



Baptcare

Annual  
Report

2022-2023

# 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.

# Table of Contents

Message from the Board Chair .....	2	Sanctuary & Houses of Hope.....	18
Chief Executive Officer's Report.....	4	Spiritual Care.....	20
Residential Aged Care .....	6	Fundraising .....	22
Home Care .....	8	Our Volunteers.....	23
Retirement Living .....	10	Our People.....	24
Housing & Homelessness .....	12	Faces of Baptcare.....	26
Community Services.....	14	Financial Update.....	28

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# Message from the Board Chair



**In this, my first year as Chair of Baptcare, I have had the opportunity to see first-hand the work of our dedicated and resilient staff. I commend the efforts of the entire Baptcare team, and the work performed every day on behalf of some of the most vulnerable people in our community.**

Once again, this year has provided challenges. The financial headwinds caused by the COVID-19 pandemic, inflation and other economic challenges meant that Baptcare needed to address budgetary concerns as a matter of priority. I am pleased to report that prudent and timely decisions have resulted in a significant reduction of our debt, without negative impacts on our customers.

This has also been a period of profound reform in our sector. We have been required to respond to mandated changes, recommendations and community expectations arising from the final report (delivered in 2021) of the Royal Commission into Aged Care Quality and Safety. For example, this year we have been preparing for the compulsory 200 minutes of care per aged care resident per day to come into effect from 1 October 2023.

I was proud to assume the role of Chair of the Baptcare Board in October 2022.

I would like to pay tribute to my predecessor as Chair, Robina Bradley, and thank her for her years of leadership.

In September 2022, Geraldine Lannon was appointed as Chief Executive Officer. She replaced Graham Dangerfield, who was Baptcare's Chief Executive for a decade. The Board and I thank Graham for all that he did during his term to strengthen the organisation and respond innovatively to the needs of those people we support and care for.

I would like to applaud Geraldine for the way she has settled into her role and thank her for the clear-sighted and compassionate leadership she has displayed since day one.

The Board was delighted when she was appointed to the Board of the Aged & Community Care Providers Association, an opportunity to advocate for our sector and contribute to decision-making at the national level.



## Our Board



Timothy Farren – Chair (left). Above, left to right, top to bottom: Assyl Haidar, Dr Rebecca Iseli, Hamish Blair, Annemarie Numa, Brandon Howard, Dr Jennifer Fitzgerald AM, Mark Trajcevski, Penelope Lovett, Timothy Keating, Thera Storie. *Robina Bradley and Julianne Rose retired October 2022*

A number of new senior leaders have been recruited to the Executive Leadership Team. I would like to pay tribute to the work of all of our executives, new and ongoing, for their efforts in leading the organisation.

I would also like to thank each and every one of my fellow Board members for their wise stewardship, hard work and fellowship.

I have been privileged to meet Baptistcare staff members in different parts of the organisation this year, and continue to be impressed by their evident dedication and professionalism.

I would like to acknowledge that a large proportion of Baptistcare staff have been routinely wearing facemasks and other PPE while performing their duties, a burden borne lightly and with minimal complaint.

I look forward to the opportunities that lie ahead for Baptistcare in coming years. Our foundations are sound, and we are ideally positioned to innovate and grow our programs, seeking better ways to deliver on behalf of

our customers. For example, the Living Well Together project will enhance the quality of life for people in our residential aged care communities.

I am proud and grateful to be part of the Baptistcare family, playing a small part in a wonderful history of supporting those in need. After more than three-quarters of a century, our mission is undimmed: partnering for fullness of life with people of all ages, cultures, beliefs and circumstances.

**Tim Farren – Board Chair**

# Chief Executive Officer's Report



**Since I started in my role as Chief Executive Officer in September 2022 I have been consistently impressed by the scale and scope of Baptcare's innovative and high-quality work.**

In our residential aged care communities, the new Living Well Together approach – co-designed with residents in partnership with Monash University researchers – is already having a positive impact. I enjoyed attending the openings of some of the Artist in Residence shows, an outstanding initiative.

Our Home Care team launched the Community Care Platform in Gippsland, a contemporary digital approach to enhance our practice and improve outcomes for our customers.

Baptcare Affordable Housing's social housing portfolio expanded with completion and tenanting of 20 dwellings in Sunshine, eight of which are the first PassivHaus affordable housing dwellings in Australia.

Our ability to provide accommodation for Victorians in need was enhanced through a successful tender for two packages in the first round of the Community Housing Placement Program (CHPP).

We estimate that the increased holdings will mean we can house between 400-600 extra people.

Our Sanctuary and Houses of Hope programs continue to provide shelter, food and spiritual care for people seeking asylum, some of the most vulnerable in our community.

In our Disability services we had successful delivery of Community Capacity Building Projects reducing barriers to participation previously experienced by people with disability. Our Foster Care and Kinship Care programs continued to expand in both Victoria and Tasmania.

A significant focus of this year was strengthening our financial position. The COVID-19 years were difficult for all aged care providers, and many other businesses. We entered this financial year with a deficit which needed to be addressed.

It is clear from the significant improvement in our deficit that all Baptcare staff and volunteers have placed integrated mindfulness around using resources to ensure our services continue to be of a high customer standard, whilst reducing waste and duplication.



**The heart of Baptcare is its people – every staff member, every volunteer, every supporter and donor, every member of the Board – expressed through the way we interact every day with our customers.**



Geraldine chatting with Irene Alsop from Karingal Retirement Living when visiting Devonport

I am deeply grateful to our staff and volunteers who are committed to ensuring that our resources are used to maximise our ability to deliver our mission.

I would like to pay tribute to my predecessor Graham Dangerfield, for his stewardship during a decade as Baptcare's Chief Executive, and his dedication to people in need.

I am grateful for the wisdom, guidance and support of Tim Farren, Chair of the Baptcare Board. I would like to thank all Board members for their diligence and dedication, and on a personal note, for the way in which I have been welcomed to Baptcare.

