

Baptcare



**Annual
Report**
2021-2022

Our Mission, Vision and Values



Our Mission

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



Our Vision

is to create communities where every person is cherished.



Our Values

are Wellbeing, Ethics, Co-creating, Accountability, Respect and Effectiveness.

Our Mission and Vision are lived through our WE CARE Values.



Wellbeing: you living your life with meaning, we partner with you to enhance your health, safety, comfort and spirituality.



Ethics: being genuine with you, leading with integrity and fulfilling Baptcare's purpose in harmony with community expectations.



Co-creating: building personalised and innovative solutions with you and our allied partners, with your goals as our shared focus.



Accountability: fulfilling our commitments to you and accepting our responsibilities to continually improve.



Respect: understanding and embracing your individuality, standing up for your equality and protecting your dignity.



Effectiveness: being focused on achieving the best outcomes for you, with you.



Baptcare acknowledges Aboriginal and Torres Strait Islander peoples as First Australians and recognises their culture, history, diversity and their deep connection to the land.

We acknowledge that we are on the land of the traditional owners and pay respects to Elders past and present.



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Message from the Chair

In this, my last full year as Chair of Baptcare, I have been enormously proud to work alongside our resilient and dedicated staff.

Once again, we have been faced with major external challenges, including the ongoing COVID-19 pandemic, economic downturn, and workforce issues. At all times Baptcare has remained focussed on its mission, supporting fullness of life for people, especially those in greatest need. This aligns with the history of not just Baptcare but also the Baptist Church.

This year we have seen financial pressures impact on many of our customers. It is a matter of huge concern that in modern Australia the aged care system is under stress, homelessness is increasing, and people seeking asylum are stuck in extremely difficult situations.

At these times I look back at the founders of Baptcare, the women who saw a need to house people in the community and took practical action. This foundational story will always show the way forward for us at Baptcare.

We continue to stand with those in greatest need, regardless of circumstances, always focussed on our core business of supporting the vulnerable, as in Matthew 25:40:

**Baptcare
community
support**



3,800 +

**Number of staff and
volunteers working in
Victorian, Tasmanian
and South Australian
communities**

Our Board



Robina Bradley – Chair (at left, page 2). Above, left to right, top to bottom: Tim Farren (Chair from October 2022), Brandon Howard, Julianne Rose, Assyl Haidar, Hamish Blair, Mark Trajcevski, Dr Rebecca Iseli, Annemarie Numa.

‘...whenever you did this for one of the least important of these followers of mine, you did it for me.’

I am proud that our Board has signed off on the new Strategic Plan for Baptistcare which embodies our vision for the future. It reflects our confidence in the organisation and creates a roadmap for continuing our mission-driven work.

We will continue to focus on finding better ways to achieve our mission, leveraging technology, partnerships and investment in workforce development.

We are committed to exploring ways to deliver services to people where they want them – in their homes and communities – as we strive to support more people to experience fullness of life. We are consciously exploring technological interventions to improve service delivery with benefits for customer and staff alike. We worked strategically to identify synergies across and within teams, because sharing knowledge and resources takes us closer to our goal of bettering lives.

We are working to constantly improve our services – with fresh models of care, new technology, and different ways of thinking. Our aim to provide better service for our customers has been enacted through co-designing with customers, embedding evidence-informed practice, and undertaking systematic work around areas of vulnerability. We are investing in the future through technology innovations that improve care, services and systems for our customers and staff.

It was gratifying to have our workplace excellence independently acknowledged this year. Baptistcare was recognised as one of Australia and New Zealand’s Best Places to Work in the annual The Australian Financial Review survey.

We were honoured to rank in the top ten workplaces for Government, Education and Not-for-Profit from over 750 nominated organisations across Australia and New Zealand.

This recognition speaks to our culture, values and ongoing focus on employee wellbeing.

I would like to thank our partners, including the Baptist Union of Victoria, Tasmanian Baptists, Baptist Churches of SA, Baptist Care Australia, government bodies and partner services. I would also like to thank the many members of congregations who pray regularly for Baptistcare and our community.

I would like to acknowledge my fellow Board directors. My time as Chair has been rewarding, and I have been grateful to be part of a talented and committed board.

I wish the incoming Chair Tim Farren (pictured above) all the best and my ongoing support. I would like to thank each and every Baptistcare staff member for their hard work.

When I look back across my time as Chair I see Baptistcare maturing as an organisation, striving for improved service delivery in aged care, and broadening its base to encompass programs as diverse as social housing, foster care and NDIS Local Areas Coordination. Through changed funding environments, political shifts and Royal Commissions, Baptistcare has stayed close to its mission, vision and history. These are the guiding stars that will help us chart our course into the future.

Lastly, but by no means least, I pay tribute to Chief Executive Graham Dangerfield who has led Baptistcare for a decade with steadiness, diligence and focus on the things that matter. Although Graham is moving on to new opportunities, his influence on Baptistcare will be felt for a long time to come.

Robina Bradley – Chair



Chief Executive Report

I am proud that in this year Baptcare has lived its mission. 2021-22 was a period of action, reflection and preparing for the future, as we emerged from an unprecedented time in modern Australian history.

The COVID-19 pandemic has sorely tested our nation, economically and emotionally. It has also been challenging for Baptcare, but I am proud that through the travails of the past year we have stayed the course, made strategic decisions accordingly and emerged well prepared to continue our mission into the future.

I am acutely conscious that this has been a time of hardship for many across Australia, including our staff members and customers. Cost of living and other economic factors have impacted many of our people. In our aged care operational areas particularly we know that many staff have been stretched through sector workforce shortages and challenges, quite apart from needing to wear various levels of Personal Protective Equipment (PPE) over long periods of time.

I am proud and deeply grateful for the efforts of our committed staff and thank every one of them.

**Baptcare
community
support**



31,900

**Number of people
supported in
Victorian, Tasmanian
and South Australian
communities**

Our People, Culture and Safety team implemented new and improved systems for recruitment, induction, and employment services. We are investing in workforce development and the benefits of that will be seen in years to come.



We want to support our people to grow and thrive at Baptcare. Our WE CARE values continue to provide a robust framework for working together. Our People, Culture and Safety team implemented new and improved systems for recruitment, induction, and employment services. We are investing in workforce development and the benefits of that will be seen in years to come.

Our frontline staff continue to provide an outstanding level of service, despite obvious challenges. I am excited about the work that has been done on the Community Care Platform, which we believe will revolutionise the way in which In Home Care is sourced and delivered, benefitting our customers as well as our staff.

We have also moved forward with our Dementia Model of Care project, a cutting-edge approach to discerning best practice in this important field.

We are expanding our provision of social housing – to provide more affordable, well-located, and well-built homes for people in our community on lower incomes or at risk of homelessness. Our affordable housing includes an Australian-first innovative ‘PassivHaus’ design, to ensure maximum comfort for residents in the home and to minimise energy bills. We continue to offer older Australians quality Retirement Living options with new developments at our Orchards, Penisular View and Strathalan communities.

After the low point of the pandemic, our key business indicators are improving. We have improved rates of Residential Aged Care occupancy, increased sign-ups for In Home Care, and record numbers in our Foster Care program.

After a rewarding and wonderful decade as Chief Executive of Baptcare I have decided that the time has come to step down. There is some sadness to leave the most challenging and rewarding role of my professional career.

I thank my colleagues over my tenure at Baptcare, in particular our committed and hardworking Executive Leadership Team.

I have been fortunate to have worked with high-quality Boards throughout my time at Baptcare. My sincere thanks to the current Board, and all Board members during my tenure, for their support and guidance.

For Baptcare, there is the opportunity to move forward from a sturdy foundation. I know the organisation is on a strong footing – financially, spiritually and culturally – and I am excited to see the growth that will occur under the stewardship of the next Chief Executive Officer, Geraldine Lannon.

The transformation of our corporate strategy, focusing on reimagining better ways to achieve our mission and extending our reach to bring fullness of life to more people, will provide the script as the next chapter of Baptcare is written.

Graham Dangerfield – Chief Executive

Home Care



We continue to provide high-quality home care for a large number of clients across Victoria and North-West Tasmania.

In Home Care is an excellent example of working according to our mission, supporting people with areas in which they need assistance in order to allow them to continue living independently at home.

Growing demand for In Home Care with an increase in release of Home Care Packages in the last 12 months, transitions in line with ongoing regulatory changes, and the challenges of attracting and retaining our aged care workforce have challenged us to think differently about delivery of home care services.

Ongoing regulatory change is being created by the Australian Government in response to the Royal Commission into Aged Care Quality and Safety.

Home Care Services



750⁺

Trained and qualified frontline workforce

Baptcare is working to deliver a roll-out plan across the business to support the transition to the Community Care Platform. A pilot program with the new technology is going live in September 2022 in Gippsland.



The program recognises that more Australians want to remain independent living in their homes as they age and is focused on providing increased service to this cohort.

This program is designed to simplify the funding model for consumers and will replace the Commonwealth Home Support Program, Home Care Packages Program, Short-Term Restorative Care Program and residential respite programs. It is due to commence from July 2024.

Baptcare has used these imminent changes as an opportunity to build a more agile and versatile care approach better meeting the needs of our clients.

We've challenged ourselves to re-imagine what the best home care approach looks like, and in doing so, have focused on those processes which really make a difference for our clients. Our vision is to become the home care provider of choice through an integrated and innovative approach to delivering care and support.

Consequently, we've invested in a new technology solution – our Community Care Platform (CCP) – to support the delivery of In Home Care.

