chaplaincy and pastoral care services which are offered across all our activities for those people who choose to use them. It is a significant point of differentiation for our organisation in a market place that is becoming more competitive.

Assisting clients

At the same time, Baptcare must succeed in business terms to ensure that we can continue to deliver on our mission to support disadvantaged people within our wider community. Our strong financial results in the 2013–14 year enable us to return a significant portion of our income as financial subsidies to assist clients to access our services and care. In particular, we helped to subsidise 121 clients (or more than 41 per cent) clients who were unable to raise the bond for their aged care accommodation. The healthy surplus also creates opportunities for Baptcare to provide a number of services that we might not otherwise be able to deliver such as affordable housing and support for asylum seekers.



Our strong overall financial performance has also enabled us to continue to invest in research and advocacy. These are very significant and important aspects of our operations. Our research underpins and supports our decision-making regarding services we choose to deliver and the projects we undertake. Advocacy is a growing part of who we are as an organisation. Our pre-poll statement *Asylum Seekers – a fair and ethical debate* delivered to candidates in the last Federal election and the release of our Affordable Housing policy at the time of launching the Baptcare Affordable Housing initiative were significant contributions to these important public policy debates.

External and internal change on the scale experienced in our sector always has its challenges. I commend our staff for their positive and proactive steps in a time of great challenge for our sector. They have provided input at many levels and participated in a number of trials and pilot sites that have led to some very positive outcomes, particularly for consumer-directed care models. Over the next 18 months, our task will be to implement and embed these changes and transition our organisation and clients to the new models of care.

Development projects

It is both exciting and pleasing to see our major redevelopment projects at Wyndham and Strathalan under way and progress being made at a new site in which we are a significant partner at Westmeadows/Valley Park. The next year will see each of these projects make significant progress. We have committed substantial sums to support each of them over the next few years.

Our front-line staff members, particularly those involved in the delivery of consumer-directed care, already understand the impact of this change. In coming years, the measure of a job well done will be the standard of service that is delivered over and above the levels of compliance, together with the level of client satisfaction. This will be embedded in our way of thinking about, planning, delivering and evaluating our services to and care of our clients.

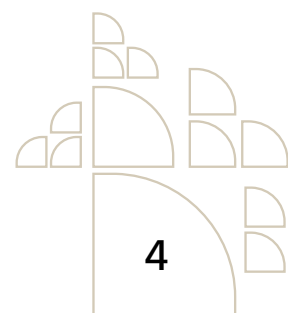
Innovation and agility

The strengths of Baptcare include its ability to innovate, its ability to be agile in a changing sector and its people. The organisation is growing and embracing new ways. The coming year will see further implementation of our development plans at key facilities and a consolidation of the service changes that have taken place. While much has been achieved in this year of building our future together, much remains to be done to serve, support and care for those in need within our community.

On behalf of my fellow Board members I wish to express the Board's appreciation to our Chief Executive, Graham Dangerfield, his Executive Leadership Team, our staff and our many volunteers who give tirelessly of their time to support so many of our services. I also wish to recognise and thank all of our supporters who make such a valuable contribution to our important and life-changing work year after year. As a Board we look forward to working with you in the year ahead.

Philip Curtis

Chairman



Chief Executive's report

The 2013–14 year has been one of transition for Baptistcare and for the sectors in which we operate. It has been a year in which we have successfully established many of the building blocks that will provide the foundation for our future.

From implementation of the Federal Government's *Living Longer, Living Better* aged care reforms through to our co-lead in the National Disability Insurance Scheme pilot in Tasmania and to the formal establishment of Baptistcare Affordable Housing as a separate business, change and transition have touched every corner of our operations. As we approach our 70th year, we provide expert services across an ever-growing range of programs. I am proud of our achievements.

A major highlight of the year was the receipt of planning approval for our Integrated Community Development program, which encompasses the Baptistcare Strathalan Community at Macleod and Baptistcare Templestowe Orchards Community at Doncaster East. The program is a first for Baptistcare. It will expand and transform these facilities into leading integrated communities for seniors where Baptistcare's suite of aged care services – from care at home packages to aged care accommodation – will underpin residents' ageing in place.

We also received planning approval for our important redevelopment at Wyndham Lodge in Werribee, which will see the number of beds expand from 60 to 150. Works are already under way on the existing building, and construction of new buildings is expected to begin towards the end of 2014.



We made significant investments in improvements to our risk and quality management systems and our IT infrastructure, including the engagement of senior staff to lead these efforts. This is helping to bring about, across the organisation, important cultural change that will see our operations move from being largely compliance-focussed to being performance-focussed and client-driven.

Key achievements

Preparing for the next tranche of the government's *Living Longer, Living Better* aged care reforms was a priority undertaking this year. The program of changes to the aged care system, which began in May 2012, continued apace and we invested significant time and resources in researching models of care and investing in infrastructure and workforce planning to deliver our care at home service. Our values and mission remain central in this process and ensure that our clients never become merely a market transaction to us. We will continue our high standard of care, offering value and a great experience.

In terms of our vision, the registration of Baptistcare Affordable Housing (BAH) as a separate business was another important achievement during the year. Baptistcare believes that people are unable to derive full benefit from community and support services without safe and secure homes – one element does not work without the other.



Our aim – to own or manage 500 new homes in disadvantaged communities within five years – is ambitious. As part of this vision, we have exciting plans for an integrated community at Norlane. Envisaged as a partnership project with significant Baptcare investment, it will include affordable housing, an aged-care facility and a community hub. This is one more example of the theme of this year's report: "building our future together".

We were very proud when Baptcare was selected as one of two agencies to work in partnership with the National Disability Insurance Agency (NDIA) to provide Local Area Coordinators (LAC) for the Tasmanian National Disability Insurance Scheme trial site, which commenced on 1 July 2013. After 12 months, the pilot's performance has been judged very positively. I would like to congratulate the Baptcare team in Tasmania and thank them for their skill and professionalism.

In the 2013–14 round of aged care approvals, Baptcare received 14 per cent of the Victorian allocation of places (beds and packages), which was the same as in 2012–13. This equates to 117 home care packages and 300 new residential beds.

Financial result

Baptcare has a commitment to help the disadvantaged. A positive financial result is vital if we are to invest in our vision and strategy for serving this vulnerable group in the community. This year Baptcare recorded another strong financial performance, with a net surplus of \$15.2 million, compared with \$10.6 million in 2012–13.

Safety

Baptcare's commitment to providing safe workplaces for staff and volunteers was clearly demonstrated through the development of local occupational health and safety plans right across the organisation. These will be complemented in the year ahead with the continuing development of a comprehensive occupational health and safety management system. The improvement in our safety performance this year was quantified by significant reductions in the Lost Time Injury Frequency Rate and in the workers' compensation premiums paid in both Victoria and Tasmania.

Clarifying our identity

Baptcare's success in recent years has seen our product and service offering grow to encompass some 46 different areas.

Our current brand identity and the "look and feel" elements of the brand were created 10 years ago. Since then the range and complexity of our services have expanded significantly. We wish to make it as easy as possible for prospective clients to find us by navigating through the sometimes daunting array of information and providers.

In the new, competitive environment, providers who are clear about who they are and what they stand for, and who understand current and potential market needs, will thrive. Baptcare has launched a brand identity project – a rigorous four-stage process to refine our core identity from the perspective of both internal and external audiences and to also clarify our position within the competitive landscape.

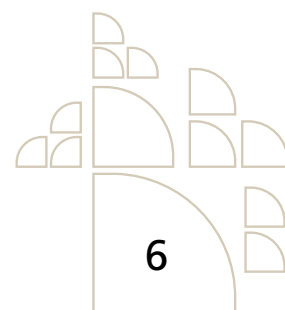
Our people

People are at the heart of everything we do and it is our people who are bringing to life our vision of "caring communities for all". I would like to thank our staff and volunteers for their dedication and service this year. They have provided high-quality care and support to our clients 24 hours a day, seven days a week. They have been empathetic, compassionate, respectful, generous and resilient. With government reforms affecting all service areas, they have responded to every challenge with vigour and creativity. Their contribution to the work that Baptcare undertakes, particularly to new ways of thinking and new models of care, has been outstanding.

In conclusion, I extend my personal thanks and appreciation to our Chairman, Philip Curtis, and his fellow Board members for the support and guidance they have provided during these times of great change and significant challenge.

Graham Dangerfield

Chief Executive



Baptcare 2013–14 a snapshot

The support we provide

795

Residential care places

2,008

Home care package clients

805

Community nursing clients

630

Independence at Home clients

294

Retirement units and apartments

1,729

Child and family services clients

1,855

Disability services clients

6,003

Gateway service contacts

213

Out-of-home care clients

148

Asylum seekers

12,400

Pastoral care contacts

Our people



1,635

total number of employees
(1,388 Victoria, 297 Tasmania)



86%

female employees



14%

male employees



865.6

FTE employees

Our engagement with Baptist Church communities:

\$400,000

in community engagement grants

60

new community engagement outreach visits

Finance

Expenditure

\$128.8

million



Revenue

\$144

million

81%

of revenue spent on service delivery



Strategic areas of operation



Aged care

Care for seniors at all stages of their later years is at the very core of the Baptcare mission and in many ways reflects the roots of the organisation, which was formed nearly 70 years ago. Today, Baptcare provides a broad range of care services for the seniors in our communities – community aged care, independence at home, residential aged care and retirement living.



Family

Core to Baptcare's mission is its work in supporting children, young people and their families, especially those in crisis. This focus on the family is resourced through five key areas within Baptcare: family services; foster care and kinship care; youth; grandparents and other relative carers; and Gateway.



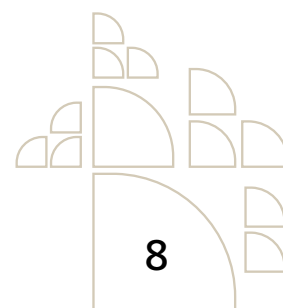
Community

Baptcare is committed to supporting people with disabilities, lawful asylum seekers who are homeless or at risk of homelessness, people with mental health problems, and individuals and families who are unable to access affordable housing.



Baptcare foundations

Baptcare provides a broad range of services to older people, children, families, people with disabilities, financially disadvantaged people and asylum seekers. Underpinning those services, Baptcare has in place the resources, systems and processes – our people, quality control, information technology and safe working practices – that help ensure the delivery of the highest quality care in all our areas of operation.



