

Baptcare



Annual Report

2020-2021

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, present and emerging.

The greatness of a community is most accurately measured
by the compassionate actions of its members.

Coretta Scott King

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Front Cover: Residential Care Services Manager, Melissa McKenzie at Brookview Community serves an afternoon tea of Turkish coffee and treats to lift spirits during the height of the pandemic. Back cover: JP Promli, Care Assistant at The Orchards Community keeping spirits high during the height of the pandemic.
Several customer stories have had details changed, including names, in order to protect people's privacy.

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Our frontline team members were at the coalface, having to work fully garbed in protective gear, day after day. They were joined by many others, who came alongside to offer practical assistance.



Introduction

This past year has been a year unlike any other in living memory. The devastating impacts of the COVID-19 pandemic meant everyone in our community faced unprecedented challenges, both professionally and personally.

In this year's Annual Report we seek to share the story of this year, through the eyes of our team members, customers and residents, who lived through it, day-to-day. Part of our collective story is one of great loss within our community, but it is also a story of resilience, and at times it is also about happiness and thankfulness. A humbling insight into the power of the human spirit in times of adversity.

We witnessed our whole team (volunteers and employees) draw upon reserves of strength, ingenuity and perseverance. They developed new ways of working, so that our mission, partnering for fullness of life with people of all ages, cultures, beliefs and circumstances, could continue. And, through great struggle, we saw our community strengthen in their unwavering commitment and care for one another. We are so proud of the way they acted with pragmatism, compassion and resilience, to anchor one another in the storm.

The strength of our 76 years of history, and our foundation in Baptist faith, informs the values lived by our team. We now have over 3000 employees, operating in 35 main locations, and of course many hundreds of people working from their home offices. Time and time again in the past year, our values leapt off the page, as our team lived out wellbeing, ethics, co-creating, accountability, respect and effectiveness.

This year is the story of 'doing what it takes' as our team members from many parts of the organisation joined together to meet the demands brought about by the COVID-19 pandemic. Our frontline team members were at the coalface, having to work fully garbed in protective gear, day after day. They were joined by many others who came alongside to offer practical assistance.

Our family and community services team encouraged the children they work with to draw pictures, to cheer up our residents in aged care who were in isolation. Our spiritual care team established a centralised call line to offer support, open to all residents, families, friends and staff. During the peak of the first wave of the pandemic, team members from areas including affordable housing and finance joined our nursing and care teams at some of our homes, and supported infection protocol controls.

Other colleagues updated processes using online tools to create new ways of managing contracts, or accounting for financial and administrative tasks. This is the glue that held our services and COVID-19 responses together, and can't be underestimated in its importance. Our family and community services, as well as disability services team members, adapted service delivery methods. They began to partner with people to support their mental and physical health via telehealth practices.

Our relationships with our partners, including the Baptist Union of Victoria (and the members of congregations who prayed regularly for our community), Baptist Care Australia, partner health care services, and family, community and social service agencies, as well as government bodies, all served our community well. With their support we were able to harness resources to support the challenges of the year.

This was a year of some ups and many downs, and can be summarised as a year that we hope, for many reasons, never to repeat. And yet despite much suffering we also had the chance to see true human grace, and for that we are thankful.



Message from the Chair

I am very proud to have worked alongside the committed staff that make up Baptcare. The past year has presented many challenges, and been extraordinarily difficult for many people in our community.

We have weathered the impact of the COVID-19 pandemic, responding to new Government policies, funding models, and to the Royal Commission into Aged Care Quality and Safety recommendations.

Consideration was given to a number of other general policy reforms throughout aged care, family and community services, disability services as well as the refugee support services sector.

Of particular focus this year was the findings of the Royal Commission into Aged Care Quality and Safety. We support and welcome the opportunity for reform, as we imagine new ways to create a more caring and dynamic aged care sector.

We are mindful though that this reform will come at a time when many of our employees are fatigued from the ongoing experience of COVID-19.

Baptcare community support



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

'Hope in gospel faith is not just a vague feeling that things will work out... Rather, hope is the conviction, against a great deal of data, that God is tenacious and persistent in overcoming the deathliness of the world, that God intends joy and peace.'

– Walter Brueggemann

We are committed to finding ways to support our people, even while we make changes and innovate for the future. The Board updated our organisational strategy, giving a clear focus as we manage the future challenges.

This year I was honoured to officially open The Orchards Retirement Living Village. Baptcare has been a part of the Doncaster East community for over 35 years, on land bought by the local Baptist church in 1978. In 1986, Templestowe Baptist Church welcomed the first residents to their new retirement living community, named The Orchards. In 2012, Baptcare purchased the property from the church.

At the launch we learned about an exciting range of new facilities including the gymnasium and community club lounge. The Orchards Retirement Living has never lost sight of the importance of 'the village square' – a place where people can come and be together. I enjoyed meeting so many of the people who live at The Orchards and being able to experience our mission in action.

Baptcare expanded our retirement living communities, completing 37 new retirement living apartments. Our housing team began stage one of a new development at Peninsula View Community in Frankston South.

Ongoing lockdowns throughout the year prevented us from formal opening and welcome celebrations. I look forward to spending time in person with the newest members of our Baptcare community soon.

I would like to acknowledge my fellow Board directors, and each and every staff member for their care and commitment. Baptcare is the stronger for having had a committed Board, given the year that we have had.

Robina Bradley – Chair

Our new organisational strategy

Our five-year strategy outlines how we will put our mission into action and expand our impact, now and into the future. We are reimagining better ways to partner with our customers to achieve fullness of life, focusing on:

- New ways of working: investing in our people to help them unlock their full potential and make it easier to achieve great customer outcomes
- New models of care: working with universities to identify best practice research and collaborating with our customers and staff around how to implement these ideas across our services
- New digital platforms: developing and using technology to make things easier and better for our customers and staff.



We are also extending our reach and the good work that we do by:

- Growing and partnering with more people to achieve fullness of life
- Connecting with people where they prefer, in their homes and in the community
- Focusing on our employees' learning and wellbeing, to help them to live a fuller life.

Our way forward continues our practical, pioneering Baptist heritage that empowers us to continue to grow and evolve, to meet the needs of the day.



Chief Executive's Report

The past year was an enormously testing and unpredictable time, as we continued to experience the devastating impact of the COVID-19 pandemic.

For many Australians, the most severe effects of the pandemic this year were interspersed with periods of relative normality. However, for our staff, and many of our residents and clients, this year provided ongoing challenges throughout the whole year. Our residents, customers and staff in Victoria endured months without being able to see family and friends. Staff shortages were experienced in some service areas, our volunteers were unable to provide their usual in-person companionship, and all of us missed out on connections with others.

And while each of us had our own challenges during this year, the residential aged care community was hit particularly hard. At Brookview and Wyndham Lodge communities we had staff and residents who were infected with COVID-19, and some who sadly passed away. Our hearts go out to the families and friends who lost a loved one this year, and we grieve with them.

**Baptcare
community
support**



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

Although it wasn't business as usual during the uncertainly and stress, it was also a moment in time when our work was most critical for the community.



I acknowledge the role of our spiritual care team, who were there for so many during the past year. They walked quietly alongside us with a listening ear, offering a reflection or heartfelt prayer when it was needed the most.

As we all seek ways to heal as a community, I could not be prouder of the compassion and kindness everyone has shown to one another.

Although it wasn't business as usual during the uncertainly and stress, it was also a moment in time when our work was most critical for the community.

I hope in the years to come, our staff will be able to take pride in how they responded to this challenge, and our future staff will look back to recognise the love given during this time – shown in attributes of care, courage, and good-humoured resolve. I reflect upon the words of 1 Corinthians 13:7 *'love...always protects, always trusts, always hopes, always perseveres.'*

A new strategy, framed by the findings of the Royal Commissions

Despite ongoing challenges we still found time to create new opportunities, by evolving our organisational strategy and the way we deliver our mission. Our way forward focuses on two key ideas:

- **Reimagining** better ways to achieve our mission through focusing on how we work, our people, how we partner with our customers and use technology to constantly improve
- Extending our **reach** and the work we do to bring fullness of life to more people. We will do this where people prefer – in their homes and in the community, and where we have the right skills and experience.

This organisational strategy was framed by findings and recommendations of the Royal Commission into Aged Care Quality and Safety, as well as the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

We reviewed the findings, paying attention within our ongoing strategy to areas identified within these reports, including:

- 1 Workforce design and recruiting, retaining and supporting our people
- 2 Putting customers and their experiences at the heart of everything
- 3 Quality, safety and governance
- 4 Finance, funding and operations
- 5 Technology and innovation.

Continued momentum

During this year, we experienced strong momentum as we continued to partner with people across a range of areas. A few notable achievements from this year:

- Our retirement living communities opened new developments at The Orchards and Strathalan. We also began a new chapter of retirement living development at Peninsula View, in Frankston South.
- We launched our newly branded Baptcare Mindset TAS mental health services, including our Mindset TAS TasConnect referral line. These services range from individual and group support programs to short-term outreach programs.
- Our family, community and disability services teams pioneered new telehealth delivery of services that served as best practice for others.
- We continued partnering with the tenants in our Sanctuary/Houses of Hope program, and we learned more about the way they partner with our Baptist community, and Houses of Hope volunteers, to build their new chapter of life in Australia.
- We continued to deliver a broad range of services supporting older people, young people and families across Tasmania, Victoria and South Australia.