The composition of the Executive Leadership Team has changed through the course of the year, and I am profoundly grateful for the professionalism and hard work of my senior team.

The heart of Baptcare is its people – every staff member, every volunteer, every supporter and donor, every member of the Board – expressed through the way we interact every day with our customers.

I have been deeply touched by the opportunities I have had to meet residents and clients across our sites.

Every person who is a Baptcare customer deserves the highest level of service and support, and I am proud to be working with people who prioritise customer care above all else.

**Geraldine Lannon – Chief Executive Officer**



# Residential Aged Care



**Willingness to innovate and dedication to customer-centred care drove the design and implementation of Living Well Together (LWT).**

Originally called Dementia Model of Care, it has been successfully implemented at two communities (Brookview and Strathalan) and will be extended across all of our residential aged care sites.

Baptcare partnered with a team from Monash University's Health and Social Care Unit to develop and implement Living Well Together, an evidence-informed model of care co-designed with our residents and staff. Living Well Together focuses on what matters to residents, and what gives them meaning and purpose.

It is based around a Montessori approach, focusing on person-centred care, environment, integration and coordination, clinical care, and workforce and training.



# 1,679

Total beds in our  
16 Residential Aged  
Care Communities

## Residential Aged Care Communities



**Baptcare partnered with a team from Monash University's Health and Social Care Unit to develop and implement Living Well Together, an evidence-informed model of care co-designed with our residents and staff. Living Well Together focuses on what matters to residents, and what gives them meaning and purpose.**



Out of our 16 homes 11 were due for reaccreditation in financial year 2023. All 11 homes received full three-year accreditation.

We invested in development of our people with the Resident Care and Services Manager (RCSM) Leadership program, an uplift of clinical education, Personal Care Assistant (PCA) Traineeships and the Registered Nurse (RN) transition program.

With all catering coming in house, we have developed catering performance monitoring tools to ensure high levels of service delivery. We also achieved continued National Disability Insurance Scheme (NDIS) accreditation for our residential aged care services.

A major highlight of the year was the Artist in Residence program that was staged across all 16 of our sites. Designed in collaboration with residents, this was an opportunity for the creation and display of art and craft.

All RAC communities held art shows, most with well-attended opening events, and the program was extensively documented through video, photography and online.

## Pauline Tilley has magic in her fingertips

She knits, does cross-stitch, makes dolls and paints. Her work was highlighted in the Artist In Residence exhibition at Baptcare Coasthaven Aged Care Community.

“The amount of artistic talent we have here at Coasthaven I simply didn't know about before,” Pauline said. “The exhibition has given us a sense of achievement and a sense of belonging.”

“Pauline's talent is incredible,” Coasthaven Lifestyle Coordinator Nora Wee said. “We are so proud to be able to nurture her interest in art, and the work she has done to help stage the exhibition has been a real gift to her fellow residents.”



# Home Care



**We expanded our Home Care program, providing more hours of quality care for more customers.**

There was extensive investment in resources for the establishment of the Community Care Platform (CCP), initially through a pilot in Gippsland, now being implemented across all Home Care services.

The Community Care Platform supports a streamlining and improved experience at all touchpoints of the customer journey for both our customers and staff.

A great deal of attention was given to getting the ‘back end’ right to enhance the efficiency and effectiveness of the way we work with customers. This included consolidating the Care Consultant team into one entity, which helped streamline processes and ensure consistency of work practices across regions.



# 4,694

Total of Home Care customers across Metro Melbourne and Regional Victoria

## Home Care Services



There was extensive investment in resources for the establishment of the Community Care Platform (CCP), initially through a pilot in Gippsland, now being implemented across all Home Care services. The CCP supports a stream-lining and improved experience at all touchpoints of the customer journey for both our customers and staff.



There was excellent intra-team cooperation as teams assisted each other through data readiness for CCP, and Care Consultants from one region travelled to support Care Consultants from other regions when the platform went live.

There was a strong emphasis on enhancing the care we provide for our Indigenous customers, ensuring our services are culturally responsive and building our profile with this client group. Success in this area was demonstrated by excellent customer feedback.

Across the service, our Care Consultants continued to receive outstanding accolades from customers, an important measure of our work.

We had five successful VCAT applications closed, with guardians appointed for all five customers. These are people who have significant challenges with decision making, and no family or friends supporting them with financial matters and other decisions.

We made significant improvements in Service Delivery, reducing services missed by more than half between January and June 2023 by ensuring services were divided between spouses where appropriate; increasing the services offered to customers; and offering services such as visit to respite or gardening when customers were on leave.

## Mark Castro – Home Care Nursing Manager

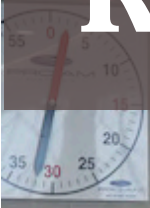
Mark Castro stepped up this year to take on the vital role of Nursing Manager for Baptcare's Home Care program. "Our team aim is to make sure all patient care is well co-ordinated," Mark said.

"What I really like with Baptcare is a sense of community. My parents encouraged me to pursue nursing studies as a way of pursuing 'the greener pastures' as we always say in my birth country, The Philippines. And I'm glad that I've followed this path.

"Working in healthcare for Home Care gives me opportunities to learn new and exciting things every day while giving care to people. My personal and professional growth is nurtured in this space."



# Retirement Living



Lyn and Peter Lobo next to the pool at The Orchards Retirement Living

**It is a source of pride that we continue to provide high-quality retirement living options for our customers. We have 363 Retirement Living residents across 299 dwellings.**

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 October 2023.

Our Retirement Living Managers continued to work to ensure residents remain connected and know they are cared for.

Building industry pressures provided challenges for our team as supply chain issues challenged project delivery timelines.



# 348

Total Retirement Living residents across Metro Melbourne and Devonport, Tasmania

## RETIREMENT LIVING



**Building industry pressures provided challenges for our team as supply chain issues challenged project delivery timelines. However, our development teams responded strongly to these industry-wide pressures.**



However, our development teams responded strongly to these industry-wide pressures. At all of our sites, quality is closely monitored to ensure no shortcuts are 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 continues to pay dividends.