Aged care

Care for seniors at all stages of their later years is at the very core of the Baptcare mission and in many ways reflects the roots of the organisation, which was formed nearly 70 years ago. Today, Baptcare provides a broad range of care services for the seniors in our communities – community aged care, independence at home, residential aged care and retirement living.

Australia's aged care system is going through a major period of change under the Federal Government's 10-year initiative known as the *Living Longer, Living Better* reform package, which places flexibility, choice and consumer control at the heart of aged care services and support.

During the year the following major developments took place:

- Major changes to the government's MyAgedCare website was launched in May 2014, providing seniors and their families with more information about the *Living Longer, Living Better* reforms.
- On 1 January 2014 the Australian Aged Care Quality Agency replaced the Aged Care Standards and Accreditation Agency Ltd as the accreditation body for residential aged care.
- On 1 August 2013 the Aged Care Pricing Commissioner began operations. Baptcare and all aged care providers spent 2013–14 actively preparing their operations for these reforms, as well as the next tranche, which started on 1 July 2014.



Community aged care

Many of the reforms in the aged care sector are aimed at providing people with choice and control regarding the support and services they receive to remain independent and living in their own homes. Baptcare's community aged care programs, consistently recognised as among the best available, are designed to help people stay connected with their local community and to ease the burden on their primary carer.

2,008

home care package clients

139

consumer-directed care packages

195

carer and social support clients

127

carers

805

community nursing clients

225

day therapy clients

Consumer-directed care

The roll-out of consumer-directed care (CDC) packages as a result of government reforms has been a focus of activity for our Home Care Packages team. In 2013–14 we admitted 117 clients onto our CDC packages. This is a brave new world for clients and staff alike, with clients having more transparency about the costs associated with their packages (via receipt of a monthly payment) and being able to decide their own level of direction and control of their packages.

Research conducted among clients and care managers at the time of the roll-out provided immediate feedback on what was working and what was not. This information will be invaluable in planning and preparing for further implementation of CDC packages.

Advanced care planning

Advanced care planning, which is being implemented across our residential aged care services, was also introduced to community aged care operations during the year. The planning process supports clients to document the care they would like to receive in a range of circumstances. The roll-out of advanced care planning will continue in the year ahead.



Facility moves

To improve access and the range of services available to clients, a number of Baptcare community aged care programs were relocated and consolidated during the year. At Westhaven Day Centre in Sunshine, clients can now receive greater numbers of targeted programs. Similarly, the Northern Metropolitan Community Packages Program was relocated from Ivanhoe and Brunswick to Bundoora. This site has been created as the first Baptcare activity-based work environment that will support the CDC model.

Late in the financial year Baptcare relocated the Brindabilla Day Centre from Oakleigh to Ashwood. The new centre continues to offer a wide range of activities for clients, including walking groups, day outings, guest speakers, music, movies, exercise and physical games, as well as culturally specific activities. The new centre is set up to provide activities for large numbers of people. It also has a safe and secure environment for clients requiring a higher level of care.



Case study

Everybody has a story to tell about their lives – the achievements, the relationships, the good times and the bad – but all too often these precious memories are not recorded and thus are lost forever. A pilot project involving Baptcare's Eastern Metropolitan Community Packages program could go a long way towards ensuring that these life stories are permanently captured for families and friends.

Following an approach in late 2013 from Professor Richard Freadman, a retired professor of English and director of the Unit for Studies in Biography and Autobiography at La Trobe University, a proposal was developed to trial a life story project aimed at helping people who are experiencing memory difficulties but who retain significant cognitive abilities.

In collaboration with the Brindabilla Planned Activity Group, a number of clients were invited to participate in the pilot, which involved meeting once a week for nine weeks to work through the recording and writing process. Three clients, each with a family member, took part and developed wonderful stories that will bring delight to families and friends forever.

The life story process is being documented as part of the next stage of planning for this exciting project, which has received very positive feedback from both clients and Baptcare staff.

Independence at Home

Baptcare launched its Independence at Home service in 2012–13 with the aim of enabling its community care clients to lead independent, healthy, safe and happy lives. Under this program Baptcare's care workers provide a range of in-home services, including:

- domestic assistance
- personal care
- respite care
- shopping assistance
- meal preparation
- monitoring services
- transfers to and from appointments.

630
clients receiving
in-home care

120
employees

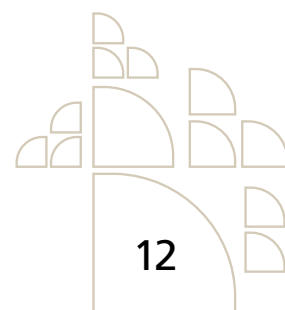
The 2013–14 year was in many ways one in which Baptcare's vision for Independence at Home and its continuum of care for clients was realised. Following its launch last year in northern metropolitan Melbourne, the service has expanded to cover all of the metropolitan region and is now looking to roll out into regional Victoria.

The service's growth and acceptance in the community have been exponential – from an initial client base of 120 in its first year of operation to a base of 630-plus at the end of this financial year. Similarly, staff providing direct care grew from 18 (supported by seven "back of house" employees) to 124 (with 15 "back of house" employees). Importantly, the level of staff turnover reduced over the year to less than 10 per cent, a direct result of in-field mentoring, improved communication and additional training opportunities.

Growth on such a scale can bring with it significant challenges. It is of great credit to the Baptcare team that the expansion in the number of Independence at Home clients has been accompanied by continuing improvement in the quality of services provided. A strategic growth plan adopted in all metropolitan regions, with a dedicated person working on site to assist with client transition, has seen a steady increase in care managers choosing Baptcare employees, rather than brokered agency staff, to deliver services.

The Independence at Home model has been well supported by increased and improved assistance from IT systems, both in servicing clients and in providing staff with a range of support services, including on-line learning and development modules.

Looking ahead, the Independence at Home team will continue to address the significant sector changes affecting funding for community care clients and the role that Baptcare will perform, including being part of a shared care model. Implementation of a new IT system and associated internal processes will support the service's continued growth, including the planned expansion into rural regions.





Residential aged care

Our aged care homes are designed to respond to the assessed care needs and preferences of our clients. We offer our services in home-like settings under the leadership of registered nurses, supported by other health care professionals and dedicated staff. Our homes provide nursing care as well as dementia, respite and palliative care, with services including nursing assessment, 24-hour care, socially interactive activity programs, and emotional and spiritual support. Baptcare's homes are modern and provide residents with accommodation that is private and dignified, with living areas and welcoming spaces that are designed to support a wide range of activities.

9
aged care facilities

795
**residential aged
care places**

901
staff members

Living Longer, Living Better

Preparing for, and implementing the government's *Living Longer, Living Better* reforms was the focus of attention for Baptcare's residential aged care services in 2013–14. With the introduction of what is effectively a contestable market, our challenge has been to ensure that our facilities and our staff are ready and equipped for this transition.

While in the past residential aged care was often a case of "one size fits all", the government reforms mean that residents and their families can now choose to pay for different types of services. One of the measures of our success in future will be the number of people who choose to live in our facilities.

As with all service industries, competition in residential aged care will be based not on price alone but on the quality of facilities and the care provided. In response to this new environment, Baptcare is ensuring that it has a strong and proactive approach to both client service and client feedback.

Benchmarking

During the year Baptcare commissioned specialist health care research firm Press Ganey to undertake a comprehensive benchmarking survey across its residential aged care, community aged care and retirement living areas. In residential aged care, all nine Baptcare sites took part. The purpose was to determine how Baptcare performs against more than 300 "peer" facilities. The results of the resident/client survey rated us as a leader in three categories: our food service experience, how we respond to ideas for improvement and how we deal with complaints.

Press Ganey's survey methodology, which has been validated, generated results that will be a baseline for continuous improvement in a number of areas. The benchmarking exercise will be conducted again in November 2014 and annually thereafter.

Aged care research

In 2013–14 Baptcare refocussed its research and engaged a specialised in-house senior researcher to support its aged care operations. Research began in the vital area of case management in home care packages.



Better practice awards

Baptcare was the recipient of two Aged Care Better Practice Awards in 2013. The awards are made annually by the Aged Care Standards and Accreditation Agency Ltd to recognise innovation, quality improvement and better practice in aged care. Our Westhaven Community in Footscray received an innovation category award for its care for people from Asian communities. Westhaven has a rising number of residents from Asian regions and has developed an improved and more inclusive service offering for them, with a focus on social engagement, environment, community, language, recruitment and food. Our Karingal Community in Devonport won a resident lifestyle award for its “People’s stories” project, which involves a dedicated facilitator giving residents individual and group time and attention to talk about what brings meaning to their lives and to reflect on their personal experiences. Remarkable levels of acceptance, understanding, respect, kindness and courage have been shared in these sessions.

These two awards bring the total number of Aged Care Better Practice Awards received by Baptcare in the last four years to eight, which is more than any other aged care provider in Australia.



Development planning

A major activity in 2013–14 was preparing for the \$100+ million development of five new Baptcare facilities over the next seven years. This investment will increase the number of residential aged care places by 514, bringing the total to 1,309. Planning is well advanced for developments at the existing Baptcare sites of Strathalan Community in Macleod, Wyndham Lodge in Werribee and Templestowe Orchards Community in Doncaster East, along with “greenfield” sites at Lalor and Broadmeadows.

The Strathalan site will see development of a Baptcare Integrated Living model in late 2014. It will eventually include construction of a 124-bed aged care facility and 122 retirement living units and apartments. Town planning approvals are in place for a 150-bed facility at Wyndham Lodge, with construction due to begin late in 2014. Redevelopment of the Templestowe Orchards site, which also includes a 150-bed aged care facility, will begin in the second half of 2015.

At the Valley Park site in Broadmeadows, Baptcare will build a 90-bed aged care facility with an innovative model of priority access for public housing residents. This is the first time that a managed approach has been taken to transitioning public housing residents into an aged care facility. The lease for the land, which is owned by the Department of Housing, was signed during the year. We have also lodged an Expression of Interest with DHS to manage 144 houses for public tenants within the Westmeadows Estate.



Case study

When fire spread into the Hazelwood open cut mine on 9 February 2014, it triggered a community emergency that was to continue for the next 45 days. The brown coal mine fire blanketed the nearby Morwell community with smoke and ash, resulting in a number of people deciding to evacuate their homes.

