

Baptcare

Annual Report

2014-2015



baptcare.org.au

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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.

About Baptcare

Mission, vision and values

Baptcare's mission

Partnering for fullness of life with people of all ages, cultures, beliefs and circumstances.

Baptcare's vision

Communities where every person is cherished.

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

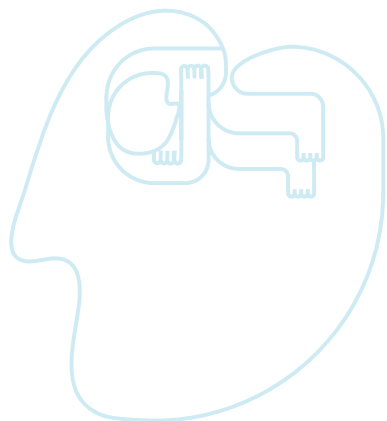
We value working together toward our goals.

Baptcare exists to serve people of all ages, cultures, beliefs and circumstances. We are dedicated to meeting essential human need, especially among the most vulnerable, disadvantaged and marginalised in our society.

We dream of an Australia inhabited by diverse communities where every person is cherished as an individual. We partner with our clients, their families and wider networks to enable them to be all that they are and can be.

Baptcare provides a range of services and programs from more than 40 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
- Out-of-home care
- Foster care
- Family and children's services
- Disability services
- Grants allowing Baptist churches to address disadvantage at a local level
- Health care services for the homeless
- Pastoral care support.





Chairman's report

This year's seventieth anniversary has provided the opportunity to reflect on our history and its driving force, our mission, which is to serve and support all those who are marginalised and disadvantaged in the Australian community.

Our mission is as strong today as it was when a group of big-hearted, caring and courageous women opened the first Baptist aged care home, the original Strathalan aged care home, in Victoria for nine elderly male residents. Our founders were motivated by faith and compassion and we follow in their footsteps, committed to the same values and driven by the same desire to offer practical solutions to homelessness, isolation, infirmity, disability and family breakdown.

Over the past 70 years our organisation has matured and our response has become more sophisticated and integrated but is no less personal and heartfelt.

More services where they are needed most

"We tackle suffering and hardship with purpose, vision and experience to help ensure enduring outcomes of substance for our clients. Their stories of transformation are our reward."

We live in an ever-changing, solution-oriented technological world, yet disadvantage and marginalisation continue to challenge our community. Poverty, trauma, neglect, disability, poor health and poor education are the daily problems that beset many of our clients. We are devoting more people and services than ever before to help them to a better future.

At a time of significant change in our sector, we will continue to pursue a strategy of growth. In the last 10 years alone, we have quadrupled the size of our operations, making strategic and long-term investments in staff development, IT systems and resources to maximise our impact for our clients.

Mission development

In this milestone year, we took time to reflect on our spiritual core, our Baptist faith and heritage and its role in our organisation. Understanding the "Bapt" in "Baptcare" and giving it meaning for today's staff and volunteers, many of whom are not religious or associated with a faith community, were recognised as key to maintaining our values, culture and identity into the future.

This led to the April launch of a very important pilot program, titled "Spiritual Care: a role for everyone", at our Wyndham Lodge Community. Developed by Spiritual Care Australia, the program proposes that everyone can have a spiritual relationship with another person. It does not have to express itself in a religious way. The program gives staff and volunteers insights into how to be open to these special connections and how to offer spiritual care.

Our work in social policy development and advocacy is another important facet of our mission. Over the past three years, Baptcare has undertaken foundation work in this area and released a series of social policy position papers on aged care, kinship and affordable housing. This year we published a thought-provoking paper titled *The Dignity of Choice and Risk*, which is part of our series of "Disability Conversations" to heighten awareness of the rights of people with disabilities. We also updated our formal statement on asylum seekers, titled *Asylum Seekers – a fair and ethical debate*.

Through Baptcare's *Sanctuary*, we support asylum seekers awaiting the outcome of their Protection Visa application, providing services including case management, spiritual care, social activity groups, English lessons, material aid and free legal advice via other organisations in our network. In this way we provide very practical support for people in great need.

I wish to tell you a little about Kashif, who sought asylum in Australia after he and his family were threatened in their homeland of Pakistan. Kashif was suffering depression, had no money or basic survival means. Supported by Sanctuary, Kashif has now been granted permanent residency and is studying nursing. He is a leader among the asylum seekers we support and receives ongoing pastoral care from our Sanctuary Chaplain. Kashif says, "I am truly thankful to God and to all of you who are working for Baptcare. It's a wonderful organisation that is serving humanity".

Preparations for full market competition

This year we continued to change the way we manage our operations in line with the federal government's reform agenda for our sector. I would like to commend our staff on the introduction of CDC in all our home care packages. It was a significant achievement for us and represents one further step towards full competition.

"A competitive market means that we must communicate our distinctive characteristics and service offering clearly, and improve our client interface."

This year we also explored in depth the meaning of "care" in Baptcare – which, like the "Bapt", is part of our DNA. We reconfirmed our commitment to providing holistic care: personal, practical and spiritual. We also developed our values matrix of Care, Experience and Mission, and from that our "vision" for putting these values into action in our communities.

Our new vision is *Communities where every person is cherished*, and our new mission is *Partnering for fullness of life with people of all ages, cultures and beliefs*. The board of directors approved these foundation statements in May.

Our ambitious plans for the new Norlane Integrated Community in Geelong, together with the exciting developments at Strathalan, Wyndham Lodge and Templestowe Orchards will help us to realise this vision. From the infrastructure design to the priority we place on diversity and inclusiveness, these communities will be sources of care, comfort, healing and hope. Over the coming year we will be communicating the excitement of this vision to our clients, staff, volunteers and supporters.

Community investment

If we are to have a positive impact in the community, we must not only help our clients to achieve their goals but also meet our own financial targets. This year's strong financial result means that we are able to invest further in our community initiatives, with a particular focus on pastoral care and partnering with the Baptist community. Our affordable housing program will also be a key beneficiary.

The future

Like every service provider in our sector, we must be ready for each new wave of reforms. Under CDC arrangements applying from February 2017, recipients of home care packages will be able to choose their provider each year. Building stronger relationships with our clients and embedding continuous improvement in our systems will be key to our future success. We are already well advanced in this process, with an internal restructuring of our operations currently under way to bring a strong client focus to everything we do.

In appreciation

On behalf of my fellow board members I wish to express our sincere thanks to Philip Trebilcock and Kerry Bradley, who retired from the board in November 2014 and May 2015 respectively. Philip and Kerry made a significant contribution to the work of the board and their wise counsel during times of significant change was much appreciated.

I would also like to thank our chief executive, Graham Dangerfield, for his skilful management of the many facets of our operations. I would like to acknowledge the dedicated work of the Executive Leadership Team and the tireless efforts of our staff and more than 500 wonderful and dedicated volunteers. Whether in the frontline or behind the scenes, they are all involved in helping our clients to a better future.

I would also like to thank each of our supporters and donors. Without your interest in our programs and support we could not achieve the outstanding outcomes that we offer our communities. We thank you for trusting us to use your gifts and resources to help to better serve our community.

Philip Curtis

Chair of the Board



Chief Executive's report

Our report on achievements this year summarises our operational highlights, “what we have done” over the period, together with the requisite financial data and commentary. This statement of account, however, is by no means the only or the most important measure for judging the “value” of our efforts.

For us real success can only be determined through the lens of our mission and hence the beneficial impact of our work on the lives of vulnerable people.

“Success for us is the degree to which our activities change our clients’ lives for the better and, more broadly, reduce disadvantage and marginalisation in the community – in other words, success can only be in the human terms of our mission.”

This year a notable example of our mission in action was the progress towards our goal of 50 per cent of our aged care accommodation beds being taken up by concessional residents. At 30 June, 42 per cent of our beds were concessional and we expect to achieve the desired 50 per cent target soon.

What does this figure tell us? In line with our mission, it demonstrates our commitment to ensuring that low-income elderly people do not fall into isolation and homelessness in their twilight years. It says that we want at least half of our aged care beds to be concessional – and given the significant developments at several of our sites, this will mean more beds for low-income residents. This cause is part of our DNA; it drove our founders to set up the first Baptist aged care home 70 years ago and it still drives us today.

Focus and sustained effort

The past year is best described as one of sustained effort and focus on the implementation of our strategic plan across all operations. It is pleasing to report that we achieved 90 per cent of our objectives for the year. Our transformation from being a largely compliance-driven organisation to being one that is client- and performance-driven is now well advanced, preparing us for the fully competitive market that the federal government’s *Living Longer Living Better* aged care reforms will deliver.

Highlights of the year

A top priority for us this year was the transitioning of all our home care packages to CDC by 1 July 2015, as required by the government’s reform agenda. This achievement represented an enormous effort by staff right across the organisation, as well as a considerable financial investment in high-tech systems upgrades, such as the introduction of Carelink+. I would like to thank all those who were involved in this major undertaking, which positions us well for growth in the future.

A further highlight was the results of the sector-wide *Press Ganey Client and Family Experience Benchmarking Study* of January 2015, which saw our retirement living facilities ranked in the top one per cent of all retirement living services. We have also almost doubled the number of hours delivered to clients in our Independence at Home program: we delivered more than 115,000 client hours this year compared with approximately 42,000 hours last year. At 30 June there were just under 1,000 clients in the program.

The National Disability Insurance Scheme trial in Tasmania continued to show very promising results. Baptcare is one of two agencies working in partnership with the National Disability Insurance Agency (NDIA), providing a local area coordination service. In June the NDIA confirmed that, due to the success of the trial, local area coordination will be outsourced in the national rollout of the scheme. This is a significant tribute to the professionalism of our Tasmanian team and the quality of their assistance to the scheme's clients.

"The real measure of our achievement is and will always be our community investment and impact."

In May 2015 we were pleased to receive a \$7.25 million government grant towards one of our most exciting initiatives, the \$43.5 million Norlane Integrated Community development (Norlane) in the northern suburbs of Geelong. Combining 52 affordable housing units, a 90-bed aged care facility and a vibrant community hub, Norlane will be supported by six local community organisations, including local Baptist churches.

When completed, it will embody our vision of an integrated community that offers care, wellbeing, stability and connectedness. It will be a community where every person is cherished. Our investment of \$36.25 million in the project reflects the importance that we place on this innovative model. The project has the support of the Greater Geelong City Council, federal and state politicians, peak industry groups and a range of local organisations keen to see the revitalisation of northern Geelong.

Aged care developments

Work continued apace during the year on planned developments at a number of our aged care communities. At Strathalan there was significant progress with Stage 1 of the redevelopment, which involves 124 new residential aged care beds and the construction of 27 of 50 planned Independent Living Units (ILUs). During 2014-15, 87 per cent of all available ILUs, the Strathalan Villas, were pre-sold, indicating the degree to which our accommodation and service offer is attractive to new residents.

The first 27 villas will be completed by June 2016 and the new residential aged care beds are expected to be commissioned at the same time. Pre-selling of the Stage 2 apartments at Strathalan, approximately 70 in total, will begin in the second half of 2015.

Our plans for multi-million dollar developments at Wyndham Lodge and Templestowe Orchards also advanced this year. Works are under way at Wyndham Lodge, with the facility to be dramatically expanded from its current 30 residential aged care beds to 150 beds by June 2016 and the original 30 beds to be fully refurbished by the end of 2016.

Templestowe Orchards will see the development of a 150-bed residential aged care facility, together with approximately 130 independent living apartments across four buildings, and a Wellness Centre. Pre-selling of the apartments will begin in the second half of 2015.

Affordable housing

Our commitment to assisting people on low incomes to access safe, secure and affordable housing was given a significant boost with the board's decision to invest an additional \$5 million each year for the next five years in affordable housing projects. By the end of the period we will own 150 properties, with another 350 properties under our management.

"Disadvantaged groups in our community need access to affordable housing. This is a cause to which we are committed and we will invest a further \$25 million to make an appreciable impact."

Construction of our 16 new units at Wangaratta, in Victoria, progressed during the year, with completion scheduled for September 2015. These units will effectively double the number of units currently under our management.

Financial result

This year Baptcare recorded another strong financial performance, with a net surplus of \$3.1 million, after allowing for a \$10.5 million write-off for buildings and a \$1.2 million donation to Baptcare Affordable Housing Limited. *(continued next page)*

There was an operating cash surplus of \$29 million before allowing for investments of \$40 million in capital improvements and acquisitions of development sites. In 2013–2014 our net surplus was \$15.2 million, which included capital gains of \$5.8 million.

Our target is for at least 30 per cent of our net surplus from operations to be contributed to our mission and ministry.

I am pleased to report that this year's result enabled us to invest \$5.8 million in community initiatives, such as our Pastoral Care program, our Sanctuary program, the community outreach activities of Baptist Churches, the donation to Baptcare Affordable Housing and support for our community and residential aged care clients.