The platform provides a frictionless, digitised onboarding experience for customers, staff and suppliers. Baptcare's CCP acts as a matching database, enabling:

- our customers to acquire the services they need from our qualified supplier marketplace
- maximised workforce optimisation through rapid shift matching and digitised record keeping
- timely and efficient service confirmation, invoice matching and reporting.

Baptcare's CCP is agile and adaptable to change – be that a client's care needs as they change over time (and the flow on effects to workforce management), regulatory requirements or workforce safety stipulations.

Our CCP is designed to flex and support the end-to-end customer journey across onboarding, care management, workforce management and financial management.

Baptcare is working to deliver a roll-out plan across the business to support the transition to the Community Care Platform. A pilot program with the new technology is going live in September 2022 in Gippsland.

This pilot will provide feedback on client and staff experiences with the technology prior to a phased rollout across our business. A plan is being developed with the aim to rollout CCP to all regions during 2023.

We are confident that it will replace time-consuming aspects of the current ways of working, be more responsive and enable us to better serve our customers and fulfill our mission.





Isabella's Story

Isabella has always been a dynamic and independent lady. An award-winning chef and restaurant owner for over 25 years, Isabella is an active member of her local art community and a passionate music lover.

She is also fiercely independent, but due to a stroke that means she needs a walker, Isabella is more limited in what she can do for herself.

“I started with Baptcare In Home Care about three-and-a-half years ago due to some health issues,” Isabella said.

“I didn’t want to go into communal living as I’m a very independent person who is very happy in my own company. It was very important to me that I stayed in my own home, so In Home Care seemed the best way for me to do this.

“I looked into different agencies, and signing up with Baptcare was very straightforward. I am very happy with them and particularly fond of my carers who are great company for me as I’ve got no children and all my family live interstate.”

Isabella has a variety of help during the week including assistance with showering, heavy housework, floor cleaning and changing her bed linen. She also gets help with food shopping, gardening, mowing the lawn, window washing and gutter cleaning – all things that Isabella used to do herself.

Home Care Services



4,500+

Number of Home Care customers from all funding streams

Isabella has a variety of help during the week including assistance with showering, heavy housework, floor cleaning and changing her bed linen. She also gets help with food shopping, gardening, mowing the lawn, window washing and gutter cleaning.



“I’m an independent woman but I can’t do many physical tasks anymore and I find this frustrating. But I’m so grateful to have help. It’s such a relief knowing that I don’t have to do it all myself. With help, I’ve got a very full and enjoyable life.”

Asked what she likes most about in home care, Isabella mentions two main things: the company of her carers (“they are just darlings,”) and the practical help that makes her daily life easier.

“But the best thing is at the end of each week, Janine (one of Isabella’s carers) leaves everything clean and gorgeous.

“Everything smells and feels wonderful. I look around my house and think, yes, that’s just how I like it!”



Residential Aged Care



Our Residential Aged Care communities looked after more customers than ever before and we are proud of the care that Baptistcare staff provided.

Once again, a difficult year due to the impacts of the COVID pandemic. Exposures and outbreaks meant that many of our communities faced lockdowns on one or more occasion. Our staff demonstrated diligence and resilience.

This year we took on Transition Care Programs at two sites – Westhaven and Wattle Grove – and a Temporary Accommodation Program at Peninsula View. We also signed a contract to provide an Interim Care Program for 10 beds at Peninsula View. We also received a full three-year accreditation period with all reaccreditation audits: Northaven, Karana, Westhaven, The Orchards, Heritage Manor and Amberlea.

Residential Aged Care Communities



1,679

approved beds in
16 Residential Aged
Care Communities

The Dementia Model of Care (DMC) will be implemented across all of our Residential Aged Care communities. It aims to improve the quality of life for people living in our communities, increase connection with families and community



Post covid

In the first months of 2022 we moved to a 'living with COVID' model, in line with other parts of the community. This meant residents experienced more freedom. When there were positive cases, only the positive resident was isolated, rather than wider lockdowns.

Access to antiviral medications and other strategies including high vaccination rates across our residences has meant that when people contracted COVID they were generally not as sick as previously. This allowed us to lift restrictions on family visits – a very positive thing for residents, loved ones and everyone else in our aged care communities.

After these long-awaited changes to restrictions, staff reported improvements in the overall mental and physical wellbeing of our residents. Our Spiritual Care team continued to offer spiritual and emotional support for residents, families and staff.

Employing and retaining staff

We are aware that there have been significant pressures on our staff. We are actively recruiting staff into all roles across aged care. We have started offering traineeships that provide a career progression path at Baptcare.

We are looking at the ways in which we manage aged care work, especially important given the announcement regarding a future increase in care minutes. This gives us an opportunity to revisit rostering and work smarter by improving the technology we work with. This will also make it easier for staff to gather information and maintain clinical governance.

Volunteers

One of the difficulties of the pandemic was that volunteers were restricted from attending our centres. In the latter part of the year our volunteers were able

to return, and we are actively recruiting more. The ways in which they connect residents back to the broader community cannot be underestimated.

Dementia Model of Care

The Dementia Model of Care (DMC) will begin piloting in 2023. It will be implemented eventually across all of our Residential Aged Care communities.

It aims to improve the quality of life for people living in our communities, increase connection with families and community, increase staff and volunteer satisfaction and retention, and improve levels of dementia care knowledge and practice.

We are seeking to change the mindset from task-oriented to person-centred. It is a proactive wellbeing measure that aims to increase satisfaction for residents and staff.

We will commence the development phase early in 2023 which will include focus groups and interviews with staff, volunteers, residents and family members, and dementia environmental assessments at our sites. We are undertaking this work in partnership with Monash University's Health and Social Care Unit.



Emily Patterson



Emily's story

If you're ever visiting our Baptcare Brookview Community and hear someone singing along to Elvis' greatest hits, it's a sure sign that Emily Patterson has started her shift.

Emily is one of our standout Personal Care Assistants, working tirelessly to ensure our older residents receive the highest standards of care and attention. What makes her stand out? Emily ensures every day is brimming with fun for those under her watchful care.

Whether that's a singalong to some of the classic hits of the 1950s, reliving a fun playground pastime (the 'Hokey Pokey' is very popular with residents) or just taking the time to listen and share stories, Emily is always looking at ways to promote joy and laughter.

"I come from a large family – six kids – and I remember Nan singing to us with all these great tunes from the past," said Emily. "I just thought it was natural that the residents might enjoy singing these songs, too."

If Elvis is not to your taste – don't worry – Emily also brings a strong repertoire in Patsy Cline's greatest hits. The residents love their singing companion – and the feedback from their families is glowing.

"We get so much great feedback on Emily," says Tamara Withanage, Residential Care and Services Manager at Brookview. "Our residents' families tell us how they feel very secure knowing their loved one is receiving such attentive one-on-one care."

As a Personal Care Assistant, Emily's days typically start at 7 a.m. before ending at around lunchtime or early afternoon. Her responsibilities include showering residents, cleaning their rooms, double checking that all medication has been taken and assisting with feeding.



Having worked for almost seven years at Baptcare, Emily has gotten to know the residents and their families at Brookview and looks on them as part of her extended family. “I feel so motivated to come in and see the residents each day,” said Emily.

As a proud First Nations Australian, Emily was brought up to respect her elders, gladly providing comfort and care. It’s the same philosophy she brings to our residents at Brookview. ‘But it’s not just about what I can do to support them,’ she explains. “I learn so much from our residents. They’ve got a lifetime of experience and wisdom to share – just like my aunties and uncles.”

Looking back on her career, a clear theme emerges of a desire to support and care for others. One of Emily’s first jobs was working in childcare, preparing nutritious meals to power the little ones through their active days.

She soon felt a calling to join aged care, remembering how she had helped look after her beloved Nan through her battle with throat cancer.

“It seemed very natural to me, to move into aged care. I grew up in a family where we all looked after Nan – we enjoyed helping her out,’ explains Emily. “I feel like it’s my calling to help older people and bring some fun into their day.”

We are so glad to have you onboard Emily!

In the words of a famous Elvis song – our residents “can’t help falling in love with you!”



Audrey Clifton

Audrey’s story

Audrey Clifton breezes through life with resilience, good humour, and an unfailing enthusiasm for Scrabble.

Born in Horsham in 1922 and nearing her 100th birthday, she has three children, nine grandchildren and completed her HSC at the age of 50.

“Audrey is a very funny and quick-witted lady,” said Westhaven Lifestyle Co-ordinator, Sue Brack. “Everyone loves her. She is very fashionable, sociable, and loves a chat and a glass of red wine!”

“I’ve always loved playing Scrabble,” Audrey said. “It just runs in the family, with my sister being an Australian Scrabble champion. My highest scoring word started with a ‘z’ and got me over 100 points.”

Asked what advice she’d give young people starting out in life, she said, “Live life to the fullest, don’t stress (leave it to someone else) and never lose a Scrabble tile!”

Retirement Living



The Orchards Retirement Living Apartments

It is a source of pride that we continue to provide high-quality retirement living options for our customers.

Building has continued at our two redevelopment sites, The Orchards and Strathalan. This year we also saw excellent progress made at Peninsula View, a new development for Baptcare with a move-in date of early 2023.

We continued to reach out to our Retirement Living residents, taking action to alleviate the isolation and difficulties caused by the prolonged pandemic. Spiritual Care workers and other Baptcare staff maintained close contact with residents. Our Retirement Living Managers went above and beyond to ensure residents remained connected and knew they were cared for.

RETIREMENT LIVING



348

Number of people supported in our retirement living communities

“We are very well looked after by both Aggie and Hannah. We can go to them with any questions and they follow up on them promptly. The maintenance man Marcus is wonderful. He does all the cleaning and gardening and is prompt to follow up on any maintenance issues.”