Following advice from the Chief Health Officer of Victoria, Baptcare acted quickly to ensure the safety and well-being of residents at its St Hilary's Community in South Morwell. The residents, many of whom require a high level of care, were relocated to three separate alternative care facilities.

The decision to relocate was not made lightly and every special care was taken to ensure that the experience was as smooth and comfortable as possible. Baptcare worked closely with a range of partners, including Ambulance Victoria and the Royal Flying Doctor Service, who coordinated the movement of residents to and from their temporary homes, along with the Department of Social Services, the Department of Health and the Environmental Protection Agency, who each provided valuable advice in determining the level of risk for our residents.

After six weeks in alternative accommodation, authorities gave the all-clear for residents to return. Following a major clean-up to restore St Hilary's to its usual high standards, residents quickly settled back into their normal routines and care arrangements.

Retirement living

Baptcare's retirement living units and apartments are integral to its support for seniors in their retirement years. There are currently six safe, secure and convenient Baptcare retirement living facilities: five in Victoria (Hedley Sutton Community in Canterbury, Templestowe Orchards Community in Doncaster East, Westhaven Community in Footscray, Karana Community in Kew and Strathalan Community in Macleod) and one in Tasmania (Karingal Community in Devonport). The number of units and apartments – currently 294 – will more than double over the next seven years.

6
sites

294
apartments and units

328
residents

The 2013–14 year was one of consultation and collaboration for Baptcare Retirement Living as planning for three new projects at Strathalan Community, Templestowe Orchards Community and the greenfields site at Lalor began in earnest. Strathalan Community will incorporate 50 new independent units and 72 new apartments; 144 apartments will be built at Templestowe Orchards Community; and the new Lalor site will have 66 apartments and 91 independent units.

Our aim has been to ensure that we design and build the retirement living communities that will meet citizens' needs for many years to come. Residents in existing units have been consulted about the development of new units and the associated changes that will take place at the villages.

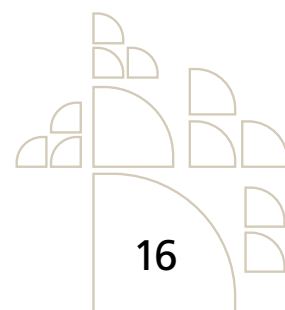
At the same time, there was extensive collaboration with architects and designers on the layout and interiors of the new apartments and units. Construction is now under way at Strathalan Community, with the first residents scheduled to take up residence in May 2015. The completion of construction and selling of the Stage 1 units will be a key activity in the coming year.

Legislation pertaining to retirement living in Australia, like all parts of the nation's aged care sector, was subject to significant change during the year, with amendments to the Retirement Villages Act requiring renewal of a range of general information, contracts and disclosure statements.

Consultation and collaboration were also a key factor in encouraging retirement living clients to become more involved with Baptcare home care packages and Independence at Home services. Relationships that have been developed with providers of these services add to the family-like environment that is so important for our residents.

Another significant initiative for our retirement living residents in 2013–14 was a pilot program for advanced care planning whereby residents are encouraged to document the care they would like to receive in a range of circumstances. All village managers have been trained and the program is being rolled out across all Baptcare retirement living villages.

Furthermore, the Press Ganey survey that was conducted during the year measured, by comparison with the national industry benchmark, resident satisfaction with a large sample of Australia's retirement living providers. Baptcare scored higher than 99 per cent of providers surveyed.





Pastoral care

Pastoral care brings to life in a very real way the Baptcare vision of “caring communities for all”. The pastoral care team, including a large number of volunteers, works across the organisation, providing skilled companionship and support for residents’ and clients’ spirituality or faith.

25

**Chaplains/pastoral
care workers**

50

**trained and supervised
volunteers**

150

**devotions volunteers
and faith community visitors**

12,400

**individual pastoral contacts
with clients, residents and
families this year**

Our pastoral care worker positions in family and community services in Tasmania are now strongly consolidated, with a steady flow of referrals and excellent integration of pastoral care with site teams.

Volunteers are playing an increasingly important role across all Baptcare’s services and in 2013–14 we completed the roll-out of our community aged care pastoral care volunteer (Pastoral Visitor) program in Victoria. We now have 50 trained and supervised volunteers.

At the same time, we have conducted pilot programs for volunteers to provide pastoral support in our residential aged care and retirement living facilities, as well as introducing a new module on palliative care. These pilots will be evaluated in the year ahead.

A survey of aged care and home care site managers during the year confirmed that pastoral care Chaplains are considered a key part of the site teams and a valued resource in supporting clients, residents and families.

Baptcare this year formed a partnership with Whitley and Stirling Colleges to design an innovative study unit on pastoral practice in the areas of dementia, palliative and end-of-life care. Accredited with the University of Divinity (formerly Melbourne College of Divinity), and titled *Dementia, Palliative Care and End-of-Life Care: Integration, Reflection and Advanced Practice*, the course is being conducted in the second half of 2014.

Baptcare has also played a lead role in the development of the Diploma of Pastoral Care and Ageing, which now has 43 people taking part in this beginner’s pathway into professional pastoral care. The course provides professional development for people working in aged care to broaden their understanding of the spiritual needs of older people.





Volunteers

Volunteers are an integral part of Baptcare. The organisation was started by volunteers, and volunteers continue to contribute actively to many of our service areas, particularly in residential aged care and community aged care.

Traditionally Baptcare volunteers have worked alongside our staff to support residents and clients throughout residential aged care, community aged care and family services. Numbering approximately 600, volunteers are engaged in fun and educative activities, providing library/reading services, art therapy and music, movie nights, companionship, entertainment, literacy groups, and devotional and pastoral visiting support – with the latter now having 60 trained volunteer pastoral visitors.

Baptcare has an on-staff coordinator at five residential facilities to support these volunteers and their work.

In 2014, four Baptcare volunteers celebrated a collective 60 years of volunteering. At Northaven Kerang, Beryl Baker and Wes James have witnessed many changes, as have Merle Watkins and Les Hutchinson at Strathalan Community, Hedley Sutton and Karana. Baptcare thanks these wonderful citizens for their commitment to volunteering.





National Volunteer Week was marked in May 2014 with “in appreciation” activities and celebrations at many facilities. A special Volunteer Dinner was also held for our team of 60 volunteers in the family and community services area who provide much-needed support to many vulnerable and marginalised clients.

Measuring volunteer contribution

Our on-staff volunteer coordinators are committed to highlighting the significant contribution that volunteering makes to the work of Baptcare. They carefully monitor and record their volunteers’ time in hours and then, as a way of demonstrating the economic benefits of this support, convert that into a monetary value by multiplying by \$25 per hour. Over 2013–14 the contribution of our volunteers within the five residential aged care facilities amounted to approximately \$447,600.

Sustainability

Baptcare is committed to minimising the impact of its operations on our environment. 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. Sustainability is a hallmark of all our residential development projects.

During the year we saved:

200 tonnes
of greenhouse emissions

2.4 million
litres of water

4.5 tonnes
of waste to landfill

by implementing environmentally conscious initiatives.

Implementation of Baptcare’s three-year sustainability strategy continued in 2013–14, with a focus this year on integrating environmentally sustainable design into the planning of our new residential developments. The emphasis has been on incorporating sustainable features such as solar PV systems and water tanks as we build for a future that acknowledges the expectation of climate change.



Significant energy efficiency projects were undertaken at our Hedley Sutton and Peninsula View facilities, while sustainability features were also incorporated into the fit-out of our new community aged care centre at Bundoora. The environmental upgrades introduced at our sites in the past 12 months will reduce Baptcare's greenhouse gas emissions by 200 tonnes per year and save 2.4 million litres of water.

Baptcare's efforts in environmental sustainability were formally recognised this year when we were awarded the CitySwitch Green Office Award. The award highlighted the work we have undertaken in the areas of lighting, glazing, heating, ventilation and cooling systems at a number of our sites. In presenting the award, the judging panel praised Baptcare's overall approach to sustainability, saying:

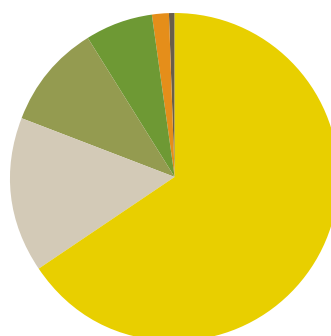
"Both in the office and across its many facilities, Baptcare is undertaking meaningful and effective energy and resource efficiency projects while bringing its staff along for the journey. It is evident through the amount of work that has gone into improving sustainability at Baptcare that this is an organisation with both the will and the people to achieve great things."

For further detail on Baptcare's social, economic and environmental performance, refer to our GRI compliance table and index at www.baptcare.org.au/AnnualReport.



Baptcare total greenhouse gas (GHG) emissions by source

Emissions Source	%	Total GHG Emissions (tCO ₂ -e)*
Electricity	65.9%	7,934.9
Natural Gas	15.1%	1,815.3
Transport Fuel	10.2%	1,222.2
Waste	6.6%	790.3
Water / Wastewater	1.9%	225.3
Paper	0.3%	41.8
Stationary LPG	0.0%	4.0
TOTAL	100%	12,033.7



* Emissions boundary setting performed with reference to the World Business Council for Sustainable Development's Greenhouse Gas Protocol Corporate Accounting and Reporting Standard methodology.

* Emissions totals include full fuel cycle emissions. Emissions factors and methodology taken from National Greenhouse Accounts (NGA) Factors and Methods Workbook – July 2014.

* Where complete data sets were unavailable, annual figures have been extrapolated based on available data.

Family

Core to Baptcare's mission is its work in supporting children, young people and their families, especially those in crisis. This focus on the family is resourced through five key areas within Baptcare: family services; foster care and kinship care; youth; grandparents and other relative carers; and Gateway.

In Victoria, family services programs are run in the western and north-western metropolitan areas, as well as in the bayside suburb of Rosebud and the regional centre of Bendigo. Programs include: Families First, Integrated Family Services, Tuning into Kids and Bringing Up Great Kids (emotional intelligence parenting), Positive Parenting, Post Natal Depression, Parenting Assessment Skills Development Service and the Home-Start program.

In Tasmania, Baptcare provides Gateway services as an access point for specialist disability and family services. The Gateway is a centralised intake, assessment and planning and referral service facilitating appropriate support for families and individuals with a disability. Baptcare's core services in the family stream are: integrated family support for vulnerable families with a child under the age of 18 years, targeted youth support services, and grandparents and other relative carer support.