Renewing our brand identity

This year we took a fresh look at the characteristics that differentiate Baptcare from its competitors as part of the ongoing review of our brand identity and client communication channels. Client research informed this process, as did the work of our Ethics, Identity and Culture group, in particular the values matrix of Care, Experience and Mission.

In January the board approved our new brand strategy framework, the new Baptcare brand and the components of our new visual identity. There was a soft launch of the new "brand" at the seventieth anniversary celebrations in February, with the rollout to take place progressively over the next three years across all internal and external touchpoints.

"Our new mission and vision express Baptcare's distinctive identity and its commitment to helping all people in need"

In May the board approved the new mission and vision suite of statements. These are being rolled out across the organisation from July 2015, with the Executive Leadership Team visiting all sites as part of the communication process.

Partnering for fullness of life

At the heart of every effective organisation is its shared purpose. A united purpose keeps our community close together and enables us to go forward with a shared understanding of what Baptcare is all about.

Our mission, vision and values statements are the core framework of identity that we use to share why we do what we do, what we choose to focus on, and how we go about it. The ideas and words behind our new mission and vision are consciously chosen to be universal for our community regardless of background or culture.

They are inspired by Jesus's mission to give life "in all its fullness"* and His work in helping all people, especially those on the margins. We embrace the richness of working with and helping to improve the lives of people of all ages, cultures and circumstances.

**Gospel of John (10:10)*

Our people

Our beginnings 70 years ago involved a small group of volunteers responding to the needs of others for care and comfort. That spirit remains at the heart of everything we do. We are a people organisation and our perspective is human. I would like to thank our staff and volunteers for their continuing commitment and service this year. They have been professional, compassionate and resourceful. In these times of challenge, they have adapted to new ways of thinking and new models of care. Their contribution has once again been outstanding.

I would like to extend my personal thanks to our chairman, Philip Curtis, and the members of our board for their leadership and support this year. They have been steadfast and wise in their belief in our potential to transform lives.

Graham Dangerfield

Chief Executive

Our 70th anniversary

Baptcare today is the result of the drive and contribution of many people over the last 70 years. Care, compassion and a determination to make a difference have been distinctive features of our history.

Caring for the elderly, giving them a community in which they are respected, safe and cherished, has been a constant since the beginning.

“It was genuinely exciting to celebrate this milestone. Seventy years of service to the marginalised and the disadvantaged is a very significant achievement for any organisation. We are proud to mark the occasion.”

– Philip Curtis, Chairman, Baptcare

On 24 February 2015, we marked our seventieth birthday milestone with a special afternoon tea at the place where it all started – Macleod Farmstead, now known as Baptcare Strathalan Community in Victoria. Residents, board members, staff, volunteers, donors and supporters, together with the mayor of Banyule City Council, Cr Craig Langdon, and other local dignitaries, came together to celebrate Baptcare’s past, present and future as exemplified in the Strathalan “story”.

Early memories



Sadie Newnham, a Strathalan resident today, was a part of Strathalan’s beginnings. She spoke of the early days:

“In 1945 we came here as young people from the West Hawthorn Baptist Church with the Reverend W.G. Pope and his wife to look at the homestead... We walked from the station across paddocks... We came here to really get a feel for the place and they wanted to inspire us regarding work for aged care... Following that, the Reverend Pope asked his wife, Mary, who was president of the Baptist Women’s Association, to raise funds to pay for the property... The ladies accepted it as a project for caring for elderly people. So the property became the first of its kind for Baptcare.”

Recording our history

As part of commemorative activities, we also commissioned a history for archival purposes and will soon be publishing a compendium of stories recording the contributions of Baptcare “heroes”. The historical research was undertaken by four historians from Whitley College at the University of Melbourne: Marita Munro, Ros Otzen, Lorraine Mitchell and Janice Newnham. We thank them for their efforts.

Future expectations



Sue Lippingwell, a future Strathalan resident, spoke about her decision to move in, with her mother, to the new Strathalan units as soon as they are built:

“We are really looking forward to moving in. We started visiting a friend’s mother who lived here in care... We got to know the people and we observed how warm and welcoming the community is... And then, when we heard that they were going to build these new independent villas, we were interested in putting our name down... It’s mainly because we like this community, the friendliness, the caring.”

Current residents



Malcolm Taylor, a Strathalan resident today, spoke of what the Strathalan community means to him:

“It’s the warmth of Strathalan. We’ve been here 12 years. Love every minute of it. It was the right decision – we made it at the right time of our lives. It’s a new family, and a very good family. It’s as simple as that.”

Baptcare 'snapshot'.....

Our services and support

Residential aged care places

2014-15765

2013-14765

Home Care Package clients

2014-152,165

2013-142,008

Community Nursing clients

2014-15680

2013-14805

Day Therapy clients

2014-15428

2013-14225

Independence at Home clients

2014-15940

2013-14630

Retirement units and apartments

2014-15287

2013-14289

Child and family services clients

2014-151,559

2013-141,729

Gateway service contacts

2014-155,567

2013-146,003

NDIA local area coordination service clients

2014-15234

2013-14284

Out-of-home care clients

2014-15231

2013-14213

Asylum seekers

2014-1592

2013-14148

Pastoral care contacts

2014-1512,700

2013-1412,400



...for the financial year 2014-2015

Our people

Employees

2014-15	1,711
2013-14	1,635

Female employees

2014-15	1,460 (86%)
2013-14	1,406 (86%)

Male employees

2014-15	251 (14%)
2013-14	229 (14%)

FTE employees

2014-15	897
2013-14	865.6

Our engagement with Baptist Church communities

Community engagement grants

2014-15	\$375,500
2013-14	\$400,000

Community engagement outreach visits

2014-15	65
2013-14	97

Our finances

Operating expenditure

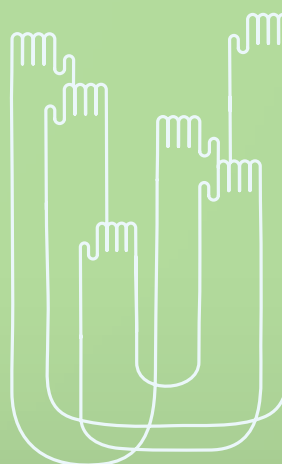
2014-15	\$147 million
2013-14	\$128.8 million

Operating revenue

2014-15	\$150 million
2013-14	\$144 million

Revenue spent on service delivery

2014-15	80%
2013-14	81%



Our five-year strategy

A progress report...

“Building our future together”

We have four goals:

1. *Living our Christian ethos*
2. *Ready for the contestable market*
3. *Providing independence at home*
4. *Building integrated communities*

We have six key objectives:

1. For our clients...

We will offer you independence at home, offer you choice and control, deliver accommodation to suit your lifestyle and budget, offer an integrated family and community service and be easy to deal with across all touchpoints.

2. For the community...

We will integrate more of our services with our local communities.

3. For the government...

We will demonstrate that we are outcomes focussed.

4. For our staff...

We will offer you a meaningful and high-performance environment, where our relationships are valued, where your contributions are recognised, where you can grow and develop and where our joint successes are celebrated.

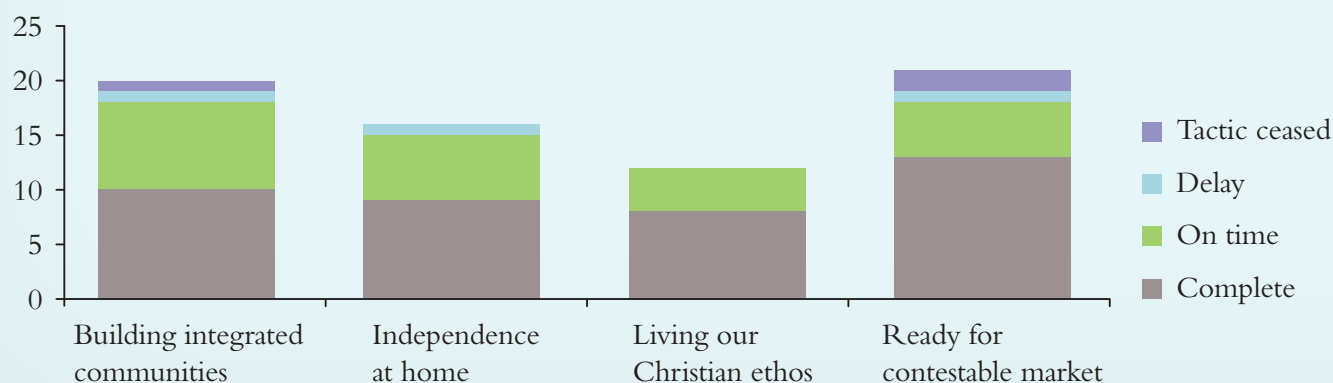
5. From an internal support perspective...

We will have the right processes, systems, technology, support and structure in place for our client, community, government and people objectives to be enabled.

6. From a financial perspective...

We will financially thrive in a contestable market and derive income from new business streams aligned to our purpose. We will use our assets and income to enhance client experiences and for investment in our mission.

In 2014–15 we progressed 64 initiatives in support of these objectives.



Our causes

These are the issues to which we are committed...

Ageing with dignity

Comfort, security and personalised care

Care for seniors at all stages of their later years is at the very heart of our mission and history. Seventy years ago our founders opened the first Baptist aged care home in Victoria. Today we provide a range of care services for the seniors in our communities: community aged care, independence at home, residential aged care and retirement living.

Support for vulnerable families

Secure, stable environments and a brighter future

Core to our mission is our work 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 through the operation of Gateway services in Tasmania (on behalf of the Tasmanian Department of Health and Human Services).

Caring communities

Practical support, advocacy, inclusion and understanding

We are 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.

These are the resources behind our response...

Baptcare foundations

Skilled people, quality systems, safe practices

Underpinning our services is a range of resources, systems and processes – our people, quality control, information technology and safe working practices – that help ensure the delivery of the highest quality care and personalised attention in all our areas of operation. Ageing with dignity in the safety, comfort and companionship of a caring community – this is our goal for all those who seek our support.

Ageing with dignity

Comfort, security and personalised care

Community aged care

Ageing with dignity in the safety, comfort and companionship of a caring community – this is our goal for all those who seek our support.

Home Care/CDC Package clients

2014–152165

2013–142008

Carer and Social Support clients

2014–15221

2013–14195

Carers

2014–15 179

2013–14 127

Community Nursing clients

2014–15680

2013–14805

Day Therapy clients

2014–15428

2013–14225

Consumer-directed care (CDC)

Australia's aged care system took several important steps this year in line with the Federal Government's *Living Longer, Living Better* reform agenda. Flexibility, choice and consumer control are at the heart of the initiative and the transition of all home care packages to CDC packages on 1 July 2015 was a major milestone in the process.

CDC provides clients with greater transparency about the costs associated with their services, as well as enabling them to decide their own level of direction and control of the packages.

The smooth transition of our 2,008 individual home care packages to CDC packages over the year was a major achievement by our Community Aged Care team and they are to be congratulated. Not only did the team have to implement change to our systems and processes, they also supported our clients through the CDC transition. Change is not always easy for older people and much time and effort was taken to help them become familiar with the “new way”.

The team also assumed responsibility for 25 low-care packages previously operated in Sunshine by the Maltese Community Council of Victoria. A number of presentations to small groups, coupled with individual meetings on care plans, contributed to a seamless transfer of all clients to Baptcare.

Success of Carelink+

The implementation of Carelink+ was a vital support in the CDC transition process. Carelink+ is a single client management system, which provides accuracy of information, easy wireless updating, and detailed analysis of data. It enables the administration of each client's CDC package via laptop when a staff member is visiting a client's home. It provides a better focus on a client's needs and requests, which can be logged instantly. This helps ensure a continuously high quality of care, as well as increasing staff efficiency.

Carelink+ enables easy monthly reporting to clients and the government on expenditure, as is now required. From February 2016, clients will control their package expenditure and Carelink+ will be a key tool.

Carelink+ will be extended to residential aged care clients from 2016, removing the need for paper-based client files and providing a seamless process right across our residential care programs.

“In these next few years we will continue to go through significant transformation of our sector as a result of government-led reform. Our aim here is to have a competitive edge through a care-centred approach that delivers a great customer experience.”

— Philip Curtis, Chairman, Baptistcare



Highest satisfaction

In October our biennial Staff Engagement Survey was conducted, with the staff from our Northern Metro Community Aged Care team, based in Bundoora, Victoria, achieving the highest level of employee engagement across the organisation.

The busy team, which manages approximately 300 Home Care (now CDC) packages, puts their high satisfaction level down to three main factors: strong two-way communication and transparency of information from team leaders to staff, with feedback from the staff validated and passed on to the relevant sector; a culture of respect and support for all team members, with individual recognition when a job is well done; and a wellbeing program run by staff twice a week. The program – *15 Minutes to Wellness* – includes gentle exercise, yoga and mindfulness.