'Community is first of all a quality of the heart. It grows from the spiritual knowledge that we are alive not for ourselves but for one another.'

– Henri Nouwen

Baptcare and Baptcare Affordable Housing (BAH) collaborated on significant developments during this year. BAH received funding to create a new innovative development at Albion, in Victoria, for an additional 20 dwellings. This is a particularly exciting project because eight of the homes being built will meet the ground-breaking Passivhaus standards. We also secured funding through the auspices of the Victorian Government's Big Housing Build program to build 95 new homes (47 homes in Keilor Downs, and 48 homes in Lalor*). We are thankful that land held by Baptcare will now be used to build innovative, sustainable and affordable homes, for people who need it the most. All this in a time of extraordinary housing unaffordability in Australia.

Our wonderful community of carers, customers and residents

I have been moved by the many stories of our customers, residents and clients who are getting on with life, despite the turmoil surrounding them. In this report you can read more about Chaya who was a foster child and is now giving back as a foster carer. There is Carlos, at age 86, who worked with our Home Care Package team to use funds in his package to build a raised garden bed, and is once again supplying his family and neighbours with vegetables.

Financial Update

Like other providers of health care services, Baptcare incurred significant expenditure to manage COVID-19 outbreaks and protect our customers and staff (more than \$14 million during 2020 alone). COVID-specific expenditure peaked in August and September of 2020. This was during the period of a high level of community transmission, particularly in Melbourne's western suburbs.

Despite a tough year, we are on solid ground financially, and we're in a strong position to plan ahead. The next iteration of our strategy means we've made decisions about where we invest our money to continue to be as effective as possible in continuing our mission: partnering for fullness of life with people of all ages, cultures, beliefs and circumstances.

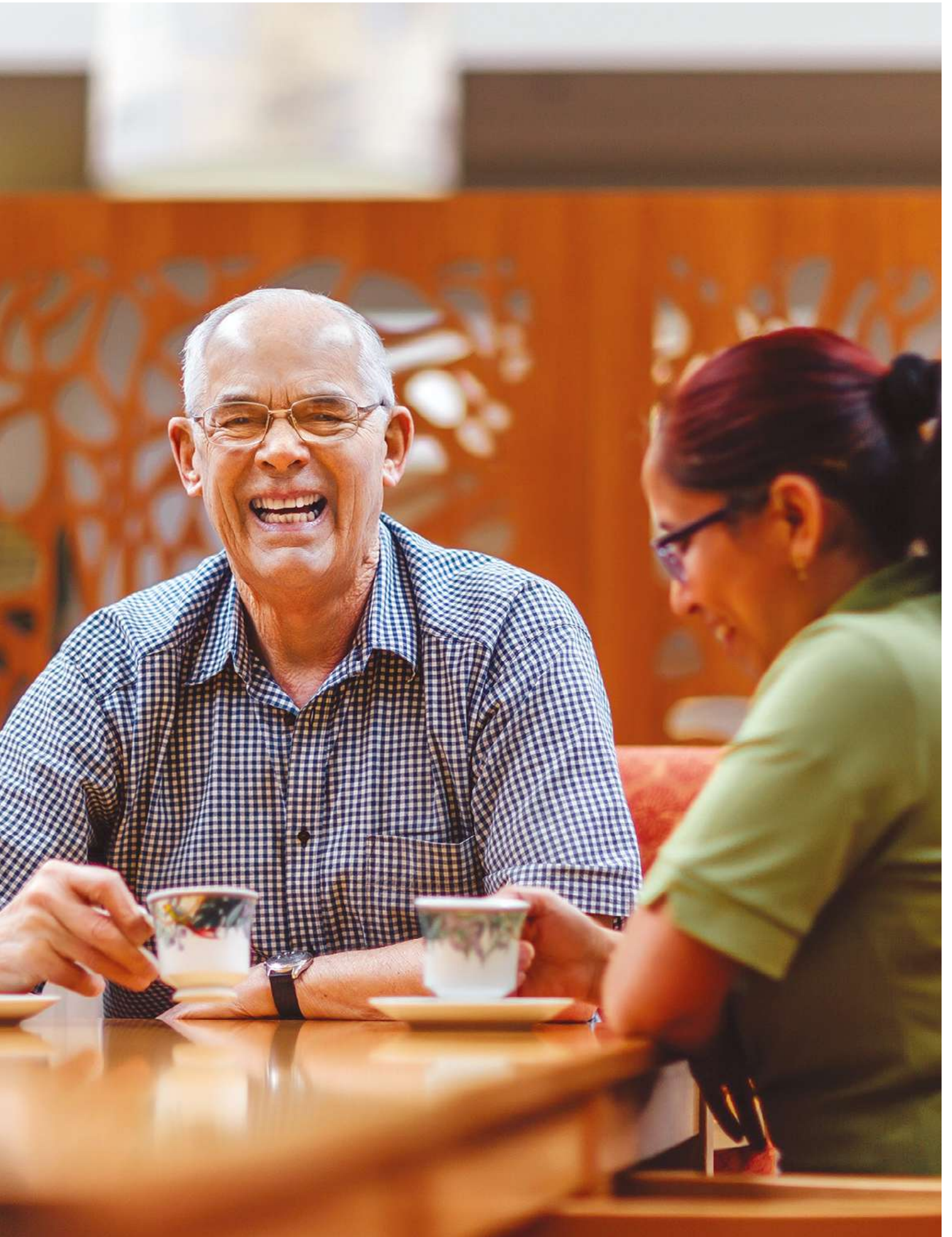
This Annual Report commemorates the most difficult year many of us have ever experienced. I am very proud and thankful to our team for supporting our mission, and for our wonderful community for living life to the full, each and every day.

Graham Dangerfield – Chief Executive

*Final number of houses mentioned on this page may vary and is dependent upon a formal approval process.



Architectural render: Keilor Downs



Baptcare at a glance

Service impact and offerings across three states

With the support of over 3,800 committed staff and passionate volunteers, we supported more than 31,900 people across Victoria, Tasmania and South Australia in both metropolitan and regional areas.

In Victoria, Baptcare offers predominantly Aged Care services, and Family and Community Services. In Tasmania, we mostly provide NDIS, Mental Health and Family and Community services. In South Australia, all offerings are NDIS-related services.



Our Board



Above, left to right, top to bottom: Robina Bradley – Chair. Ross Dawson, Matthew Hick, Julianne Rose, Brandon Howard, Tim Farren, Mark Trajcevski, Assyl Haidar, Hamish Blair, Dr Rebecca Iseli. Michelle Dobbie was on the Board for the first half of the financial year, Rebecca Iseli replaced her for the second half of the financial year.

Our Executive Leadership Team



Above, left to right, top to bottom: Graham Dangerfield – Chief Executive, Kate Barber, Michael Wilson, Ray Bongiorno, Andrew Stephens, Jennifer Fleming, Peter Powell, Leanne Beveridge.

The strength of our 76 years of history, and our foundation in Baptist faith, informs the values lived by our team. We now have over 3000 employees, operating in 35 main locations, and of course many hundreds of people working from their home offices. Time and time again in the past year, our values leapt off the page, as our team lived out wellbeing, ethics, co-creating, accountability, respect and effectiveness.

Home Care



Carlos* has always had a green thumb, tending to a vegetable garden bursting with silver beet, pumpkins, tomatoes and capsicums.

After a decline in his health, 86-year-old Carlos found the physical strains of gardening were too much, and he could no longer provide his family with regular vegetable offerings. Enter Baptistcare's Diversional Therapy staff. With assistance from Carlos's Home Care package, they supported Carlos by raising his garden beds to make them more accessible for planting and harvesting.

His green thumb is back in action and he's not the only happy one. Carlos's family and friends are thrilled to be receiving his delicious fresh vegetables again.

** Image changed to protect privacy*

Home Care Services



Trained and qualified frontline workforce

Many customers became reluctant to have someone come into their home because of their fears of contracting COVID-19, and reduced or cancelled their services.



Home Care and living with COVID-19

This year our In Home Care team needed to respond quickly and effectively to changing circumstances to effectively manage COVID-19 risks to customers and staff. Whether during the long and challenging lockdowns in Victoria, or later in the year as Australia moved towards 'opening up', we needed to take steps to prevent the spread of COVID-19 and ensure our team was ready if an outbreak occurred.

Many customers became reluctant to have someone come into their home because of their fears of contracting COVID-19 and reduced or cancelled their services. Our challenge was that, more than ever, we needed to ensure that our customers remained healthy, safe and connected with their community.

We understood that we needed to change our approach and change it quickly. We began regular welfare checks with customers by phone or video conference. We offered one-on-one respite services in the home. We created activity packages for customers that were delivered to their homes.