Accreditation

In July 2013 Baptcare's family and community services division, covering Victoria and Tasmania, received its inaugural accreditation against the Quality Improvement Council's health and community service standards. The licensing body QIP (Quality, Innovation, Performance), formerly known as QICSA, led the assessment. The division met all standards and exceeded two of them: standards 3.3 and 3.4, which relate to practice leadership that is informed by research and practical evaluation, and the organisation's role in building the capacity of the community and the service system – individuals, families and other service providers.

In November 2013 the division was also reviewed and confirmed as fully compliant with the Home Care Standards (previously known as the Community Common Standards).





Integrated child and family services

Baptcare recognises that becoming a parent and raising a family can be challenging and complex. At times, extra support is needed that is practical, accessible and non-judgemental. To meet this need, Baptcare provides a range of services for children, young people and families, including casework, parenting skills development, counselling, and tailored models of support.

Tasmania

6,003
contacts for family
and disability across
the Gateway services

757
clients accessed
our family support
services

98
clients accessed
youth services

Victoria

972
clients accessed
integrated
child and family
services support

Integrated family services

Throughout the year Baptcare continued to deliver programs for the Victorian Department of Human Services (DHS) and the Tasmanian Department of Health and Human Services (DHHS). These include Integrated Family Support Services, Youth Services and two important family preservation programs: Parenting Assessment and Skills Development Service (PASDS) and Families First.

One client recently said:

"Judy" from Baptcare has helped me so much in the last six to eight months. At first I didn't think it was going to work but after a couple of months I found trust in Judy and talked to her about things I've never told anyone. She made me feel good about myself and as a parent I can't thank her enough for all she has done. Baptcare itself is a wonderful service. Whatever help I needed they helped, such as beds for my children and other things. I think Baptcare is a great service, so thank you to all the people who helped me through. It is much appreciated.

We are the only agency providing PASDS in Melbourne's western suburbs. This is a program that focuses exclusively on families who are known to child protection authorities due to their limited capacity to care for a child aged up to 3 years. We assess the level of risk for the child and the family's capacity to provide appropriate care. The feedback from our clients on the impact of PASDS affirms the value of this service.

In Tasmania, through the Gateway and integrated family services alliance, Baptcare leads a partnership of agencies in the provision of high-quality integrated family support to vulnerable Tasmanian families. Our partners include a wide range of services: Glenhaven, Good Beginnings, Beaconsfield, Ravenswood and St Helens Neighbourhood Houses, Northern Suburbs Community Centre, Mission Australia and Hobart City Mission. We are extremely proud of the strong partnerships that we have developed with these agencies.

Home-Start

In Brimbank in Melbourne's west and in the regional city of Bendigo, we continued to provide the successful Home-Start program. Baptcare is one of three agencies in Victoria offering this international program to its clients. In Bendigo, Home-Start is an entirely Baptcare-funded program.

Our delivery of Home-Start relies on 61 volunteers trained and supported by two Baptcare coordinators. They visit vulnerable families each week for two hours to provide practical and emotional parenting support and assistance to access services.

In October 2013, Home-Start coordinators were guest speakers at the Good Childhood Conference in Melbourne, presenting to participants from across the welfare sector.

In June 2014, Baptcare's third Home-Start Victoria conference was held in Kyneton. This was an important opportunity for staff and volunteers to learn from each other's experiences. Representatives from Home-Start Australia and other participating agencies attended. Family-sensitive practice, particularly in relation to trauma, was the focus of the keynote address.

66

families in Home-Start

61

volunteers in Home-Start

Grandparents and other relative carers

The Gateway Supporting Grandparent Carers program has increased its support this year to include group work within local Neighbourhood House networks, as well as providing individual support to those grandparents and other carers who take on the responsibility of raising children. It has been encouraging to see grandparents who are not on the program accessing the groups and increasing their local networks by joining in and supporting each other. Baptcare acknowledges the support for these programs from local Neighbourhood Houses and Children & Family Centres across the state.



Enhancing staff skills

Another highlight for the year was the launch of a two-year pilot to enhance staff knowledge and skills in therapeutic practice, particularly with regard to trauma. Many of our clients have feelings and behaviours that are linked to past traumatic experiences. The Complex Case Management and Trauma-Informed Practice Project is a Baptcare-funded initiative. It involves staff and carers receiving specialised training and guidance from an experienced therapist, as well as improvements to our systems and work processes. The knowledge gained through the training is now being applied in daily practice, resulting in different approaches in our work with families with complex needs.

Through their knowledge of trauma and its impact, our staff are better equipped to understand and work effectively with the causal factors at play in the lives of many of our clients. During 2013–14, 103 staff in the FACS division were trained in relation to trauma and its impact.

In-house research project

Family services, out-of-home care and disability services all benefited from an in-house research project that looked at the needs of 254 disadvantaged or marginalised clients in Victoria, both past and present. The aim of the project was to identify the geographic locations of greatest need and greatest disadvantage to assist with our future planning. The survey participants were asked about their use of support services: what they used, how they used them and where they used them. The results confirmed that the outer west of Melbourne is the geographic area of greatest need and thus potential extra demand for Baptcare assistance. We already focus much of our service delivery in this region, so we are well placed to respond to this need. Analysis of the data also helped to compare levels of disadvantage and thus future priorities for support.

Outreaching the Gateway

This is an important initiative that seeks to improve Tasmanian rural communities' access through an improved understanding of and familiarity with the Gateway entry point for family welfare and disability services. Baptcare's Gateway is working on this project in partnership with a number of Child and Family centres in rural communities. The centres are community hubs providing a range of support and educational opportunities for families with children under six. Outreaching the Gateway to these centres by having a Baptcare staff member regularly on site gives rural people a face-to-face connection point and helps them develop confidence in accessing the system.



Foster care and kinship care

Our out-of-home care services include foster care and kinship care in Victoria, both of which are directed towards children and young people who cannot live at home with their parents.

Foster carers are rare people; there are never enough foster carer households to meet the needs of vulnerable children. Baptcare is committed to supporting its wonderful foster carers and to attracting potential new households to undertake foster care. In Victoria there are usually about 25 children in full-time foster care with Baptcare and another 15 accessing regular respite with Baptcare at any one time, as well as 75 other children in kinship care.

In Victoria, kinship care is usually undertaken via a referral from the Department of Human Services. The goal is to provide stability for the child through the granting of a Permanent Care Order to appropriate kin. On behalf of the child, Baptcare pursues the permanent care order and provides support to kin.

Baptcare works closely with foster carers and kinship carers to provide every child or young person in our care with a secure and stable environment and a brighter future.



213

out-of-home care clients

50

registered foster care households

20

**permanent care orders granted
in kinship care**

More foster carers

The signing-up of 50 registered foster carer households, compared with 41 in 2012–13, was a significant outcome for the out-of-home care team this year. It resulted from investment in targeted marketing activity and much staff time and effort in attracting, training and supporting foster carers.

During 2013–14 there was also a tripling of enquiries from potential foster carers to more than 300 (compared with approximately 100 enquiries in 2012–13 and just 46 in 2011–12). This increase is undoubtedly due to the highly personalised service that we now offer foster care candidates, as well as the success of our foster care microsite, which was launched last year. Similarly, we have achieved a pleasing 25 per cent increase in the number of Permanent Care Orders that have been granted in kinship cases under our management.

Major research into kinship care

Baptcare is very fortunate to have its own research capability, which enables it to undertake independent research into important issues that affect the sectors in which it operates.

A highlight of the year was the completion of a major research project into kinship care. Baptcare led the project in partnership with welfare agencies OzChild and Anchor. The resulting report, entitled *Complexity of Kinship Care*, will be launched in October 2014 in partnership with the Centre for Excellence in Child and Family Welfare. The ground-breaking research showed that while there is a perception that kinship care is not as difficult or complex as foster care, the reality is different. There has been an increase in the complexity of issues surrounding statutory kinship care in Victoria, especially in relation to the carers themselves. The report details the research and discusses future models of kinship service provision which, if they are to address the complexity of issues, will require greater financial investment from government.



Rebound therapy

A short-term pilot project in Victoria involving the use of trampolines was used to assist out-of-home care children with a disability and/or a developmental difficulty due to trauma they have experienced.

Twenty carer households were involved in this Rebound Therapy project, with Baptcare supplying a trampoline to each. A specialist from the Australian Childhood Trauma Group provided the initial training to Baptcare staff so that they could support participating families appropriately. There is much American and Australian research that supports the use of trampolines among children and adults with a disability. Baptcare's Rebound Therapy involved the children using the trampoline when they became upset. It helped them to regulate their breathing, calm their brain and take some time out. Results from the pilot project were judged to be very positive, with the skills that were learned by the Baptcare staff being passed on to the out-of-home carers.

Foster carer of the year 2013

In September 2013, Baptcare foster carer Bev Brierty was named Foster Carer of the Year at the twelfth Robin Clark Memorial Awards, which are offered by the Victorian Government and announced during National Child Protection Week. Bev and her husband Terry, who are from the Brimbank region, have fostered children for more than 30 years – the last 17 years through Baptcare – and over this time they have cared for about 300 children. Our warmest congratulations to Bev and Terry!

September was also Foster Care Month and Baptcare marked it by holding a number of activities, including a community forum, to highlight the need for more foster carers and the difference that they make to the lives of vulnerable children. As part of the forum, Bev Brierty shared her experiences as a foster carer and answered questions from participants.



Brimbank citizen of the year

Brimbank's Citizen of the Year for 2014 was another Baptcare foster carer, Brigitte Baker. Brigitte was recognised for her ongoing commitment to the young people of the Brimbank region through her work as president of University Park Primary School's Parents and Friends Association. Brigitte has been a foster carer with Baptcare for 27 years and has opened her home to more than 600 children. Thank you, Brigitte, for all that you do for children and young people!

Client-focussed integrated service

Within the family services area in Victoria, Baptcare has introduced regular cross-program panels that bring together relevant staff for discussion of client cases that are complex in multiple ways. The panels enable a sharing of knowledge internally. Experts are also invited to address the group, and other agencies attend by invitation.