Independence at home

Our Independence at Home program grew significantly this year. Launched in 2012–2013, its aim is to assist its community care clients to lead independent, healthy, safe and happy lives.

Clients receiving Independence at Home

2014–15940

2013–14630

Hours of care delivered

2014–15115,223

2013–1442,357

Number of carers

2014–15197

2013–14120

We now employ all care workers directly and are developing a loyal and committed workforce. Under the program they provide a range of in-home services, such as:

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

Strong demand for services

During the year this program experienced growth of almost 50 per cent in client numbers, reflecting the desire of older Australians to stay in their own homes for as long as possible with appropriate support. There was increased demand for both personal care and allied health support, which contributed to the 270+ per cent rise in hours of care delivered.

Our Independence at Home services were extended to home care packages in several regional areas in Victoria, including Loddon Mallee and Barwon South West.

They are also now on offer to our retirement living residents, and to outside bodies such as the Transport Accident Commission (Victoria), the National Respite for Carers program, and the Transition Care program.

In November we adopted Carelink+ as our rostering tool and this has helped increase our responsiveness to client needs. Rostering is a complex process and the Carelink+ system is fully automated, giving clients and care workers instant information and updates.

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 such as nursing assessment, 24-hour care, socially interactive activity programs, and emotional and spiritual support. Our homes are modern and provide residents with accommodation that is private and dignified, with living areas and welcoming spaces designed to support a wide range of activities.

Aged care facilities

2014–159

2013–149

Residential aged care places

2014–15765

2013–14765

Staff members

2014–15963

2013–14901

“By focussing first on our clients and residents, drawing deeply on our values and continuing to be commercially creative, we will both survive and thrive in this new era.”

– Philip Curtis, Chairman, Baptcare

Just like our community aged care and Independence at Home services, our residential aged care offering is being transformed by government-led reforms and our creative responses to this challenge.

Our aim is to offer modern, comfortable accommodation and services to suit lifestyle and budget in a caring, inclusive community setting. As well, we are committed to achieving our target of 50 per cent of our aged care beds being allocated to concessional residents; we are currently at 42 per cent.

Accreditation

Five of our nine residential aged care homes completed their three-year accreditation audit during 2014–15. The audits are conducted by the Australian Aged Care Quality Agency, with the quality of care and services of the home measured against the national accreditation standards. The final reports of all five homes confirmed their full compliance with all 44 outcomes.

The agency also reviewed the quality of the community aged care services of four of our nine teams providing home care packages. All four teams met the 18 assessment outcomes.

Integrated communities – the future of residential aged care

We believe the integrated community model, which combines residential aged care and retirement living facilities, along with affordable housing and a community hub, embodies the future of aged care. This year we pursued our exciting plans for an integrated community at Norlane, a northern suburb of Geelong, in Victoria.

Application for a planning permit for the \$43.5 million development has been lodged with the City of Greater Geelong. Government support for the project is reflected in a \$7.25 million grant from the National Stronger Regions Fund Allocations, which we received in May.

Project plans have been developed through extensive community consultation.



When completed, the Norlane Integrated Community will comprise 52 affordable housing units for the elderly, disadvantaged families, asylum seekers and people with disabilities; a 90-bed aged care facility; and a vibrant community hub housing a café, a gym, a library, a gathering area for activities, office space and areas for allied health uses. Local Baptist churches, the Baptist Union of Victoria and Urban Seed will provide on-going support to the community hub.

A feature of the Norlane development will be its six-star environmentally sustainable design. Early works are expected to begin in late 2015.

More aged care beds

Building works got underway this year at Wyndham Lodge Community to accommodate 120 new residential aged care beds in addition to the existing 30 beds. Site mobilisation began in November and the new building extension is scheduled for completion in mid-2016.

Similarly, plans are well advanced at Strathalan Community and Templestowe Orchards Community for the addition of 124 and 150 aged care beds respectively.

Special mentions...

The Australian Aged Care Quality Agency's auditors gave some very positive feedback about the quality of care in our residential aged care homes.

At our Karingal Community in Devonport, Tasmania, there were accolades for the care and attention provided to residents, with particular mention of the clinical management systems and hospitality services.

At our Karana Community in Kew, Victoria, auditors made mention of the warm feeling of the facility, the wonderful level of satisfaction expressed by the residents and their families, and the responsiveness of the staff to residents' needs.

At Wyndham Lodge Community in Werribee, Victoria, special mention was made of the high quality of nursing care and attention.



At Hedley Sutton Community in Canterbury, Victoria, the auditors were very complimentary of the systems in place for the provision of clinical care and emotional support to residents; and at Westhaven Community in Footscray, Victoria, the assessment team made reference to the great support for residents to foster links with their community and maintain their independence.

The developments offer a new standard of purpose-build aged care design, which draws on our values and goals, such as inclusiveness, connection to others and personalised care. We place great importance on building these qualities in to our facilities so that the “look and feel” are distinctly “Baptcare”.

When the developments at Strathalan, Wyndham Lodge, Templestowe Orchards and Norlane are completed, we will have increased the number of our aged care beds by 394, bringing the total to 1,159.

Benchmarking

Our annual benchmarking exercise to determine how we perform against more than 300 “peer” facilities was conducted in November. The specialist health care research firm Press Ganey surveyed residents and their families across our nine residential aged care sites, as well as our community aged care clients. Each survey question asked the respondent to give a rating from “very poor” through to “very good”.

Of the aged care survey responses that Press Ganey received from our nine residential sites, 87 per cent were rated “good” or “very good”, compared with 83 per cent in 2013. For our community health service programs, 93.1 per cent were rated “good” or “very good”, compared with 94.7 per cent in 2013; and for our Home Care Package program, 93.5 per cent were rated “good” or “very good”, compared with 94.3 per cent in 2013.

Better practice award

During the year we were proud to receive our ninth Australian Aged Care Quality Agency Best Practice Award in four years. The awards recognise innovation, quality improvement and better practice in aged care.

This year’s award recognised the implementation of our Psychotropic Medication Use Evaluation and Review program across our Victorian aged care sites.

An organisation-wide review assessed the use of antipsychotic medications and introduced processes to help manage risk and to identify opportunities for improvement.

An updated approach to monitoring and use of psychotropic drugs has seen a 67 per cent reduction in the use of these medications and a 40 per cent improvement in compliance with therapeutic guidelines and prescribing patterns over the past two years.

Montessori approach has positive impact on people living with dementia

“The Montessori approach has truly changed all our lives for the better.”

– Debra Kowalski, Program Coordinator, Southaven Day Centre

Our Southaven Day Centre in Bentleigh took part in a successful pilot project this year aimed at improving the lives of people living with dementia through engagement with Montessori-based activities. Run by Alzheimer’s Australia, the eight-month pilot project evaluated the impact on people with dementia of taking part in planned activities, including cooking, reading groups, gardening and dancing.

The project is based on principles developed in the early 1900s by pioneering Italian educator Maria Montessori and now adapted to the needs of older adults. The approach recognises the importance of engagement that is tailored to the interests and abilities of each individual within their community.

An independent evaluation by researchers from La Trobe University’s Australian Centre for Evidence Based Aged Care found an increase in positive engagement amongst participants. The evaluation identified a number of statistically significant changes, including constructive engagement, pleasure in helping others, and a reduction in non-engagement.

“We observed a palpable change in atmosphere as the project progressed,” the researchers reported, “[with] the site becoming a hive of positive activity.”

The success of the pilot program has resulted in the launch of a new video resource, *Purposeful Activities for Dementia*, which will assist health care professionals and family carers to engage people living with dementia in meaningful activities.

The general manager of Aged Care Operations, Michael Wilson, said: “We have been delighted by the positive impact the Montessori approach has had on the clients who attend our planned activity group. We encourage all facilities to use the *Purposeful Activities for Dementia* resource to develop person-centred, flexible activity programs that focus on people’s strengths, abilities and interests.”



Retirement living

Our retirement living units and apartments are integral to our support for seniors in their retirement years.

We currently have six retirement living communities: five in Victoria (Hedley Sutton Community in Camberwell, 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 independent living units (ILUs) and apartments, currently 294, will more than double over the next six years.

Major additions are underway at two of our sites. Fifty ILUs and approximately 70 apartments and a Wellness Centre are being developed at Strathalan.

All the new units have been pre-sold, with the first residents scheduled to move in late in 2015. At Templestowe Orchards work is underway on approximately 130 new independent living apartments and a Wellness Centre.

We have more than 500 active volunteers who assist in our residential aged care and community aged care activities, including pastoral care.

Forty of them have been volunteering with us for more than 20 years.

Again, environmentally sustainable design and a “look and feel” that reflect our values and aspirations for a caring community will be a feature.

Sites

2014–156

2013–146

Apartments and units

2014–15287

2013–14289

Residents

2014–15325

2013–14328

Our commitment to providing a total package of aged care services was clearly demonstrated in the past year, with the residential aged care facility at Karana, in Kew, Victoria, providing extra services for adjacent retirement living residents.

Provision of services, including 24-hour palliative care, wound management and personal care, has removed the need for residents to organise external providers. Similarly, residents at the Hedley Sutton Community have been utilising Baptcare Independence at Home services.



Benchmarking

The 2014 Press Ganey survey of our retirement living clients' attitudes to our services saw 88.7 per cent of responses rated as "good" or "very good". Our overall mean score was 83.2, which was 4.6 points higher than the national industry benchmark score of 78.6. This means that our services are ranked in the top 1 per cent of all retirement living services, which is a very strong performance. In 2013, our overall mean score was 82.4.

As a follow-up to the survey, resident focus groups were conducted at Templestowe Orchards to identify how services could be improved, with feedback provided to all residents.

McKittrick Centre transformed

"Our beautiful refurbished McKittrick Centre has it all."

— Bill and Isabel Patchett, Strathalan residents

The refurbished McKittrick Centre at Strathalan Community in McLeod, Victoria, opened in April 2015 to rave reviews from current and future residents alike.

After a closure for three months to enable refurbishment work to proceed, the centre held an official opening with a sumptuous "high tea" as the highlight. Comments made on the day sum up how our residents feel about the transformed space.

"The refurbishment at the McKittrick Centre has been a very positive move, as it is now a very warm and welcoming place to visit. It is a pleasure to just drop in and have a relaxed cup of coffee, and for all residents to enjoy all the facilities available.

It is already being used more for gatherings of all sorts. The décor has been very well chosen and the furniture and furnishings are very comfortable. It is a real home away from home. And the newly introduced happy hour is growing by the week."

— Sue Lippingwell, Strathalan resident

Residents are taking full advantage of the refurbished centre to enjoy movies, group lunches, iPad training (with wireless internet), drinks and nibbles on Monday afternoons, a friendship group, devotions and family visits.



Pastoral care

Pastoral care is a constant in Baptcare's work. Led by our chaplains/pastoral care workers and supported by trained volunteers, our pastoral care program ensures that we never lose sight of our mission and the deeply personal connection with one another that is at its core.

"Pastoral care involves compassion and generosity, support and guidance, kindness and care. At its centre is the human heart."

— Olivia MacLean, General Manager,
Mission Development, Baptcare

Chaplains/pastoral care workers

2014–1525

2013–1425

Trained and supervised volunteers visiting clients and residents

2014–1545

2013–1450

Devotions volunteers and faith community visitors

2014–15141

2013–14150

Individual pastoral contacts with clients, residents and families

2014–1512,700

2013–1412,400

Extension of pastoral care volunteers program

"To meet people like my pastoral care volunteer is a blessing to me."

— Karana Community resident

A highlight this year was the "pilot" introduction of pastoral care volunteers into our residential aged care and retirement living program following their successful introduction last year into the community aged care area.

The pilot took place at our Karana Community in Kew, Victoria. Eight volunteers were accepted and successfully completed a six-session preparation program, which is required before a volunteer can join the pastoral care team. They visited 21 residents regularly throughout 2014.

An evaluation of the pilot was undertaken with the support of Spiritual Health Victoria. Interviews were conducted with residents, volunteers, families of residents and staff. Ethics approval was provided by Cabrini Health. The evaluation showed strong support for the pastoral volunteer program. Pastoral care volunteers are now being expanded to some of our larger residential aged care and retirement living sites.

We are pleased to report that Baptistcare in NSW/ACT and Western Australia are now using our pastoral care volunteer model and preparation program.

Spiritual care: a role for everyone

Another important new initiative was the pilot program for all staff and volunteers, titled Spiritual Care: a role for everyone, which seeks to give an understanding of this important pastoral concept and its application in Baptcare communities. The program emphasises the inclusive nature of spiritual care and how everyone, whether religious or not, can participate in such relationships.