Through the peak of the COVID-19 pandemic, we engaged with every customer and undertook an assessment of their needs. Customer feedback was used to vary services to allow them to remain safe and supported. Through the COVID pandemic the need to be able to engage and communicate with our customers at speed meant the use of a push-based technology system (Whispir) to send messages to customers' phones.

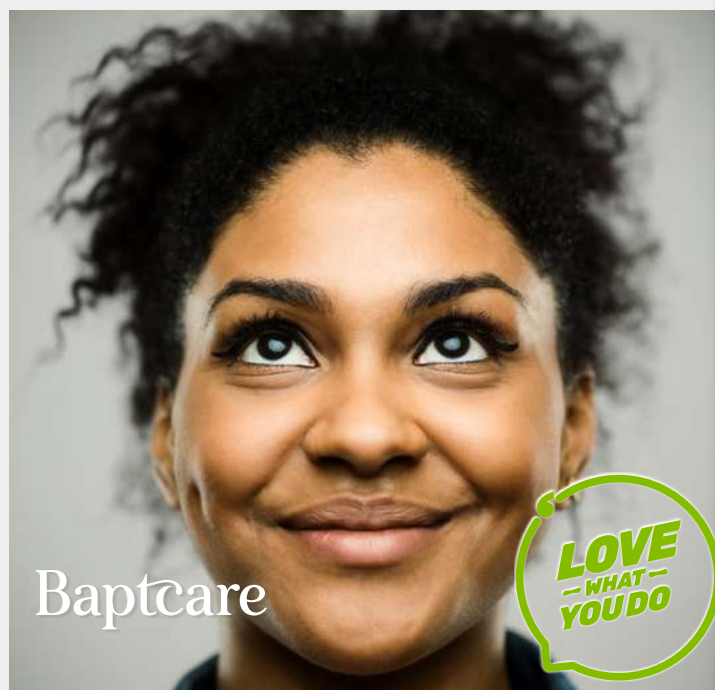
This allowed us to get critical information to customers quickly and has proven a very valuable tool for us through the last six months. This means of communication has proved so successful that we will continue to use Whispir with all our Commonwealth Home Support Program and Home Care Package customers.

Growth of Home Care customers

Despite these challenges, we welcomed many new customers this year, providing services to more than 2,500 customers. Our Personal Care Worker workforce and delivery team now provide more than 5,000 hours of care per week.

We were also successful in our tender for Banyule City Council's Commonwealth Home Support Program, welcoming over 800 customers representing \$2.6m and approximately 50,000 direct care hours annually.

To meet the needs of these new customers, we undertook a bulk recruitment project that delivered in excess of 100 new Personal Care Workers into our business in just 12 weeks. A large part of this success was as a result of our innovative social media campaign branded 'Love What You Do'.





Home Care Innovation

We continued to focus on improving our customer service delivery and staff communications as we developed our new Community Care Platform.

Built around the needs of our customers and staff, the platform will provide greater transparency of the end-to-end customer experience and enable our people to identify and respond to customer needs proactively.

Key achievements this year:

- Launched Baptcare's first Customer Reference Group (CRG) where customers and family members meet regularly to inform Baptcare's product development pipeline. Utilising co-design principles, the CRG members provide feedback and recommendations during the development of the Community Care Platform, conduct user testing, feedback on customer communications and identifying other new product ideas.
- Established digital sign-up capability allowing customers the ease of using a stylus to sign relevant documentation in the comfort of their own home.
- We began to develop new Care Management capability, and began to reimagine the customer Care Assessment and Care Plan.
- Developed the prototype of a new Customer Portal allowing customers self-service options to view their care plan, monthly statements, and funding balance.

Home Care Services



Hours of care delivered weekly by our staff

The Community Care Platform will greatly simplify administrative components of our staff's work, enabling them to focus more on the wellbeing and clinical governance of those we partner with.



Residential Aged Care



A banksia tree will be planted in the Wyndham Lodge community garden as a symbol of renewed hope and rebirth.

We acknowledge how distressing and isolating the COVID-19 pandemic conditions were for many of our residents and staff. To address that suffering and bring some closure for those grieving the loss of friends and customers, we planned a memorial event in the gardens of Wyndham Lodge.

We hoped to give residents, family, friends, volunteers and staff an opportunity to come together, but unfortunately due to continuing COVID-19 restrictions it had to be postponed.

The Baptistcare Wyndham Lodge Community commemorative service is planned for early 2022.

Hopeful blessing

Hope nonetheless.
 Hope despite.
 Hope regardless.
 Hope still.

Hope where we had ceased to hope.
 Hope amid what threatens hope.
 Hope with those who feed our hope.
 Hope beyond what we had hoped.

Hope that draws us past our limits.
 Hope that defies our expectations.
 Hope that questions what we have known.
 Hope that makes a way where there is none.

Hope that takes us past our fear.
 Hope that calls us into life.
 Hope that holds us beyond death.
 Hope that blesses those to come.

Jan Richardson 'Circle of Grace'. ©2015

Our Lifestyle teams used their creativity and love to find new ways to ensure all residents stayed active, including personalised activity boxes, music, doorway bingo and corridor dancing.



A challenging year

It is not an understatement to say that this year has been one of the most challenging for our Residential Aged Care communities, living and working with significant mental and physical pressures.

Throughout the year, we experienced numerous COVID-19 exposures and outbreaks across 15 of our residential aged care communities in Victoria. Working with rules mandated by local Public Health Units, each of these communities went into lockdown on one or more occasion. At various times residents were restricted to their rooms, staff worked in full personal protective equipment (PPE) and visitors were not permitted into homes.

Where previously family, friends and volunteers had been able to visit to enhance the emotional wellbeing of our residents, our staff became responsible for all aspects of residents' physical, emotional and spiritual care. This was made more difficult by reduced personal contact and familiarity due to the wearing of PPE.

At the same time, staff worried about introducing COVID-19 into their facility, as well as being impacted by ongoing news coverage of the pandemic.

Coming together...

Despite the intense challenges at hand, the broader Baptcare family came together to offer support. We implemented a way for residents to see each other, even if from afar: at 2pm all residents would go to their doors and join in corridor dancing.

We also brought fun into dining by implementing takeaway-style meals, which were still cooked on site, but resembled what residents might order from a takeaway restaurant.

Our Lifestyle teams used their creativity and love to find new ways to ensure all residents stayed active, including personalised activity boxes, music, doorway bingo and corridor dancing. Our Spiritual Care team set up a dedicated phone line to provide spiritual and emotional care for residents, families and staff. Wearing a mask for the duration of an eight-hour shift can be uncomfortable, so our volunteers made and donated 'ear savers' to make our staff more comfortable.

One of the major factors in making it through the worst of the COVID-19 lockdowns was the support that our managers received from each other. They organised daily meetings to talk through issues at each site, which brought the managers closer together.

Staff across Baptcare shared messages of encouragement to the teams facing the largest challenges, at Wyndham Lodge and Brookview communities.



Residential Aged Care



Pieces of PPE used over the year

Gwenyth Saunders (left) and Shirley Ryan (right) enjoying their well-deserved cake.

Volunteers of all ages support our Residential Aged Care communities

The Bapcare difference in Residential Aged Care is that we care for the whole person. It is not just a matter of food, shelter and a bed; we partner with our residents to foster fullness of life.

Across our organisation we have 1,000 volunteers, many of whom give their time and energy to people in aged care settings. They are great contributors to overall wellbeing, bringing care, faith and fun to our older community members.

These are volunteers like Evelyn Wakeling, who for more than 30 years has travelled to Hedley Sutton and Karana communities to play the piano for Chapel services.

“I get to know the residents and provide ministry to them after the service and I know the music is something they enjoy,” she says. “They may not know the words, but they know the melody. It is something they grew up with.”

There are also volunteers whose combined ages don't add up to the 30 years Evelyn has been contributing. Last year we saw three caring siblings, Lola, Lucas and

Joeline*, sell garden produce in the street to raise funds for Bapcare's Westhaven Community. Their parcels of herbs started with rosemary bunches, and later expanded to include chilli, lemons, mint and parsley.

Another magnificent family effort is that of the Saunders family. This year Gwenyth Saunders reached 40 years of volunteering at Bapcare's Karingal community. However, she says that if you combine the service of her mother, husband, daughter and extended family, they have contributed a combined 400 years as employees and volunteers at Karingal.

“Volunteering is not a one-way street,” Gwenyth says. “Sure, you give a lot of yourself and your time, but you get it back too. It's reciprocal. Karingal has become a second family for me.”

** Names and other details changed to protect privacy*



Our three youngest donors ever. Budding social entrepreneurs Lola, Lucas and Joeline.*

Retirement Living



Hedley Sutton Retirement Living Community

A major focus through this year was to support residents in our retirement villages during the COVID-19 lockdowns.

Many residents experienced social isolation, and staff made a concerted effort to connect while staying within government protocols. Residents appreciated the extra assistance and care that staff offered during a very difficult and uncertain time.

During the COVID-19 lockdowns of the past year, Hedley Sutton Retirement Living Community staff worked to enhance the connectedness and wellbeing of residents.

There was home delivery from the on-site café for lunch and dinner meals. Staff offered to pick-up and deliver a shopping list of breakfast items for residents and provided personal shopping for hot cross buns at Easter.