Case study

Our cross-program panels often deal with the cases of kinship clients. For example, an eight-year-old boy who now lives with his grandma had experienced significant abuse and trauma while in his parents' care and did not attend school regularly, nor was he engaged with health professionals. The school, his parents and his grandmas struggled with the boy's challenging behaviours. Since being placed with his grandma he has been assessed as being on the autism spectrum. His grandma is elderly and a sole carer. She requires support in managing the boy's behaviours, as well as respite.

At the panel, there are discussions about the services that our disability team can provide. This includes funding for respite, as well as joint work between the kinship worker and the disability worker to provide education to the grandma, the parents and the school about how to respond to the boy's behaviours and assist with his educational delays. Financial supports are also proposed from other program areas' knowledge of the municipal council in which the family lives. At the end of the panel discussion, the family has referral points for respite, financial support (in the community), behavioural support and education. Furthermore, the allocated kinship caseworker has the support of colleagues in developing skills to support the client and the carer.

Community

Baptcare is committed to supporting people with disabilities, lawful asylum seekers who are homeless or at risk of homelessness, people with mental health problems, and individuals and families who are unable to access affordable housing.

This support is resourced through our disability services, mental health services, affordable housing, and the Baptcare Sanctuary initiative.

Baptcare also undertakes extensive community engagement with Baptist Churches across Victoria and Tasmania to build relationships and to support their local community activities.

Disability

2013–14 was a watershed year for our disability services. Commonwealth legislation was passed to introduce a National Disability Insurance Scheme (NDIS), one of the largest social welfare reforms undertaken in Australia in the past 30 years. In Tasmania, Baptcare was selected as one of two agencies to provide Local Area Coordinators, for the trial of the National Disability Insurance Scheme (NDIS).

The NDIS is a new way of providing individualised services and support to people with permanent and significant disability and to their families and carers. In Tasmania, Baptcare works in partnership with the National Disability Insurance Agency (NDIA) to deliver the Local Area Coordination (LAC) for the trial site for participants aged 15 to 24 years. NDIA LAC provides participants with support to implement their NDIA plans.

The Tasmanian Gateway and Disability LAC continue to provide support for all remaining people living with a disability who are not eligible to participate in the NDIS trial.

In both the NDIA LAC and the Tasmanian Gateway/Disability LAC, the principles of participant choice and control are fundamental to our work. Baptcare strongly believes that basing LAC in the community provides better outcomes for participants and provides the building blocks for the full roll-out of the scheme.

In Victoria, there is a range of programs within Baptcare's Disability Services, including activity programs, case management, early intervention and respite. Case management accounts for 60 per cent of client work.



6,003

contacts for family and disability across the Gateway service in Tasmania

284

clients received a National Disability Insurance Agency Local Area Coordination service in Tasmania

517

clients accessed disability services in Tasmania

978

clients accessed disability services in Victoria

255

children and families assisted with individualised support packages

Success of National Disability Insurance Agency trial

The first year's results of the NDIS in Tasmania are very positive, with Baptcare meeting all of its key performance indicators. This success was due to a number of factors, including the advantage of Baptcare's knowledge and experience with Gateway as an established model for client access; the assessment process itself, which focuses on the impact of a person's disability; and the skills of our LACs. Tasmanians with a disability experienced the shortest average waiting time between their request for care and commencement of their service, as compared with users of the pilot programs in other states.

"Once a plan and funding [are] agreed, local area coordinators are there to support participants to implement their plans, find and access services, and explore opportunities to participate in education, training and the community. Local area coordinators help participants take control of their lives, to find their voice and to make real choices."

Individual Support Packages tender "win" in Victoria

An important multi-year contract was awarded in July 2013 following a tender process. The exclusive nature of the contract is unprecedented and reflects positively on Baptcare's track record, capacity and experience in this area. The key performance indicator for ISPs, as mandated by the Department of Human Services (DHS), is that packages must be completed within 90 days. Baptcare met this KPI throughout the year and two new staff members were employed to support the expansion of the service.

How do Individualised Support Packages (ISPs) work?

Referrals to DHS about a child or a family in the western region needing support are passed to Baptcare for assessment and action. Baptcare's ISP team reviews the family's needs and assists them to determine the level of support required. The team does not provide the services; rather, it refers the family to appropriate suppliers, which may be other agencies or other service areas within Baptcare.

Social policy paper

Baptcare's work in disability services was supported by the in-house development of a key social policy paper entitled *Disability: Dignity of Choice and Risk*, which was approved by the Board in June 2014 and will be launched in coming months.

"C for C" project in Brimbank

During the year a twelve month pilot project was initiated involving case management and parenting services for culturally and linguistically diverse (CALD) families and groups with special needs. Local health services, early intervention professionals, municipal councils and others referred potential clients to Baptcare. Through active engagement with the families, Baptcare was able to identify and provide appropriate services. This often required an integrated team approach within Baptcare.

MAIB post-accident support service

We were delighted to be selected by the Tasmanian Motor Accident Insurance Board (MAIB) to join a panel of providers that delivers post-accident support – in the form of case management or assessment services – to people who have received injuries in a road accident. Since its launch, 18 clients have used this new Baptcare service. It is an exciting expansion of our operations and will be offered Tasmania-wide.

Mental health services

This year Baptcare launched Mlcare, an innovative mental health outreach program in Tasmania. Developed entirely by Baptcare, Mlcare is a state-wide, recovery-based, holistic program that offers individualised packages of care to people aged 18 to 65 who have severe or sustained mental illness. The program offers a wrap-around support to those who manage the challenges of chronic and complex mental health and need additional support to build their confidence and independence, and to live well in the community.

76**Mlcare clients****Launch of Mlcare**

The launch of Mlcare in February 2014 was a significant achievement for Baptcare in Tasmania. Mlcare is a Baptcare-developed program that is based on the principles of participant choice and control. It empowers people with a mental illness to make choices about the types of support that they need to live well in the community. Mlcare is offered as a collaborative case management service between Baptcare and Tasmania's Mental Health Services. Additionally Mlcare has been developed using a fee-for-service model – a first for Baptcare – to support this flexible, cost-effective and individualised response.



For people in recovery, person-centred care means they have choices in the services they receive. It means being assisted to identify and achieve goals that are individualised and meaningful. These goals may include stable housing, access to education or employment, involvement with sport or hobbies, improved relationships, or fewer admissions to hospital.

Baptcare staff have embraced the change that is inherent in the Mlcare model. We thank them for their commitment and leadership in this important area.

Mental health and family resilience

Baptcare is committed to the development of good policy and to the advancement of informed discussion and debate about important social issues. To this end, a social policy for Board consideration was developed on the subject of mental health and family resilience.

Baptcare's experience in the provision of family and community services where mental health impacts on the family unit was the primary context for this policy development work. Other partner agencies provided valuable input and perspectives. The resulting policy, which was approved by the Board in April 2014, explores the interplay between mental health issues and family resilience, and the importance of early intervention in the case of vulnerable families and children affected by trauma.

The policy was scheduled for release publicly in the second half of 2014.

Opening of Glenorchy office

To accommodate the ever-increasing growth of services, Baptcare celebrated the opening of its third family and community services office in Tasmania in November 2013. Located in Glenorchy, a northern suburb of Hobart, the office is home to a mix of staff from a range of programs, including the southern Mlcare team. Positioning the office in Glenorchy reflects the demand for service in this region, with approximately 45 per cent of Baptcare's Gateway clients living in the municipality.

Case study

"John", a participant in Mlcare, explains how his care coordinator "Stephen" has helped him gain skills and confidence:

"I became unwell at the age of 14. I was hearing voices, they were negative voices, and I was diagnosed with manic depression and schizophrenia. The voices continued to get worse as the years went by.

In the past I have lived in supported accommodation and have been through and used a lot of services and have spent many stints in hospital for long periods of time. Stephen from Mlcare supported me to move into my new unit and helped me set

up new contacts in my local areas, such as a new doctor and pharmacist. I can walk to most places, and Stephen is helping me around some fears I have that I want to change. At times this is hard and feels scary and I get stressed and anxious but I feel I can try because Stephen is there when I need his support and encouragement.

I can talk to Stephen about my voices, and other things, and I don't feel judged by him. I am seeing a counsellor about some issues, and it is going well. Stephen is there after the time I see my counsellor, and he supports me when I am feeling angry, hurt, and frustrated. He and I are starting to work on overcoming my fear of catching a bus, my fear of getting lost, and my thoughts telling me that people are talking about me. Stephen is also helping me find somewhere to do a course to learn how to read and write, and I feel with some help that I will be able to read and write in time. I am starting to believe that people really want me to get better."

Affordable housing

Baptcare continues to focus its energies and resources on solutions to the challenge of affordable housing.

It is estimated that, in 2014, Australia has a shortage of some 500,000 properties for people on low and moderate incomes, with more than 170,000 people on public housing waiting lists. Many more are not even applying because the chance of getting access to affordable housing is so small.

Baptcare believes that safe, secure and affordable housing is a basic human right that is integral to the health and wellbeing of individuals, families and communities.

In 2013–14, Baptcare Affordable Housing (BAH) completed its first full year of operation, successfully achieving registration as a housing provider under the Victorian Housing Act. It is a significant development for this Baptcare subsidiary company established in 2012 as an innovative, not-for-profit manager of affordable rental housing.

The ongoing development of BAH is a key element in Baptcare's mission to address the growing and urgent need to provide not only affordable housing but also "place management", whereby liveability is a key objective, with residents able to become active participants in the communities in which they live. As a community housing provider, BAH has an ambitious goal to own or manage 500 new housing units over the next five years.

BAH's key objective is the setting of rental rates at or below 75 per cent of market rates and at 30 per cent or less of tenants' gross income.

First affordable housing units

During the year, BAH took an important step forward when it assumed the management of Baptcare's first affordable housing units at Boronia. It has also been preparing for management of 11 units at Wangaratta, where work has started on the construction of 16 new units. These new units will represent Baptcare's first venture into construction of affordable housing, with previous properties provided primarily through bequests.

Norlane community housing development

As part of the "place management" concept, BAH was actively involved in the preparation of master plans for a community housing development at Norlane, the northern Geelong suburb hard hit by the closure and impending closure of large manufacturing industries and major employers. The plan will include a 90-bed aged care facility, a community hub and 55 affordable rental units to cater for a future community of seniors, people with disabilities and families. The Norlane proposal, which has been the subject of extensive community consultation, will be developed further in the coming year.