Extension of access to chaplains

Access to our chaplains for clients and carers was introduced into a number of our community support programs and our community nursing service in Moreland this year. Brindabilla Day Centre in Ashburton, Victoria, was the pilot site for this new initiative. Following its success, the program was extended to Southaven, Strathalan Day Therapy, Westhaven Day Therapy and Day Centre, Orana and the community nursing service.

Matters of the heart

Brindabilla Day Centre provides social support to the elderly in Melbourne's Eastern Metropolitan Region.

Clients can enjoy dinner outings, outings to parks and gardens and visits to various places of interest, as well as enjoying activities at the centre.

The day centre program also assists carers looking after their loved ones at home – in particular when the carer has other employment or might appreciate a break from their caring role. Following consultations with staff and clients, Chaplain Jenni Cronshaw designed a monthly group called “Matters of the Heart”.

Jenni actively experiments with how best to build connections with clients to deepen their sense of wellbeing. In discussion with local staff it was ascertained that many clients did have a Christian background and were no longer able to access services. Clients were given an opportunity to share in a Communion service at Easter time – a very important and healing ritual for Christians.

There was approximately 80 per cent client participation, across a mix of religions. Feedback from clients about having this opportunity with “their” chaplain was very positive.

Volunteers

Volunteers are an integral part of Baptcare. They contribute actively to many of our service areas, particularly in residential aged care and community aged care.

Traditionally our volunteers have worked alongside our staff to support residents and clients throughout residential aged care, community aged care and family services. Numbering more than 500, volunteers provide entertaining and educative activities, library/reading services, art therapy and music, movie nights, companionship, literacy groups, and devotional and pastoral visiting support.

National Volunteers Week in May was an opportunity to celebrate our volunteers. Activities were held at many sites, with residents and staff recognising and thanking local volunteers for their generosity and service.

Sustainability

At Baptcare we believe that environmental health is inextricably linked to human health and wellbeing.

Through our environmental sustainability program we strive to deliver positive outcomes not only for our environment but also for our clients, residents and the broader community.

Annual environmental savings from initiatives implemented this year:

- 198 tonnes of greenhouse emissions
- 1 million litres of water
- 4.2 tonnes of waste to landfill.

Since 2011, our sustainability program has delivered total environmental savings of more than 850 tonnes of greenhouse gas emissions, 5.4 million litres of water, and 53 tonnes of waste to landfill. This is equivalent to the cumulative environmental impacts of a 90-bed residential aged care facility such as Karana Community for an entire year.

As a result of our sustainability program, while continuing to grow as an organisation we have succeeded in reducing the greenhouse gas intensity of our operations by 4.2 per cent per client serviced.

Solar photovoltaic (PV) panels installed at Northaven Community

Our sustainability performance took a significant step forward this year with the installation of a 20 kW (80 panel) solar array at Northaven Community in Kerang. This solar project was a first for Baptcare, and it complemented the energy efficient lighting and insulation projects that were put in place at Northaven in 2013.

This combination of energy efficiency and energy generation projects at Northaven has resulted in a 10 per cent reduction in electricity use across the site, and will deliver savings of some \$12,000 and 80 tonnes of greenhouse gasses every year.

The Northaven solar project has also helped reduce our reliance on fossil fuel powered electricity, and demonstrated the viability of using clean, renewable sources of energy in our facilities. Based on the success of this project, we have committed to installing a further 100 kW (400 panels) across five sites over the next 12 months.

Consecutive City Switch Green Office Awards

Our progress towards environmental sustainability was recognised again this year when we were awarded the CitySwitch Green Office Award for the second year in a row. We received the award for the energy efficiency projects implemented at our Geelong, Morwell, and Korumburra Community Aged Care offices, the green office fit-out completed at Bundoora, and the achievement of a 5.5 out of 6 star energy rating at our head office.

In presenting the award the judging panel praised Baptcare's approach to sustainability, saying:

"Baptcare's commitment to sustainability is more than skin deep. Through their close involvement with the CitySwitch program and numerous projects, Baptcare has shown itself as an exemplar community service organisation".

Hedley Sutton energy-efficient lighting project

We remain very conscious of the impact that rising utility bills are having on our clients, and this year we broadened the scope of our sustainability program to assist our ILU residents to improve energy efficiency in their own homes. We replaced 872 inefficient halogen downlights with energy efficient LED lights across all 38 resident apartments at Hedley Sutton Community.

This project will reduce total greenhouse gas emissions by 40 tonnes across all the units, and save residents \$6,800 on their combined electricity bills. In addition, this initiative has significantly upgraded lighting levels in residents' apartments, improving light quality and visual amenity, and created a better living environment for our residents with vision impairment.

In the coming year we will roll out another energy efficient lighting project for ILU residents at Karana, and will continue to work to deliver environmental, financial, and health benefits for our clients.

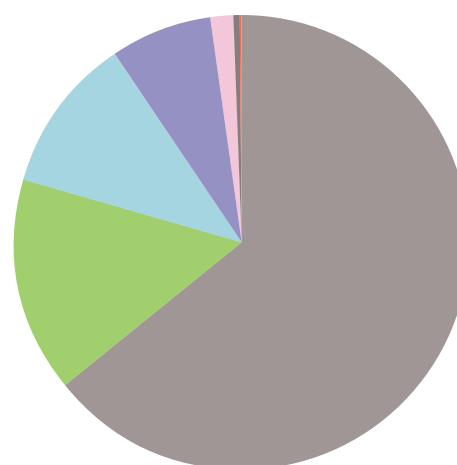
Total greenhouse gas emissions by source

Baptcare Emissions Source	Total GHG Emissions (tCO ₂ -e)*	%
Electricity	7,134.8	64.2
Natural Gas	1,772.6	15.5
Transport Fuel	1,219.6	11.0
Waste	792.0	7.1
Water / Wastewater	202.6	1.8
Paper	37.3	0.3
Stationary LPG	8.4	0.1
Total	11,117.2	100

* 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.



- Electricity 64.2%
- Natural Gas 15.5%
- Transport Fuel 11.0%
- Waste 7.1%
- Water / Wastewater 1.8%
- Paper 0.3%
- Stationary LPG 0.1%

Support for vulnerable families

Secure, stable environments and a brighter future

The Family & Community Services (FACS) team is dedicated to supporting the most vulnerable, marginalised and disadvantaged people in our community, especially children, young people and their families.

Combining care and compassion with high standards of skill and professionalism, our work continues to exemplify the ideals and purpose of those who established the organisation 70 years ago.

Integrated child and family services

We deliver programs for the Department of Health and Human Services (DHHS) in both Victoria and Tasmania.

These include Integrated Family Support Services, Youth Services and two important family preservation programs: Parenting Assessment and Skills Development Service (PASDS) and Families First.

In Victoria, our programs concentrate on supporting the communities in Melbourne's metropolitan west and north-west, as well as in the bayside suburb of Rosebud and the regional centre of Bendigo. As well as Integrated Family Support Services, PASDS and Families First, our Victorian programs include: Tuning into Kids and Bringing Up Great Kids (emotional intelligence parenting), Positive Parenting, Circle of Security, and the Home-Start program. We also offer out-of-home care and disability services.

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 three 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, Baptcare is one of two agencies responsible for the operations of Gateway Services on behalf of the DHHS. The Gateway is a centralised service encompassing intake, assessment and planning, and referral – thereby 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, targeted youth support services, and grandparents and other relative carer support.

Through the Gateway and integrated family services alliance, Baptcare also leads a partnership of agencies undertaking family support work. They include: Glenhaven, Good Beginnings, Beaconsfield, Ravenswood and St Helens neighbourhood houses, Northern Suburbs Community Centre, Mission Australia and Hobart City Mission.

Overall Baptcare conducts a comprehensive client satisfaction survey every year.

“Our family and community services work is a profound expression of Baptcare’s values and mission, linking directly to the commitment and motivation of our founders.”

– Graham Dangerfield, CEO, Baptcare

“What we do is much more than meeting needs.

It is all about empowering people, working to their strengths, giving them confidence, helping them to find the way that suits them best in a complex world.”

– Marita Scott, General Manager, FACS, Baptcare

Service provision – client satisfaction survey

2014–1588.3% satisfaction

2013–1487.0% satisfaction

Tasmania

Number of contacts for family and disability assistance across Gateway services

2014–155,567

2013–146,003

From these contacts, clients were either assisted within the Gateway program or were referred to the following programs:

Our integrated family support services – clients

2014–15309

2013–14757

Our local area coordination service – clients

2014–15184

2013–14170

Our respite activity program

2014–1514

2013–1417

Our targeted youth support service

2014–1523

2013–1424



Victoria

Our family and community services clients

2014–151,250

2013–14972

Our out-of-home care clients

2014–15231

2013–14213

Registered foster carer households

2014–1555

2013–1450

Permanent care orders granted in kinship care

2014–1515

2013–1420



Out-of-home 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.

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

During the year there were 265 enquiries from potential foster carers, and 14 new foster carer households were recruited. This compares with more than 300 enquiries last year.

Kinship care

In Victoria, kinship care is usually undertaken via a referral from DHHS. 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, we pursue the permanent care order and provide support to kin. We work 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.

The future

We will continue to build on our programs and services, which will be informed by evidence-based research and the ongoing evaluation of outcomes.

In coming years, an area in which we will develop a greater presence is early intervention and family preservation. Our focus will be on implementing strategies that help prevent children being placed in out-of-home care and residential care. We believe that targeted and well-resourced early interventions will lead to better outcomes for children and their families and will reduce the pressure on foster care and residential care.

Key achievements 2014–15

Understanding trauma impacts

Expansion of specialist therapeutic training for staff

“Training in trauma-informed therapeutic practice enhances our staff’s ability to manage complexity, think systemically and consider issues through a therapeutic and trauma lens. It is essential to our work with vulnerable people.”

– Ruth Barr, Quality Coordinator, FACS, Baptcare

Complex Case Management and Trauma- Informed Practice project

Number of staff trained

2014–1589

2013–14103

Number of training sessions held

2014–15134

2013–14103

Managing the complexity in our clients’ lives

The 2014–15 year was the second of our two-year “pilot” project to enhance staff knowledge and skills in therapeutic practice, particularly with regard to trauma. Many of our clients have experienced severe trauma in one form or another, resulting in added layers of complexity in their lives. By understanding the impact of trauma, our staff are better able to tailor a therapeutic response to individual needs.

The Complex Case Management and Trauma-Informed Practice project is wholly funded by Baptcare. It uses an expert, trauma-informed practitioner (the project

coordinator) who works in-house with staff to improve their knowledge and skills in therapeutic practice in order to best meet the needs of their highly complex clients.

The initiative was initially targeted to staff working with out-of-home care clients in Victoria and its success has seen it progressively expanded. All staff and carers working in Victoria and Tasmania with families, youth, people with disabilities, asylum seekers and people with mental health problems participated in the program this year.

“It gives us a strong understanding of trauma and its impacts on people’s lives and consolidates our knowledge of causative factors, such as sexual abuse, as well as models of support that have been found to be therapeutically effective. That knowledge is now being actively applied in daily practice right across our family and community services.”

– Hayley Robinette, Operations Manager, FACS, Baptcare

The project has also included information sessions for our chaplains and members of the Human Resources team, covering both trauma impacts and how best to protect staff members’ own wellbeing when they are constantly working with trauma-affected clients.

In December the project was the subject of an article in the journal *Children Australia*.

During the second half of 2014, our in-house research team evaluated the pilot project using qualitative research methods. The findings reveal that the project has started to produce encouraging outcomes that provide us with important feedback for planning and continual service development. They highlight the high regard in which staff hold the clinical sophistication of the project coordinator, and the importance for them in knowing that the complex nature of their daily work is acknowledged by the organisation and that they are supported.

In addition to staff development, the project helped strengthen our trauma screening of new clients. It has introduced reflective practice supervision for staff and also led to the piloting of special parenting groups – known as Circle of Security groups. The Circle of Security is an internationally recognised intervention model that we plan to offer more widely next year. Funding to continue the project in 2015–16 has been confirmed.

Help through stressful times



“When I first met Cassie[★] she had a very sick child as well as mental health issues of her own. With few support networks, she felt isolated and lonely, and overwhelmed by the endless round of doctors’ and hospital visits. She needed someone to help her navigate through this tough period of her life.

“In a practical sense, I helped her access more appropriate mental health support services and accompanied her to her appointments. I visited her regularly and engaged her children in positive play.

“Over time her health stabilised and she began to feel less anxious and more confident with her parenting skills. She has gradually engaged with her local community. It was really great to hear her say the other day that she would like to start to look towards working in the not-too-distant future.”

[★] Not her real name

Learning to trust

“It’s the best thing that I have ever done in my life,” said one 14-year-old participant in Baptcare’s inaugural two-day intensive program in equine therapy in March 2015. “I’ve learned to trust.”

Baptcare’s Equine-Assisted Psychotherapy (EAP) project is an animal-assisted approach to professional therapy and counselling for young people in out-of-home care. It helps to address emotional, relational, behavioural and psychological issues.