For example, at Hedley Sutton the team made a surprise delivery of scones with jam and cream in July. In August each resident received a fish with a poem explaining how they could be released in the pond to swim free, a metaphor for the end of lockdowns. On the first day of spring residents were given a plant in a pot. These regular gestures are highly valued by our Retirement Living community.

Building industry pressures provided challenges for our team as disruptions caused by COVID and supply chain issues challenged project delivery timelines. These industry wide challenges created run-on effects with funding, insurance and building approvals taking longer to complete. However, our development teams responded by locking in pricing earlier in the development process, avoiding costly budget blowouts. Quality is constantly scrutinised to ensure no shortcuts are being taken with the build. Regular communication with stakeholders and a commitment to building strong relationships with our select contractors to ensure a joint commitment to problem solving has paid dividends.

Our projects

The Orchards in East Doncaster – 52 villas. We are in Stage 3 of the build.

Strathalan in McLeod – 32 Independent Living Units. We are in the final stages of Stage 3. Contract is approved, building permits approved and we are now breaking ground.

Peninsula View in Frankston South – 24 apartments and 57 Independent Living Units. Good progress with this three-storey apartment complex. We are in Stage 1 of the build.

We have a total of 165 new residences in the pipeline from across all our retirement Living locations.

Top award for our team at The Orchards

We were delighted that The Orchards Retirement Living Community won an Australian Achiever Award, taking out the title of Victorian State Winner for Excellence in Customer Service in Care, Disability and Retirement Services. The Australian Achiever Awards have recognised and rewarded excellence in customer service across Australian businesses for more than two decades. The Awards are scored on feedback from clients relating to a range of customer service values

In assessing nominations for the award, Baptcare scored a tremendous 94.03 percent for customer service at The Orchards Retirement Living. Particular strengths were noted in our approach to communication, keeping our residents happy, professionalism, looking after our residents and following up on issues. Baptcare staff specifically acknowledged for their remarkable levels of customer service include Hannah Horsley, Aggie Massarotti and Marcus Kirkright.

“We are very well looked after by both Aggie and Hannah,” said one resident. “We can go to them with any questions and they follow up on them promptly. The maintenance man Marcus is wonderful. He does all the cleaning and gardening and is prompt to follow up on any maintenance issues.”

We are proud of the wonderful staff at The Orchards who work as a team and whose dedication and care were recognised with this award.



Lyn and Peter enjoying their new kitchen in their apartment at The Orchards Retirement Living.

Lyn and Peter Lobo's story

“Our daughter and son-in-law say they would love to move in with us – but they’re worried about whether they can keep up with our pace!” laughed Lyn Lobo, one of our much-loved residents at Baptistcare The Orchards Retirement Living Community in leafy Doncaster East.

Lyn and her husband Peter chose The Orchards Retirement Living after carefully scrutinising a range of retirement living options in metropolitan Melbourne. “We had visited a friend who lived in another community and were impressed,” said Peter. “Lyn and I thought this was something that would really suit us – the wonderful facilities and sense of community. We just had to find the right place for us.”

Uppermost in Lyn and Peter’s minds was a desire to remain together as they grow older and their needs change. “Baptcare has an aged care community right here at The Orchards – so if one of us started to need a bit more support than retirement living could offer, we’d still be together. That isn’t available across a lot of other retirement living options,” said Peter.

Not that there’s any ‘slowing down’ on the horizon for the Lobos right now. There’s a regular program of Happy Hours, exercise groups and social committee functions at The Orchards to keep them busy. Or to wind down, a relaxing swim in the pool, followed by a barbecue and a quiet night at the onsite theatre with a favourite DVD.

Entertaining visiting family and friends soaks up a fair amount of the Lobo’s social calendar, too. “We love having our grandchildren over to stay with us – they always make a beeline for the pool!” said Lyn.

Also on hand is a wonderful team of Baptistcare staff to make sure all the residents have an easy transition into The Orchards Retirement Living. “If there’s ever a problem, Marcus our handyman is quick to fix things.

Retirement Living



297

Number of Retirement Living houses, villas and apartments



Inset: Pool at The Orchards Retirement Living

Aggie (Retirement Living Coordinator) has this quiet efficiency about her and makes sure everything runs smoothly. Hannah (Retirement Living Manager) has been here a long time, so she's always on top of things and knows all the residents. Everyone is so obliging."

"We just feel really secure here – we know there's plenty of people around if we need anything," said Lyn. "But at the same time, we've got full independence to keep enjoying life on our terms."



Aggie (left) and Hannah at The Orchards Retirement Living Apartments

Community Services



Baptcare's community services including supports for families and children (FACS), people living with mental illness (Mindset), and people living with a disability (LAC and Early Childhood Supports) in Tasmania, South Australia and Victoria.

Our suite of FACS services support at-risk children, young people and their families in Tasmania and Victoria and are client-centred, evidence-based and trauma-informed. Our FACS, Mental Health and Disability programs all successfully passed their three-year re-accreditation audit in October 2021.

In Victoria, our FACS programs continued to grow, attracting increased funding to expand service breadth and delivery. Baptcare Victorian Foster Care celebrated 40-years of service in October 2021. In Tasmania the Foster Care program has grown rapidly since commencement in 2020. The number of days of foster care provided has risen from fewer than 100 per month in 2020 to over 400 per month in 2022.

Community Services



15,382

Number of people supported in our communities

(including Strong Families, Safe Kids Advice and Referral Line calls taken by the front line team)

Our FACS, Mental Health and Disability programs all successfully passed their three-year re-accreditation audit in October 2021.

Family Violence programs

In Victoria there has been a focus on growing Family Violence offerings, and the intersectionality of our programs. An aspect of this growth has been the creation of opportunities where other organisations and institutions can share information and issues around approaches to Family Violence.

In August 2021, Baptcare commenced operation of the Family Preservation and Reunification Response (FPRR). Funded by the Department of Families, Fairness and Housing and offered in the catchments of Brimbank, Melton and Western Melbourne, FPRR works with vulnerable families with children aged between 0-17 years referred to the program by Child Protection.

Using an integrated and evidence-based/evidence-informed approach, FPRR practitioners work with families to support them to live together safely and lessen the risk of children and young people entering or re-entering the Out of Home Care system. The FPRR is an intensive support program with practitioners working closely with families for periods up to six months. Visits occur up to two-three times per week.

Home-Start program

Home-Start is a mentoring service that connects vulnerable families that have children under the age of five with a suitable volunteer mentor.

During the COVID-19 pandemic restrictions, Home-Start pivoted from face-to-face to virtual service and is now continuing as a hybrid program. Mentors continued to provide practical support, positive engagement with children, emotional support and linkage into services.

Mindset TAS – Horizons and Choices

This year, one of our Mindset programs, Mindset Choices, provided psychosocial support to 50 people with mental health conditions to support their journey towards recovery. The assistance provided through the Choices program ranged from providing transitional accommodation to homeless individuals, providing support in sourcing alternative accommodation, advocacy for clients in a range of areas, client brokerage and a range of other psychosocial and emotional support services.

This was the feedback from one client:

“I was introduced to the Choices program at possibly the lowest point in my life and I was supported and encouraged from day one, devoid of any judgement. I was met with patience, understanding and advice that was and is invaluable from every staff member from the program. I will never forget my time at Karingal and there wasn't one negative aspect to my stay. I consider the people that dedicate their time and effort from Baptcare to assist people in their time of need as something akin to guardian angels and I can't thank you all enough.”

See page 23 for Terri's story about Mindset Horizons.

Tony's Story – Choices

Tony* is aged in his 30s. He has been a long-term substance user and frequently homeless throughout his life.

This year our Choices workers helped Tony find secure, supported accommodation. With his immediate housing needs met and support for his mental health challenges, Tony started to rediscover his passion for art.

With the practical and emotional support of Choices, Tony abstained from substance use for four months, the longest period of his adult life. Tony said that he didn't feel the need to use substances during that time because he was able to channel any negative feelings into the art he was making.

Tony's mother said he interacted with Choices at the lowest point in his life. “He had lost all faith in himself, but the Choices program gave him a safe haven at Karingal and continued to support him while he settled into his unit.

I cannot thank the Choices program enough for the support, and most importantly the belief they had in my son. You have given my son back his dignity and self-worth.”

* Name changed to protect privacy

Mindset TAS – Foundations and Choices research partnership

Baptcare's partnership with Monash University to research and evaluate the original two Mindset programs (Foundations and Choices) is coming to an end and establishing that they are industry-leading and among Australia's most impactful programs. In an Australian-first controlled evaluation on a psychosocial program, the evaluators found that both programs have statistically significant impact on client experience of mental health symptoms, and in their daily living.

The next step will be to evaluate whether the positive impact of the program on participants lasts after we cease involvement. The primary measurement for this will be through tracking whether people who go through these programs have fewer and shorter hospital stays than those in the control group. Anecdotal evidence suggests that this outcome will be positive.

Foster Care and Kinship Care

Our Tasmanian Foster and Kinship Care services have expanded.

We have invested in Foster Care in both Victoria and Tasmania both for future expansion and to ensure that our program's quality meets and exceeds required standards. We have taken steps in both states to grow the pool of foster carers while being more inclusive and reflective of the needs of the young people in care today.

A key aspect of this push is the revamping of our Foster Care webpage. This intersects with our need to meet the growing number of young people entering the Foster Care system with highly complex needs. A key aspect of addressing this in Tasmania is our research and work towards developing and implementing a specialist model of foster care.

