# **UNITINGCARE QUEENSLAND**

### Context:

UnitingCare Queensland is committed to Uniting in Christ, acting with love, living with hope, witnessing in faith and working for justice. As part of the Uniting Church in the Queensland Synod, the mission of UnitingCare Queensland is to improve the health and wellbeing of individuals, families and communities as we reach out to people in need; speak out for fairness and justice; care with compassion, innovation and wisdom. Blue Care, UnitingCare Community, and UnitingCare Health are vital expressions of this mission

Blue Care provides services for older Queenslanders that support wellbeing, connection, restoration, care and dying with dignity in people's own homes, in other community settings, in retirement living and residential aged care facilities. UnitingCare Community provides a wide range of services to families, young people and children in their own homes, in community settings, in foster and kinship care and in out-of-home care; they support people with disabilities to live in their own homes and participate in the community; its crisis support services include Lifeline counselling services, suicide intervention and post-intervention services, domestic and family violence services and community recovery services. UnitingCare Health provides services through The Wesley Hospital, St Andrew's War Memorial Hospital, The Sunshine Coast Private Hospital and St Stephen's hospitals in Maryborough and Hervey Bay. UnitingCare Queensland is committed to integrating spiritual and pastoral care into all that we do and through Prison Ministry.

Services are provided from more than 400 locations across Queensland and Northern New South Wales. More than 15 000 staff and 8 500 volunteers are engaged in delivering these services. Turnover in 2012/2013 is expected to be \$1.3bn.

UnitingCare Queensland and Wesley Mission Brisbane are active members of UnitingCare Australia. We participate effectively in the National Committee and in all national networks and working groups that are focussed on developing and advocating for social policy reform to deliver better outcomes for vulnerable Australians and better health and community service systems. We are also involved in significant engagement with the Queensland Government across a range of important issues and have taken a lead role in working collaboratively with other Church providers and nongovernment organisations on issues of shared concern.

We continue to develop our research capacity and contribution through work in each of the service groups, through the UQ/Blue Care Research and Practice Development Centre, Wesley Research Institute, St Andrew's Medical Institute and the UnitingCare Chair of Social Policy and Research.

UnitingCare Queensland operates in an ever changing environment at a political, economic, social and community level. Key areas of policy change are occurring in aged care, in disability (National Disability Insurance Scheme), in health and in the regulation of charities. An inquiry into Child Protection in Queensland will also bring changes in government policy and practice. This dynamic presents both challenges and opportunities. It also reinforces the need to be agile and responsive to the needs of individuals, families and communities and be creative and lateral in our problem solving. We are also experiencing policy and funding changes with the new state government interested in an increased role for the not-for-profit sector in the provision of government services. The Queensland Government's fiscal austerity has had an impact, particularly in UnitingCare Community. Similarly Blue Care has had to cut expenditure to accommodate its reduced funding as a result of changes to the Federal Government's aged care funding model. Further funding cuts by both the Queensland and Commonwealth governments are expected.

This changing environment, together with increased consumer need, consumer and funder expectations will mean a greater focus on performance, transparency, accountability, delivering tangible outcomes and value for money.

## **Responses to our Vision since last Synod**

# Working towards our Vision in the future

## Organised for mission

- Revitalised the UnitingCare Queensland Board with the appointment of four new members - two replacing retiring members, Graham Schlecht and Greg Herring and two to replace Board members who will retire in 2014.
   The new Board members are Professor Myles McGregor Lowndes OAM, Andrew McBryde, Maree Blake and Chris Townend
- Further developed the strategic objective of being a leading organisation in person centred care with the establishment of a Quality Committee under the auspice of the Board and tasked with supporting UnitingCare Queensland to identify its performance in this area
- Blue Care launched its new service model, "Blue Care Tailor Made" following input from staff, community partners, clients, residents and families, representatives from presbyteries and congregations
- UnitingCare Health continued implementation of its 'Living Values' integrated performance management system that focuses on patient care and experience
- Over 800 disability staff, clients, families and carers were interviewed as part of UnitingCare Community's NDIS Readiness Project. This aims to build capability and confidence within the organisation to transform disability service provision and inform and navigate the changes effectively
- UnitingCare Community consolidated its name change with an intensive consultation process to help define "what it means to be UnitingCare Community."
- Environmental sustainability principles, focus areas and actions across UnitingCare Queensland have been agreed
- In December 2012 the first Energy Efficiency Opportunities Report as part of the Commonwealth Government's legislative requirements for the