This same place management concept was a key feature of the BAH proposal lodged with the Department of Human Services during the year to provide comprehensive housing management services for Valley Park, a regeneration of the Westmeadows housing estate in Melbourne's outer west. This project provided the initial impetus for Baptcare to establish BAH.

The proposed projects at Westmeadows and Norlane would see Baptcare provide aged care and a range of other community services while BAH would provide place and housing management.

Advocacy

In May 2014, Baptcare launched its social policy position paper on affordable housing. It examines the factors that have led to high housing costs in Australia and the impact of these on disadvantaged older people and vulnerable families. It has examined ways of addressing these challenges and called on all levels of government, as well as churches and financial institutions, to act.

The policy paper was launched by Lesley Dredge, executive director of the Community Housing Federation of Victoria, at an event that was attended by representatives of the government, housing and welfare organisations and academic institutions.

Baptist Church engagement

Through its community engagement work, Baptcare is working with Baptist churches on the need for affordable housing. In particular, we are looking for strategic opportunities to partner with appropriate Baptist churches in mission to pursue affordable housing projects. In May 2014 we presented our social policy position paper on affordable housing, together with a supporting workshop, to the Baptist Union of Victoria Gathering.



Baptcare Sanctuary

Established in 2008, Baptcare Sanctuary provides supported accommodation for asylum seekers who are homeless or at risk of homelessness and who are living lawfully in the community while awaiting an outcome of their visa applications. Baptcare is the largest non-government-funded asylum seeker housing provider.

The Baptcare Sanctuary program provides 28 rooms for single men at Brunswick, while at Preston there are 44 single men's rooms plus a self-contained apartment for a family of five.

148

**clients received Baptcare
Sanctuary accommodation**

Advocacy for asylum seekers

This year Baptcare continued to pursue its advocacy work in relation to asylum seekers, issuing to federal parliamentarians a forceful statement, entitled *Asylum Seekers – a fair and ethical debate*. In the statement, Baptcare highlighted its opposition to mandatory detention and called on all politicians to “ensure that Australia meets its international humanitarian obligations and acts in a way which reflects our Christian heritage of justice, humanity, compassion and generosity, and the Australian value of a fair go”.

In August 2013, Baptcare had already contributed to an open letter in *The Australian* newspaper that similarly called for “a fair go” for asylum seekers under the signature of Baptist Care Australia. Baptist Care Australia is the peak national body for Baptist community service agencies.

Our statement to parliamentarians complemented our long-standing social policy position paper on asylum seekers. It also continued the dialogue fostered by the Australian Baptist Ministries’ release of its national advocacy *Policy on immigration and asylum seekers* in November 2011 and the resolution on asylum seekers that was presented to the Baptist Union of Victoria in October 2012.

In partnership with the Baptist Union of Victoria, we continued to maintain pressure on the Federal Government to honour in full Australia’s commitment to international obligations under the UNHCR’s 1951 Refugee Convention.

In June 2014, Baptcare formally joined the Refugee Council of Australia to show support for its aims and to respond in a practical way to the organisation’s decrease in government funding.

We are also active members of Network of Asylum Seeker Agencies Victoria (NASAVIC), with representation on its Policy Committee, as well as on the Practical Housing, Material Aid and Orientation committees.

Baptcare acknowledges the significant support we receive from churches and community groups in assisting Baptcare Sanctuary and supporting asylum seekers most in need.

Fund-raising walk

Baptcare Sanctuary gained national media coverage in March 2014 when three asylum seekers, including one Baptcare Sanctuary client, accompanied Brunswick Baptist Church pastor Tri Nguyen on his walk from Melbourne to Canberra in support of better treatment for asylum seekers. Tri, himself a refugee from Vietnam in the early 1980s, towed a small wooden boat on his 35-day walk to help raise money for Baptcare Sanctuary.

In October 2013 asylum seeker service providers, refugee services, social housing providers, other church groups and the private sector took part in a workshop to identify sustainable ways of expanding the Baptcare Sanctuary program.

A key workshop outcome in the coming year will see Baptcare, with support from Cabrini Health and in partnership with the Asylum Seeker Resource Centre, pilot an innovative supported housing project for the most vulnerable asylum seekers in the community.



Benefits of volunteering

The Baptcare Sanctuary program continues to create an environment of social inclusion for its clients, who this year worked as volunteers with a number of charitable organisations, including the Salvation Army and Lentil as Anything.

Client volunteering has also been extended to include fire warden duties at Baptcare Sanctuary's Preston and Brunswick residences.

A key achievement was the successful completion of a mural project at the Brunswick residence. Titled *Passage*, the mural is an artistic expression of the challenges faced in the pursuit of freedom, especially when living a life of uncertainty. The mural was inspired by stories, feelings and thoughts of asylum seekers at the Preston and Brunswick residences. It was completed by artists from the arts and literature movement Ondru, with the project funded by the Scanlon Foundation.

Baptcare volunteers have played an increasing role over the past year, conducting weekly art classes, assisting with community meals and collecting food from the Victorian Foodbank and local churches. Baptcare has also partnered with Jika Jika neighbourhood house, whose volunteers conduct regular English language classes at both Baptcare Sanctuary sites.

In the coming year Baptcare Sanctuary aims to build the involvement of volunteers to a team of 18 and to expand volunteering into other activities.

Church and community engagement

During the year there were 60 new one-on-one outreach visits to churches and continued support for existing church relations.

Community engagement grants totalling \$400,000 were distributed to 27 churches to further their community work. These included large and small churches, in urban, regional and rural settings. Last year Baptcare gave 16 grants totalling \$200,000 and these grants are already having an on-the-ground impact.

Since its commencement three years ago, Baptcare's grant program has assisted 500 community-based volunteers and, through them, their 4,000 clients.

Church engagement study

This year Baptcare undertook a study to evaluate the engagement of local Baptist churches in the work of three of its residential sites. This led to a number of substantive recommendations that will further our community work.

Reconciliation Action Plan

Baptcare understands that the theme of reconciliation is at the heart of Christian faith. This year we developed our Reconciliation Action Plan, which was approved by the Board in March 2014. Implementation has begun.

Baptcare foundations

Baptcare provides a broad range of services to older people, children, families, people with disabilities, financially disadvantaged people and asylum seekers. Underpinning those services, Baptcare has in place the resources, systems and processes – our people, quality control, information technology and safe working practices – that help ensure the delivery of the highest quality care in all our areas of operation.

Quality

In a competitive market, quality is fundamental to Baptcare's future – and every staff member plays an important role in its continuous improvement.



To monitor its service delivery, Baptcare has a good quality system and audit process in place, as well as an in-house research capability to inform and improve its service practice. During the year, a senior quality manager was appointed to strengthen the organisation's commitment and performance in all operations.

The development of the five-year Baptcare Service Quality Journey (2014–2019) was a major area of work. Approved by the Board in June 2014, it defines what service quality means to Baptcare and identifies the organisation's four "pillars of quality": client safety, practice effectiveness and equity, client participation and responsiveness, and the experience of prospective and existing clients. It also proposes a clear framework for the delivery of measureable improvements in quality performance across the organisation.

In tandem with this initiative, an external benchmarking exercise was commissioned to establish the performance baseline of our aged care services. A standardising of our client feedback processes also began, and there was a new focus on the customer experience as a way of better understanding their needs and expectations.



Our people

At Baptistcare we seek to empower our staff to use their passion and skills to bring about a positive difference in the lives of our clients. Having the right skills and the right leadership in the right place at the right time is vital to the quality of our services. That's why we are committed to the development of our staff as practitioners and leaders in their fields.

Baptistcare is going through a period of transition as the sectors in which it operates undergo major change. The human resources team plays an important part in this change management process. Its role is to foresee the capabilities that are required by the organisation, and increasingly it is doing this by immersing itself in front-line operations. This cross-team partnership approach ensures that all efforts are focussed on delivering high-quality client service.

The year saw the successful negotiation of a four-year Enterprise Bargaining Agreement with the Australian Nursing and Midwifery Federation (ANMF) and the Health Services Union (HSU) in Victoria. The negotiation took place during a period of political change, which added to its complexity.

There was also a review of the remuneration system for all staff on Common Law contracts, and the subsequent development of a new system, based on total employment cost, which is clearer and easier for employees to understand. The new system went "live" on 1 July 2014.

The trial of a new Cloud-based eRecruitment system began in January 2014. It streamlines the recruitment management process and facilitates data input, which results in a significant increase in efficiency. Another on-line initiative was the implementation of a new learning management system to allow on-line training courses, including assessment, for staff. It maintains an electronic record of staff training and assessment as well. The system will greatly assist with induction courses and compliance-related training, allowing staff to undertake modules at their own pace.

1,635
total number of employees
(1,388 Victoria, 297 Tasmania)

1,406
female

229
male

865.6
full time equivalent
employees

297
Tasmania

1,338
Victoria

179
family and community services

1,345
aged care

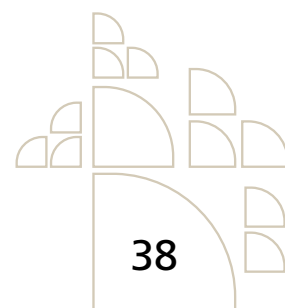
129
corporate/support services

57
management staff

19
male managers

38
female managers

16.75%
turnover



The involvement of a dedicated human resources staff member working with front-line management in the development of Baptcare's Home Care Packages program demonstrated the benefits of a cross-team partnership approach. The initiative promoted greater understanding, facilitated workforce planning from a people perspective and a change management perspective, and enabled problems to be solved quickly. It provides a practical model for the future.

During the year two coaching programs were established for senior executives to develop leadership capability and coaching skills.

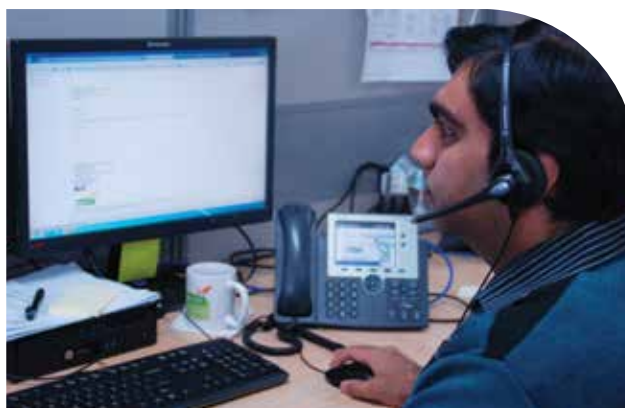
Information technology

Baptcare continued to invest heavily in the transformation of its IT platform as a fundamental shaper of the organisation's future. The more IT systems can facilitate the mechanics of "getting things done", the more staff can focus on the client. With Baptcare's new systems, staff will spend less time collecting and inputting data and more time on interpreting and analysing it for client benefit.