## Our projects

**We have a total of 193 new dwellings in the pipeline from across all our Retirement Living locations.**

**The Orchards** in East Doncaster – 52 independent living units. We are in Stage 3 of the build and expected practical completion is mid-2024.

**Strathalan** in Macleod – 32 independent living units. We are in the final stages of Stage 3 and purchasers will move in across December 2023 – May 2024.

**Peninsula View** in Frankston South – 24 apartments and 85 independent living units. Stage 1 is being finalised and will be completed by November 2023. Purchasers will move in December 2023.

## Betty Logan – Retirement Living resident

Betty Logan moved into Strathalan's Retirement Living community in December 2019.

"Since I moved here, seven of my friends have also bought into Strathalan, surely proof that this is a special place to live," Betty said.

"I know that I am where I am meant to be.

I like being with like-minded people who support each other and where many interesting discussions are enjoyed.

Another positive is the sense of being in a safe and secure community bubble as soon as one moves in."



# Housing & Homelessness



## Social housing plays a critical role in supporting people impacted by the housing affordability crisis.

We believe that secure, appropriate and affordable housing is a basic human right. With the rental crisis and housing supply becoming forefront issues of policy discussion, we believe there should be a focus on increasing the supply of social and affordable housing.

Through Baptcare Affordable Housing (BAH) we provided accommodation for 348 renters across 191 properties. These include 95 one-bedroom, 69 two-bedroom, 20 three-bedroom and eight four-bedroom dwellings.

The Victorian government's Big Housing Build has been a catalyst for an exciting new chapter for BAH. We partnered with Homes Victoria in the Sunshine development that includes the first PassivHaus affordable housing dwellings



# 191

Total of Homes across Metro Melbourne, Regional Victoria and Devonport, Tasmania

## Housing and Homelessness Services



It is a source of pride that we had our first renters placed in these PassivHouses this year. Baptcare Affordable Housing is a leader in this space, and we are delighted that renters will reap the benefit of drastically reduced energy bills at a time of increased cost of living pressures.



in Australia. It is a source of pride that we had our first renters placed in these PassivHouses this year. BAH is a leader in this space, and we are delighted that renters will reap the benefit of drastically reduced energy bills at a time of increased cost of living pressures.

BAH is in the process of expanding its social housing portfolio. In addition to the 20 dwellings recently constructed in Sunshine, BAH has ongoing plans for the construction of 92 additional dwellings in the coming years at our Lalor and Keilor Downs sites.

Our ability to provide accommodation for Victorians in need was enhanced through a successful tender for two packages in the first round of the Community Housing Placement Program (CHPP).

Under the contract signed with Homes Victoria, BAH will gain 159 properties to manage, and build an additional 33 houses.

We estimate that the increased holdings will mean we can house between 400-600 extra vulnerable women, men and children. The new homes that we are building will be completed by 31 December 2026.

2022-23 has been a significant year of growth, strengthening BAH and positioning it to play an expanding role in meeting the challenges of relieving housing stress in the community into the future as per BAH's mission: 'To partner with communities to provide affordable housing solutions that bring hope and opportunity to the disadvantaged.'

## Huma is grateful for a secure home

After enduring many hardships in her native Afghanistan, and in Pakistan where she fled to escape the Taliban, Huma Nazukmir is grateful for a secure home and the opportunity for her children to start a new life in Australia.

Huma moved into a new Baptcare home with her family in May 2023, part of the first PassivHaus-designed social/affordable housing in Australia.

"It feels a little bit different living in a PassivHaus," Huma said. "On cold nights I think the house stays warmer. When you open the sliding doors (to the rear yard) you can feel how heavy they are. It makes the house quieter. And when I go upstairs to my own bedroom and close the door I have my own space, and that is good."



# Community Services



**We continue to reach out to and support a wide range of people in different sectors of the community, in Victoria, Tasmania and South Australia through the work of our Community Services team.**

Our Foster and Kinship Care program continues to grow, supporting vulnerable children and their carers. In Tasmania, Baptcare was funded to run a Family Preservation trial in the north of the state, focusing additional Community Liaison resources toward the most vulnerable families.

Following the success of this trial, with 122 families supported in 12 months, a follow up trial is being completed in the south and northwest regions in partnership with Mission Australia.

The intention is to demonstrate the need for permanent additional resourcing to assist complex and vulnerable families more effectively before they are referred to statutory services.



# 970

Clients and families supported in Victoria

## Community Services



**Our Foster Care and Kinship Care programs continued to grow in both Victoria and Tasmania, supporting vulnerable children and their carers.**



Our Positive Waves program in partnership with Refuge Victoria has successfully piloted a support program for clients impacted by family violence residing in refuges.

Baptcare continues to lead the evidence-based program +SHIFT (Positive Shift), the only intervention program in Australia supporting women who use force in their intimate relationships, responding to growing demand.

The therapeutic recovery service +WAVES (Positive Wellbeing After Family Violence EndS) has also experienced growing demand.

The evaluation of our mental health programs Choices and Foundations by Monash University has concluded, with the finding that these are the most effective programs of their type in Australia.

A relaunched Horizons program was implemented; this included winding down the Connections/Continuity of Support Program. Both Horizons and Foundations serviced more clients in rural and remote regions around Tasmania, including the islands, than previously.

In early 2023 we signed a partnership with Monash University's Health and Social Care Unit to employ a Researcher in Residence. This has increased our capacity to evaluate and build the evidence base for our programs and co-design new programs.

In our Disability work, we delivered community capacity projects aimed at supporting First Nations People, strengthening the ability of people with disability to live self-directed lives and making low cost low risk assistive technology more accessible.

We recorded a consistent achievement of 100% compliance against National Disability Insurance Agency (NDIA) Quality Audits. In Tasmania, the National Disability Insurance Scheme (NDIS) introduced a test of the new participant pathway and a new computer platform called 3P. This provided Baptcare with the opportunity to test the model prior to national rollout and support the Agency to make improvements and shape 3P.