RETIREMENT LIVING



Number of people supported in our communities

At 2pm each day, residents were encouraged to go out and check their mailbox and say hello to each other from a distance. Exercise classes were held in the street and mocktail parties in the residents' garages, to foster a sense of community.



Some of the imaginative ways in which they brightened the lives of residents included giving each resident a goldfish which they were asked to release into the fishpond in the communal garden. Each day residents were invited to go out and visit their fish. On Winter Solstice and St Patrick's Day, staff dressed up and brought a bit of fun to the residents' lives.

On the first day of Spring, each resident was bought a potted plant. Staff also provided an Indian banquet; provided each resident with a gourmet bag of teas to hold a Tea and Sympathy session; and at Christmas organised a gathering in the gardens, individual hamper packs, and Christmas carols played from the balcony.

At 2pm each day, residents were encouraged to go out and check their mailbox and say hello to each other from a distance. Exercise classes were held in the street and mocktail parties in the residents' garages, to foster a sense of community. Twice a week an outdoor speaker provided music in the garden, where residents could remain socially distanced but still have a chance to feel connected with one another.

New developments

Building continued at our two redevelopment sites, Strathalan and The Orchards. While periods of lockdown caused delays, both projects were completed by year-end. It was heart-warming to see residents moving in to begin enjoying their new homes and community.

The Orchards Community

The Orchards Community in East Doncaster was completed in June 2020 and officially opened in March 2021. The Orchards was originally a 45-villa development, but now the site contains 22 existing villas in addition to 33 new apartments. We are now selling our Stage 3 villas.

The process of relocation has been hard for some residents, but they are now revelling in the community's new facilities, including a café, gym, swimming pool, residents' lounge, hairdresser, doctor's surgery, massage and podiatry services.

Strathalan Community

At Strathalan Retirement Living Community, the redevelopment of our first venture into Aged Care and retirement living continues. The new community centre and 37 apartments were completed in May 2021. Residents began moving into their new apartments in June 2021. Twenty-six of the 33 new villas have already been sold. New friendships have developed as existing and new residents have been able to get to know each other within the state-of-the-art communal areas of the complex.

Peninsula View Community

Construction of a new retirement living village commenced at Peninsula View in Frankston South in May 2021. We started selling villas at Peninsula View in October 2019, but that sales process was difficult to maintain due to extended lockdowns resulting in limited viewing times. Eleven of the 24 apartments have been pre-sold and completion of the first stage of the development is scheduled for December 2022.



Architectural render: The Orchards



Elva's Strathalan story

When Elva and Ian McKenzie moved into retirement living at Strathalan five years ago, the sense of homecoming was very strong. Elva was an inaugural member of Friends of Strathalan, a long-time volunteer at the Op Shop and a contributor to many successful fetes.

Ian had spent years as Strathalan's on-call maintenance electrician. Even walking past Paice Road connected them to memories of Mr Paice, their first Minister at Greensborough Baptist Church.

"When Ian's health went downhill, we decided this was the place to come to," Elva remembers. "The kids said to us, 'Mum and Dad, time to sell up and move to a nice new place.' So that's what we did, and we never once regretted it.

"My Mum was here for 15 years. Ian's mother, uncle and aunt were all here, and it always had a family feel for us. But we also met a lot of nice new people, and established lots of connections with the community of people who live here."

This community was of paramount importance to Elva in January 2021 when Ian passed away. "I was so pleased that he got to have five years of retirement living. He was friendly with a lot of the staff and was very happy here. After Ian died, my friends looked after me. It's a very close-knit community. Our beautiful Bapcare pastoral carer Bronwyn (Madder) has also been very supportive to me every step of the way. She means a lot to the people around here."

Elva has three children, four grandchildren and five great-grandchildren, but she has contributed to the upbringing of hundreds of other kids. While Ian was looking after emergency electrical issues, Elva gave a lot of her life to children.

Retirement Living



Number of Retirement Living houses, villas and apartments



Elva McKenzie (right) with her friend and fellow resident Elaine Anderson outside the new Strathalan Apartments.

She was involved with the Children's Protection Society, received an award from the Royal Women's Hospital for services to fostering children, and oversaw the family day care system in Diamond Valley.

Now she is surrounded by older people, but she brings the same caring spirit to interactions with her neighbours. "Ian always made a great effort to get to every function," Elva recalls. "Now I have joined the Residents Committee because I want to try to contribute something back. When we moved here we were fortunate to get the last place that was available at the time, and we said yes to it sight unseen. Since then we've never looked back."



The original Strathalan Homestead, home to Strathalan Community

Mental Health Services



When Foundations started working with Bec* she had been diagnosed with Borderline Personality Disorder, was living at home with her parents and had frequent bouts of hospitalisation following severe episodes of self-harm.

Bec was despondent about her future, and during her first session with her Foundations Care Coordinator said that she understood her diagnosis to mean she was “just a horrible person”.

Bec is an intelligent young person with a wide range of interests. When she started the program, she had little confidence she had anything to offer the world. Bec spent her days at home, in her room, knowing she wanted more from life but only seeing looming failure in her future.

Bec’s Foundations Care Coordinator took time building rapport by taking walks through the countryside, progressively engaging her in conversation.

**Mindset
TAS**



Number of people supported in our communities

Establishing trust and equity is paramount in the pursuit of the deconstruction of stigma in the Mental Health sector, reducing relapse and celebrating personal potential, strengths and healing. Peer Work is about holding someone's hope, when they are unable to hold their own.

Some of the early sessions were largely silent, but Bec slowly opened up and decided she wanted to try university and look for a part-time job. Bec then started acting, applied for a part-time job and was successful, and applied for a pre-degree program at uni. Bec was successful at that too, and juggled her wellbeing with her studies, achieving a particularly high grade point average.

The year was not an easy one for Bec, with several difficult episodes in her mental health, and a requested medication change, but she got through it with support from her Foundations Care Coordinator and the Disability Support Office at university. Bec slowly grew in confidence, and at the end of the Foundations program she could make plans, act on them and adapt when things didn't quite pan out. Bec was awarded a significant scholarship with accommodation at UTAS, had her diagnosis and medication changed, and was now living happily without MHS support.

Mindset TAS

Baptcare has provided mental health services in Tasmania since 2013. This year there was a major rebrand of our work, with the launch of Mindset TAS in May 2021.

This officially moved all our psychosocial programs under one banner, raised the profile of the programs and provided a distinctive look and feel that will enhance opportunities for growth.

The launch attracted mainstream media coverage, including an interview on ABC Radio Drive and a segment on local WIN News. There was a follow-up promotional campaign based around the slogan 'Take the hard work out of finding mental health support'.

Mindset TAS offers a variety of services including individual and group support programs, short-term outreach programs and a telephone service. A key feature of our programs is our model of engagement with our clients. We have a strong peer-worker based workforce, and their experience brings a unique perspective of true benefit to everyone we work with.

A major focus this year was on preparing for reaccreditation under the National Standards for Mental Health Services. We also worked alongside an independent evaluation partner, Monash University.

This meant we could evaluate the work we're doing to ensure that service provision is of consistently high quality, accessible and meets the needs of Tasmanians.

Monash is nearing completion on a three-year evaluation of the Foundations and Choices programs, and the data so far demonstrates that we are having a significant positive impact in those communities in which we are working. Monash is also seeking access to hospital data which is projected to demonstrate that our work reduces impact on the public health system.

Mindset TAS runs five programs:

Foundations is a Tasmanian state-wide medium- to long-term psychosocial outreach service that supports individuals at a time of critical unwellness.

Unique clients this year: 118

Choices (formerly MyCare Choices), offered in South Tasmania, is an intensive, short-term psychosocial outreach and accommodation service that supports individuals at a time of critical unwellness.

Unique clients this year: 73

Horizons provides intensive, short-term support for people experiencing severe and episodic mental illness in individual outreach and group settings.