Two major IT projects – Riskman and Carelink+ – were rolled out this year. Riskman is an enterprise-wide risk and incident management system for staff and clinical incidents. With Riskman, staff have access to a central system for recording and managing data associated with such incidents. At 30 June 2014, our residential aged care division and our family and community services division were linked to Riskman, as well as parts of community aged care and the central office – accounting for more than 400 staff in total.

Carelink+ establishes the IT platform for Baptcare's current and future strategic growth in community care. In particular, it supports the consumer-directed care (CDC) and Baptcare Independence at Home (BIAH) services by providing staff with a single source of client information. This year involved extensive research and consultation prior to a full tender process. The contract was awarded in December 2013, with the roll-out scheduled from October 2014 through to March 2015.

Work also began on new IT systems for human resources/ payroll; procure to pay (purchasing); and business reporting, budgeting and forecasting. These organisation-wide systems will significantly change day-to-day work processes, improving effectiveness and accountability.



Safety

Through leadership and individual commitment, Bapcare has continued to place the highest priority on ensuring a safe working environment for stakeholders – staff, residents, clients, contractors and visitors – at all of its workplaces.

54

Back Attack trainers

416

**employees completed
manual handling course**

24%

**reduction in slips, trips,
falls or muscular stress**

64%

**improvement in Lost Time
Injury Frequency Rate**

Safety planning

Increasing awareness of the importance of safety across the entire organisation was reflected in the development of local occupational health and safety plans during 2013–14. The principal goal underpinning these plans is to ensure continuous improvement of health and safety and to continue the momentum towards eliminating risks, injuries and illnesses.

Safety performance has shown significant signs of improvement, with the number of incidents involving slips, trips, falls or muscular stress decreasing by 24 per cent year on year. Improved safety performance was also reflected in lower workers' compensation premium rates in both Victoria (2.02, compared with 2.39 the previous year) and Tasmania (3.15, compared with 5.15). The rates in both states were below the industry average.

Training

Safety training remained a high priority during the year, with 54 internal trainers now available to continue the roll-out of our manual handling program entitled Back Attack. By year's end, more than 400 employees had completed the Back Attack training course, which will continue across the organisation in the year ahead.

The comprehensive Riskman computer software package, which helps ensure greater accountability for safety in the workplace, was introduced to Bapcare during the year. There are now 389 active users on the system, resulting in extended access, provision of better quality information and better follow-up all contributing significantly to improving the health, safety and wellbeing of our staff.

Overhead tracking

With manual handling still one of the most challenging safety issues across all workplaces, the successful trial during the year of an overhead tracking system at St Hilary's in Morwell was an important step forward. This system will be progressively rolled out to other Bapcare residential aged care facilities over time and will be incorporated in our future aged care developments.

In the year ahead, development of a comprehensive occupational health and safety management system will continue, with all current documentation reviewed and consolidated in a central location.

Staff incidents

During 2013–14, 386 incidents were reported, significantly fewer than the 448 reported in the previous year.

Governance and Board

Corporate governance

Baptcare is a public benevolent institution dedicated to providing care and support to disadvantaged and vulnerable people 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 the 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.

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, all of which are approved and regularly monitored by the Board.

The Chief Executive, the 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 members to continually monitor the organisation's performance.

Baptcare's constitution requires that financial statistics are audited and maintained by registered auditors. Baptcare's auditor during the year was 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 its financial state.

In June 2014 PriceWaterhouseCoopers completed a Board Governance Review with a view to maturing the governance systems and processes. Their recommendations will be implemented in the coming year.



Baptcare Board

Philip Curtis **Chairman**

Qualifications: Bachelor of Laws (Monash University), Bachelor of Economics (Monash University), Member of Law Institute of Victoria. Experience: Executive Director, Habitat for Humanity Australia (Victoria) Inc since 2010., Partner in Moores Legal 1992 to 2009, practising lawyer since 1983, Member of AICD, Chairman of Whitehorse Business Group 2000–2003, Chairman of CHBC Links Inc. 2002–14. Board member of Habitat for Humanity Australia (Victoria) Inc since December 2008. Member of Croydon Hills Baptist Church. Board member since May 2005.

Kerry Bradley

Qualifications: Master of Business Administration (Victoria University of Technology), Bachelor of Health Administration (Queensland University of Technology), Registered Nurse – Division 1, Certificate IV Training and Assessment. Experience: Extensive quality and executive management experience in the acute and aged care sectors. Registered nurse, professional officer (nursing and midwifery) Australian Health Practitioner Regulation Agency, previously General Manager – Medical Services, St Vincents Health; CEO/Director of Nursing at Mary McKillop Aged Care; Manager Policy, Research and Practice Standards at the Nurses Board of Victoria. Fellow Australasian Association of Quality in Health Care, Royal Australian College of Nursing, Graduate Australian Institute of Company Directors. Board member since May 2007.



Left to right: Julianne Scenna; Matthew Hick; Brandon Howard; Graham Dangerfield, Chief Executive; Kerry Bradley; Philip Trebilcock; Philip Curtis, Chairman; Robina Bradley; Ross Dawson; Chris McKenna.

Robina Bradley

Qualifications: Bachelor of Applied Science (La Trobe University), CCRN Royal Adelaide Hospital, Professional Certificate Health Systems Management – Business Systems (Melbourne University 2011), Professional Certificate Competitive Manufacturing (Ashley Institute 2012). Experience: Member of Australian Institute of Company Directors, Member Australasian College of Health Services Management; Member Australian College of Nursing, senior program advisor Commission for Hospital Improvement; service improvement lead/business analyst St Vincent's Health Melbourne; Past Board member and Treasurer of Doutta Galla Health Service, past Board member Essendon Baptist Church. Member Essendon Baptist Church. Board member since July 2012.

Ross Dawson

Qualifications: Bachelor of Arts (Macquarie University), Diploma of Education (Macquarie University), Graduate Diploma of Business (Monash University), Fellow of the Australian Institute of Management, Member of the Australian Institute of Company Directors. Experience: Chief Executive, Manningham Centre. Former Chief Executive, Catholic Homes for the Elderly, Canterbury Centre, Noracomm. Senior Executive level experience in aged care (25 years) and disability services (five years). Committee member Aged Care Victoria, Committee member and Treasurer of Noracomm. Longstanding member of Eltham Baptist Church; has served as a Council member, Treasurer and Chair of the Property Committee. Board member since October 2011.

Matthew Hick

Qualifications: Bachelor of Business (Accounting) (RMIT University), Master of Business Administration (Monash University), Certified Practising Accountant, Graduate Diploma in Applied Corporate Governance (Governance Institute of Australia). Experience: Over 20 years of financial and commercial management experience in a number of sectors, including manufacturing, publishing, FMCG, private equity and recruitment, education and training. Currently holds position of Chief Financial Officer. Attended Syndal Baptist Church for 20 years. Board member since March 2010.

Brandon Howard

Qualifications: Full member of CPA Australia, Bachelor of Commerce (Deakin University), Associate Diploma in Business (Gordon TAFE). Experience: Chief Operating Officer, Karingal. Over 15 years commercial experience with the last nine years in senior health management roles. President of the Australian Health Services Financial Management Association since May 2013. Licensee and Board Member of Kardinia Kids Childcare since 2007. Board Member since September 2013.

Chris McKenna

Qualifications: Bachelor of Economics (Monash University), Graduate Diploma of Management (RMIT University). Experience: Managing Director, Black & Decker Australia and New Zealand (consumer durable goods) for 8 years. Overseas assignments in Singapore and USA. Marketing leadership roles over 10 years, including roles in local and state government. Member of the Society of Friends (Elder). Board member since January 2008.



Julianne Scenna

Qualifications: Bachelor of Commerce (Finance), University of Auckland, New Zealand. Bachelor of Arts (Economics), University of Auckland, New Zealand. Experience: Director for Government and Multilaterals at World Vision Australia. More than 10 years in senior management roles in international and community development, spanning policy and programs management, strategy, operations and business development. Background in economic and management consulting. Board member since July 2012.

Philip Trebilcock

Qualifications: Bachelor of Science (La Trobe University), Graduate Diploma of Management Systems (Swinburne University), Diploma of Education (Hawthorn Institute of Education), Bachelor of Ministries (Australian College of Theology), Master of Business (Management) (La Trobe University). Currently undertaking PhD in International Marketing. Experience: Lecturer, Faculty of Business, Economics and Law, La Trobe University, Bendigo. Previously, Head of Secondary Victory Christian College, Consultant Creative Strategies with Global Interaction, lecturer Maranatha University, Indonesia. Past President of the Baptist Union of Victoria; Chair, Member State Council of the Baptist Union of Victoria; council member of Bendigo Baptist Church. Board member since November 2006.



Financial overview

Baptcare's operating revenue for the year ending 30 June 2014 was \$144 million, an increase of 11 per cent on the previous year. This resulted in a net surplus of \$15.2 million, including \$5.8 million capital profit on the sale of investments, which produced an operating cash surplus of \$10.9 million, before allowing for investments of \$6.9 million to support Baptcare's building projects and ongoing infrastructure upgrades.