## Jenny Mitchell – Home-Start program volunteer in Bendigo.

Jenny Mitchell had a career in social work before becoming a volunteer with Baptcare's Home-Start program in Bendigo.

"I think every city and town in Australia should have multiple Home-Start programs, but also I love that our program is small," Jenny said. "It's not giant and one-size-fits-all – it's small and local and manageable.

"We hear over and over again from families how much they appreciate it and how it helps them to get on with their lives. In terms of dollars spent, the value to our community not just now but over time is enormous."



# Community Services Programs Snapshot 2022-23



**NDIS Local Area Coordination participants supported:**  
6,695 in South Australia,  
3,531 in LAC Tasmania and  
an additional 1,005 in Early  
Childhood Program



**Strong Families, Safe Kids Advice and Referral Line Tasmania conversations**



**Integrated Family Support Services TAS:** 193 adult clients, 449 children supported



**Number of Mindset TAS participants across 3 programs:** Foundations, Choices, & Horizons



**Foster and Kinship Care VIC and TAS Carers:** 42 foster carers and 114 kinship carers  
Children supported: 199



70 children & 71 adults supported in **Community Kinship Program TAS**



**Playgroup and Mother Goose programs**  
131 families supported



77 children from 39 families participants in **Home-Start** with 23 volunteer mentors also supported



**Caring Dads TAS** program supports 29 adult clients



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







# Sanctuary & Houses of Hope



**We continued to provide accommodation, food, support and spiritual care for people seeking asylum through our Sanctuary and Houses of Hope programs.**

We housed 80 individuals across 18 dwellings in the community and our Brunswick rooming house.

Early in 2023, the completion of the new BAH development in Sunshine provided an opportunity for some of our residents to move in to sustainable housing in the community.

For some, the timing coincided with the grant of a permanent protection visa, allowing them the certainty of a future in Australia, and the safety net of income support or the ability to sustain long term employment, allowing them to support themselves to live independently.

Three single-parent families and three single adults transitioned on from our program.



80

Total number of people housed in Sanctuary and Houses of Hope residences

**Sanctuary & Houses of Hope**



As the cost of living crisis intensified, our foodbank continued to support our residents every week with food, personal care and cleaning products, thanks to a team of faithful volunteers and our partners at Oz Harvest and Foodbank Victoria.



In one case, a single mother and daughter were farewelled from one of our Houses of Hope church communities with a celebratory meal in the church café, shared with the volunteers and a neighbour who had befriended the family.

Recovering some previous routines after the disruptions and financial constraints brought on by Covid-19 has been a slow process.

We were very happy to welcome back to the rooming house our Crossing Borders volunteers, a group of Melbourne University medical students who share a regular meal with our Brunswick residents.

As the cost of living crisis intensified, our foodbank continued to support our residents every week with food, personal care and cleaning products, thanks to a team of faithful volunteers and our partners at Oz Harvest and Foodbank Victoria.

**28**  
MEN IN ROOMING HOUSE  
IN BRUNSWICK

**9**  
MEN IN TRANSITION  
PROPERTIES

**43**  
ADULTS AND CHILDREN  
IN HOUSES OF HOPE

**95**  
PEOPLE ACCESSING FOOD  
BANK EACH MONTH

**43**  
PEOPLE ACCESSING FOOD  
BANK EACH MONTH FOR  
HYGIENE PRODUCTS

## Solomon Sisay – musician and ex-Sanctuary resident

At the Better Living Group 2023 Baptcare Charity Golf Day lunch at Huntingdale in March 2023, world-class entertainment was provided by Ethio-jazz musician Solomon Sisay. The saxophone maestro has previously performed to adoring crowds at WOMADelaide, Port Fairy Folk Festival and MONA FOMA.

He is also a former resident of Baptcare Sanctuary. “Baptcare helped me so much,” Solomon said. “Sometimes, I would think about home and what has happened. Those times, I would feel unhappy. But, Baptcare had so many support services to help me. “I knew I was in a good place at Sanctuary – people at Baptcare worked hard to support us with good mental health, the church supported us to get back on our feet.”



# Spiritual Care



**The past year has offered many opportunities for Baptcare’s Spiritual Care team members to meet with and support residents and clients in the community.**

Our Chaplains and Spiritual Care Coordinators provide a listening ear and enable people to discuss, reflect and explore the challenges that life has presented them.

Sometimes these conversations draw on religious resources to support a person who requests it, but oftentimes this is not the preference of the person with whom we are working.

Instead, the Spiritual Care Coordinator will help each person to draw on the relationships, the beliefs and personal strengths that exist for them.

The skill in spiritual care work lies in the quality of listening, the depth of trust and emotional safety for everyone to feel heard, respected and supported in their journey.



# 3,373

Total number of conversations every month on average across all of Baptcare

## Spiritual Care



**The skill in spiritual care work lies in the quality of listening, the depth of trust and emotional safety for everyone to feel heard, respected and supported in their journey. It is a gentle and unrushed space for our clients to find meaning and hope. This work is an essential characteristic of Baptcare’s vision to enabling fullness of life for all.**



It is a gentle and unrushed space for our clients to find meaning and hope. This work is an essential characteristic of Baptcare’s vision of enabling fullness of life for all.

Besides individual conversations, Spiritual Care coordinators have continued to lead worship services, meditation and mindfulness groups, collaborated with clinical and allied health teams, documented cultural and spiritual assessments and developed resources to support person-centred care for residents and clients.

**There was on average 3,373 of these conversations every month across all Baptcare business segments.**

OF ALL 3,373 CONVERSATIONS  
PER MONTH

**84%**

OF CONVERSATIONS ARE  
WITH RESIDENTS AND CLIENTS

**8%**

WITH THEIR FAMILY MEMBERS

**7%**

WITH STAFF

## **Danny Parkinson is a Home Care Spiritual Care Co-ordinator**

Danny Parkinson is Home Care Spiritual Care Co-ordinator for the Loddon region, which covers an area loosely defined by Kerang to Shepparton to Maryborough, down to Gisborne.