- Continue focus on Board renewal and development, noting in particular that the current Chair, Ms Heather Watson will complete her maximum term in March 2014
- Through the Quality Committee, developing a shared understanding
  of the impact of our services on the people who receive them and the
  longer term outcomes of those services; a shared understanding of
  the type of experience that people have when receiving our services;
  and an improved ability to measure and report on the impacts,
  outcomes and experience
- Further implementation of Blue Care 'Tailor Made' across its 260 locations
- Consolidation of Living Values across all of UnitingCare Health's hospitals
- Implementation of UnitingCare Community's plan for the transformation of service and systems transformations in response to the needs and desires of people with disabilities and their families
- Continue work with the Queensland Government to define and pilot an integrated family support and intervention service model
- Respond to the outcomes of the Child Protection Inquiry
- Assess carefully and respond selectively to the State Government's plan to 'outsource' government health, home and community care and disability services to the non-government sector
- Successfully finish and commission Australia's first digital hospital in Hervey Bay
- Successfully complete and commission Carina Azure Blue and all other capital initiatives that are in train

- Queensland Synod was completed. UnitingCare Queensland is supporting the Church's responsibilities in this area
- The implementation of shared group service arrangements for some corporate functions, in order to leverage combined resources and expertise across the service groups. The first shared corporate services are procurement, ICT, fleet and property
- A 10 year strategic property plan has been developed for Blue Care and UnitingCare Community
- The third annual UnitingCare Queensland Research Conference was held at The Wesley Hospital and was attended by more than 120 participants from across the organisation and Wesley Mission Brisbane
- Blue Care responded to the government's withdrawal of support for Congress Community Development and Education Unit and successfully transitioned five Indigenous services in Townsville, Cairns, Cape York and Thursday Island providing residential aged care and alcohol and drug services employing approximately 120 Indigenous staff into Blue Care
- Blue Care's Azure Blue, the first of a number of integrated retirement communities opened on Brisbane's Redcliffe Peninsula and building of the second retirement community commenced at Carina with 80 per cent of the apartments sold ahead of construction
- Additionally, Blue Care's residential aged care facility at Gracemere Gardens, west of Rockhampton and the revitalisation at Mareeba Garden Settlement in the Atherton Tablelands were completed
- After nine years of operating in the Uniting Church hall, a new purposebuilt Blue Care Community and Respite Care building opened in Murgon with 29 nursing, personal care and support staff to assist 220 clients from Murgon and surrounding areas
- The building of new Blue Care Community Centres has commenced at Goondiwindi, Toowoomba, Gatton and Coomera. Extensions have been completed at Redlands and at UnitingCare Community's centres in Hervey Bay and Maryborough

- Continue to grapple with financial sustainability challenges and the difficult balancing act of mission and viability
- Increasing commitment and outcomes around sustainability and energy efficiency
- Consolidation of shared group service initiatives
- Continue implementation of UnitingCare Queensland's strategic property plan
- Clearly define research agenda focussed on outcomes for the people we serve
- Continue awareness of, and engagement with, social policy issues with funder bodies and potential new funding partnerships
- Continue to work in partnership with UnitingCare Australia to advocate for social policy issues and the role of UnitingCare Queensland in the lead up to the Federal election.
- Develop UnitingCare Queensland's next strategic plan
- Development of Year Two goals in our Reconciliation Action Plan

- UnitingCare Community and Blue Care have co-located into a newly purchased building in Rockhampton
- UnitingCare Community is supporting the establishment of a network of Uniting Church child care services across UnitingCare Community, Wesley Mission Brisbane and relevant congregations, with the second face to face gathering held in May in Brisbane

## Confident in sharing faith

- Three new Directors of Mission appointed, Colleen Geyer as the Director of Mission for UnitingCare Queensland; Rev Helen Dick, Director of Mission for UnitingCare Health and Rev Heather den Houting as the Director of Mission at Blue Care. These appointments continue UnitingCare Queensland's commitment to mission and spiritual leadership and growth
- Continued commitment to spiritual and pastoral care in our services through Chaplaincy and pastoral carers
- Blue Care Director of Mission conducted a spiritual and pastoral care review to ensure state wide equity of chaplain services