Unique clients this year: 138

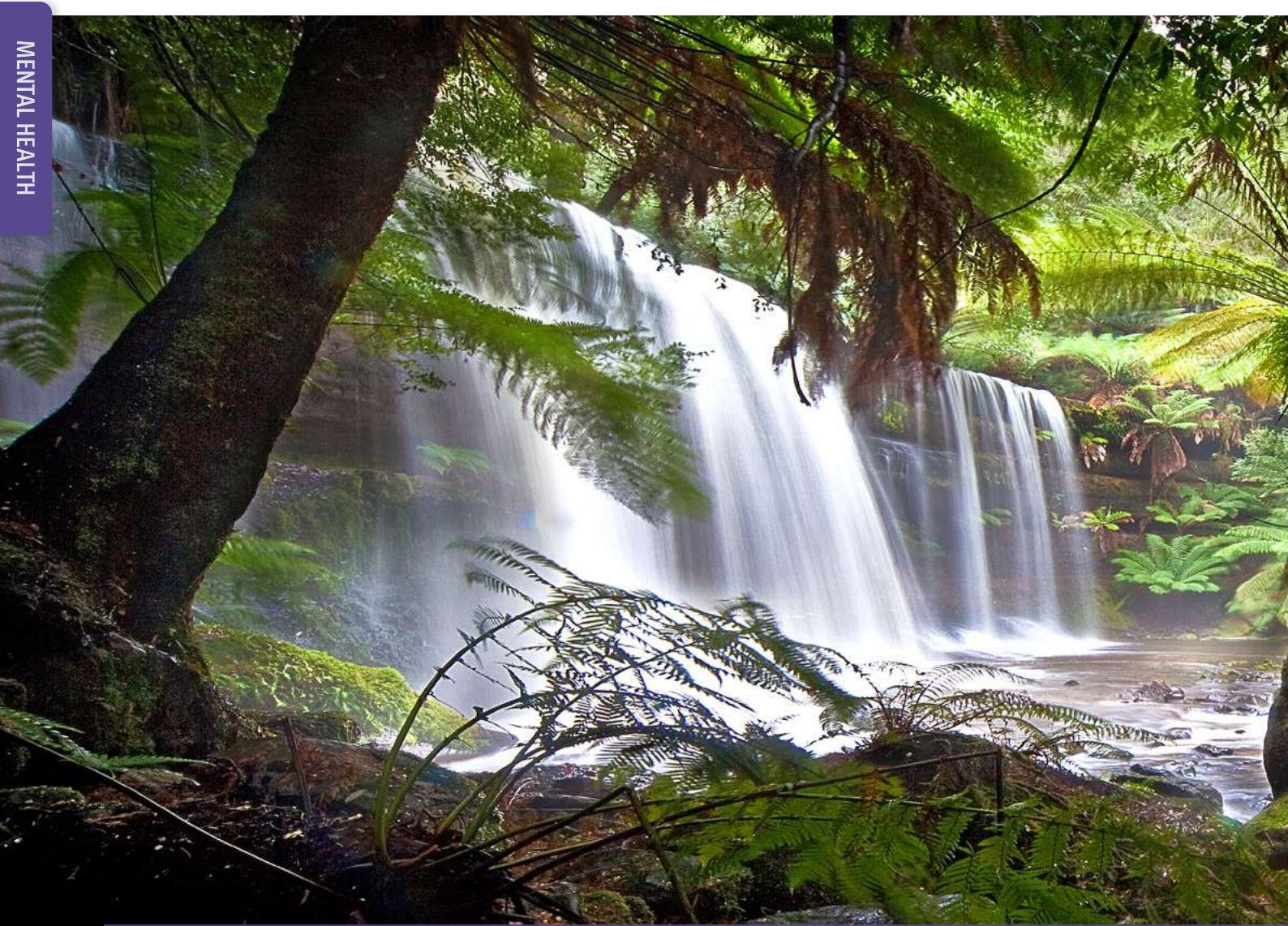
Connections is a continuity of support program for Tasmanians on previous support programs who do not meet the entry criteria for the NDIS.

Unique clients this year: 94

TasConnect is a free 1800-number mental health telephone service, providing advice and referral to psychosocial programs across Tasmania.

Unique clients this year: 501

* Name and image changed to protect privacy



Charlie's story

Charlie* was sitting in the bush near Maydena in southern Tasmania, staring into a campfire, thinking about ending his life. He'd been through the ringer over a period of years.

A relationship breakdown and the loss of his parents saw him slip into alcohol and drug dependence. Eventually, with nowhere else to go, he was forced to live in a friend's shed.

Years earlier, he'd been a founding member of the Aboriginal Land Council of Tasmania. But that night, at his lowest ebb, Charlie was utterly disconnected — from his community, his family, and his former self.

Thankfully, he picked up the phone and gave Karadi Aboriginal Corporation a call.

"I'd be in a box if not for Karadi," the 58-year-old says, looking back. "I feel like my book was closing, and now I've turned a new page."

** Name and other details changed to protect privacy*

Charlie's transformation didn't happen overnight.

Over the past two years, he's been engaging with both Baptcare and Karadi. Together, the two organisations worked to provide Charlie with 'wrap-around' care, where a team collaborates to provide a person with a variety of services to improve their health on multiple fronts.

Baptcare and Karadi facilitated access for Charlie to Integrated Team Care, social and emotional wellbeing services, and group-based mental health support.

Charlie now lives in a supported accommodation facility in Claremont, has a good relationship with a GP and is even attending exercise classes.

Mindset Horizons



Number of people supported in our communities

Please be aware this story contains reference to suicide, which 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.

For his mental health, he's relished the opportunity to participate in Karadi's men's program that encourages celebration and sharing of cultural insights and identity.

This enhanced wellbeing has been reinforced by Baptcare's Horizons Fundamentals mental health support group, where members have created their own 'phone tree' to check in on each other, and even met up for a Christmas lunch.

"We've got a good mob going — if someone gets a bit down, we send them a message, and check in," Charlie says.

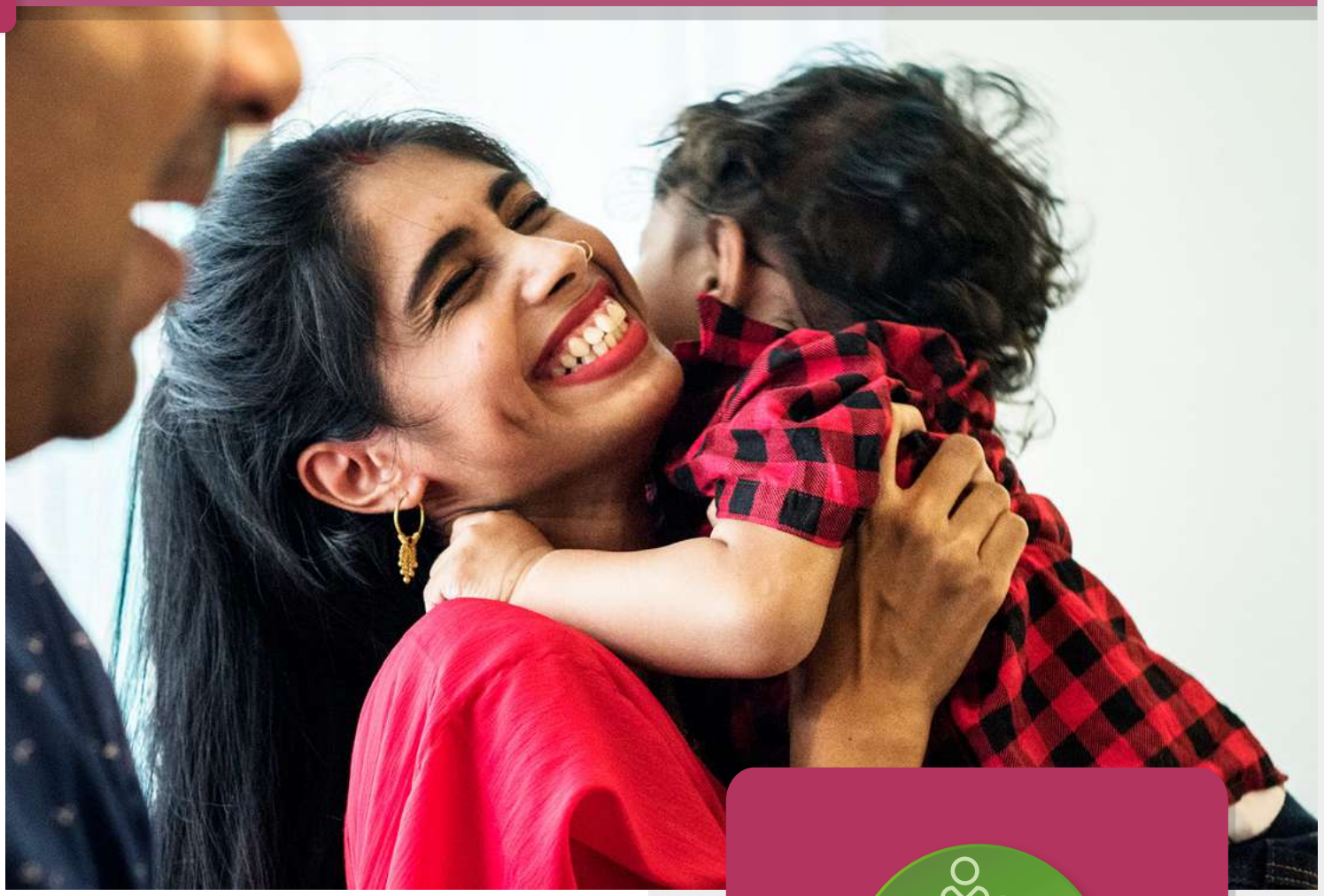
Horizons program senior practitioner Nikki Riley says working with Karadi has proven hugely successful.

The group program places a strong emphasis on participants defining and driving their own mental health management alongside health professionals, rather than simply going through the motions of attending appointments and taking medication.

"That's really what underpins the Fundamentals group — the idea that people are active in their mental health recovery journey," Nikki says.

Charlie says that reconnecting with his community has restored his sense of identity and pride and brought back his chatty streak. "It was like I was a clam shell, shut tight, that wouldn't open up to the community," the grandfather of seven says. "But now I'm back to being happy-go-lucky Charlie."