This model seeks to redress the need to place children younger than 12 in residential care. Currently in its early stages of development, our program aims to provide a better service that not only meets the therapeutic needs of young people in care, but achieves this for less than the government's current expenditure on residential care.

In Victoria, despite the challenges posed by COVID-19 to recruitment and our ability to meet the needs of children, the team was able to provide care to 128 children in our foster and kinship care programs. This included providing special care packages, permanent care orders (similar to adoption), and the resources to meet the needs of young people with complex cases.

Kinship Care is the placement of children with relatives or kin, those with a close relationship with a child's family of origin, or from their local community.

In Tasmania, Kinship Care has only been offered through the Department of Communities, but this year the service was outsourced to Baptcare in a pilot program of 30 placements.

With that quota almost filled, Child Safety Services has expanded the program providing us with an opportunity to ensure that Kinship Carers receive support when caring for some of the state's most vulnerable children.

Currently Tasmania has 47 Kinship Care placements, with 43 approved carers, and 13 applicants currently being trained. This success has prompted the government to approve an extra 20 placements in our Kinship Care program, expanding the number of placements from 50 to 70. While it is early days for Tasmania's Kinship Care program, there are encouraging indications that it is enhancing outcomes for the young people in care.

Disability Services

Our Disability Services teams work to ensure that people with disability, their carers and their families are supported.

We work with the National Disability Insurance Agency (NDIA) to deliver the National Disability Insurance Scheme (NDIS) by offering Local Area Coordination in 20 local government areas across metropolitan and regional South Australia, as well as North and South-West Tasmania.

We support people with disability to connect to mainstream and community services and test their access to the NDIS when required. Our staff support information gathering for plan development, plan implementation and changes to plans.

In North and South-West Tasmania, Baptcare is also an NDIS Early Childhood Partner.

In this service we use an early childhood approach, supporting children from birth to seven years old with developmental concerns, developmental delay or disability, and their families.

Early supports and connections are ideally provided in the child's natural settings using a key worker approach. We also provide connections to allied health and other services across all our programs.

Though COVID-19 has presented some challenges, we have been able to provide access to the services that people need.

We have adapted by using virtual meetings if needed, sharing resources via the internet, and making use of a mixed-delivery approach to allow face-to-face and virtual NDIA training options. This has enabled staff to build relationships to use our resources more effectively.

Foster Care



42

Number of children supported by 14 carers in our Tasmanian communities



Andie's Story – foster care

Andie* has cared for over 25 children in her 10 years as a foster carer but it's the babies to whom she is most drawn. "I just tune into them," she said.

"I can still remember the way I felt when I was little and didn't have the words or any power to express myself. I like to try and love them all up and make their life a bit more fluffy and nice around the edges."

Andie is mother of two grown boys. She was drawn to foster caring because she missed having little children in her home.

"I love encouraging the little ones and watching them blossom," she said. "My job as a carer is to love them and then let them go back to their families."

It can be a very hard job and yet it's also so fulfilling.

"It's such a lovely feeling to know you've helped but sometimes, I'm not going to lie, it's like ripping part of your heart out. It's definitely bittersweet."

Andie doesn't think she's doing anything special in her role as a carer. "I am the lucky one being able to care for these precious children," she said. "I feel so privileged to be able to care for them. Every one of these children has left a special place in my heart."

** Image and other details changed to protect privacy*

Support for decision making

Baptcare was a major supporter and co-organiser of the Support for Decision Making Conference, which took place in March over two days. It brought international guests and speakers from across Australia together to present on supported decision making (SDM).

SDM is a practice designed to enable a person to make their own decisions and self-direct their life choices. Conference discussion topics included intimate relationships, employment, local area coordination, and the restoration of rights.

This forum enabled people with disabilities, their families, carers and people working in the disability sector to come together to network, with a focus on the importance of supporting people to have choice and control when making decisions which affect their lives.

Our work in this area has included the co-founding of a Support for Decision Making Reference Group with leading thinkers from Australia, Ireland, Canada, Japan, and the USA.

We have invested in this project by engaging a facilitator for the next 12 months to run it, after which we intend to hand it to the community.

This is not just relevant to people with disability but also aged care, especially dementia, and mental health. Consequently it cuts across most of Baptcare's areas of work.

The right to exercise choice and make decisions based on one's own will and preference is protected under the Convention of the rights of Persons with a Disability (CRPD). As such, Baptcare, strives to embed the practice of SDM in our projects and programs



Lukas's Story – NDIS

Lukas is a NDIS recipient in Tasmania. Through the work that Baptcare staff are doing with him, he has built his capabilities, independence and contribution to the community.

Over time he has become more self-reliant and less reliant on external services and supports.

"I live in Launceston and I've been an NDIS participant for six years," Lukas said. "In the beginning, Baptcare helped with NDIS pre-planning, showed me the services available in my local community, helped me with transport assistance, and suggested assisted technology and where to get it.

"Initially I was given support to get to and from college independently. Then when I moved out of home there was assistance with gardening and life coaching to live independently.

I was supported to do my own grocery shopping, then once I started at uni they helped me learn to prepare healthy meals.

"With the support of Baptcare and NDIS I've not only managed to grow into a functioning adult in these six years, but I've also graduated from a three-year Bachelors in Information and Communication Technology at UTAS."

Lukas now has a responsible job as an IT technician. "Instead of going into the world saying 'Hey, I have a disability,' I've started going into the world saying, 'Hey, this is me, and I can do this to the best of my ability.'"

Mindset Horizons



138

Number of people supported in our communities

Terri's story

Life has not been easy for Terri*. A single-mother of four children, she struggles with weight issues, low self-esteem and mental health difficulties.

Terri lives near a beautiful park in Tasmania where she used to love walking, but in recent years she has experienced persecutory voices telling her that people were staring and judging her.

Her Baptcare worker decided to ask Terri to meet at an unfamiliar café, a gentle way to work on overcoming fears and anxiety. Over time they worked together to build on this strength and increase Terri's tolerance of new situations, emphasising her inner strength.

Terri has now made a trip to the mainland with her children, re-engaged with work and is seeking assistance for literacy issues in preparation for potentially starting a TAFE course next year.

This involves meeting her tutor in the library – something she could not have done not so long ago.

When the Baptcare worker first met Terri she was unable to enter the shopping centre where she used to work without experiencing panic attacks. This year Terri has started working at a different venue, is enjoying work and has asked for additional shifts.

On good days, she can walk through the lovely park that caused her trouble in the past, and on harder days she's discovered another nearby walk she can take without feeling like a failure.

** Names and some identifying details changed*

Please be aware this story might be distressing for some. If you need help or want to talk to someone, please call Lifeline on 13 11 14 or the Suicide Call Back Service on 1300 659 467.

Tasmanian and Victorian Programs Snapshot 2021-22



602 children & 26 adults active in Integrated Family Support Services



Number of children and teenagers supported by Targeted Youth Support Services.



45 children & 26 adults active in Grandparents Supporting Grand-children and Other Relative Carers



24 clients active in Mothers in Mind and 41 in Caring Dads program



67 clients active in +SHIFT and 200 clients in + Waves programs



Amount of calls Strong Families, Safe Kids Advice and Referral Line frontline team handled



63 children & 27 carers active in Foster Care Tasmania program



128 children & 40 carers active in Foster Care Victoria program



Number of children placed in Kinship Care program



Number of Mindset TAS participants across 5 programs: Foundations, Choices, Connections, Horizons & TasConnect



NDIS Local Area Coordination participants supported: 6,485 in South Australia, 3064 in Tasmania and 880 in TAS Early Childhood Program



254 children & 162 parents in Home-Start participants. With 32 volunteers also supported

What clients are saying about our community services

Baptcare is listening to – and learning from – feedback. This is an important part of our work. In 2021 we received feedback from 117 clients whom we worked with across our programs in Victoria and Tasmania. We love receiving such positive feedback but we know we can do better. All three measurements below increased from the previous report.

This is what they told us:



We asked clients to tell us how we can improve, and this is what they said:



In response, we have committed to the following:

Strengthening service expectations of contact time between staff and clients, ensuring quality communication and appropriate service time.

Focusing on good transition from one worker to another, discussing client concerns and ensuring they don't feel they have to 'start again'.

Developing a way to engage with children and young people, designed by young people, to amplify their voices and tell us what they need.

Reinforce the feedback tools workers can offer clients to ensure we receive more feedback about whether we have met people's needs and how we could do better.

Strengthening our recruitment and retention processes.

Housing and Homelessness



This has been a year in which housing industry stress has been at an all-time high. Spiralling material prices and supply chain issues have meant that construction costs rose quickly.

Housing prices reached new peaks across the country. At the same time, rental costs were high and availability low. Australia has a significant and growing crisis in social and affordable housing.

Our experience is that the provision of housing is life-changing for our tenants. Housing issues are often symptomatic of other challenges.

We remain committed to finding housing for people who are vulnerable and disadvantaged, in locations that provide ready access to education, training, employment, medical services and social supports.

Our subsidiary entity Bapcare Affordable Housing (BAH) is not just about building dwellings, but providing a place where people can thrive, not just survive. A heartening aspect of this year has been the overall growth in housing stock. We commenced construction on 20 houses in Sunshine. Eight of them are built to the exacting Passivhaus standard. That project is on track for completion by the end of 2022.