“I drive through my region to visit people in their homes,” Danny said. “Spiritual Care is about being a compassionate listening presence. We have time to sit, listen, guide and provide feedback if needed. Spiritual Carers can also offer people spiritual and/or religious practices if that suits, and/or invite them on a journey of self-discovery and self-encouragement.”

“The best part of working for Baptcare is the high-quality people who make up its workforce. Baptcare are very intentional about doing more than just ‘turning up’ or ‘getting the job done’. Our people genuinely care.”



# 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. In the last financial year, the generosity of our supporters helped us raise over \$461,400.**

Major fundraising initiatives included our Better Living Group 2023 Baptcare Charity Golf Day, Christmas Appeal, the annual toy drive by Carey Baptist Grammar and the 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.

Baptcare’s 13th Annual Charity Golf Day at Huntingdale Golf Course in March 2023 raised over \$82,325 for our Sanctuary Program.

A special thanks to all our sponsors, in particular our principal sponsor for the event, Better Living Group.

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.

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

## Donors list

- |  |  |
|--|--|
| <i>Aberfeldie Baptist Church</i>         | <i>Perpetual Trustees</i>              |
| <i>Australian Communities Foundation</i> | <i>Teele Family Foundation</i>         |
| <i>Kinrara Foundation</i>                | <i>The Beverley Jackson Foundation</i> |
| <i>Mercy Foundation</i>                  | <i>West Preston Baptist Church</i>     |
| <i>North Balwyn Baptist Church</i>       |  |

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





# Volunteers



**Volunteers continue to be the lifeblood of Baptcare. This year we had 485 volunteers give their time, with the youngest being nine and the oldest 94 years old. Volunteers collectively donated 308,168 hours, which resulted in a Social Return on Investment of \$14,210,488.**

Through improved recruitment, onboarding and engagement practices we were able to successfully onboard over 300 new Volunteers in the last year.

We have 24 volunteer programs supporting people seeking asylum, refugees, homeless people, children, parents, residential aged care and retirement living. This year the proportion of volunteers who are bilingual or multilingual increased five-fold from 5 % to more than 25%, which

enhances our work supporting people from different cultural backgrounds.

Other highlights included our Tasmanian Foster Care team doubling their foster and kinship care volunteers, a successful pilot program with Duke of Edinburgh volunteers, and the Moe Piecemakers who met monthly to make and donate quilts for out-of-home care children.

## Peter Debus – Volunteer

After a long career in publishing, online media and public administration and policy education, Peter Debus was looking for an opportunity give back to the community. “My mother was probably my inspiration,” Peter reflected. She was an active volunteer and I had always been impressed by what she did.”

Peter is a regular visitor to several Baptcare residential aged care communities. “I started my volunteering journey at Baptcare visiting several residential aged care communities. I spent time with residents chatting or taking them out for errands if requested. Now I drive a Baptcare minibus which I love. I feel like I’m serving a useful purpose in being a volunteer. It’s great to give back to the community at a stage of my life when I have more time.”





# Our People



**Baptcare's 3859 staff, as well as our volunteers, are dedicated to creating communities where every person is cherished.**

Baptcare's B-Heard Employee Engagement Program was launched in partnership with Peakon (a Workday product). The platform measures employee engagement against industry specific benchmarks and a set of clear engagement drivers to determine the level to which employees feel connected to their work, colleagues and the wider business.

The survey is being rolled out quarterly, providing a strong evidence base to drive cultural enhancements aligned to Baptcare's strategy. The aggregated results outline the strengths and improvements required to assist leaders and their teams to make data-driven decisions to enhance employee engagement, impacting the overall success of Baptcare.



# 3,859

Total number of  
Baptcare staff  
across 44 locations  
supporting  
Victorian, Tasmanian  
and South Australian  
communities



**Team members walked alongside the LGBTQIA+ community at Pride events in Melbourne and Tasmania. These events saw members of the LGBTQIA+ and wider community come together to celebrate a remarkable journey of equality through inspirational arts, community involvement, food, and culture.**



More than 28,000 comments were received across the first two survey rounds, with an employee engagement score of 7.4. The results reveal our people are committed to doing quality work, they find their work meaningful, and they love contributing to positive outcomes for customers and colleagues. Inclusiveness and teamwork also rated highly, with people of all backgrounds feeling accepted for who they are, and that they can count on their colleagues to assist and collaborate with one another.

Targeted education to upskill all employees and the development of career programs remained a focus, with a view to providing learning and development opportunities for staff to flourish and provide high quality care to our customers and community. The Leadership Capability Framework was established and our Residential Care and Services Manager leadership program kicked off driving leadership excellence in our people.

Investment in clinical education was a priority with the addition of dedicated Clinical Educator roles now working across the Aged Care division. The Whole-of-Baptcare Capability Framework was created, enabling the establishment of an organisational-wide mandatory compliance training matrix to build competency in all teams. Centralised talent programs also established Traineeships and Graduate Programs, as well as awarding eight scholarships.

The investment in our Page Up platform was recognised with success metrics highlighting that we are providing a more efficient and responsive outcome to candidates for employment and new employee onboarding. Our talent acquisition experienced a 100% increase in offers made to potential employees from the start of the year, and our applications received have also increased by an average of 86%. We also implemented the performance development module for employees and will soon roll out succession planning to align with our investment in learning and capability.

Baptcare aims for a safety culture where everyone thrives and looks out for each other. During 2022-23 our continued safety focus was evident across many areas resulting in significant improvements in safety performance including a 20% improvement in Total Recordable Injury Frequency Rate and a Lost Time Injury Frequency Rate that is 44% better than industry average (as published by SafeWork Australia). With a continued focus on the safety of our people we are proud to have exceeded some targets in key areas including: 89% of Work Health & Safety (WHS) inductions completed, 88% of Workplace Conduct training completed and 95% of incidents reviewed by WHS management.