Family and Community



Family and Community Services (FACS) supports at-risk children, young people and their families. We also provide foster and kinship care services to those impacted by trauma (e.g. family violence) across Tasmania and Victoria.

Over the last year, FACS has implemented a range of evidence-informed and evidence-based programs across both Tasmania and Victoria, including Positive Shift (+Shift), Positive Waves (+ Waves), SafeCare, Mothers in Mind, Caring Dads and continued its relationship with Monash University to evaluate Mindset, Baptcare’s mental health program. See Mental Health on page 24 for more information.

Baptcare’s senior managers have been strong contributors to the reform processes currently underway in both states and are actively contributing to key government and departmental working groups designing aspects of an improved service system.



Number of people supported in Tasmania



Number of people supported in Victoria

'You have no idea how your involvement can change the trajectory of a child's life.'

– Chaya, Foster carer



FACS Tasmanian services overview

The Grandparent and Other Relative Carers Program is offered in Hobart (Southern region) and Launceston (Northern region). The program provides support to grandparents or relatives who voluntarily accept a child/children of family members into full-time care, ensuring access to services and brokerage requirements are fulfilled at the point of transition of care and through the significant life stages of the children in care.

As a lead agency across an alliance of providers, Baptcare's Integrated Family Support Services provides a casework service to families. The program provides service interventions that reflect the complex and evolving needs of vulnerable families. Casework may include a range of activities such as group work, practical support, parenting, household management strategies and skills development.

New evidence-based programs introduced in the past few years include:

- Mothers In Mind – a mother and child program to meet the parenting needs of mothers who have experienced family violence, childhood abuse, neglect or sexual assault with children under the age of four.
- SafeCare – focuses on Home Safety, Health and Parent to Child Interactions. The program is appropriate for parents with children under five years old.
- Caring Dads is a group intervention program for men who have abused, neglected, or exposed their children to domestic violence.

In Hobart and South Western Tasmania, Targeted Youth Support Service delivers an intervention service offering intensive case management and appropriate therapeutic interventions targeted at vulnerable young people aged between 10–18 years who are identified as having significant and/or multiple risk issues.

The first point of contact for child wellbeing and safety in Tasmania, Strong Families, Safe Kids Advice and Referral Line has a goal to work with everyone in the community to ensure an earlier response is made to keep children safe and help families remain strong.

FACS Victorian services overview

All FACS VIC Programs are funded by Department of Families, Fairness and Housing (DFFH) and/or Family Safety Victoria. The programs are delivered in the Western Melbourne and Brimbank/Melton areas.

FACS VIC program areas include Children and Family Services and Care and Support Services. The Targeted Care Package program also works with some clients across the North and Southern divisions.

In Victoria, +Shift funding has been extended until mid-2021 with the University of Melbourne continuing an evaluation of the program.

Family Preservation programs consist of Integrated Family Services, Families First, and Parenting and Skill Development Service. All provide DFFH child protection referred clients with intensive short-term assessment and interventions to assess parenting skills and development needs regarding family preservation and/or reunification.

Investing in vital support for parents

Baptcare continued to invest and develop the Home-Start program, offered in Bendigo and Sunshine. It is an international, evidence-based intervention and prevention program that offers vital emotional and practical support to vulnerable parents of preschool children. Multi-skilled, responsive volunteer mentors are matched with vulnerable families with young children. This year the Home-Start program continued to grow and diversify its service offerings with a new program implemented in Western Melbourne.

Foster care in Tasmania and Victoria

Trained and accredited foster carers recruited by Baptcare provide care for children referred by Child Safety Services (Tasmania) or DFFH Child Protection (Victoria). Placements can be on an emergency basis (as short as one night), short- or long-term, based on the needs of the child. The 40th anniversary of Baptcare's Foster Care program was celebrated during the first half of 2021.

Tasmanian program highlights

Despite pressures of the pandemic, Baptcare’s Tasmanian FACS team continued delivery of their range of programs. For the first time, Baptcare attended Rural Youth Tasmania’s AgFest agricultural field day, an opportunity to connect with the community and share our mission.

Caring Dads program

In a first for Tasmania, Baptcare introduced Caring Dads™, an evidence-based behaviour-change program that helps fathers improve their relationship with their children when there has been a history of violence.

Some fathers have told Baptcare staff that participation in the program has improved their relationships with their children, assisting them to be calmer and more empathetic. One participant commented, “The program has helped me become open-minded and given me experience to understand my son’s needs, the situations he was going through and how I could parent him better.”

Grandparents Group

Our Grandparents Group was impacted by the pandemic but continued to operate virtually. The program provides support through case management and group work with grandparents or relatives who voluntarily accept a child or children of family members into full-time care when the child is unable to live at home. The demands on carers can be diverse, extending from the care of the child, to negotiation with parents, support services and the legal system.

One group participant said, “The main thing we get out of the program is the feeling that we are not in this alone and help is available. We’ve also received excellent support, including access to speakers that provide information about helpful topics and services available to us.”

Foster Care

There was an increase in foster care work, doubling carer numbers despite needing to pause some community recruitment events and having to deliver training virtually rather than face-to-face. Fourteen carers were supported this year, with eight active primary placements, and 34 children supported in respite or emergency placements. We also took the opportunity to provide expertise to a local radio station’s foster care information session.

In celebration of 40 years of Baptcare’s Foster Care program, our mascot Bernie Bear was out and about, dressed with a green bow and with his own little bear to hold. Bernie continued to be a hit with children and carers alike in our Foster Care program.



2021 was the 40th anniversary of Baptcare’s Foster Care program, initially starting in Victoria and in more recent years in Tasmania. Our mascot, Bernie Bear, was readied to commemorate the occasion with a green bow and little bear to hold.

Bernie has proven a hit with the children and carers alike in our Foster Care program and had many adventures with the children and young people, with countless more planned for the future.



Foster Care



Number of children supported by 14 carers in our Tasmanian communities

Chaya's story

Chaya, 29, entered Foster Care at 14 years of age and is now a Baptcare foster carer herself. In December 2019, Chaya and her husband Fred were approved as Baptcare foster carers.

However, COVID-19 related delays meant they didn't meet their foster child until August 2020.

Most weekends, the couple welcomes extra children into their home for respite visits.

"I was the fifth of eight children," Chaya said. "All my older siblings had left home. Life was a constant struggle – my strongest memories are feeling constantly on edge and stressed – walking on eggshells around my parents; not knowing what would set them off."

Chaya's life changed when a friend's mother (a foster carer) offered Chaya a place with her family.

"I felt like there was hope – a light. The happiest day of my life was 1 September 2006, although I felt so guilty leaving my siblings behind," she said.

Life for Chaya with this foster family was short – they were moving interstate. She was invited to join them, but didn't feel ready to leave Tasmania.

Instead, with government benefits for support, Chaya was accepted into a Gifted Extension Course, finished school with an Academic Excellence Award and received a scholarship into a university Arts degree. University wasn't for Chaya, though, and she began training in her current vocation as a chef.

"I wouldn't be the person I am today without my foster family," Chaya said. "They invested so much in me and showed me what a loving family looks like. If my foster family hadn't accepted me, who knows what my life would be now?"

"Instead, I'm a mother of three, married for over 10 years – all because someone fostered me as a teen. My foster family fostered a future in me. I want to do the same for other kids and encourage more adults to become foster carers too."

** Image and other details changed to protect privacy*

Victorian program highlights

FACS Victoria were impacted by COVID-19 and yet continued to adapt and give constructive and compassionate care to members of our community. In-person interaction moved online when necessary, and all programs (including Foster Care) transitioned to a blend of face-to-face and virtual service and clients and carers were provided with the necessary resources. There were virtual client meetings, phone appointments and virtual play groups organised. We tried to make non-lockdown periods extra special, such as Easter, where we gave our foster children chocolate eggs and an Easter Bunny biscuit that they could decorate with edible paint.

Foster Care

Despite the challenges the 2020/2021 financial year brought, the Foster Care program was busy celebrating wonderful outcomes for children and their carers in the 40 years that Bapcare has provided Foster Care in the community.

Foster Care VIC had 90 placements this year. Of these, 39 were ongoing and 51 provided respite to other carers and assisted parents in having their children return to their care.

+Shift

+SHIFT operated in a virtual environment across two metropolitan locations this year, as well as face-to-face delivery in Ballarat which was less impacted by lockdowns. Sixty-six clients received individual and group-based support.

Parent Child Mother Goose Australia

This program is for families and care-givers of children aged under five, focused on reducing trauma and building strengths and connections through rhymes, songs and stories. Funding from a number of sources allowed us to provide the Parent Child Mother Goose program in the Bendigo region.

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. Mentors continued to provide practical support, positive engagement with children, emotional support and linkage into services.

Family Preservation programs

Offered in Melbourne Metropolitan area, Family Preservation programs provide DFFH child protection-referred clients with intensive short-term assessment and interventions to assess parenting skills and development needs. The goal is family preservation and/or reunification.

Placement Prevention Intervention occurs when a child/young person is assessed to be at imminent risk of out-of-home placement.