- Commitment to maintaining the active presence of Chaplains and Directors of Mission to support UnitingCare Queensland as a faith based community service provider
- Implement spiritual and pastoral care model in Blue Care
- Continue providing opportunities for worship and reflection for UnitingCare Queensland staff

## Theologically informed, creative and visionary in its leadership

- Development of a shared values-based leadership development framework
- Further development of an induction program for senior staff with a clear understanding of who UnitingCare Queensland is as part of the mission of the Uniting Church
- Inaugural UnitingCare Queensland's Graduate Certificate in Leadership and Management with 22 participants from UnitingCare Queensland and Wesley Mission Brisbane. The Graduate Certificate Program is tailor made, developed specifically for UnitingCare Queensland in partnership with Griffith University. It integrates a values based and spiritual leadership framework with a traditional management curriculum
- Increased shared understanding of what it means to be a leader in UnitingCare Queensland and a greater shared understanding of UnitingCare Queensland's identity
- Increased development of UnitingCare Queensland staff in line with mission and values of the organisation
- Development of a framework of professional development opportunities for leaders in UnitingCare Queensland

- Nationally, UnitingCare Australia works collaboratively with major Churches to influence government policy and priorities
- In Queensland the CEO actively maintains relationship with the community service providers of other denominations

# • Maintenance of these important partnerships and alliances

## Engaged in authentic community relationships

- Every year, on behalf of the Uniting Church, UnitingCare Queensland provides services to thousands of individuals, families and to communities who need support on a one-off occasion or on ongoing basis. We work in partnership with our clients to deliver community support, accommodation and care in residential aged care facilities. We aim to improve health and wellbeing in our hospitals and community and residential care settings. We support people with disabilities in their homes, children and women escaping domestic and family violence, children who need out-of-home care and those who can return to their families, people who are socially isolated for a multitude of reasons, and we support many thousands through our Lifeline telephone counselling. We are also on-the-ground during times of community disasters and when people are imprisoned
- UnitingCare Queensland has promoted the benefits of collaborating with like-minded organisations (Church community service providers and other non government organisations) and convened a CEO Conversation Group. We have worked together to foster collaboration between our organisations on important issues such as the establishment of a new Community Services Industry Body, engagement with the new Queensland Government and advocacy in relation to vulnerable children and families
- St Stephen's hospital in Hervey Bay has worked in partnership with the local community including local Indigenous groups, local congregation and other community organisations to build a community to support the hospital

- Continue to provide care across a multitude of groups and services in ways that recognises the uniqueness of individuals and their families. These are significant challenges in times of fiscal constraint
- Increase levels of partnerships and alliances to better respond to the needs of the community as our understanding of our core business continues to evolve
- Continue collaboration with other organisations and networks in the health and community services sector
- Develop partnerships between the public and private health sector to offer a greater range of health care services for local communities

- UnitingCare Health has continued its partnership with the Helena Goldie
  Hospital in The Solomon Islands through training and a nurse training
  scholarship which has been funded by direct pay deductions from
  UnitingCare Health staff. UnitingCare Health Director of Mission, Rev
  Helen Dick and Rev Murray Fysh, Manager of the Pastoral Care
  Department of the Wesley Hospital, have recently visited the hospital and
  local Church as part of the team participating in the graduation of the first
  cohort of locally trained nurses
- An internal partnership is achieving great results with the establishment of UnitingCare Community's financial counselling service in both The Wesley and St Andrew's War Memorial Hospitals
- Another internal partnership was formed to improve the care provided to
  patients transitioning from our hospitals to home or a residential aged care
  facility. Experienced and specialised Blue Care nurses now work
  alongside hospital staff to support the patient transition
- Pastoral Care Team at The Wesley developed and ran a School Intern program where students in years 10 and 11 at local schools were invited to apply for a one week intern program where they could spend time in a number of medical specialist areas
- UnitingCare Community continue its outreach to asylum seekers and refugees through Scattered People's 'music making' in the Brisbane Detention Centre and through our hosting and management of the Asylum Seeker's Centre in North Brisbane