Research has shown that horses can teach emotional regulation. As prey animals, they are constantly aware of their surroundings, highly alert, very sensitive and exceptional at reading non-verbal communication cues. With the help of the horses, participants in the therapy learn to tune in to their body's emotional and physical sensations, and it is through this new awareness that change can happen.

"At first I was a bit scared as I hadn't been near a horse before," said another participant, a 15-year-old, "but we got to know the horses and saw how they learned to trust us as we learned not to be afraid of them."

Baptcare plans to offer regular sessions in equine therapy as part of its support for the young people in its out-of-home care program in the western suburbs of Melbourne.

Building parenting skills and confidence

Trained volunteers help vulnerable families

"It has most definitely been an invaluable and extremely worthwhile service for many of our families – without which some truly would have struggled to cope."

— Maternal and Child Health nurse

Families in Home-Start

2014–1560

2013–1466

Trained volunteers in Home-Start

2014–1554

2013–1461

Practical parenting support

We are one of three agencies in Victoria offering the international Home-Start program to clients. Our focus has been on two geographic areas: Brimbank in Melbourne's west and the regional city of Bendigo.

Home-Start involves trained volunteers visiting vulnerable families for two hours each week to provide practical and emotional parenting support, as well as assistance in accessing services. Two Baptcare coordinators supported the volunteers this year.

In 2014–15, 41 Bendigo families – totalling 111 children – participated in the program, which was delivered by 32 volunteers. Six new volunteers joined the team in December after completing the training course.

All volunteers were invited to attend a host of further training sessions during the year, covering topics such as Take A Stand (family violence), Peri-natal Mental Health, Cultural Awareness, First Aid for First-time Parents, Trauma-Informed Practice and Peer Support. In addition, through a grant from Communities for Children, we were also able to engage a facilitator who provided regular activities and support via a weekly supported playgroup.

In Brimbank, 19 families accessed the program, which was supported by 22 volunteers. A highlight of the year was the success of the supported playgroup, Parenting Together, as well as the volunteer and family outings and the children's Christmas party.

Sadly, the loss of government funding saw the closure of Home-Start in Brimbank on 30 June. Affected families have been linked in to other local services. A dinner for volunteers was held to recognise their valued service and to celebrate the program's many achievements over the past 14 years.

Baptcare's program was presented at the national *Child Aware* conference in May 2015. The Bendigo program was awarded the Powercor Business Excellence Award in the not-for-profit/community sector in October 2014.

Research that matters

In-house capability gives us a valuable edge

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.

Launch of report into kinship care

In October the report from Baptcare's ground-breaking research into kinship care was launched in partnership with the Centre for Excellence in Child and Family Welfare at the Melbourne Town Hall.

Titled *Peeling Back the Layers – kinship care in Victoria / Complexity in Kinship Care – Research Report*, the findings revealed substantial breadth and intensity of complexity among kinship care arrangements, with the evidence indicating that the needs of children and carers are more complex than has been previously recognised in the current kinship service model.

“Until we better understand these complexities within the kinship care placements and develop appropriate responses to address them, we run the risk of failing to meet the needs of children and young people who are currently unable to live at home with their parents.”

— Rachel Breman, Research and Policy Manager, Baptcare*

The research project was conducted by Baptcare in partnership with welfare agencies OzChild and Anchor. The findings have been broadly disseminated to the sector through the research report and a policy paper and at a number of conferences and seminars. As a result, several external academic institutions have approached our Research Unit to collaborate on additional pieces of research in the area of out-of-home care.

“Best of Care” Team Award

Family and Community Services pastoral care workers Brad Taylor and Annette Sims were presented with a “Best of Care” Team Award at this year’s Spiritual Care Australia (SCA) national conference in Hobart. The award was presented by SCA’s executive officer, Matt Glover.

Brad and Annette were commended for establishing a credible and highly regarded pastoral care offering in Tasmania. Feedback from senior staff in our Launceston and Hobart teams formed part of the award application. Comments included the following:

“[It] has been going extremely well. We have seen wonderful outcomes for our clients, who generally would have no alternate service. The service is very flexible and client-focused.”

“Annette attends many of our team meetings and she is always ready to share ideas and explore opportunities... She is always gentle in her approach and she has an air of enthusiasm that is contagious. Passionate and dedicated to her work, whether this be with clients or [with] staff who need that little something to make their world a better place.”

“I have not worked in a service with pastoral care / chaplaincy before. Working with Brad has shown me the value of having someone who can listen, support and assist clients spiritually if that is their need.”

Volunteers

Our heart and soul

“Baptcare was started by a small group of volunteers who saw a need in the community and set about filling it. That spirit is still at the heart of what we do.”

— Baptcare volunteer

Our wonderful volunteers give thousands of hours of time, skill and effort to support our family and community programs.

Their spirit is part of our history and culture, reflecting the heartfelt way in which we seek to address the disadvantage and marginalisation in our society. We wish to thank every single one of them. Without them, we would not be able to make such a positive difference in our clients’ lives.

Volunteer hours (FACS) Total

2014–1510,043

2013–149,621

Respite care for children with disabilities

2014–153,715

2013–143,780

In-home support to vulnerable families

2014–155,822

2013–145,760

Support for Sanctuary program (asylum seekers)

2014–15410

2013–1481

Support for Baptcare’s administrative services

2014–1596

2013–14N/A

* From “Conclusions” in Baptcare’s Policy Briefing Paper titled “Complexity in Kinship Care in Victoria”

Caring communities

Practical support, advocacy, inclusion and understanding

Gateway services

Gateway Services celebrated its fifth anniversary this year.

Baptcare's core principle of working together with individuals, the community and other providers is exemplified by the work of Gateway in Tasmania, where we play an important part in making sure that each person receives the individual care and support that they need to live a better life.

Gateway is an access point for specialist disability and family services. This year marked the fifth anniversary of the Gateway's operations.

Contacts for family and disability across the Gateway service

2014–155,567

2013–146,003

Grandparents and other relative carers supported by Gateway

2014–1530

2013–1430

Since its establishment in 2009, the Gateway service has been the main entry and assessment point for vulnerable children, young people and families seeking support. The service expanded in 2010 to include assessment and referral for people with a disability, providing more choice of service for individuals.

Launch of commemorative booklet



In August 2014, Baptcare and Mission Australia – the two agencies engaged to deliver Gateway services – celebrated its first five years of operation. Over the period Gateway provided

support to more than 11,400 people, responded to more than 54,000 calls for assistance or information, diverted an estimated 2,500 children from the child protection system, assisted more than 600 families facing or experiencing homelessness and provided more than 4,000 parents with support to improve their parenting skills.

In April 2015 the milestone was formally marked with the publication of a booklet highlighting a number of client stories, titled *Together We Achieve – Stories celebrating five years of Gateway Services*. Launched at Parliament House in Hobart by the State Minister for Human Services and Minister for Women, the Hon. Jacquie Petrusma MP, the booklet is a testament to the collaborative work done by the partner agencies to help children, youth, families and people with a disability to live and engage in safe and supportive communities.

At the launch the Minister said a great deal had been accomplished and the service had been able to reach thousands of people with supports that strengthen families, promote community inclusion and link individuals with service providers.

“This collection of stories shared by some very brave Tasmanians is an inspiring and moving look at how Gateway Services has helped to change lives for the better over the last five years.”

– The Hon. Jacquie Petrusma, Tasmanian Minister for Human Services and Minister for Women

“We’re extremely proud to be celebrating five years of the Gateway program, knowing the difference that it has made to so many lives.” Speaking on Gateway’s fifth anniversary—Making access to services easier.

— Catherine Viney, *Tasmanian Manager, FACS, Baptcare*



Disability

National Disability Insurance Agency (NDIA)

Continued success of local area coordination “pilot”

“We value our partnership with NDIA in Tasmania. The continuing success of the local area coordination pilot project that we have helped to deliver has informed the development of the scheme nationally.”

— Marita Scott, *General Manager, FACS, Services, Baptcare*

NDIA local area coordination service clients

2014–15234

2013–14284

A highlight of the year was the continued success of the NDIA local area coordination service, which is jointly managed by Baptcare and Mission Australia in Tasmania.

The three-year pilot project (2014–15 being its second year) involves our local area coordinators working closely with NDIA clients to help implement their approved plans under the National Disability Insurance Scheme.

“There was lots of sound advice and no judgements. I could not have coped at all if I hadn’t received advice from the local area coordinator. I did not know what was available in the community to meet our needs. This service has been outstanding.”

— *Local area coordination service client*

In January 2015, Baptcare’s in-house research team released an internal evaluation of the service, titled *The Local Area Coordination in Tasmania – social outcomes interim report*, which highlighted its progress and benefits.

In June 2015 the success of the model was confirmed when the NDIA indicated that it will outsource local area coordination as part of the rollout of the scheme nationally. The NDIA intends to have the scheme fully operational across Australia by 2018.

Over the two years of the project, the role of the local area coordinators has grown. Initially limited to providing case coordination to individuals, it has now extended to involve community information and engagement, with the aim of encouraging community organisations to “think differently” about how they provide services to people with disabilities.

This is part of the NDIA’s broader objective to promote social change in relation to disability. Libraries have been a particular area of focus this year, resulting in an appreciable change in the way mainstream library services operate to meet the needs of people with disabilities. This role expansion reflects the growing strength of the partnership between Baptcare and the NDIA.



Empowering people to achieve their goals

Michael^{*} was referred to Baptcare's local area coordination service by the National Disability Insurance Agency (NDIA). He had four clear goals, and an approved plan and a packet of funding support to help achieve them.

"I would like to have a friend who I can do things with. I would like to have a job one day. I want to continue to maintain my health and to continue in TAFE in a mainstream course," he says.

The role of Michael's local area coordinator, Tess^{*}, was to assist him to implement his action plan and link with appropriate services in the community to achieve his goals and aspirations. Tess was also there to help Michael and his mother build the necessary skills and confidence to self-manage the plan, to exercise choice and control and to make decisions independently.

"My role is to help empower Michael. It's his plan and I simply help him to realise it," says Tess.

"I was able to find a community group where people come together to play computer / console games, which was an area that interested him.

He decided to follow up the contact himself and to meet the group. He liked it and decided to enrol in one of their computing courses as well."

Tess continued to work closely with Michael, developing a short list of potential support workers and linking him with a TAFE disability liaison officer.

"Michael was always clear about what he wanted and I would respond to his information requests and help him coordinate his meetings. He was ultimately very happy with his appointment of a support worker and with his TAFE officer," says Tess.

With these supports in place and Michael's plan well in hand, Tess's role was over.

"Should Michael's circumstances change or if he needs a different service provider, then he can contact NDIA again and they will refer him back to the local area coordination service. It was a pleasure to support him and his plan and to make this real difference in his life."

^{*} Not their real names

Mental health services

MIcare

Outreach program goes from strength to strength

“The positive feedback from those who have accessed MIcare over the year, their families and the Mental Health Case Management team has been fantastic, and it continues to be a highlight for the program.”

– Debra Fast, MIcare Service Manager

MIcare clients

2014–1599

2013–1476

MIcare staff

2014–1525
(permanent, part-time
and casual)

2013–1417

It was a year of consolidation and growth for MIcare, our innovative mental health outreach program in Tasmania.

Launched last year in partnership with the state’s Department of Health & Human Services, MIcare provides individualised packages of care to people aged between 18 and 65 years who have severe and persistent mental illness and are being case-managed by the department.

It offers wrap-around support to those endeavouring to cope with 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. Referral to MIcare is through the department’s Mental Health Services. Since the program started, it has supported 151 clients.

Highlights for the year included the realignment of funding for the program, which enabled it to increase its intake of clients, as well as the staff required to service this expansion.

Agreement was also reached for the extension of MIcare for individuals who need ongoing goal-focussed support.



Overcoming social isolation

Sarah* is 16 and lives at home with her mother. Our local area coordinator Deb* assisted this family with varying intensity over nearly nine months. During that time there was quite a lot of focus on finding the right “fit” with service providers and programs for this young woman.

“When I first met Sarah she was very shy and reserved, hardly making eye contact or any conversation. Her Mum was worried about her, saying that she was socially isolated, spending most of her time at home in her room,” says Deb.

Deb facilitated a successful engagement with a service to support Sarah, individually and in a group, so that she could access community / recreational activities – that is, “things teenagers do”.

“She is now noticeably more confident and comfortable in social interactions, has made new friends and has got out of her bedroom,” says her mother. “The local area coordinator and the funded supports have changed our lives. We are now able to lead separate lives and that is a good thing!”

Sarah is now well on her chosen path towards getting a job – having enrolled in a supported Cert I in Business course (Deb assisted with this link) and attending college part time. She is very happy with what she’s doing now.

* Not their real names

Remote areas of Tasmania, such as St Helens and King Island, were also brought into the Micare network for the first time during the year, and this remote-area development is expected to continue in 2015–16.