Throughout 2022-23 our extensive Employee Assistance Program continued to provide support to employees, their families and volunteers that helped improve their physical, financial, emotional and psychological health and wellbeing. Employees and volunteers also participated in a range of other health and wellbeing supports offered by Baptcare such as our influenza vaccination program, wellbeing webinars, discounted health insurance and a new Wellbeing App.

This year we improved the employee value proposition of employment with Baptcare for corporate staff, through lifting the remuneration bands from the 25th to the 38th percentile of market rates. We also continued to reward and recognise our staff with new and reinvigorated initiatives including discounts on health insurance, salary packaging benefits, refer a friend programs and We Care Values and Safety awards program.

Team members walked alongside the LGBTQIA+ community at Pride events in Melbourne and Tasmania. These events saw members of the LGBTQIA+ and wider community come together to celebrate a remarkable journey of equality through inspirational arts, community involvement, food, and culture.

# Faces of Baptcare

## Subi and Sabina Gurung, Registered Nurses Brookview and Strathalan Communities

Before they started working at Baptcare, Subi and Sabina had never met – even though they have the same surname, the same country of birth (Nepal) and the same profession. Now they are not only friends, but the first two Baptcare Living Well Together Champions.

“Living Well Together is a holistic approach, working alongside residents to support them to live meaningful lives,” Subi said. “I was so glad to meet Sabina since we have the same kind of passion towards our work.”

“This is evidence-based practice that we need to implement in the best way possible,” Sabina said. “Subi has helped me with lots of information regarding Living Well Together. She is very friendly and comfortable to work with.”



## Anna Coultas, CEO's Executive Assistant Camberwell Office

Anna joined Baptcare in 2017 as a Customer Enquiry Consultant. She has moved through different roles, and is now EA to CEO Geraldine Lannon.

“Every day is different and full of surprises,” Anna said. “There is no typical day at work for me! I really enjoy my job. It is challenging, dynamic, and rewarding.”

Anna's motto in life is 'Be kind'. “I think people need it, especially at the moment, but also everyone deserves it.”



## Shobini Balraj, Physiotherapist Brunswick Nursing & Allied Health Hub

Shobani balances time 'on the road' going from one customer's house to the next, with administrative tasks as our physiotherapy team leader. “I enjoy the mix of clinical and non-clinical related work as it keeps things interesting for me,” Shobani said.

“There is a truly supportive team dynamic. We work collaboratively with other disciplines (such as OT, podiatry, diversional therapy) to ensure our customers get a holistic approach to their care.

“The job is so varied. No two customers are the same in how you would provide care for them, so you can get very creative in how you approach your sessions with each customer, equipping them with the strategies and exercises that will keep them moving, strong and most importantly safe in the home.”





## Bernadette Bullock, Sales Manager Peninsula View Retirement Residences

Bernadette is one of Baptcare's longest-serving employees. She started with the organisation in 1992 and worked in catering, cleaning and personal care roles. With further study she progressed to management in retirement living.

"What keeps me at Baptcare are the people," Bernadette said. "I have always had the opportunity at Baptcare to be mentored by fabulous people who have supported me, guided me, and given space to make mistakes and learn."

"Bernadette's excellence was recognised when she won the 2015-2016 Property Council of Australia Victorian/Tasmanian Retirement Living Manager of the Year. "My motivations for work and in life are doing the right thing, showing care, respect and being able to guide and support people to achieve the next part of their life."



## Aya Badawy, Talent Acquisition Camberwell Office

Aya is a recruitment specialist for In Home Care, screening and interviewing candidates to join our team. She started as a volunteer at The Orchards community in 2017, joined the team at Brookview in 2018 and soon became Office Manager. In 2022 she joined our People and Culture team.

"I enjoy the dealing with different types of people every day. I like the challenge during the interviews and screening process to work out if the candidates will be the right fit for Baptcare or not."

"Having these interesting conversations really makes a difference in my day. I can say that diversity is a great factor in Baptcare and something that I feel makes our organisation different and unique."



## Elton David, Head Chef Hedley Sutton Community

Elton and his team prepare around 400 meals every day, including breakfast, morning tea, lunch, afternoon tea, dinner and supper. Elton spent 21 years as a chef at Rod Laver Arena and even cooked for Queen Elizabeth II when she visited Melbourne for the Commonwealth Games in 2006. However, he has found his true home at Hedley Sutton, where he has been since 2016.

"I guess I'm a different kind of chef because I really love spending time with the residents, quite apart from my cooking," Elton said. "I like them to think of me as part of their family. The residents share their wisdom, knowledge and life experiences with me. They have so much to give!"



# Financial Update



**Baptcare is a not-for-profit faith-based charitable organisation. To sustain its charitable activities, achieve the Board's investment and development strategy, and to continue to provide for the future replacement of operating assets, it is critical that Baptcare makes strong cash surpluses overall.**

Despite the ongoing impacts of COVID19, Baptcare remains in a sound financial position, with strong cash balances, quality buildings, and a sustainable business model. Operating revenue for the year was \$329m, growing by 13.1%. A net deficit of \$7.5m was incurred. A strong cash position of \$45m was also achieved.