Family Reunification Intervention targets children/young people residing in out-of-home care and subject to a reunification case plan.

The Parenting Assessment and Skills Development Service provides an eight-week intensive tailored and responsive assessment and skills development service for high risk infants that minimises risk to the child while maximising family preservation.



Foster Care



Number of children supported by carers in our Victorian communities

Evan and Michael's story

This year two sibling groups found forever homes with the foster carers who have provided them with safety, stability and love for many years.

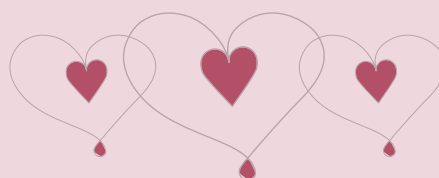
Evan* and Michael* found their forever home with their long-term carer Felicia* when the court ordered she can become their legal guardian. The boys were so excited, they booked a professional photographer to take family images.

“Although we’d been a family for a long time, the court’s decision cemented that for Evan and Michael,” Felicia said.

The boys are no longer classified as being in Out-of-Home Care. This means they don’t need to worry about whether they’ll have to move placements, upcoming court mentions or talking with lawyers.

Other children in our Foster Care program were able to transition into kinship care, with one of them moving to Tasmania with her grandmother following a three-week transition supported by her foster carers.

** Names and other details changed to protect privacy*



Tasmanian Programs Snapshot 2020-21



Number of clients active in Integrated Family Support Service Northern region.



Number of children supported by Integrated Family Support Service Northern region.



Number of clients active in Mothers In Mind support service All regions.



Number of clients active in Integrated Family Support Service South West region.



Number of children supported by Integrated Family Support Service South West region.



Number of children supported by Mothers In Mind support service All regions.



Number of clients active in Grandparents & Other Carers Northern region.



Number of children supported by Grandparents & Other Carers Northern region.



Number of clients active in Caring Dads support service All regions.



Number of clients active in Grandparents & Other Carers South West region.



Number of children supported by Grandparents & Other Carers South West region.



Number of young people supported by Targeted Youth Support Service South West region.

Victorian Programs Snapshot 2020-21



Number of families supported in Families First Melbourne Metro.



Number of children in Parenting and Skill Development Melbourne Metro.



Number of clients active in Family Services Melbourne Metro.



Number of hours Integrated Family Support Service Melbourne Metro.



Number of clients active in + Shift Melbourne Metro and Ballarat.



Number of clients active in + Waves Melbourne Metro.



Number of children supported by Home Start Melbourne Metro & Regional VIC.



Number of children supported by Kinship Care Melbourne Metro.



Number of carers active in Kinship Care Melbourne Metro.



Number of hours Kinship Family supported Melbourne Metro.



Number of Targeted Care Packages Melbourne Metro.

Disability Services



The focus of our Disability Services is supporting the National Disability Insurance Agency (NDIA) to deliver the National Disability Insurance Scheme (NDIS) through the Partners in the Community program.

Our teams in Tasmania and South Australia work alongside people with disability, their carers and families, and their communities to support choice, control and inclusion.

Our work with people with disability is based on building strong relationships, supporting people to identify goals, and finding ways to maximise connections with family, friends, communities and services to build capacity to work towards these goals.

For periods during this year, we were unable to visit people in their homes or communities and all face-to-face meetings became virtual or phone based, which was challenging in such a person-centred work environment.

Disability Services



Number of people supported in Tasmanian and South Australian communities

Our work with people with disability is based on building strong relationships, supporting people to identify goals, and finding ways to maximise connections with family, friends, communities and services to build capacity to work towards these goals.



Baptcare offers NDIA Local Area Coordination in 20 local government areas in metropolitan and regional South Australia, and North and South-West Tasmania. This work includes supporting people to test their access to the NDIS. We support people with disability to connect to and access mainstream services, as well as working with the wider community to increase accessibility. For those people who are eligible for the NDIS scheme, our staff support information gathering for plan development, plan implementation and plan review.

In North and South-West Tasmania, Baptcare is also a NDIS Early Childhood Partner. This service supports children with developmental delay or disability from birth to six years old, and their families. Coordinators support families and children to connect to local supports and mainstream services and can provide short-term early intervention including allied health strategies. Support is ideally provided in the child's natural settings using a key worker approach. For those children who are eligible for the NDIS, our coordinators support information gathering for plan development, plan implementation and plan review.

Along with NDIS access work and planning, we provide connections to allied health and other services. For example, we assist families to access hearing assessment tests, and other health services not provided in the community. Access to services for people who are in regional and remote areas is a constant challenge. An example of this, was our team working for nearly 12 months, to organise a psychologist to assess a child with autism, who is unable to access NDIS without a formal diagnosis. COVID-19 hindered this situation, but location was a big part of the challenge.

Whilst the pandemic affected some of our work, we also had the opportunity to support communities to be more accessible and aware of the NDIS.

We have also engaged in research partnerships with the University of Melbourne, and Brotherhood of St Laurence. We commenced a project exploring the nature of community and mainstream supports for people with disability, analysing the application of the Community

Capitals framework in community capacity building, as well as engaging in work around Support for Decision Making (including a piece of original research) which has been presented at national and regional forums.

The pandemic affected our team's ability to meet together. Thankfully, in Tasmania and South Australia we did not experience the multiple and ongoing lock downs which occurred in other places and were able to get back to supporting each other, our communities and people with disability face-to-face for most of 2021. It also provided an opportunity to use technology for increased connectivity.

For example, in South Australia teams in different regions used chat systems to access shared resources in live settings, and NDIA trainers offered a mixed-delivery approach enabling both face-to-face and virtual classrooms to run simultaneously. This enhanced relationships between staff across states and regions as well as encouraging efficient and effective use of our resources.

Point Pearce – the former mission on Nharangga Land.

This year we established a monthly walk-in session at the local Health Clinic in Point Pearce. We aim to be consistent, supportive, and present with the approximately 200 people who live in the community, many who are living with a disability. Many of these children are working with an Early Intervention partner and then transition to Baptcare's Local Areas Coordination service when they turn eight years old.



Nharangga story

Baptcare's National Disability Insurance Scheme (NDIS) Yorke Mid North team was involved in a fabulous literacy project with the local Moonta Area School and the Nharangga Aboriginal Progress Association to raise awareness of disability and overcoming adversity.

Community Project Manager Lee-Anne Bennett and Local Area Co-ordinator of the YMN Region Siobhan Bee developed the idea to ask Moonta school children to write a story about an animal living with a disability, but which either overcame or accepted their limitations to become their own hero. Students were given bonus points if they used Nharangga language.

"I hoped that the project would assist young children to develop acceptance and knowledge about disability in our region, while also involving their parents and strengthening Baptcare's relationship with our local Nharangga community leaders, the Nharangga Aboriginal Progress Association, the Moonta School and community library," Lee-Anne said.

There were 30 amazing entries from the three classes: Reception/Year 1 and Year 2, with a Year 2 child, Halle, winning the overall prize, awarded at a special presentation.

Halle's story *Kylie the Kangaroo Makes New Friends* is about a kangaroo born without a tail, who asks her mother: "Mum, am I ugly because I have no tail?" After being assured she is beautiful just the way she was born, Kylie gains confidence and goes on a mission to make new friends around the world, because she's shocked to hear her mother say there are animals all around the world who don't have any friends.

Baptcare NDIS South Australia



Number of people
supported in our
communities

Children of Moonta Area Primary School receiving awards from the the Nharangga Progress Association community leaders, Baptcare representatives and primary school librarian for the Nharangga literary prize.

Kylie goes to Asia and makes friends with Tamara Tiger, then meets Dorla Deer in America and Hannah Hedgehog in the United Kingdom. The story ends with a proud Kylie competing in the Paralympics and winning \$100!

Lee-Anne said she loved how Siobhan went above and beyond to take the initial idea to completion and added smiles to the faces of everyone involved. This project has led to another initiative – a great example of co-partnering and collaboration in action.

Baptcare is currently working with the Nharangga Progress Association on a community garden project to be promoted widely to people living with disability in the Yorke Mid North and Moonta area.



Housing and Homelessness



In the past year, the COVID-19 pandemic has made it even more difficult for many people in our community to find a place to call home. We all need a roof over our head and a door we can close.

Through our work with Bapcare Affordable Housing (BAH) we hear first-hand from our tenants that having a house to call a home makes them feel valued, in a way that many haven't felt for a long time. We have a sense of urgency to do more in this area, following a surge in demand driven by hardship resulting from the COVID-19 pandemic.

BAH is committed to helping bridge the gap between social and affordable housing supply and demand. Since its inception eight years ago, BAH has grown to provide 100 dwellings for almost 170 residents in Victoria and Tasmania, with an average occupancy rate in the 2020-2021 Financial Year of 98.7 %.

As a participating agency of the Victorian Housing Register, BAH offers long-term accommodation to a broad cross-section of the community.

We are currently building an additional 20 dwellings at Albion in Victoria. We are particularly excited about this project, an Australian social housing first, because eight of the homes being built will meet the groundbreaking Passivhaus standards. These standards will result in more effective energy use in the buildings, which will provide a financial upside for our tenants.