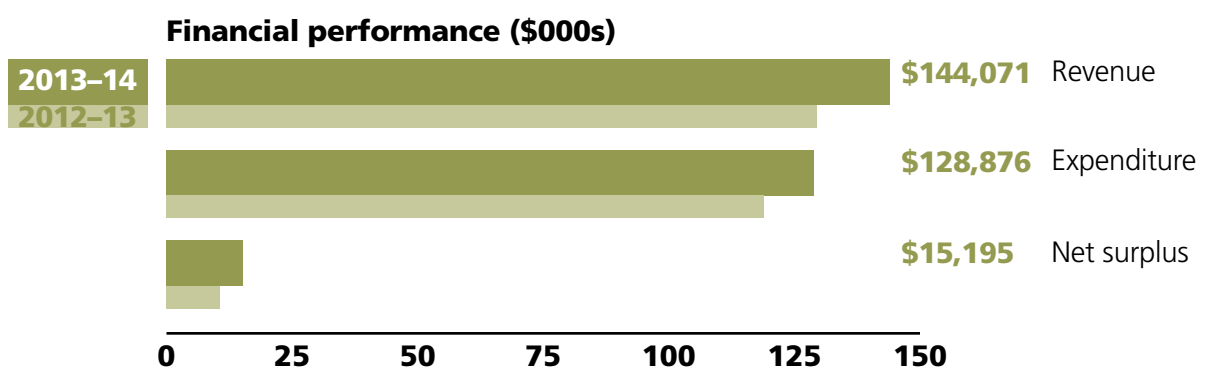
Funding for Baptcare comes through various channels: 75 per cent of Baptcare's revenue comes from federal and state governments, 18 per cent from client fees, and the balance from donations, interest and other sources.

Operating expenditures grew by 8.4 per cent to \$128.9 million during the year. Direct client and resident services costs represent 21.9 per cent, with employee costs representing 56.6 per cent of total operating expenditure.

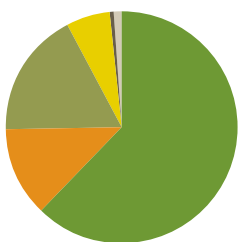
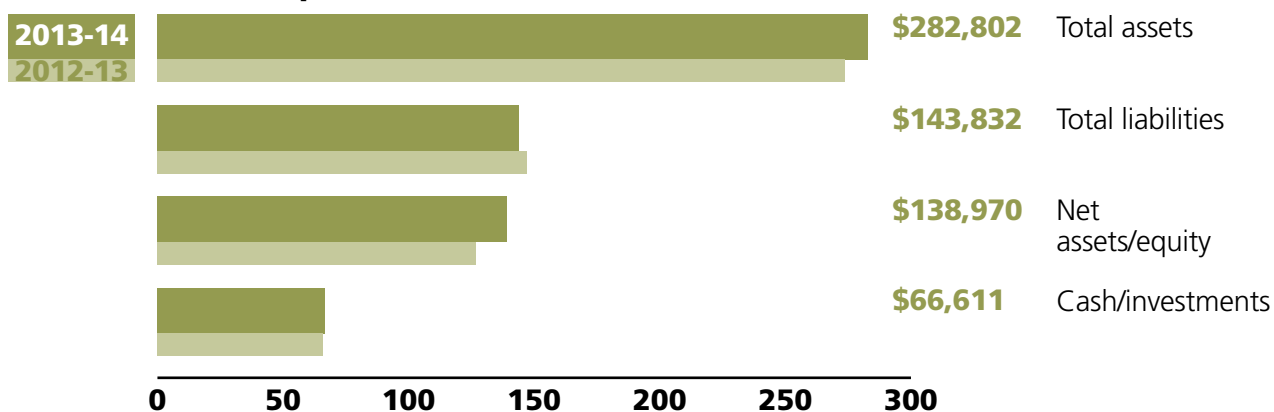
Baptcare has continued to make a strong contribution towards its mission and ministry, with a social contribution of 30.2 per cent this year, up from 24.6 per cent last year. Since there is no accounting standard or its equivalent for the measurement of

social contribution, it therefore does not form part of the audited financial statements of Baptcare Ltd. Social contribution is a measurement of all cash and non-cash distributions towards Baptcare's mission and ministry, including pastoral care, our Baptcare Sanctuary homes and advocacy work, as well as income foregone due to our higher-than-industry-average intake of concessional clients in both our residential aged care facilities and community aged care programs.

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 continue to provide for the future replacement of operating surplus, it is critical that Baptcare achieve strong cash surpluses overall. Baptcare remains in a strong financial position, with excellent cash flows, quality buildings and a sustainable business model with robust growth plans.

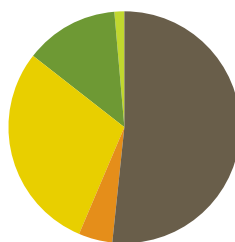


Financial position (\$000s)



Sources of revenue (\$000s)

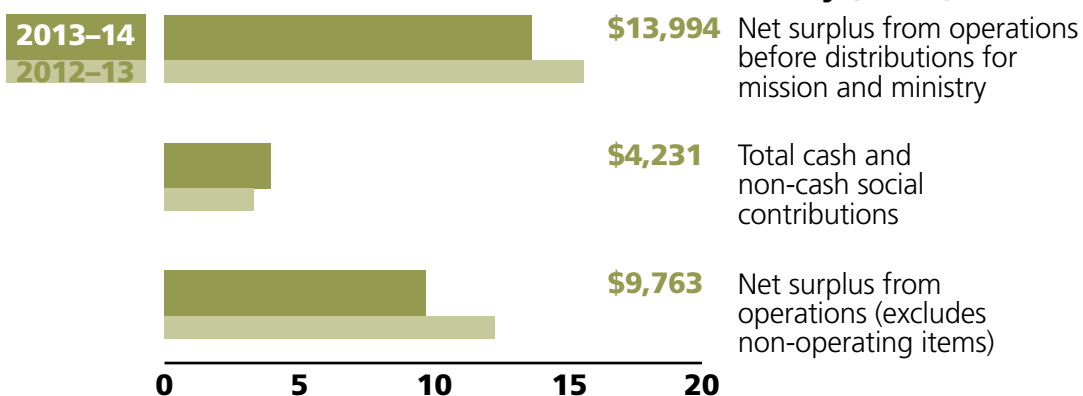
\$90,086	Federal Government
\$18,119	State Government
\$25,351	Residents and clients
\$8,803	Interest and investments
\$452	Donations
\$1,262	Other



Expenditure by service segment (\$000s)

\$66,801	Aged care homes
\$6,104	Independent living
\$37,696	Community aged care
\$16,619	Family services
\$1,656	Other

Social contributions for mission and ministry (\$000s)



Social contribution

30.2%	2013-14
24.6%	2012-13

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

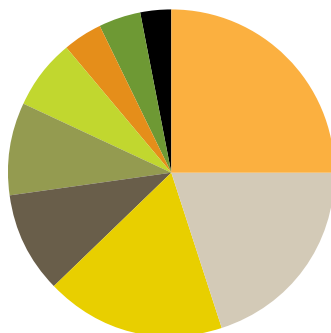
Access Pay
AE Smith
BankVic
Bunzl
Carabott Holt Turcinov Architects
City West Water
Cliché Clothing Company
Cloud Stratagem
Coca-Cola Amatil (Aust) Pty Ltd
Colonial First State Property Management Pty Ltd
Connect
Corporate Traveller
Ellis Group
Fishers IGA
GHD
Hesta Super Fund
Jasco Consulting
Killick Charitable Trust
LaTrobe Valley Funeral Service
Laundry Solutions Australia P/L

Mark Medownick Pty Ltd
Millers Plumbing Pty Ltd
Mission Enterprises Blackburn Ltd
Moores
Muller Partnerships
Nationwide Health & Aged Care Services
Nelson Bros Funeral Services
Ozwide
Russell Kennedy Lawyers
Simpson Kotzman Pty Ltd
Smith and Tracey Architects
Spotless
Swan Hill Pet Shop
Statcom
Taylors Development Strategists
Tasmanian Sunshine Association
Telstra Business
Trevallyn Gourmet Bakery
Unique Electrical Solutions
Vivir
Your Lawyer Pty Ltd

Churches

Aberfeldie Baptist Church
Armadale Baptist Church
Blackburn Missionary Stamp Club
Brunswick Baptist Church
Camberwell Baptist Church
Chelsea Baptist Church
Chiltern Churches and Community
Community of the Transfiguration
Eastern Chinese Baptist Church
Invocare – Le Pine Funeral Services
Ivanhoe Baptist Church
Ivanhoe Churches Together
Keilor East – Airport West
Uniting Church – Friendship Group
Kerang Baptist Church
Kilsyth South Baptist Church
Kyabram Baptist Church
Launceston City Baptist Church
Maldon Baptist Church
Moonee Ponds Baptist Church
New Hope Community Care Inc.
North Balwyn Baptist Church
Seymour Baptist Church
Smithton Baptist Church
Templestowe Baptist Church
Wodonga District Baptist Church

Sources of donations



Area of income

Trusted
Appeals
Sponsorship and events
Individuals (unsolicited)
Bequests
Other
Community groups & churches
Community campaigns
Regular Giving

Income

\$ 106,816
\$ 85,274
\$ 76,723
\$ 41,624
\$ 38,640
\$ 30,298
\$ 18,935
\$ 14,676
\$ 12,970

%

25
20
18
10
9
7
4
4
3

Total

\$425,956



How you can help

Community groups

Association for Supervised Pastoral
Education in Australia
Gippsland Employment Skills Training Inc
Kerang Ladies Bowling Club
Korumburra Bowling Club
Playsport Enterprises
Zonta Club of Bendigo

Trusts and Foundations

Andrews Family Charitable Fund
Freemasons Public Charitable Foundation
Herbert Allen Trust
Killick Charitable Trust
Lord Mayor's Charitable Foundation –
Marshall Fund
Tasmanian Community Fund
Teele Family Foundation Pty Ltd
The Danks Trust
The R E Ross Trust
The Trust Company Ltd – Ian Rollo Currie
Estate Foundation
The Tobin Brothers Foundation Ltd
William Angliss (Vic) Charitable Fund

Bequests

Estate of the Late Doreen Merle Taylor
Estate of the late Prof Allan Day
Estate of the late Freda Bower
The Estate of the late Judith Elizabeth
Wadham
Winsome Abbott Trust

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

Auxiliaries

Baptcare Northaven Ladies Auxiliary
Friends of Westhaven Community

Schools

Carey Baptist Grammar School

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 of \$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 Donor Relations 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.

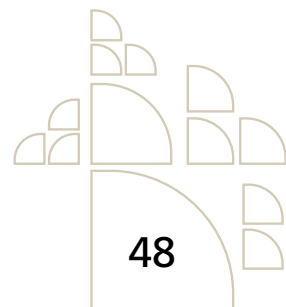
Volunteer

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.



General enquiries

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(PO Box 230, Hawthorn VIC 3122)
Phone: 03 9831 7222
Fax: 03 9831 7272
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Fax: 03 9831 7272
Email: marketing@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.

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