The ever-increasing co-location of our staff in the Mental Health Services offices over the year helped to build solid and positive relationships between the department's case managers and the Micare team and has thus helped enhance the care and service provided to clients. Indeed, relationship building across the mental health sector has been a priority for our senior practitioners and staff, and their continued efforts have led to the consolidation of Micare within the community.

Affordable housing

“The committee underscores the importance of affordable, secure and suitable housing as a vital determinant of wellbeing. But, based on the evidence, the committee finds that a significant number of Australians are not enjoying the security and comfort of affordable and appropriate housing – that currently Australia’s housing market is not meeting the needs of all Australians.”

So begins the May 2015 report by the Senate Economics Committee following its review into housing affordability and the declining option of home ownership.

Continuing booming housing prices, coupled with a diminishing stock of affordable rental housing for low and moderate income households, have seen a blow-out in public housing waiting lists as estimates of the shortage of suitable properties grow beyond the half-million mark.

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

The importance of a house – a place to call home – cannot be overstated. Unless people have stability in their lives, it is difficult to secure ongoing employment. Without somewhere to call home it is hard to raise a family, to keep children engaged at school, or to have meaningful relationships within the community. And unless housing is affordable, it is difficult, if not impossible, to keep paying bills for lighting, heating, clothing, food and the other necessities of life.

In 2014–15, Baptcare Affordable Housing (BAH), a subsidiary company of Baptcare, began in earnest to realise its vision of becoming a significant provider of housing that is well located, of quality build and affordable to even the lowest income households. Baptcare has committed around \$40 million over the next five years to BAH, which will be used to fund the construction of more than 100 affordable homes. BAH has an ambitious goal to own or manage up to 500 new housing units over the next five years.

In response to broad community concern regarding housing affordability, BAH's key objective is to set its rental rates at or below 75 per cent of market rates and 30 per cent or less of tenants' gross income.

At present, BAH is managing 16 units – five at Boronia and 11 at Wangaratta. A further 16 units and townhouses under construction adjacent to the existing Wangaratta site are scheduled for completion in October 2015, effectively doubling the BAH portfolio. The two Wangaratta properties will be connected by a walking track and joint community facilities, including a barbecue pavilion and children's playground.

Norlane integrated community

Affordable housing will be a central focus of the exciting Norlane integrated community projects. Set in the middle of Norlane on a former primary school site, the project has the potential to rejuvenate a community that has suffered greatly through economic downturn and the closure of major manufacturing plants.

Greater Geelong City Council has granted planning approval for the project, with work expected to begin early in 2016 on construction of 52 houses, an aged care facility and a community hub.

This follows a period of extensive community consultation aimed at ensuring the building program responds to real community desires and needs. For example, the community hub has been designed to provide a range of spaces where local community members can gather and take part in specific programs.

Feedback during the consultation phases led to the inclusion of a coffee shop, and a gymnasium will be incorporated for use not only by aged care facility residents but also by other local residents, young and old.



Support for Urban Seed in Norlane

“Our work at Norlane Baptist Church creates a place for local people not only to belong but also to have ownership over the spaces and programs they are a part of. People are gaining new skills and developing existing ones, as well as building up confidence and self-worth. Importantly, people are giving back to their own local community by practising generosity to other neighbours who are going through similar situations in life.”

— Simon Reeves, Urban Seed Team Leader,
Norlane Baptist Church

Baptcare has been supporting the Norlane community since 2007. One of its partners in the area, and the recipient of a recent community engagement grant of \$40,000, was Urban Seed.

Urban Seed works in a number of ways to strengthen community connections, build the capacity of individuals, improve access to the job market, foster resilience and leadership in children and adolescents and improve food security. Our grant helps Urban Seed to deliver its Monday night “Longroom” meals at Norlane Baptist Church, the Kids Club and schools outreach, Wednesday Community Development Program and a People’s Pantry.

The project is expected to provide 66 jobs during construction and a further 130 permanent jobs when the site is operational – significant factors for the Northern Geelong area, which has one of the highest unemployment rates in Victoria.

Valley Park

During 2014–15, BAH made significant progress towards assuming the management of newly built public housing properties at Valley Park in Broadmeadows, a regeneration of the Westmeadows housing estate in Melbourne’s outer west.

Unfortunately, a change in State government saw this decision-making process placed on hold while a new State Housing Policy was prepared. BAH remains confident it will reach agreement with the government to assume management responsibility of this important affordable housing project.



Baptcare Sanctuary

Continued support for asylum seekers

Our Sanctuary program continued to provide much-needed support for asylum seekers during 2014–15.

It was a year in which reductions in government-funded legal and support services for asylum seekers put extra pressure on community programs like Sanctuary. Significant legislative changes to refugee law in Australia, including a new processing system and the introduction of temporary protection visas, created increased uncertainty for those applying for protection.

Clients receiving Baptcare Sanctuary accommodation

2014–1592

2013–14148

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 provider of transitional housing to asylum seekers.

Our 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 up to five.

During 2014–15 Baptcare Sanctuary provided housing and support for 92 asylum seekers.

Houses of Hope

With the generous support of Cabrini Health, we made significant progress this year on a project aptly titled Houses of Hope, which is designed to increase the number of asylum seekers that we are able to assist with housing.

We aim to partner in this project with churches or individual donors to provide houses, and to partner with other organisations to provide casework and other support to asylum seeker residents. Church members and others in the community will support the project as volunteers and in fundraising.

In partnership with Lentara Uniting Care, our Sanctuary team has developed a pilot project to provide three donated houses. The Beverley Jackson Foundation has provided funding to cover the set up and the cost of the first year's utilities for two houses.

True sanctuary for asylum seeker

“Like you’re being chased by a lion and somebody asks you what you’re going to eat for dinner.”

This is how our client, asylum seeker Kashif, described his experience of facing homelessness, a notion that had never crossed his mind until he arrived in Australia and started the arduous process of seeking asylum.

“The only thing you think about when you come to Australia is safety. But when you’re here, you have no rights, you’re not allowed to work and without work you can’t get a room,” Kashif says.

He highlights the difficulty of navigating the complex process of seeking a protection visa while dealing with the overwhelming day-to-day struggles of homelessness.

A bright and confident 30 year old with a shaved head and a broad smile, Kashif came to Australia from Pakistan, where the learning centre he had established with his cousin was targeted by Taliban because it offered secular education classes for women.

He was threatened and shot at before he fled. His cousin, who stayed behind, was killed and Kashif knew he would never be able to return.

Like many asylum seekers living in the Australian community on bridging visas, Kashif endured long periods where he was denied the right to work and was excluded from receiving any government benefits. He spent 18 months living in poverty, relying on friends for food and shelter and sleeping on couches in share houses where he was unable to pay rent.

When he had exhausted his options for community support, Kashif was referred to Baptcare Sanctuary, where, provided with safe and secure accommodation and a range of other support, his life took a dramatic turn for the better.

Now a volunteer supporting other asylum seekers at Sanctuary, Kashif is undertaking a nursing degree and speaks with passion about his future in Australia.

Research – development of evaluation tools

Our in-house research team continued their work on the development of appropriate measures and tools to evidence Baptcare’s social contribution to changing clients’ lives. As part of this, Ernst & Young was commissioned to conduct a measurement tool pilot study with Baptcare’s Sanctuary residents to align with our Quality of Life (QoL) framework. We have adopted the QoL outcomes framework as a high order concept model to guide measurement and reporting of impact across all of our service areas.

The findings of the pilot study revealed that, for the residents who participated, Sanctuary’s greatest social contribution in the area of change relates to spiritual wellbeing, followed by physical wellbeing and self-determination. These findings are highly consistent with the aims of the Sanctuary program.

The pilot study confirmed the use of the QoL framework for Sanctuary and more broadly across the organisation. The learnings will be used to inform the wider rollout of outcomes measurement across our family and community, and aged care programs next year.

Our volunteer support

Volunteers have always played a key role in our Sanctuary program. Their involvement was taken to a new level in 2014–15 with the appointment of an asylum seeker empowerment volunteer coordinator.

Supported by the Beverley Jackson Foundation, we aim to increase the sustainability of the Sanctuary program through a volunteer development project, which will draw on the passion, commitment and skills that exist within the community.

Sanctuary volunteers provide asylum seeker clients with practical support, such as job skills training, that will increase employability and job-readiness. The underlying goal is to assist residents with work rights to become financially independent and to enable those with income to move out of supported housing and into private rental.

Volunteer involvement is being expanded to include casework support, independent housing support, social inclusion activities, pastoral care, English for Work and employment pathway support.

At 30 June 2015, there were seven volunteers involved in our Sanctuary program.

Social policy and advocacy

“We are not afraid to advocate on behalf of clients, whose voices are often not heard. It is fundamental to what we do and who we are as an organisation.”

— Cheryl Fairclough, Social Policy Officer, Baptcare

With 70 years’ experience assisting vulnerable people, we are committed to advancing the community’s understanding of the issues that affect our clients and offering our view about the best way to improve their lives and futures.

Over the past three years, we have invested in foundational work in social policy areas of importance to our clients, leading to the development of a number of important policy papers.

Aged care for all

In the aged care area, our series of policy papers, titled “Aged Care for All”, covers the needs and expectations of older Australians in relation to subjects such as financial and social disadvantage, cultural and linguistic diversity (CALD), and the concerns of lesbian, gay, bisexual, transgender and intersex (LGBTI) seniors.

Dignity of choice and risk

In July we released our key social policy paper in the disability area, titled *Disability: Dignity of Choice and Risk*. With the National Disability Insurance Scheme giving more Australians with disabilities greater choice and control over their lives, this paper raises associated issues and argues that risk should not limit the choices available to people with disabilities. It thereby seeks to promote – within the context of person-centred care – a conversation about choice, personal control over one’s life and the dignity to which we are all entitled.

First Australians – recognition, respect, relationship

In June our board approved an important policy paper to help progress our Reconciliation Action Plan, contribute to staff members’ understanding of the context in which we work, and articulate our organisational commitment to continuous improvement in our work with Aboriginal people in Victoria and Tasmania.

Titled *First Australians – Recognition, Respect, Relationship*, it provides an introduction to a range of issues that are faced by Australia’s first peoples – Aboriginal and Torres Strait Islander communities – and how these issues affect their experience of aged care and community services.



Asylum Seekers – a fair and ethical debate

We have been working with legal, onshore asylum seekers since 2008. Our foundation policy paper, *Asylum Seekers*, which was published in 2012 outlines our Christian response, our Sanctuary program, and our advocacy positions on mandatory detention and the processing and needs of asylum seekers. This year the paper was reviewed and updated, providing a more comprehensive position, particularly regarding the rights of asylum seekers who are living in the Australian community.



Church and community engagement

Supporting Baptist projects in the community

We have strong, long-standing relationships with the 250 Baptist churches in Victoria and Tasmania. Over the years many of our volunteers have come from these communities.

Our Community Engagement program supports the work of the churches in reaching out to people in their local communities who are suffering poverty, hardship and social exclusion. Over the past four years, we have invested in 86 community engagement projects – in urban, suburban and rural areas – involving more than 500 Baptist church volunteers. This has helped them to support more than 4,000 clients.

In 2014–15 we made 21 grants totalling \$375,500 (in 2013–14 we made 27 grants totalling \$400,000). The majority of this year's grants were under \$25,000 and made to suburban community projects. This year five grants were made to community foodbank / meals programs and four to building / renovation projects to support community activities. Other grants targeted student coaching, mental health support, sports / recreation programs, multicultural initiatives, migrant support and advocacy, social enterprise, and community needs / feasibility studies.



Innovative community hub

The planned Community Hub at our Norlane Integrated Community development will be a vibrant, partnership-based community initiative. We are already working closely with Urban Seed, an organisation that specialises in community development, to help lay its collaborative foundations. Three local Baptist churches – Barrabool Hills, Cloverdale and Norlane – are involved, as well as the Baptist Union of Victoria, Baptcare Affordable Housing, and our Mission Development team. This alliance is committed to providing a long-term, compassionate, generous presence at the Community Hub, which will be run *by locals for locals*. Planning is well advanced, including approaches to further support organisations such as local agencies and traders, and community groups.

The Norlane Integrated Community is an exciting example of our mission in action. The hub is also a significant opportunity for Baptist church groups to engage in a sophisticated community initiative that will help some of Victoria's most disadvantaged people.

Latrobe Men's Shed builds confidence

Our community engagement grant assisted the development of a men's shed at Latrobe Baptist Church in Tasmania.

The Latrobe Men's Shed provides support and companionship to men in the local community – which, like others in the region, is experiencing the effects of a decline in employment.

A positive consequence of the Latrobe Men's Shed has been a boost in confidence for some participants, providing skills and support to encourage them to re-engage with the community.