## Reaching out and speaking out for justice and peace for all creation

- Our inaugural Reconciliation Action Plan was launched in February 2012
  focussing on developing relationships, respect and opportunities between
  Aboriginal and Torres Strait Islander peoples and all our staff, including
  identifying employment opportunities and leadership development. An
  advisory group drives the various commitments in the plan and includes a
  Calvary Presbytery nominee and a representative from the Queensland
- Launch our one year report during Reconciliation Week in May/June and start plans for our second Reconciliation Action Plan, due to commence in 2014
- Ongoing advocacy on the needs of Queensland's most marginalised and vulnerable people, particularly in relation to children and families, those children and young people in out-of-home care, and people with a disability

Aboriginal and Torres Strait Islander Human Services Coalition. The one year Reconciliation Action Plan Annual Report will be presented during Reconciliation Week 27 May – 3 June with some very positive engagement and outcomes

- UnitingCare Queensland is working with the Assembly and the Synod Task Group to respond to the Royal Commission into Institutional Responses to Child Sexual Abuse in order to support the best possible outcomes for the victims
- Flagship research was completed to understand the impact of expanding mining and gas extraction in Queensland. The research focussed on the social impact of the mining resources boom on our workforce and the communities we serve – specifically in Gladstone, Emerald, Moranbah, Clermont and Blackwater
- A joint submission between the Queensland Synod and UnitingCare
   Queensland, responding to the Queensland Government's discussion paper
   on red tape reduction and other reform proposals for regulation of liquor
   and gaming was recently completed
- Advocacy with the new State Government on social policy priorities including vulnerable children and families and the needs of children in out-of-home care
- Blue Care celebrates 60 years of delivering quality residential aged care services and is celebrating by hosting 60 events across Queensland and northern New South Wales

# Key achievements/initiatives:

- UnitingCare Queensland's continued presence, outreach and support to many thousands of people in so many places continues to be our key achievement.
- Continued to progress our agenda to be a leader in person centred care notably through the launch of Blue Care's new service model `Tailor Made', the implementation of UnitingCare Health's Living Values Program, and the launch of our community services as UnitingCare Community and further developing its identity

• Delivered year one of our Reconciliation Action Plan

• Received federal government funds to build Australia's first fully integrated digital hospital at Hervey Bay

• Recognised as an international leader in deep brain stimulation through establishing the Asia Pacific Centre for Neuromodulation

• UnitingCare Community's Lifeline services responded to significant flood and natural disasters with the deployment of 40 community recovery workers to administer psychological first aid to people affected by floods. Blue Care staff worked around the clock to support vulnerable people

affected by the floods

• Blue Care ensured the continuation of five Indigenous aged care and drug and alcohol services previously run by Congress Community Development

and Education Unit

• Blue Care Pine Wood Aged Care Centre in Lawnton won five national Better Practice Awards which recognise innovation and better practice in aged

care from the Aged Care Standards and Accreditation Agency

UnitingCare Community organised and hosted Australia's first elder abuse conference in Australia

• Made significant progress on implementing shared group services, co-locating teams and progressing integration of key functions

• Blue Care and The University of Queensland teamed up to launch the first aged care management course in the state

• The UnitingCare Community "Helping Out Families" pilot program is a success – in eight months it gives more than 400 Logan families a helping

hand to manage their issues and stay safe together

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# **Wesley Mission Brisbane**

### Context:

Wesley Mission Brisbane (WMB) as an expression of the Albert St Uniting Church strives to be an organisation of compassion, inclusion and transformation in the South East Queensland community. Over the past 18 months WMB has continued to grow and respond to community needs by providing care and support for approximately 80 000 Queenslanders. There have been prime opportunities for services to be delivered, new buildings opened, relationships created with partner organisations and innovative technologies being trialled. WMB operates a large and complex array of systems, services and support structures. Although a relatively large organisation with approximately 2 300 staff and more than 1000 volunteers, WMB remains fluid in its ability to respond quickly and effectively to needs within the community. It will be this flexibility and responsiveness that will see WMB best placed to meet the upcoming challenges of the sector over the next two years.