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

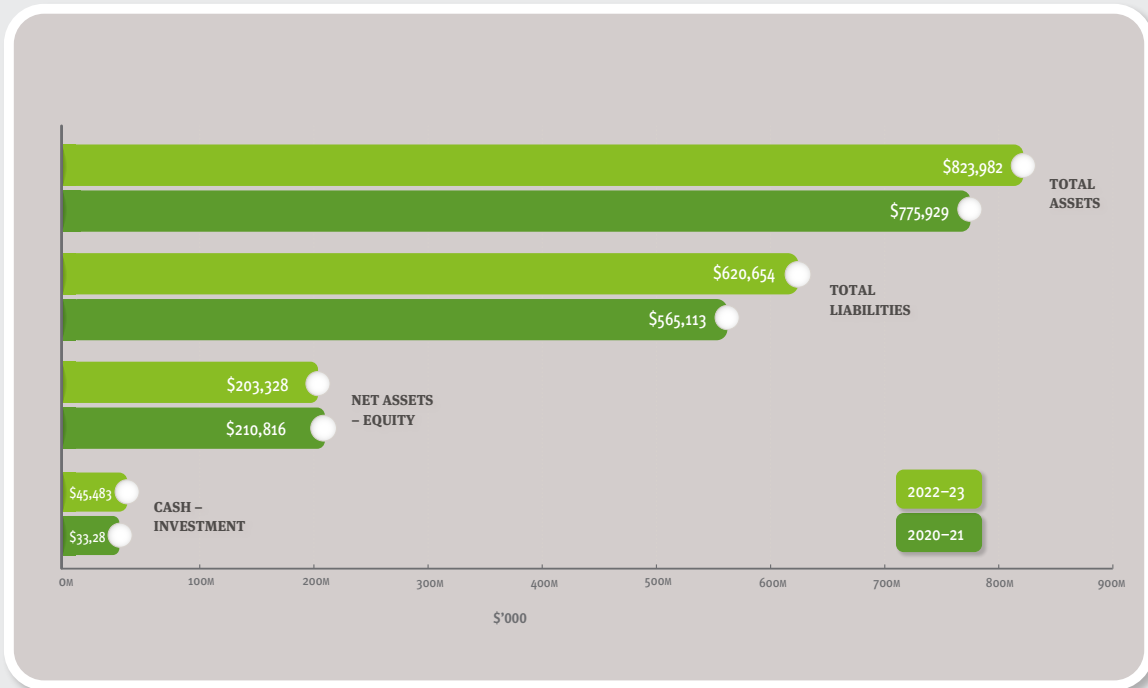
- The operation of aged care homes for the aged and people living with a disability
- The operation of retirement villages providing independent and assisted living units for aged people
- The provision of day care centres and home care services to the aged in the community
- The provision of nursing 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 2022-23

## Financial Position



**Total assets at the end of this financial year were \$823.98 M, an increase of \$47.9 M from the previous financial year. Our operating revenue increased to \$344 M, an increase of 38 M the previous financial year. Our main source of revenue was provided by government subsidies and contributions – \$256 M, an increase of 28 M the previous financial year.**

The Division continues to monitor the ongoing COVID19 impacts and respond to needs accordingly.

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

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

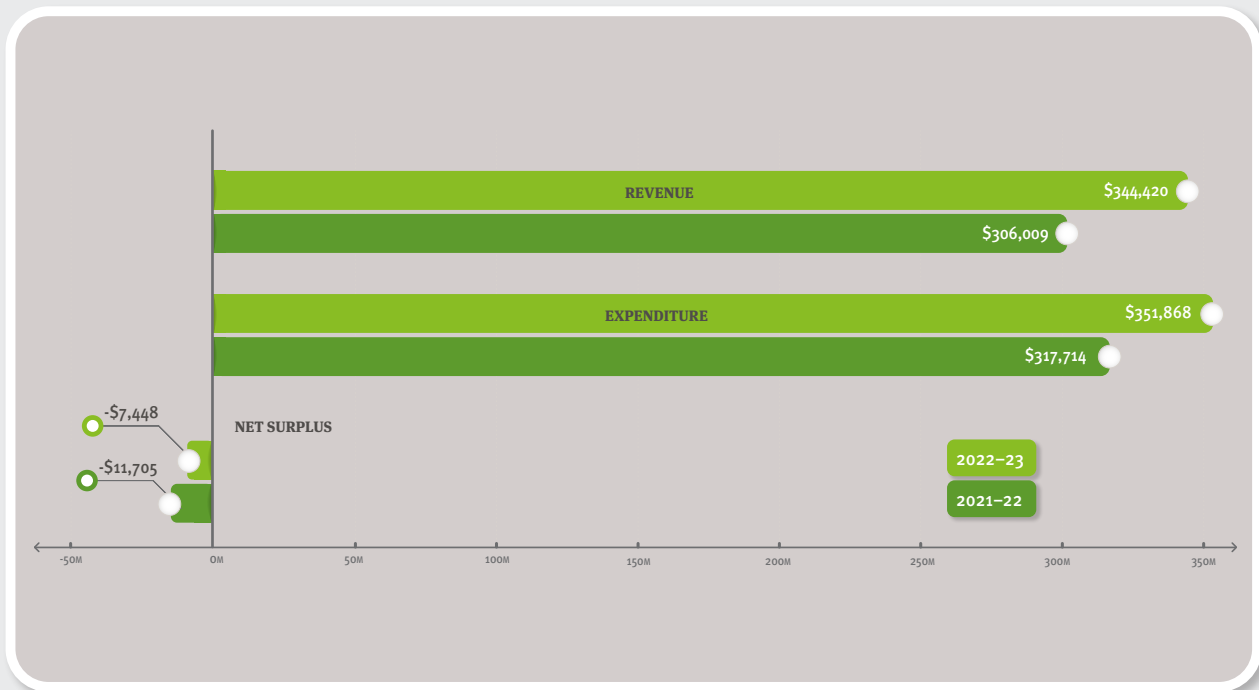
Along with the previously announced reforms in residential aged care, the Support at Home reform remains high on the agenda for the home care sector.

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.