We were successful in two tenders to build new social housing in Keilor Downs and Lalor. These projects will encompass 47 dwellings in Keilor Downs and 45 in Lalor. After a period of community consultation, planning permits were obtained and construction has started. The three developments (Sunshine, Keilor Downs, Lalor) will increase our total number of homes from 100 to 212. This increase will be transformative for BAH, adding in excess of \$50m of assets. We are aware that housing is a 'long game'. It is not just about how many people you can house today, but also about maintaining housing stock

over decades, recycling stock, and setting up systems to that maintenance goals are understood, there is sufficient money for future work, as well as growing our housing stock and fulfilling our obligations as landlords.

The Passivhaus project is a first in Australia for social housing. We are excited to see what providing tenants with extremely energy-efficient housing does to their power bills. If, as anticipated, their power bills are very low, this means more money in tenants' pockets for other purposes.

We are also proud of the women in our housing crew. One of the social procurement objectives mandated by the government in building social housing is gender equity. We are proud that our Property team features three young women who are overseeing our projects and leading the way for women working as managers in the construction industry.

Housing for People Seeking Asylum

Our BAH and Sanctuary teams have worked more closely together. We acknowledge that it is a big step from the boarding-house model of Sanctuary to rental accommodation for some of our residents, so we strive to create pathways where this can happen in appropriate steps, supporting people to live independently in the community.

We partner with people to say: this is your life and this is how we can support you. To this end, linkages between the Bapcare model of Sanctuary and the social housing of BAH are desirable, as we seek to demonstrate that Sanctuary is an oasis on the journey, not a destination.

The Victorian Social Housing Big Build has strengthened opportunities to grow community housing for people seeking asylum. Sanctuary's Housing Pathways program will enable eligible tenants to be allocated newly constructed units managed by Baptcare Affordable Housing.

Javid's story

After successfully securing a permanent visa, Javid* was initially uncertain about the transition from Baptcare's Sanctuary program to living independently in a social house managed by Baptcare Affordable Housing. But now he can't imagine living any other way.

"I liked the environment, sharing the kitchen, sharing everything and I didn't want to move out. But I had received my permanent visa which meant I couldn't remain there." Javid says.

However reluctant Javid may have been about moving down the highway to Geelong, the outcome has been an outstanding success. "I love my house, and I am grateful for all the support from Baptcare," he says. "I have had to get used to paying rent, but this is a good thing. At Sanctuary they look after everything for you, but I needed to learn to do things for myself, like paying for groceries.

"I have more privacy, and I find that I am a lot less stressed. I can visit friends, I have had friends come to my house as well, and it is good for my mental health.

Being an asylum seeker or refugee is very stressful, and although things are still hard, I am doing a bit better every day."

Javid has found a job in Security, and continues to seek work that matches his training in IT. He says that he can contact BAH whenever he has an issue with his housing, and having a secure home base has allowed him to build connections into the community.

"Geelong is a very nice place, and my neighbours are very friendly. Although I was pleased to be at Sanctuary in Brunswick, I never talked to neighbours – but here I chat to people. It is great to live in this beautiful city, Geelong."

** Names and some identifying details changed*

Sanctuary Program



Baptcare has provided housing and support to people seeking asylum for the past 15 years. People seeking asylum are some of the most vulnerable in Australia, as there is little government support and many do not have work rights.

Baptcare Sanctuary provides supported transitional accommodation in Melbourne for people seeking asylum who are experiencing homelessness while awaiting the outcome of their application for a Protection Visa or Humanitarian claim.

Baptcare supports the Sanctuary program from our own funds. We are also very grateful for the support of churches and non-church donors who assist us to support these vulnerable people at the Sanctuary site in Brunswick, and in Houses of Hope transitional housing. The secure base that this accommodation provides allows residents to build their lives – accessing basic services most of us take for granted, as well as finding pathways to education, employment, spiritual support and, ultimately, independence.

In 2021, the major challenge for Baptcare's Sanctuary program was the closure of the Preston rooming house. Partly driven by operational cost factors, this decision was also informed by evidence that people tend to do much better in community-based housing.

Sanctuary's positive experience over recent years with Houses of Hope (individual domestic-scale homes integrated into local communities) led to the decision to relocate some former Preston tenants into smaller leased properties.

By supporting these tenants toward independence for the next two years, Baptcare is honouring a commitment made at the time of the Preston closure to ensure that no exiting residents were made homeless.

Partnerships with individual donors and churches continued to be vital to the success of Sanctuary's housing program. During 2021 we were delighted by an initiative of MOSAIC (West Preston, Regent, Ivanhoe and Rosanna Baptist Churches) to pledge funds for the rent of privately leased properties for people seeking asylum. The MOSAIC collective now supports four homes in the local community, housing seven residents.

We were also very pleased to commence new partnerships with New Hope and South Yarra Baptist churches, which joined other Christian communities in Ashburton,

Sanctuary Foodbank



95

residents per month
using Sanctuary
foodbank

Solomon Sisay is a restaurateur, a father, a talented saxophone maestro and a former resident of Baptcare Sanctuary, our transitional accommodation rooming house for people seeking asylum.

Burwood, Diamond Valley, West Heidelberg, Collins Street, Richmond, Yarraville and St Kilda in supporting Houses of Hope for asylum seeker tenants.

A special acknowledgement is owed to the West Preston Baptist Church for its continued support of our food program. This church hosts our food stores and provides volunteers and donations to enable regular weekly supplies of nourishing and culturally appropriate groceries to be distributed to Sanctuary and Houses of Hope residents. This is in conjunction with partners Second Bite, Oz Harvest and Vic Foodbank.

COVID continued to present huge challenges for Sanctuary in 21/22, however through the compliance of residents and great flexibility of staff, we were able to manage isolation requirements and meet all support needs of affected residents, with no significant outbreaks and no hospitalisations.

Sanctuary Program statistics

63

individuals housed
in rooming houses

55

individuals housed as part
of Houses of Hope

21

Houses of Hope
community-based properties

36

Volunteers supporting
residents

Spiritual Care



Baptcare has continued to invest in Spiritual Care as an integral part of our whole person care models in all our service areas.

We have sustained a team of 35 professional and passionate Spiritual Care staff which includes a new team of four Spiritual Care Supervisors who assist operational and strategic managers in the integration and development of spiritual care for staff and customers across the broad areas of Residential Aged Care, Home Based Services, and Family, Community and Disability Services (including Sanctuary & Houses of Hope).

Each month in 21/22 we provided over 3,400 significant spiritual care contacts as well as conducting up to 150 group sessions or rituals for residents, clients and staff.

Baptcare remains committed to a relational and wholistic understanding of spiritual wellbeing as the measure of meaning, purpose and belonging in human experience emerging from our Baptist faith roots and Jesus' promise of fullness of life. Baptcare is also committed to the mutuality of our care for each other and the role of companioning and advocacy in creating community

and enabling resilience and opportunity. Spiritual Care is a vital point of difference for Baptcare and a key part of fulfilling our mission in these ways.

While there is no direct Government funding for spiritual or pastoral support, Federal Government Quality Standards have identified spiritual wellbeing as an important part of quality aged care as well as a serious consideration in Social Services standards and frameworks. Spiritual care is available for all of our customers and staff, not just those of Christian faith. Our staff are trained to support people from all walks of life.

Over the last year we have developed a refreshed Spiritual Care Framework that will guide and shape the integration and development of spiritual care across our services and increasingly hold the faith heritage, published quality standards and evidence based practice dimensions of spiritual care in creative tension.



Bron Morris

Brookview Quiet room

It was gratifying to see Bron Morris receive acclaim this year for her work as a Spiritual Care Coordinator in our Brookview Aged Care community.

Bron was included in Aged & Community Services Australia's All Stars Recognition program for her innovative Quiet Room, a sanctuary she set up for staff to rest, reflect and recover during COVID-19 and beyond.

Bron is keenly aware of the power and pressure of the caring role. This was a strong motivation for creating the Quiet Room.

"Sometimes when we're in a caring role, be it with family, friends or work, it seems like we're covered in a cloak of invisibility," Bron said. "It's profoundly important and moving to be seen."

The creation of the Quiet Room – recognising that staff are humans with emotions who need their own nurturing and care while fulfilling their professional caring roles – is symbolic of Baptcare's commitment to the whole person, including their spirituality.

"The Quiet Room has been very warmly received," said Geoff Wraight, Baptcare's Head of Spiritual Care. "There is Muslim staff at that site who are now using it regularly for their daily Salat, their prayers. The manager herself has a particular self-care habit at the end of each day, before she goes home, she goes and does some breathing exercises and meditation."

"Interestingly, the National Standards for Spiritual Care in Aged Care and Guidelines for Quality Spiritual Care in Health and our current building code reference the importance of a quiet space where staff and residents can go for meditation or contemplation, or prayer, or to just withdraw from the craziness and the stress of a hospital or an aged care facility."

Fundraising



Fundraising is an important part of Baptcare's annual work, allowing us to continue our mission of delivering the best of care to those in need.

While Baptcare receives state and federal government funding for the provision of aged care, home and community care, and family and children's services, Baptcare does additional work beyond government funded services. For example, Baptcare is proud to support several vulnerable communities through our Home-Start and Sanctuary programs, neither of which have government funding and therefore are reliant on donations.

In the last financial year, the generosity of our partners helped us raise over \$396,700. Major fundraising initiatives included our Annual Charity Golf Day, annual Christmas Appeal, a toy and hamper drive for goods donated by Carey Baptist Grammar and one of Baptcare's aged care homes, an internal toy and hamper drive for cash donations from Baptcare staff, and an end of financial year Tax Appeal. Baptcare has also been the grateful recipient of several philanthropic grants for capacity building projects improving our Home-Start and Sanctuary programs.

It was exciting to see a return of Baptcare's 12th Annual Charity Golf Day at Huntingdale Golf Course in March 2022 after years of postponement due to pandemic lockdowns.