Government policy, funding and service priorities are changing at a rapid rate with two major policy initiatives in 2013 affecting the sector. The Living Longer Living Better package dramatically affects service delivery in aged care, while the National Disability Insurance Scheme provides a positive framework for future reform of the disability sector, but with much of the policy detail unknown and adequate funding options still uncertain. There is a well founded push to improve client choice, control and access for government funded services and WMB will need to be agile and empowered with strong and flexible information systems to meet these upcoming challenges and stakeholder accountabilities.

The policy interactions associated with: Australian Charities and Not-for-Profits Commission; additional Not-for Profit Reform (definition of charity, Unrelated Business Income tax etc) – present both opportunities and challenges for the sector in the future.

The Queensland State Government has ceased funding or reduced funding for many vital community services for disadvantaged people. These cuts have greatly affected WMB's frontline services. The highly successful Futures in Focus program and the Get Set for Work program have been forced to close due to these cuts.

Despite these challenges to the sector, WMB will continue in its capacity to respond to human need through innovative approaches and in partnership with government, community groups and local churches. Over the next five years, there are significant redevelopment plans underway for John Wesley Gardens, Geebung and Sinnamon Village aged care communities in Sinnamon Park and the expansion of community services for people living with mental illness and through the NDIS reforms.

# **Responses to our Vision since last Synod**

## Working towards our Vision in the future

## Organised for Mission

- Reinvigorated the five-year strategic plan
- Established Wesley Care Tewantin, supported accommodation for young adults living with high care needs in partnership with Noosa Coastal Uniting Church (UC)
- Established Youngcare apartments for young adults living with high care needs in partnership with the Uniting Church at Coomera
- In partnership with OzHarvest, rescued food has been delivered to a number of UC congregations providing emergency relief to people in need in their local community
- Provided targeted support to Logan UC to enable their low cost counselling service to continue reaching people in need in their local community
- Supported young people from Mappoon UC to attend Summer Madness
- Provided financial assistance to Bundaberg UC to respond to families in crisis as a result of the floods
- WMB is the auspicing body for UC congregations delivering Emergency Relief in south east Queensland

- A significant shift in focus toward consumer directed care in preparation for change in government legislation
- The food relief support provided by OzHarvest will be expanded across south east Queensland
- Continued emphasis on building mission partnerships with congregations in the areas in which WMB services are delivered

# God-centred and life-related in worship

- Four chaplains work across five sites delivering pastoral care and worship services to 1 000 residents
- Active lay led worship at Wheller on the Park retirement community
- Albert St Congregation offers four services a week, including a lunch time service for city workers and visitors
- Continue delivering pastoral care and worship services across our residential aged care communities
- Worship services will continue to grow in our retirement communities

## Confident in sharing faith

- Albert St UC and WMB share the same Vision and Mission and Values
- Successfully tendered to be a provider of chaplaincy services in schools across south east Queensland
- Within the congregation there are many people from a number of ethnic and church backgrounds.
- WMB will progressively provide chaplaincy services in schools as the opportunities develop

### Engaged in authentic community relationships

- At the heart of WMB's approach to mission is authentic relationships and we strive to live this out in all that we do
- WMB is deeply embedded in local communities across south east
   Queensland delivering much needed support services that strengthen and
   uphold those people who are most at risk in our community
- WMB Residential Aged Care services have embraced the Eden Alternative approach to providing care. The Eden Alternative is recognised for its impact on building positive authentic relationships
- WMB established Campaign for Change, an initiative that encouraged individuals or groups to bring to life a community initiative that will make a positive difference in their local community

- WMB strives for all its residential care services to be fully registered in the Eden Alternative
- WMB continues to look for, and respond to, opportunities to deliver new and innovative services to those in need
- Through Campaign for Change WMB is supporting five initiatives to become a reality in local communities across Queensland. (www.wmb.org.au/campaignforchange)
- As an outreach of Albert St UC, the Servant Network & Volunteers from the community runs the Wesley Mission Community Meal each Wednesday night for those who are living with disadvantage and isolation. Emphasis is put on serving the people who attend and creating a sense of community that these people simply don't have
- Art from the Margins, a program designed to bridge the gap between artists living with disadvantage and the community has recently held its Heiser Emerging Artists Exhibition. This is the third year the program has partnered with leading Brisbane art identity Bruce Heiser to provide a mentoring program for their artists. Art from the Margins is looking forward to its involvement in the annual Brisbane Festival later in the year