Within a year, members and participants have undertaken more than 20 community projects, including community restoration and building projects, odd jobs and clean-up assistance for local widows and pensioners, a makeover of children's furniture for Sassafra Primary School, property boxes for a local gym and the construction of easels and pottery stamps for three different organisations.

Baptcare foundations

Skilled people, quality systems, safe practices

Our people

“We are a ‘people’ organisation. We invest in people and our success is measured in terms of the degree to which our staff members feel empowered and our clients feel positive about their lives.”

— Marie Scotson, General Manager, Human Resources, Baptcare

Our Human Resources team plays a vital role in ensuring that we have skilled and committed staff in the right place at the right time to meet our clients’ needs and expectations.

Total number of employees

2014–151,711

2013–141,635

Female

2014–151,460

2013–141,406

Male

2014–15251

2013–14229

Full-time equivalent employees

2014–15897

2013–14865.6

Family and Community Services staff

2014–15177

2013–14179

Aged care staff

2014–151,383

2013–141,345

Corporate/support services staff

2014–15151

2013–14129

Management staff

2014–1573

2013–1457

Male managers

2014–1527

2013–1419

Female managers

2014–1546

2013–1438

Staff turnover

2014–1514.21%

2013–1416.75%

In line with our vision, we work hard to build a flexible and supportive workplace, characterised by fairness and equity. Two-way communication is a key to this. Our biennial employee engagement survey, which was conducted in October, provided a snapshot of employee satisfaction across all of our sites, as well as valuable feedback to help us plan for the future.

Managing change

The government-led reforms taking place in many of our areas of operation have brought about significant change in our approach to service delivery. This has required managers to lead their staff teams through the change process and help them embrace new client-centred systems and technologies in their day-to-day work.

In August, 20 of our program managers attended a two-day Leading Change program to develop their skills in managing change and to give them practical tools and guides for use in the workplace. Participants confirmed that, after the program, they had greater confidence in navigating and communicating change.

We acknowledge that the changes and issues that Baptcare is addressing are not always easy. We thank our staff for the goodwill and professionalism with which they have undertaken each transformational phase.

Leadership development

Developing skills and leadership capability is an ongoing priority for us. In such dynamic times, collaborative leadership is critical to achieving our goals. In July more than 70 of our managers attended a master class in collaborative leadership, giving them insights into its concepts and psychology. The class focussed on how to create a work environment that fuels collaboration and knowledge-sharing across operations in order to better tackle complex issues, create inclusive environments and make working together productive and enjoyable.

We also developed a formalised, consistent methodology for identifying managerial talent and succession planning, which was successfully piloted in May in the residential aged care area. Following refinements, it will be implemented across the organisation in 2015–16.

Glimpses of Baptcare

Another important initiative was the development of “Glimpses of the Baptcare Way”, a series of seven booklets to help staff better understand what is Baptist about Baptcare. Our founders were Baptist but there is no single “way” in the Baptist approach to life – hence the inclusive nature that is a hallmark of our organisation.

“Glimpses of the Baptcare Way” seeks to create the basis for a conversation about our identity in a way that resonates for everyone. Themes such as Diversity Embraced, the Extra Mile, Drawn to the Margins, and the Touchstone invite exploration of values that are both Baptist and universal. Our new mission – partnering for fullness of life with people of all ages, cultures, beliefs and circumstances – was an outcome of the development of the “Glimpses” foundation documents.

The project was led by the Ethics, Identity and Culture group and, after a successful pilot during the year, was approved as a training program. Over the next three years, our top 100 leaders will go through the program.

New systems support

Just as new systems like Carelink+ are increasingly underpinning our interactions with clients, so too will our new human resources information system underpin many of our internal administrative interactions with staff. This year we completed the design work for the new system, which will automate a range of HR processes that are currently paper-based, beginning with payroll and staff timesheets. Implementation will take place over 2015–16, with the first automated payroll expected to run in December 2015.

Quality

As we prepare to enter a fully competitive market, we recognise that our future is dependent on forging a reputation for service excellence.

Every staff member has an important role to play in continuously improving the quality of our services to clients.

Quality of aged care

This year we continued the development of our aged care quality team. Several key appointments and a redefining of some positions enhanced this process. This included a refocussed role for the Aged Care Quality Manager and the establishment of a new position, Customer Experience Partner, Aged Care, with responsibility for developing a framework for our aged care customer experience.

Consultation with clients and residents is key to the success of the framework. The views of these people are being actively sought through a number of service pilot projects, including the use of client experience trackers. The electronic, hand-held trackers, which are widely used across the healthcare sector worldwide, provide a real-time information collection and reporting mechanism that enables a validation at any given moment as to whether changes are leading to improved customer service.

Responding to feedback

During the year we developed a consistent process for managing and responding to feedback from prospective and existing clients and their families across the organisation. This will be implemented in 2016 when our IT system will be able to record all customer feedback, regardless of the service or program involved. With the new process, clients and residents will have the benefit of consistent, high-quality customer service each and every time they offer feedback. The new system will also enable trends and opportunities for improvement to be identified and addressed.

Safety

Providing a safe working environment for everyone at Baptcare – staff, resident, clients, contractors and visitors – is our highest priority and a commitment shared throughout the organisation.

Back Attack mentors

2014–1565

2013–1454

Employees having completed manual handling course

2014–15460

2013–14416

Lost-time injury rate

2014–1512.92%

2013–1418.31%

Reduction29.50%

Grass roots approach

Recognising that responsibility for safety belongs with those who create and deal with risks on a daily basis, we have established work health and safety committees locally across our operations.

During 2014–15 these committees developed for each location a Work Health and Safety plan covering issues such as manual-handling, electrical tagging, emergency planning, risk registers, and injury management and return-to-work programs. All committee members have been offered occupational health and safety training in line with relevant state legislation.

Safety information

A comprehensive review and refresh of all of our occupational health and safety documentation was undertaken during the year, beginning with a formal review of our Occupational Health and Safety Policy by the chief executive officer. The review covers all procedures, forms and assessment documentation and is now available to all employees on the Baptcare intranet.

Our intranet site has also been upgraded to include links for employees to access 26 useful lifestyle and medical websites, providing advice on areas such as family relationships, diet and physical activity, financial services, work/life balance and travel health.

Training

A wide range of work health and safety training programs designed to address specific needs were undertaken during the year.

Training courses included manual handling (Back Attack) for both employees and mentors, along with manual handling risk assessment, emergency management, fire and emergency, first aid, defensive driving and chemical safety. A number of workplace support programs were also offered, including Beyond Blue workshops, suicide prevention, and training aimed at developing good working relationships.

Use of the computer-based Riskman safety information program continued to expand throughout the year, taking the total number of active system users to 421. Riskman is helping to enhance the quality of safety information and incident follow-up, which are key tools in improving the health, safety and wellbeing of staff throughout Baptcare.

Health and Safety Week

As part of WorkSafe's Health and Safety Week celebrations in Victoria and Tasmania during September and October 2014 we offered a number of activities and initiatives across all our workplaces.

These included screenings of safety videos and safety messages, providing fruit baskets and laughter clowns, conducting walking and running groups, participation in seminars run by both Worksafe Victoria and Worksafe Tasmania, and providing access to the online wellness program YoFi.

Information technology

This year we continued to make substantial investments in the transformation of our IT platform as we move progressively towards a fully competitive market.

The rollout of the \$4 million Carelink+ system to support our community aged care and Independence at Home services was a significant achievement. Carelink+ provides a single, direct source of client information that is delivered via laptop to staff members in the field. Its introduction has supported the transition of our home care packages to a CDC model of service, providing instant electronic access to individual client budgets and expenditure details. Its streamlining of information enables greater efficiency for both staff and clients, and its real-time communication enhances our quality of service delivery.

Work continued on our new enterprise-wide IT systems to support human resources / payroll; purchasing; and business reporting, budgeting and forecasting. Procure-to-pay, our new purchasing system, went live in March. It improves controls over our purchasing decisions and facilitates better business intelligence and analysis. We also completed the design work on our new human resources information system, which will be implemented in the coming year. The development of our customer interface systems will be a key focus of our activities in 2015–16.

Governance and Board



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

Corporate governance

Baptcare is a public benevolent institution dedicated to providing care and support to disadvantaged and vulnerable people in the community. It 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 the organisation'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.

The board this year reviewed its governance arrangements and made numerous changes towards maturing its governance systems and processes. This has included the establishment of a Board Risk Committee. Further developments and enhancements are expected to be made over the coming year.

Board members

Philip Curtis, Chairperson

Qualifications

Bachelor of Laws (Monash University), Bachelor of Economics (Monash University), Member of Law Institute of Victoria, Member of AICD

Experience

Executive Director, Habitat for Humanity Australia (Victoria) Inc. since 2010. Partner of Moores Legal 1992 to 2009. Practising lawyer since 1983. Member AICD. Chairman of Whitehorse Business Group 2000–2003. Chairman of CHBC Links Inc. 2002–15. Member of Croydon Hills Baptist Church. Board member of Habitat for Humanity Australia (VIC) Inc. since December 2008. Baptcare board member since May 2005.

Robina Bradley

Qualifications

Bachelor of Applied Science (La Trobe University), CCRN Royal Adelaide Hospital, Professional Certificate in Health Systems Management – Business Systems (Melbourne University) 2011, Professional Certificate Competitive Manufacturing (lean) (Ashley Institute) 2012. Master of Business Administration (MBA) (with majors: quantitative management, corporate strategy, services marketing, financial management).

Experience

Member of Australian Institute of Company Directors. Member of Australasian College of Health Services Management (mentor to Management Residency Program trainee). Member of Australian College of Nursing. Senior Program Advisor to Commission for Hospital Improvement. Service Improvement Lead/Senior Business Analyst at St Vincent's Health Melbourne. Past board member and treasurer of Doutta Galla Health Service. Church Council and member, Essendon Baptist Church. Baptcare 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 of Manningham Centre. Former chief executive of Catholic Homes for the Elderly, Canterbury Centre, Noracomm. Senior Executive—level experience in aged care (24 years) and disability services (5 years). Former Chairman of Supply.com Australia Ltd. Committee member of Aged Care Victoria. Committee member and Treasurer of Noracomm. Longstanding member of Eltham Baptist Church, having served as a council member, treasurer and chair of the Property Committee. Baptcare board member since October 2011.

Matthew Hick

Qualifications

Bachelor of Business (Accounting) (Royal Melbourne Institute of Technology), 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 variety of sectors, including manufacturing, publishing, FMCG, private equity and recruitment, education and training. Currently holds the position of Chief Financial Officer. Attended Syndal Baptist Church for 22 years. Baptcare board member since March 2010.

Brandon Howard

Qualifications

Bachelor of Commerce (Deakin University), Associate Diploma in Business (Gordon TAFE), Full member of CPA Australia.

Experience

Chief Operating Officer, Karingal. Over 15 years' commercial experience, the last nine in senior public and private 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. Baptcare board member since September 2013.

Chris McKenna

Qualifications

Bachelor of Economics (Monash University), Graduate Diploma of Management (Royal Melbourne Institute of Technology).

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). Baptcare board member since January 2008.

Julianne Scenna

Qualifications

Bachelor of Commerce (Finance) (University of Auckland, NZ). Bachelor of Arts (Economics) (University of Auckland, NZ).

Experience

Director for Government & Multilaterals at World Vision Australia. Over 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. Baptcare board member since July 2012.

Financial overview

Our operating revenue for the year ending 30 June 2015 was \$150 million, an increase of 4.2 per cent on the previous year.

This resulted in a net surplus of \$3.1 million after allowing for a \$10.5 million write-off for buildings and a \$1.2 million donation to Baptcare Affordable Housing Limited, producing an operating cash surplus of \$29 million before allowing for investments of \$40 million in capital improvements and acquisitions of development sites.

Our funding comes through various channels: 79.3 per cent of funding this year was received from federal and state governments, 17.9 per cent from client and resident fees, and the balance from donations, interest and other sources.