We raised over \$67,425 for our Sanctuary Program to provide much needed transitional housing, associated case work and employment support to those seeking asylum in Victoria.

A special thanks to all our sponsors, in particular our principal sponsor for the event, Devco Project and Construction Management Pty Ltd.

We are grateful for the donations received from, and ongoing partnerships with generous and supportive churches, companies, trusts and foundations. Our fundraising was also significantly supported by generous individual donations for which we're very thankful.

And many others including those who have chosen to remain anonymous.



Donors list

We would like to acknowledge the following partners for their support throughout this financial year – as well as other kind donors, including those who have chosen to remain anonymous.

Aberfeldie Baptist Church

Collier Charitable Fund

Mercy Foundation

**Mission Enterprises
Blackburn Ltd**

**North Balwyn
Baptist Church**

**The Beverley Jackson
Foundation**

**The Flora and Frank Leith
Charitable Trust**

**The Morris Family Fund, a
sub-fund of the Australian
Communities Foundation**

**Rowe Family Foundation,
a sub-fund of Perpetual**

Our Research



The major focus for the Research Unit over the past 12 months has been the Dementia Model of Care project.

This project aims to develop, implement and evaluate a new model of care within our Residential Aged Care facilities that will focus on best practice in dementia care. The project is being undertaken in partnership with Monash University and comprises the five domains of clinical care, integration and coordination of care, workforce and training, person-centred care, and environments. The model which will commence implementation in September 2022 has been codesigned with our aged care staff, volunteers, residents and their families to ensure the best possible integration of evidence from the literature and the specific needs of each site. While there is a focus on best practice dementia care, the model will provide benefits to all residents as well as staff, volunteers and families.

400,000



It is estimated
that almost 400,000
people in Australia
have dementia in 2022.*

*Source: www.aihw.gov.au/reports/dementia/dementia-in-aus/contents/summary



The next stage of the project will be the pilot phase in which the new model will be implemented at two sites and evaluated prior to implementation at additional sites. This project has demonstrated Baptcare's values and mission and has further progressed our status as an evidence-informed organisation.

Our research partnerships with universities continue to be fruitful. Program evaluations have been vital in developing an evidence base for the programs we deliver at Baptcare as well as obtaining ongoing funding for the delivery of these programs.

The University of Melbourne is nearing the end of a program evaluation of the Positive Shift program which operates out of our FACS Sunshine site. This evaluation has provided an evidence base for this program which works with women who use physical force in intimate relationships. Monash University has also conducted evaluations of our Mindset programs in Tasmania, bolstering the credibility of the programs further, which has led to additional funding and program development. The University of Tasmania is conducting an evaluation of the Mothers in Mind program which will be completed by the end of 2022.

The research unit has also supported a research project with RMIT looking at the contributing factors to the underutilisation of In Home Care package funds in order to promote improvements in the use of these packages.

Additionally, projects have been conducted with Whitley College and the University of Tasmania. Our ongoing partnership with the Monash University Health and Social Care Unit has provided access for Baptcare staff to training and support for our research activities such as a short course in developing Program Logics for the Dementia Model of Care project team.

In December 2021, the Research Unit in partnership with our Communications team launched a webpage on the Baptcare website which showcases our research activities and accomplishments to the public.

Research publications in the past year have including several journal publications and the acceptance of a submission which will be published next year in a text book for social work students which highlights our research into family violence in Kinship Care.

Our People



Our greatest asset is our people. We are proud of all of our Baptcare staff – all 3,314 of them – as well as our exceptional volunteers.

Once again, we have had a year disrupted by the pandemic. Many office-based staff have had to work remotely. In our aged care communities and In Home Care we have battled, along with the rest of the sector, to maintain staffing numbers and recruit more quality staff. Through it all, our people continued to deliver, building a community where every person is cherished.

This year we launched the new Page Up platform as part of our focus on attracting great people to Baptcare, and improving this experience for our Hiring Managers.

This new platform is designed to improve candidate engagement, support our workforce strategy and streamline the recruitment experience for both candidates and managers.

Baptcare Staff



3,314

Number of staff across 35 locations supporting Victorian, Tasmanian and South Australian communities

This year saw our people come to the fore. The 'ask' was big this year for all our team, but our people brought their significant professional and technical skills, as well as their positive attitude, grit and determination.



Critical to Baptcare's focus on keeping our people is developing their skills and knowledge to provide high-quality best practice care. This is achieved through skills training, identifying and closing business learning gaps, and the development of career pathways and programs for our staff.

Employee engagement

Results from our FY21-22 employee engagement surveys reveal our people feel we are offering safe services to our customers, we are continuing to bring our values to life in how we work together and with customers, and we are creating a culture where people feel they belong, and their contribution makes a difference.

This was demonstrated in feedback received from our people throughout the year, with our top three strengths reported as: people feeling they have the training and knowledge to do their job safely; they believe in Baptcare's values; and they enjoy working on day-to-day tasks and assignments.

We were gratified to be recognised as a great place to work in the annual survey undertaken by The Australian Financial Review and Boss magazine that ranks the best places to work in Australia and New Zealand, by industry.

We were honoured to rank number eight in the top ten workplaces for Government, Education and Not-for-Profit from over 750 nominated organisations across Australia and New Zealand. This is great recognition and speaks to our culture, values and ongoing focus on employee wellbeing.

We encourage and respond to the feedback of our employees and community, and remain committed to a culture of continuous improvement.

Safety and Wellbeing

We are proud that our ongoing focus on promoting healthy work practices helped reduce workplace health and safety accidents this year. Overall we saw a 21% improvement in the Total Recordable Injury Frequency Rate in 2021-22, a pleasing result.

Baptcare's COVID-19 response plan continued through 2021-22. We continued to strengthen Infection Prevention and Control programs within our Aged Care divisions, including the development of practical and immersive education modules that enhance our pandemic response.

Throughout the year we maintained our focus on hybrid ways of working wherever possible, including mask wearing, physical distancing, good hygiene practices, COVID vaccination and the use of personal protective equipment to protect vulnerable staff and members of our community.

We recognised that the ongoing pandemic within the broader community impacted the wellbeing of some employees. We maintained our focus on supporting employee wellbeing holistically, across mind, body, spirit and place.

One cornerstone of this wellbeing program is a comprehensive Employee Awareness Program that provides free and confidential nutrition, lifestyle, financial wellbeing, career and leadership support, in addition to counselling services. Additional employee wellbeing activities included online yoga, meditation, shared morning teas, trivia, sing-a-longs, poetry recitals, work from home forums, comedy hours and RUOK Day.

Healthy work practices were also promoted by various other activities, including:

- Ergonomic assistance for working from home, to support hybrid ways of working
- Influenza vaccinations available to all staff
- Discounted health insurance available to all staff.



Louis Schmidt, volunteer pianist at Hedley Sutton and Karana residential aged care communities

Our Volunteers

Baptcare’s volunteers exemplify our mission in action, partnering for fullness of life in all areas of our organisation.

This year we had 251 volunteers give 38,550 hours of service. This is more than double the hours of the previous year, delivered by a smaller group of volunteers, indicating a high level of engagement and deep involvement.

Our volunteers are as diverse in age, cultural background and religious beliefs as the roles they undertake. They bring different skills, knowledge and experience but are united in believing that everyone deserves to feel cherished and cared for.

This year we saw the impact that volunteers make across Residential Aged Care, In Home Care, Retirement Living, Affordable Housing, Asylum Seekers and Refugees, Family & Child Services (including Foster Care and HomeStart Programs).

Lifestyle Support volunteers donated a huge 15,280 hours for participation in games, arts, crafts and other activities.

Volunteers gave 6,885 hours of relationship-based companionship, one-to-one or in small groups.

Our bus drivers provided 400 hours in trips to shops, church, special outings and medical appointments.

Entertainers sang, danced and played their way through 600 hours to provide residents and clients with happy memories.

HomeStart Bendigo provided almost 2,000 volunteer hours, supporting new and struggling parents. Foster Care Tasmania was able to double their overnight visits thanks to voluntary Foster Carers.

Baptcare Volunteers



38,550

Number of hours
supporting our
communities



Jean's story

Jean and Kevin Trevarthen are a team. In their long marriage, their faith journey and their parenting, they have always found strength in partnership.

It has been the same across a quarter-century of volunteering. This year Jean received an award for her 25 years of service as a Baptcare volunteer. However, she was quick to say, "It wasn't just me, it was always Kevin and me together."

After retirement, they started volunteering at Baptcare Karana aged care community.

"We used to get a little bus and take men out to various parks," Jean remembered. "We'd keep them entertained, have a bit of a walk, and I'd make them lunch. In 2005 Kevin went on the roster for playing the piano for the Sunday service at Karana. Then we were asked if we could assist in other ways with the services."

In 2020 Kevin became a resident at his beloved Karana. "We did everything alongside each other until he could no longer walk very well," Jean reflected. "Nowadays I help at the kiosk at Karana every Tuesday. I do all the buying for it."

"I see all the residents when they come in, whether they want to buy something or just have a chat. Because we've been there for so long, you know everybody."

"Volunteering has been part of our Christian journey. If anyone is thinking of taking up volunteering, I would tell them to go for it. It can be very rewarding."

As part of our Volunteer Program Strategy, we have developed strong relationships with Community Visitor Scheme organisations such as Co.As.It, MS Connect, Mission Australia, Australian Red Cross and Lifeline.

This partnership approach is embedded in all that we do in the volunteering space.

We thank each and every one of our volunteers for all that you do!