### Working for Christian unity

 Established OzHarvest in Brisbane in October 2011 to rescue and deliver food to 70 charities providing food relief to people in need. Many of these charities are run by other denominations and rely on the support of OzHarvest. Almost 500 000 meals have been delivered since the service began

- WMB in partnership with OzHarvest will expand the reach and capacity of the service to support more charities across South East Queensland
- Art from the Margins, an activity of the Albert St Church, facilitates art workshops for people on the fringes of society such as people who are without a home, disabled, refugees and people with mental health issues to re- engage with the community through development of their expression and art, to the point where many exhibit and receive wider recognition and possibly commence a career in the art community

### **Key achievements/initiatives:**

- Partnership with the national food rescue service OzHarvest at the end of 2011 that saw the creation of OzHarvest Brisbane. Since then, the service has delivered almost 500,000 meals to people in need through more than 70 charities. Each week the WMB OzHarvest Brisbane team pick up 3 500 kilos of food from 20 food donors, including Merlo and Qantas Catering that would otherwise have been wasted. We expect this partnership to continue to grow as we see OzHarvest Brisbane expand to the Gold Coast later this year
- Achievements in aged care continue to be recognised with the Anam Cara community at Bray Park achieving full accreditation for Eden in Oz& NZ<sup>TM</sup> at the end of 2011. This resident-focussed model of care promotes a holistic approach to maintaining the physical and mental health of not only residents but their families and staff. It's proving very beneficial and all WMB's 13 aged care communities are on the journey to become Eden registered.
- The Parkview Aged Care Community in Chermside was awarded the Aged Care Queensland Environmental Sustainability Award: Built Design (2012) and ACAA National Building Awards: New Extra Services Facility (2011)
- WMB is committed to working with the government and other community organisations to create accommodation choice for young adults living with complex disabilities. April 2012 saw the opening of Queensland's second Youngcare Apartments at Coomera on the Gold Coast. WMB is proud to run both the Coomera and Sinnamon Village apartments and provide the day-to-day care and support for the residents who live there. In January WMB opened Wesley Care Tewantin, a home for six young adults living with disabilities. Both of these services provide much-needed choice in accommodation and lifestyle choices for young adults living with high care needs.

• In mid-2012 WMB expanded its geographical reach by agreeing to develop and manage Headspace on the Fraser Coast, a national youth mental health service supporting young people at risk, aged 12-25 years

• WMB's newly renovated retirement village, Aldersgate, at Red Hill is complete. With retirees enjoying this new inner-city village. Wheller on the Park, in Chermside, was recognised as one of the top three retirement living villages in Queensland, while stage five of the precinct is set for completion in September this year

• In early 2012, Beenleigh Family Centre Child Care Service opened, bringing the number of centres across Brisbane to five

• 2012 saw the creation of a Quality and Research Department, with the team working across all areas of WMB to achieve quality assurance, education opportunities for staff and conducting research to ensure ongoing improvement across all areas

• WMB's day respite centre in Sinnamon Village, Hadden Place was awarded the Aged Care Queensland Excellence in Care Media Award in 2012. The centre is leading the way in dementia care with their Humour Intervention Project nominated for an International Dementia Excellence Award

• In a first for WMB in 2012, a 12 month sponsorship from Yellow Cab Co. saw WMB with its own branded taxi. With a dedicated Corporate Relationships role in our Marketing team WMB looks forward to building our corporate relationships in the future

• The inaugural Campaign for Change initiative launched in September 2012 saw WMB demonstrate its ability to create innovative and responsive programs. A WMB first, the community initiative called on ordinary Queenslanders to submit their social change ideas to support a need they could see in their local community. WMB is now working with the winner of this initiative to set up Bestlife- Project Sleepover- a weekend respite centre at the MacKenzie Special School for children living with a disability

• WMB's Emergency Relief service has moved to new premises in Fortitude Valley and has already seen a large increase in clientele in the first quarter of the year. The service hopes to establish a community space at the new location with weekly barbecues and a community garden

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