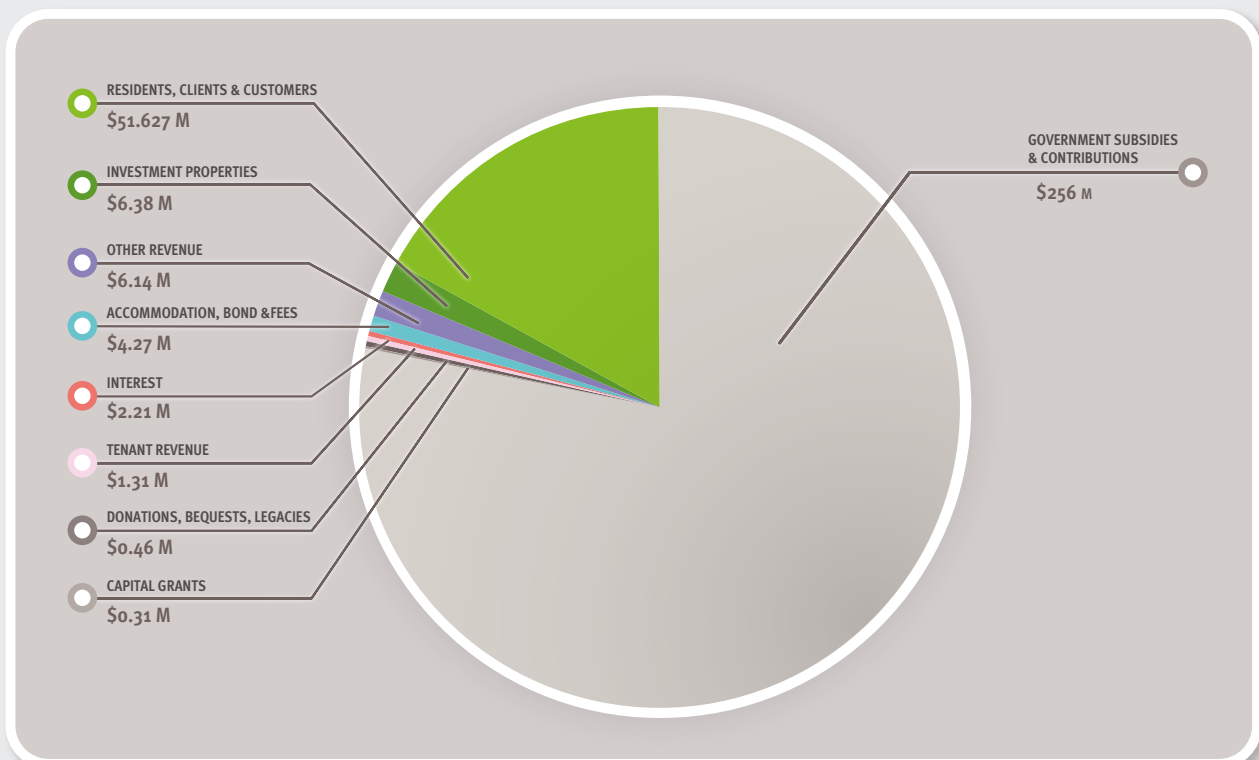
We sincerely thank our staff and volunteers across Baptcare for their tireless efforts over the past year.



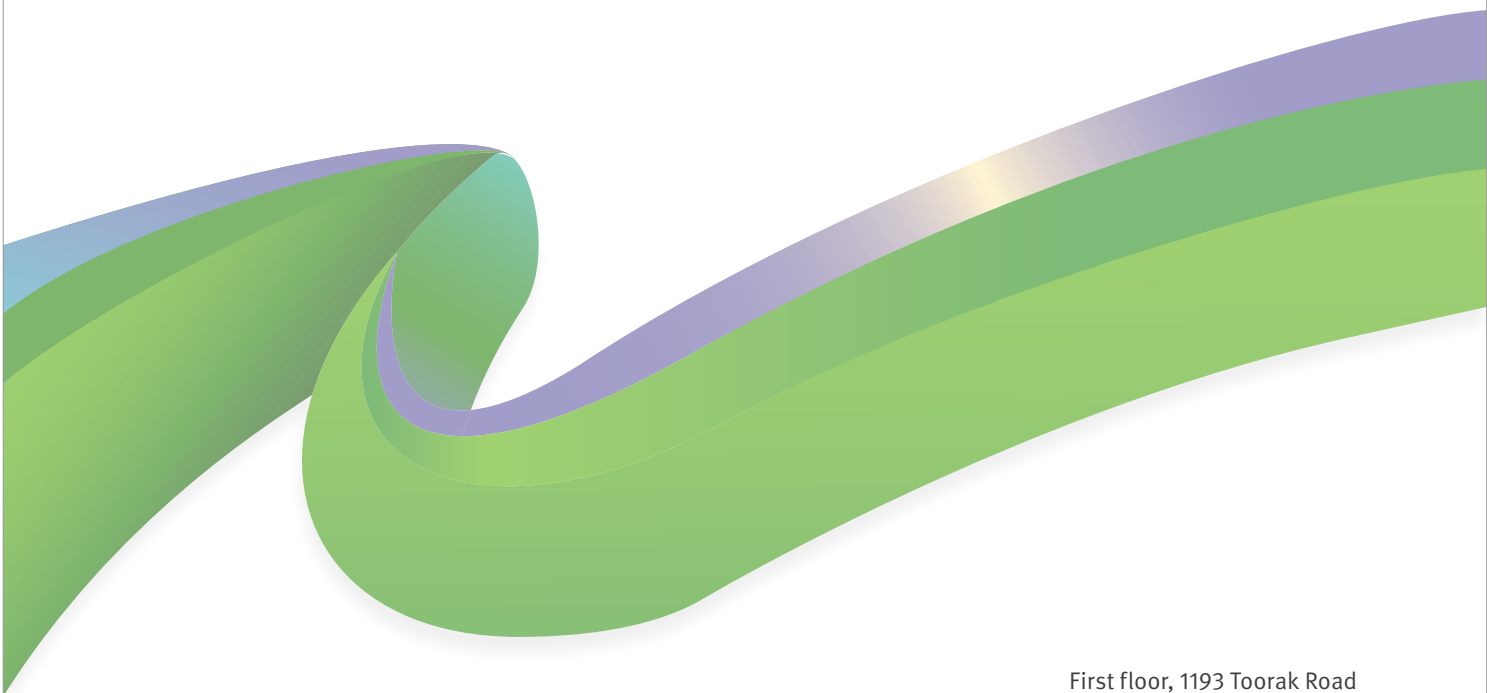
# Financial Performance



# Source of Revenue



# Baptcare



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