Diversity, equality and inclusion

Highlights for the year

Diversity, equity and inclusion is at the heart of our mission statement of ‘partnering for fullness of life with people of all ages, cultures, beliefs and circumstances.’ We are deeply committed to creating cultures and experiences where all customers, staff and volunteers feel welcome and included. Delivering on this commitment is an ongoing journey, and we have achieved a number of inclusive milestones during the year.

We have formalised and strengthened our commitment through a Diversity, Equity and Inclusion policy and refreshed strategy.

Our Diversity and Inclusion (D&I) Workgroup has continued to grow and includes passionate staff from across the organisation who are committed to educating and celebrating diversity and equity wherever we work.

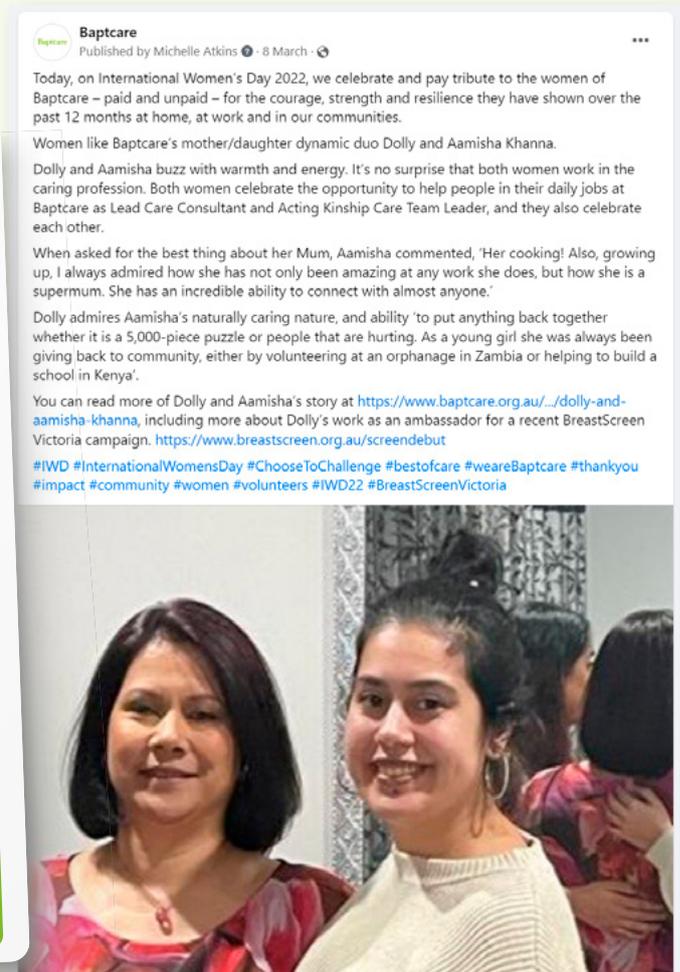
The D&I Working Group developed an annual calendar of significant cultural events and days of observance across our five pillars of diversity: age, ability, culture, LGBTIQ+ and religious freedom. The calendar helps educate our workforce and focusses the activities of the Workgroup.

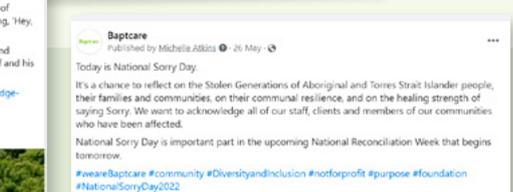
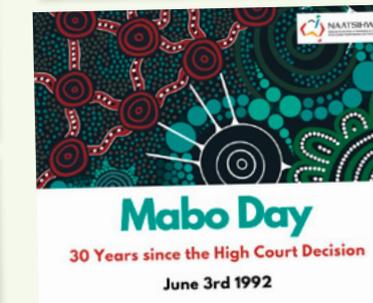
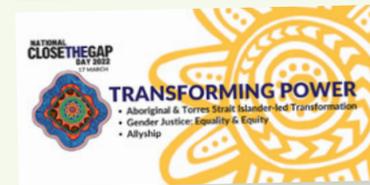
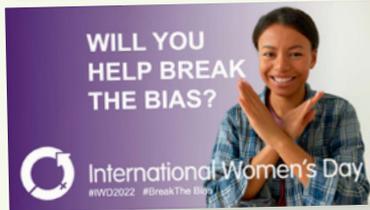
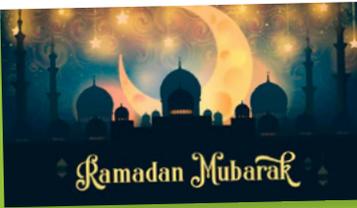
This year we have celebrated over 25 different events and significant days. This has included participation in and sponsorship of the Tasmanian LGBTIQ+ Pride March; virtual morning teas to hear about the experiences of Muslim colleagues and also the experience of clients who have accessed our asylum seeker support services; participation in the South Australian NAIDOC Week march and many Reconciliation Week events; and creating an evolving Multicultural Cookbook with contributions from staff across the whole organisation.

We have begun developing a renewed Reconciliation Action Plan to help us be more intentional and take meaningful action to advance Reconciliation with the First Nations communities where we work.

We have become members of the Diversity Council of Australia which gives all staff access to a unique knowledge bank of research, best practice and expertise across all the diversity dimensions.

All Year Diversity and inclusion growth	Our Diversity and Inclusion (D&I) Workgroup has continued to grow and includes passionate staff from across the organisation who are committed to educating & celebrating diversity and equity wherever we work.
October 21 Diversity Council	Baptcare announced its membership to the Diversity Council of Australia
February 22 Chinese Lunar New Year	Lunar New Year celebrations throughout all of our our aged care communities in Victoria and Tasmania
March 22 International Women's Day	Supported #ChooseToChallenge gender inequality campaign, and hosted presentations and discussions on gender inequality and also on family violence.
May 22 International Day against gender phobia IDAHOBIT	Sponsored IDAHOBIT breakfast and The Dorothies Award in Tasmania FACS Vic held a virtual morning tea with keynote speakers from Minus18 and Rainbow Health Victoria about gender diversity issues.
July 22 NAIDOC Week	Highlight of NAIDOC Week celebrations was the Launceston NAIDOC Week Flag Raising Ceremony at the Tasmanian Aboriginal Corporation with Premier Peter Gutwein.





Baptcare
Published by Postaron · 24 June ·

The terms 'refugee' and 'asylum seeker' are often used interchangeably – but they have very different meanings.

See our infographic below for a quick explainer on the difference between these two terms (click on image to view in full).

Want to know more?

Click on the link for more details - including some of the constraints faced by asylum seekers in accessing paid work, income support and affordable healthcare:
https://www.baptcare.org.au/_what-is-the-difference...
#RefugeeWeek2022 #EveryoneIsWelcome #Community

Understanding the difference between people seeking asylum & refugees

Not everyone understands the difference between these terms. Here's a quick outline of some key differences.

People seeking asylum	Refugees
Have fled their own country to seek international protection as a refugee.	Are people whose requests for asylum have been successful.

Baptcare
Published by Michelle Atkins · 31 March ·

Baptcare's mission of partnering for fullness of life flows through our NDIS partner work. We start by asking the people we work with, "Tell us what a good life would look like for you, and what we can help with to make this happen?"

Lukas, a young man living in Launceston, is a great example. "My Local Area Coordinators at Baptcare have helped answer the many NDIS questions me and my family have had," Lukas said. "Knowing those supports are available if I ever need them again, I can look to the future."

"As someone with a disability, I shouldn't let it define me. I can craft how I want the world to see me. In other words, I want people to judge me for my abilities, not my disabilities. Instead of going into the world saying 'Hey, I have a disability,' I've started going into the world saying, 'Hey, this is me, and I can do this to the best of my ability.'"

With the support of Baptcare and NDIS Lukas has attained a qualification in Information and Communication Technology at UTAS and is now working as an IT technician, doing himself and his family proud.

You can read more about Lukas' story on our website at https://www.baptcare.org.au/_judge-me-by-my-ability... and about the work Baptcare do in this space at <https://www.baptcare.org.au/services/#disability-services>

#Baptcare #NDIS #LAC #Tasmania #Excellence #disability #disabilityservices



Financial Update



Baptcare is a not-for-profit faith-based charitable organisation. To sustainably deliver its mission and maintain investment in its people and assets it is critical that Baptcare achieves a strong cash surplus.

Despite the ongoing impacts of COVID-19 contributing to a net deficit this year Baptcare remains in a sound financial position.

Operating revenue for the year was steady at \$306M (2021 - \$306.2M).

A net deficit of \$11.71M (2021 - \$11.14M) was incurred. A strong cash position of \$33.28M (2021 - \$37.14M) was maintained, and the investment portfolio increased to \$35.06M (2021 - 17.27M).