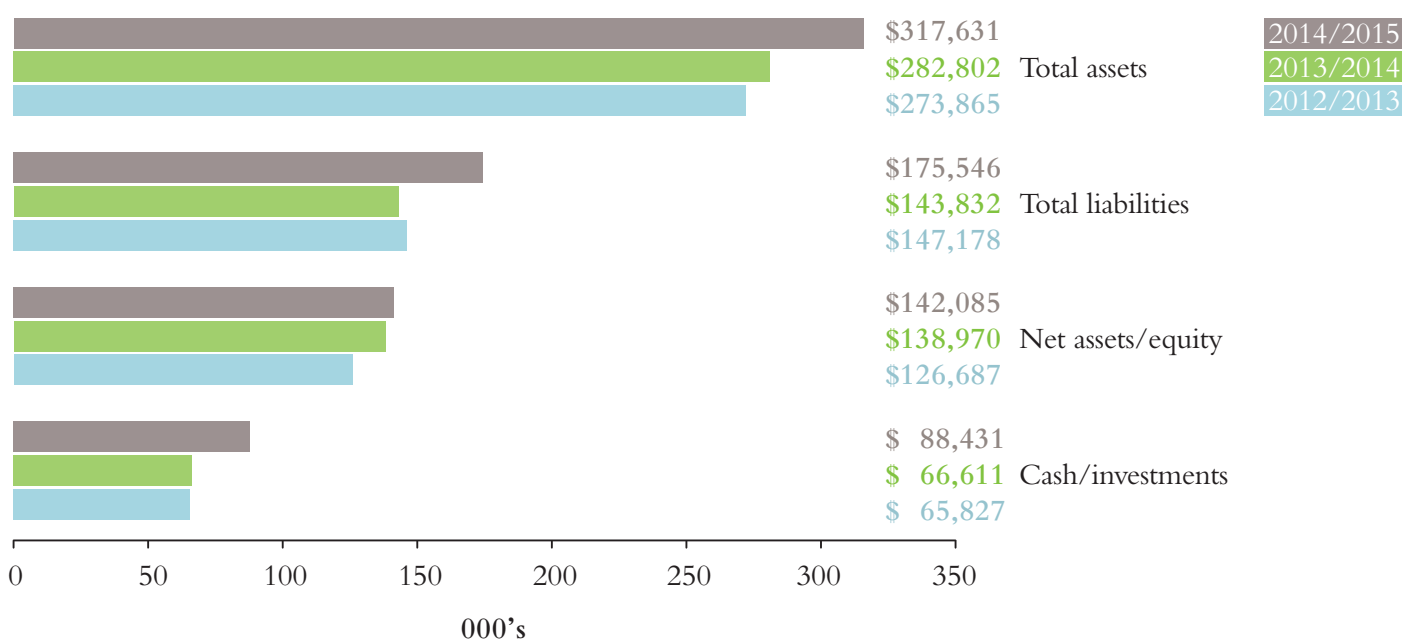
Operating expenditures grew by 14 per cent to \$147 million during the year. Direct client and resident services' costs represent 17.2 per cent, with employee costs representing 53.9 per cent of total operating expenditure.

We continued to make a strong contribution towards our mission and ministry, with a social contribution of 30 per cent this year, compared with 30.2 per cent last year.

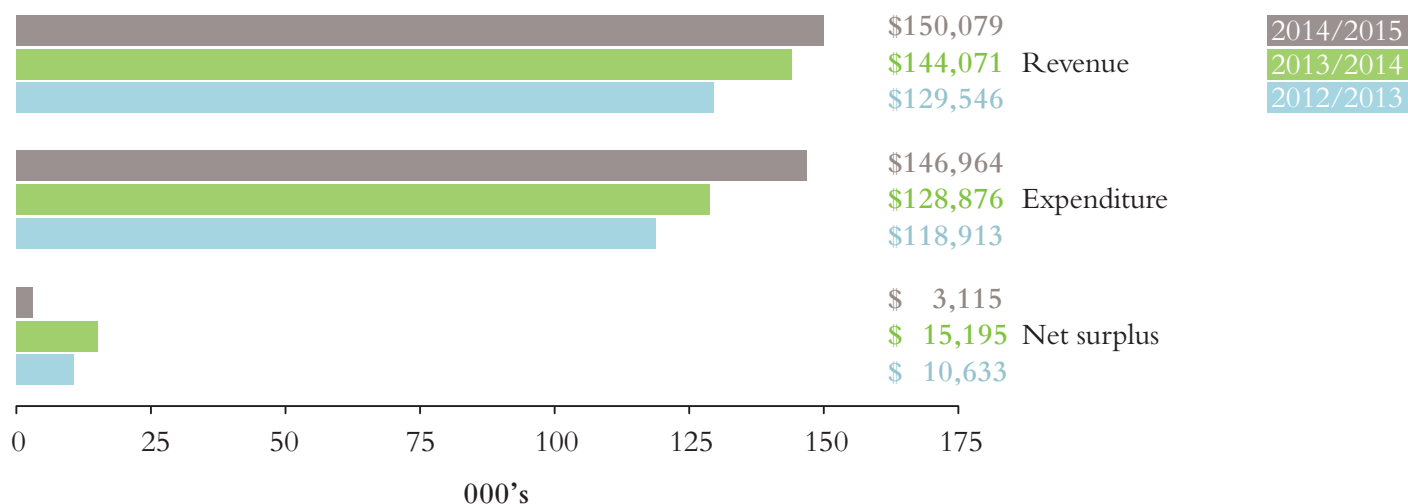
Since there is no accounting standard or its equivalent for the measurement of social contribution, it therefore does not form part of the audited financial statement of Baptcare Ltd. Social contribution is a measurement of all cash and non-cash distributions towards our mission and ministry, including 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.

We are a not-for-profit, faith-based charitable organisation. In order to sustain our charitable activities, achieve the board's five-year investment and development strategy, and continue to provide for the future replacement of operating assets, it is critical that we make strong cash surpluses overall. We remain in a very strong financial position, with excellent cash flows, quality buildings, and a sustainable business model with strong growth plans.

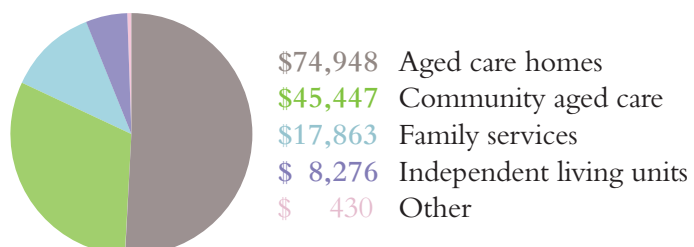
Financial position



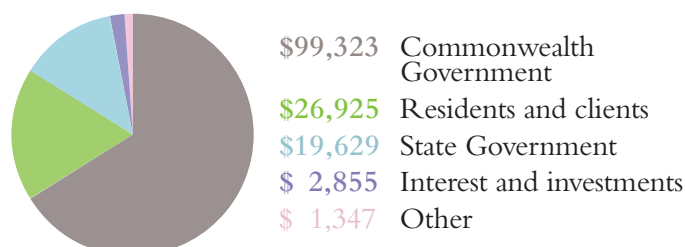
Financial performance



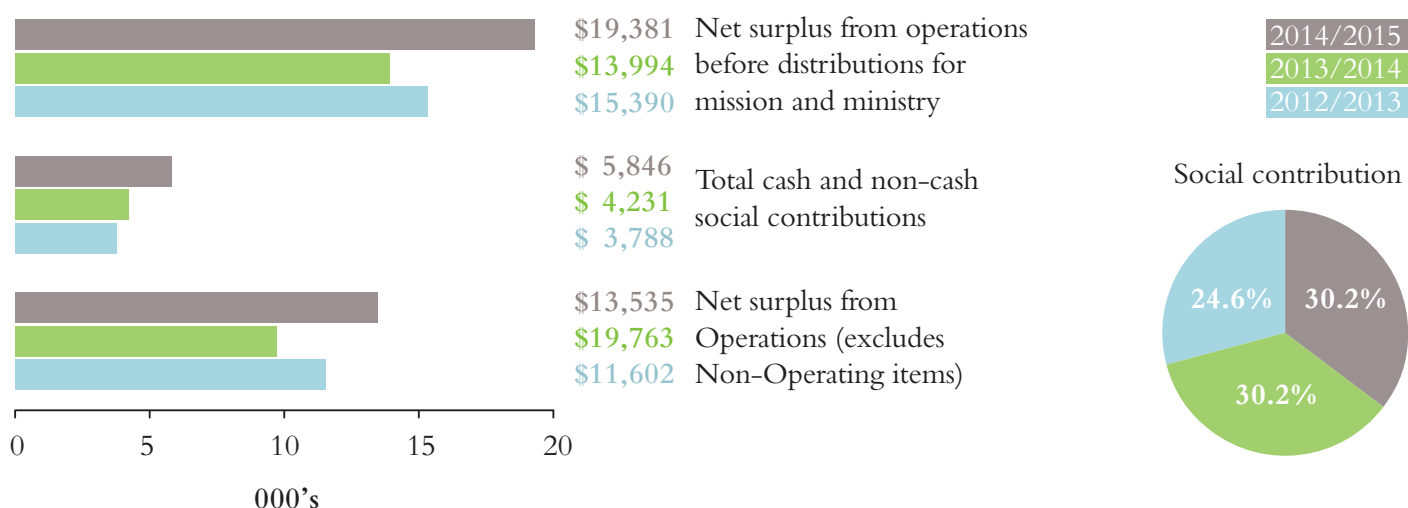
Expenditure by service segment



Sources of revenue



Social Contributions for Mission and Ministry



Our supporters

We sincerely thank all our wonderful donors and supporters who have helped us this year. Their assistance has enabled us to make a positive difference in the lives of many clients.

Sources of donations

Corporate supporters

AccessPay
Allen Foundry Co Pty Ltd
Ardent Recruitment
BankVic
Best Doctors
Budget Rent A Car Tasmania
Bunzl
Camberwell Toyota
CHT Architects
CH Group
Connect
Dakin Mayers & Associates Pty Ltd
Data#3
GHD
Hays Specialist Recruitment
Hesta Super Fund
Hills Health Solutions
Icon Global Solutions Pty Ltd
Laundry Solutions Australia
Marchese Partners
Mission Enterprises Blackburn Ltd
Moores
Muller Partnerships
Nelson Alexander
One Fell Swoop
Russell Kennedy Lawyers
Simpson Kotzman Pty Ltd
Smith and Tracey Architects
Spotless
Statcom Systems Pty Ltd
Steer Inc
Tasmanian Sunshine Association
Taylors Development Strategists
Unique Electrical Solutions
Watsons Catering Equipment

Churches and church groups

Aberfeldie Baptist Church
Anglesea Baptist Church
Ashburton Baptist
Box Hill Baptist Church
Camberwell Baptist Church
Chelsea Baptist Church
Community of the Transfiguration
East Doncaster Baptist Church
Eastern Chinese Baptist Church
Footscray Baptist Church
Glenroy-Oak Park Baptist Church
Ivanhoe Baptist Church
Kerang Baptist Church
Kilsyth South Baptist Church
North Balwyn Baptist Church
North Fitzroy Church of Christ
Sacred Heart Catholic Church
Smithton Baptist Church
St Augustine's Moreland
Templestowe Baptist Church
Whitley College

Community groups

Blackburn Missionary Stamp Club
Child & Youth Services Tasmania
Country Women's Association – Kerang
Kerang Bowling Club
Northaven Community Staff
Surf Coast Rural Australians for Refugees

Trusts and foundations

Beverley Jackson Foundation
Cabrini Health
Collier Charitable Fund
Equity Trustees Ltd
Gandel Philanthropy
GDF Suez Australian Energy
Killick Charitable Trust
Lord Mayor's Charitable Foundation
The Marian & E.H. Flack Trust
The R E Ross Trust
The Walter and Eliza Hall Trust
The William Angliss Charitable Fund

Bequests

Estate of the late Maxwell Roy
Williamson

Auxiliaries

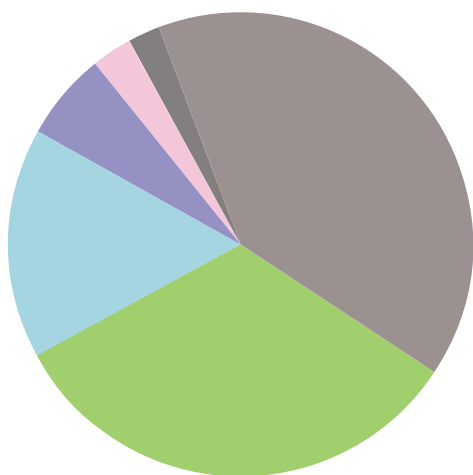
Baptcare Karana Auxiliary
Baptcare Launceston Social Club
Baptcare Wyndham Lodge Ladies
Auxiliary
Baptcare St Hilary's Auxiliary
Friends of Westhaven Community
Friends of Strathalan

Schools

Carey Baptist Grammar School
Strathcona Baptist Girls' Grammar School

Sources of income

Areas of income



- 40% Trusts and Foundations
- 33% Individuals
- 16% Corporate
- 6% Other groups
- 3% Church
- 2% Bequests



How you can help

With your support, we can achieve our mission to assist vulnerable and disadvantaged people in our community. Your time, money, resources or ideas are very welcome and will help us make a real difference for 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.

Visit 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 undertakings – including 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 individual and families we support, you can subscribe to our quarterly newsletter About by contacting **03 9831 7222**.

Contact

General enquiries

Baptcare Central Office

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

Aged care

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

Family and community services

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

Media enquiries

Baptcare media line

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Mobile: 0428 063 664
Fax: 03 9831 7272
Email: communications@baptcare.org.au

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youtube.com/BaptcareLtd

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.