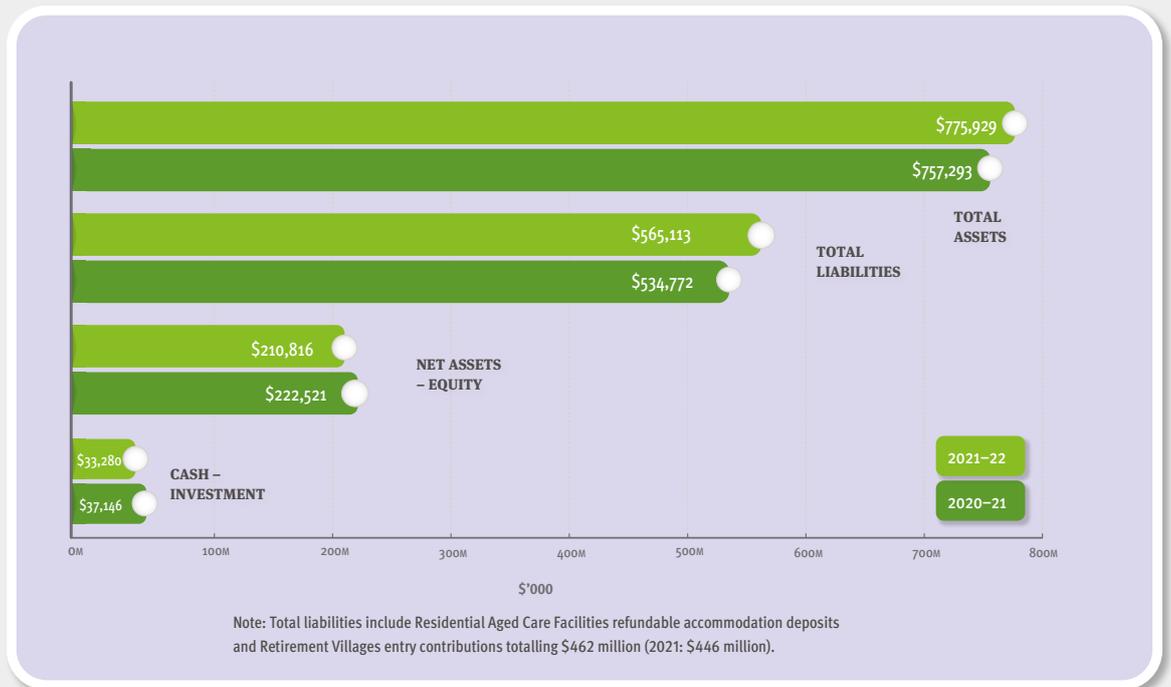
The fulfilment of the strategic objectives is expressed in the delivery of the following principal services and programs:

- The operation of aged care homes for the aged and people living with a disability
- The operation of retirement villages providing independent and assisted living units for aged people
- The provision of day care centres and home care services to the aged in the community
- The provision of nursing and allied health services
- The provision of social services including family and community services providing a range of supports including early intervention and prevention, foster care and kinship care, services and supports for children and young people where they are identified as being at risk, and education and supports to families and children experiencing family violence
- The provision of a suite of psychosocial support programs to adults who are experiencing mental ill health
- The provision of Local Area Coordination, and Early Childhood Intervention services under the National Disability Insurance Scheme
- The provision of affordable housing solutions and asylum seeker accommodation and support services.



Financials 2021-22

Financial Position



Total assets at the end of this financial year were \$775.9m, an increase of \$18.6m from the previous financial year. Our operating revenue was steady compared to the previous financial year remaining at \$306m. Our main source of revenue was provided by government subsidies and contributions – \$228m, also steady compared to last year.

The Division was again significantly impacted by the COVID19 pandemic. The pandemic required a whole of business response and this took precedence over other business priorities.

The safety, care and support of all our people – consumers, staff and volunteers – was our primary focus. This continued through the recovery phase as the threat of further outbreaks and lockdowns was ever present.

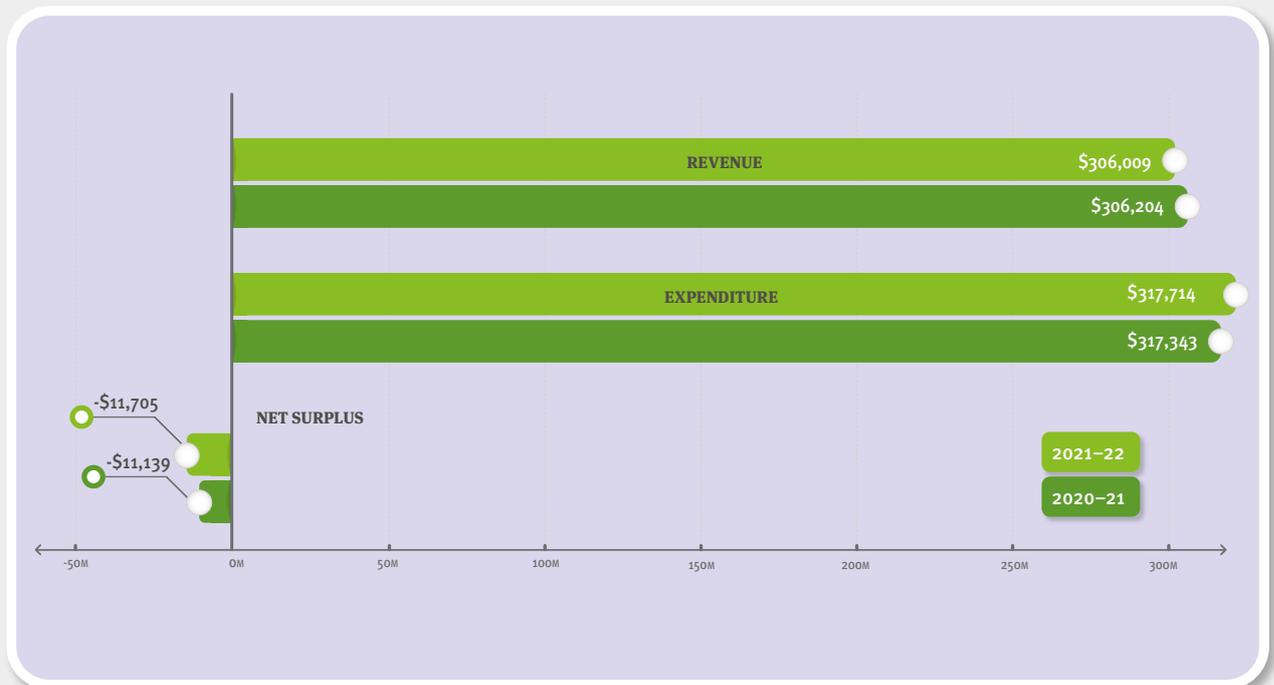
For our aged care divisions, work continued on implementing the Federal Government’s 5 Pillars over 5 Years Roadmap.

Along with the previously announced reforms in residential aged care, the Support at Home reform was announced for the home care sector.

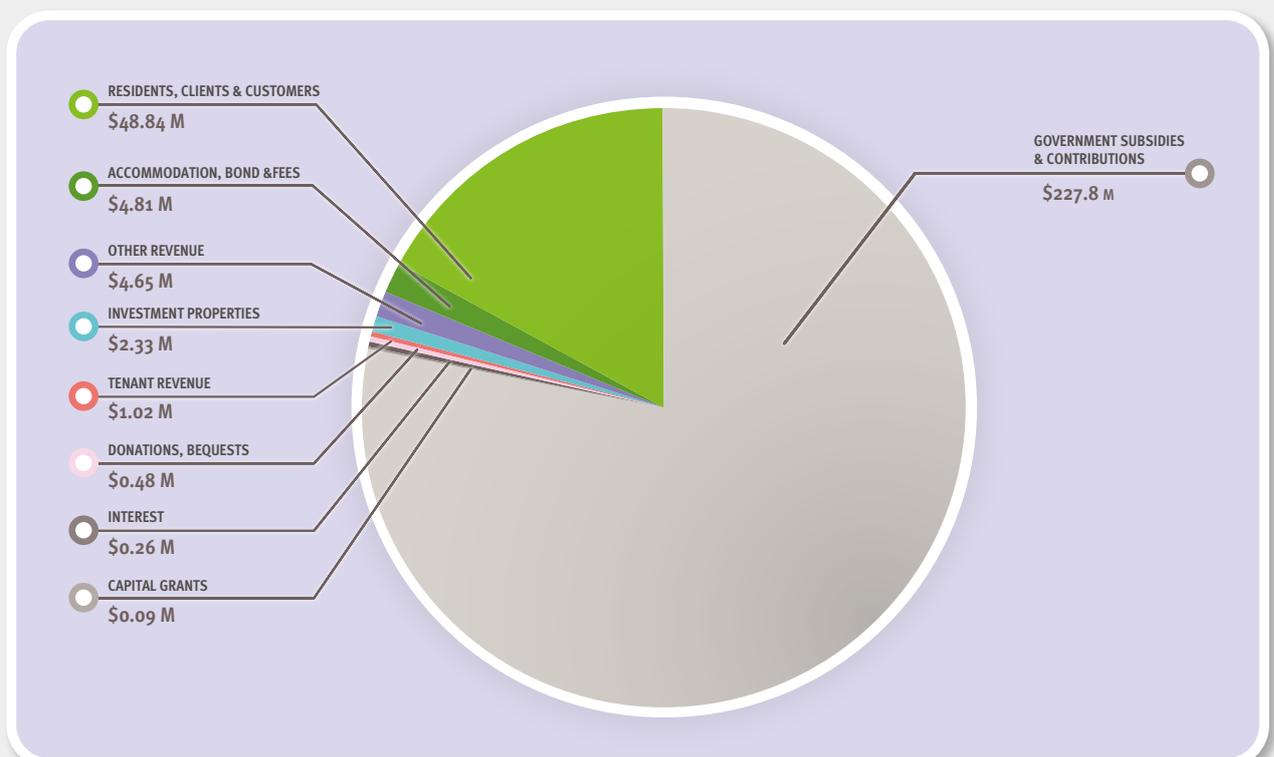
Workforce pressures, which have been felt across the entire community, continued to be felt in all our service streams. Staff turnover continued to be higher than normal.

We sincerely thank our staff and volunteers across Bapcare for their tireless efforts over the past year.

Financial Performance



Source of Revenue





Baptcare

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