In June we learned that we had secured additional grant funding through the auspices of the Victorian Government's Big Housing Build program*.

The project involves \$24 million in Government funding, as well as a significant co-contribution from BAH, to build 95 new homes (47 homes in Keilor Downs, and 48 homes in Lalor**). BAH was also granted \$214,000 by the Victorian Government for maintenance of our properties. We used this for upgrades to help reduce energy hardship for our tenants.

Every two years, BAH sends out a Tenancy Satisfaction Survey to our residents as part of our commitment to constant improvement of service provision. The most recent survey was distributed in April 2020. A total of 27 households responded. The survey found high levels of overall satisfaction. More than 90% of respondents reported being satisfied/very satisfied with affordability, location, friendly/approachable staff, quality of housing, close to shops and transport, safe and secure accommodation, and good/quick maintenance response.

We are proud that despite a very challenging year, we have continued construction and kept our standards high. The houses we are building are high quality, sustainable, and provide long term cost savings benefits to our tenants, through innovative use of technology. Every person deserves to experience a well-built and well-considered dwelling, and we know that at the heart of every building is a person who has found a home.

*Victorian Government. Big Housing Build, www.vic.gov.au/sites/default/files/202011/hv_more_homes_for_more_Victorians_0.pdf

**Final number of dwellings will be determined following a formal approval process.

People seeking asylum



Baptcare has provided housing and support to people seeking asylum for the past 14 years. During this time, we have been privileged to work alongside 480 people seeking asylum who have lived in our rooming houses, and a further 98 people through our Houses of Hope program.

This year we worked with more than 100 people across our two Baptcare Sanctuary sites and 16 Houses of Hope. With the generous support of Baptist Church partners and volunteers, we maintained our commitment to everyone living in one of these homes during the difficulties of the pandemic. Everyone had to think outside of the box and to think of new ways of doing things.

Virtual support was offered wherever possible, and our Sanctuary Foodbank adopted an online, COVID-safe food ordering system. Donations were received and food parcels packed for distribution. Sanctuary's Foodbank service, in partnership with Second Bite, Oz Harvest and the Vic Foodbank, provided over 50,000 meals this year, an amazing achievement.

The impacts of COVID-19 and the risks associated with COVID-19 had significant implications for our program, in particular our rooming houses. We are now considering the impact on the operating model with an increased focus on a community-based support model, like the Houses of Hope program. We will continue to work in partnership with others in the sector and the broader community to help asylum seekers to feel empowered to pursue and inhabit a full and independent life in the Australian community.

Sanctuary

Baptcare Sanctuary provides supported transitional accommodation in Melbourne for people seeking asylum experiencing homelessness while awaiting the outcome of their application for a Protection Visa or Humanitarian claim. This year there were 28 people housed at Sanctuary Brunswick and 49 people housed at Sanctuary Preston.

We supported their health care needs, either in-person or virtually, with a focus on mental health. Many of the people supported by Sanctuary receive no income and are not allowed to work, so Myki (public transport) top-ups and supermarket vouchers were provided.

Houses of Hope

Baptcare has 16 Houses of Hope, currently supporting 23 adults and 23 children who are seeking asylum. A new home was provided in Parkville for zero rent. Another new home was provided by Collins Street Baptist Church, leased at a very reduced rent.

This year our residents also required information and support related to COVID-19. Related to this was specific support and advocacy to ensure their children could join their friends and participate in online learning.

Baptcare has continued to partner with seven congregations and more than 30 volunteers to help our Houses of Hope participants as they build their lives. The secure base of these houses means they can access basic services many of us take for granted, and find pathways to spiritual support, education, employment and independence.

Spiritual Care



Baptcare's Spiritual Care team works alongside older people, children and families, people living with disabilities and people seeking asylum.

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. Baptcare is committed to embedding passionate and experienced Chaplains and Spiritual Care Coordinators across all our services.

Providing essential support during lockdowns

During the height of the COVID-19 crisis, the demand for Spiritual Care services increased by 15%. The Spiritual Care team established a special support line that was available to all residents and their loved ones for emotional support, or simply a chat to let them know someone was there and wanting to listen.

Digital resources

Digital resources were given to Personal Care Assistants (PCA) as a support when working in aged care. Our staff have received training through the Meet Akira module – an interactive story inviting users to learn about spiritual care by following the daily journey of Akira, a PCA working with older people.

This training is a way for us to expand our spiritual care beyond the work of local Chaplains and Spiritual Care Coordinators. It teaches our PCAs that spiritual care is more than religious care, and that their day-to-day work most likely already includes aspects of spiritual care that they may not have been previously aware.

Spiritual Care



Spiritual care contact hours every month supporting residents in Victorian and Tasmanian communities

Fundraising



Baptcare receives state and federal government payments and grants for the provision of aged care, home and community care, and family and children's services.

In addition to these services, Baptcare supports several vulnerable communities through its Home-Start and Sanctuary programs, neither of which have government funding and have to therefore rely on donations. This is made possible by the generous donations from, and partnerships with, the churches, companies, trusts and foundations listed below. Additionally, magnanimous donations from individuals contributed greatly to our overall fundraising total.

In the last financial year, the generosity of our partners helped us raise over \$787,701 towards our work alongside those in need. We would like to acknowledge the following partners for their support throughout this financial year.

Donors list

<i>Aberfeldie Baptist Church</i>	<i>The Beverley Jackson Foundation</i>
<i>Collier Charitable Fund</i>	<i>The Flora and Frank Leith Charitable Trust</i>
<i>Dallas Welfare and Youth Service</i>	<i>The Morris Family Fund, a sub-fund of the Australian Communities Foundation</i>
<i>Mercy Foundation</i>	<i>The William Angliss (Vic) Charitable Fund</i>
<i>Mission Enterprises Blackburn Ltd</i>	
<i>North Balwyn Baptist Church</i>	

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

Finding a home in a House of Hope

Farad* has been able to settle into regular school attendance through the stable housing and support of volunteers. Without any form of income, his family had moved from one temporary 'home' to another over several years. The constant moving made consistent school attendance impossible. This was further exacerbated during the period when schooling at home was compulsory.

Through Houses of Hope, the family now has stable housing and support through community volunteers. While Farad has missed a lot of the essential learning and social opportunities of the early years of school due to his family's financial hardship, he is now able to form friendships and build on his learning in a supportive new local school.

Home-Start program

Home-Start is an international evidence-based early intervention mentoring program that offers vital support to vulnerable parents of preschool children. Baptcare's Home-Start program based in Bendigo has been active for 12 years and works with approximately 40 families and 100 children each year.

We would like to acknowledge the Collier Charitable Fund, a donor of the Lord Mayor's Charitable Foundation and the Frank and Flora Leith Foundation for their support of this program and supporting the development of a virtual model and expansion of the program to Sunshine and the Macedon Ranges Shire.

* Name and other details changed to protect privacy

Our Research



Baptcare is committed to partnering for fullness of life with people across our diverse communities. Research is a way we put our mission into action, with evidence-informed practice at the heart of everything we do.

We invest in research to help us shape our services and validate positive outcomes, underpinned by three core tenets:

1. We work with experts to seek out best-practice and implement it across all services
2. We co-design with customers and staff
3. We test outcomes with independent validation to make sure what we do works.

We ensure we are accessing leading expertise through partnerships with top research organisations across Australia. Current collaborations include Monash University, University of Melbourne, Royal Melbourne Institute of Technology, University of Tasmania, and University of Divinity, Whitley College.

Dementia research

1
million

Over 1 million people are projected to be living with dementia in 2058 if no significant breakthroughs occur through research.*

Source: *www.dementia.org.au/information/statistics/prevalence-data

'The Baptcare and Monash University Research collaboration is a strategic long term research alliance that generates new knowledge and applies that advanced knowledge for effective translation. We are achieving this goal by pioneering innovation across the areas of child and family and aged care (Mindset, MyCare Ageing and Dementia Model of Care).'

– Professor Helen Skouteris, Monash University



While the goal of our research is to inform how we can better serve and support the communities and people we work with, it can have broader impact. This year, our innovative work on Kinship Care and family violence was recognised as globally significant and published in the international textbook *The SAGE Handbook of Domestic Violence*. We also share our work regularly through major journal publications as a platform to advocate for systemic change in the sector.

Dementia assessment and treatment

In partnership with Monash University, Baptcare has commenced a multi-year project to implement and test a Dementia Model of Care for residential aged care. During the year, work has been focused on reviewing local and international research to identify leading and innovative dementia-specific practices in residential setting. Areas of focus include person-centred care, clinical care, connectivity of care inside and outside the home, living environment and workforce. This foundational research will be used to work alongside our customers, their families, and staff to identify ideas that are likely to have greatest impact for residents, and co-design how we best implement them in our homes.

COVID-19

The challenges of COVID-19 have necessitated a great deal of agility and change across our organisation. Many adjustments were made within our residential aged care homes to manage outbreaks. To ensure we extract the learnings from this experience, Baptcare worked with Monash University to assess the impact of those changes and understand practices that had a positive contribution and could be continued or further refined.

The move to online delivery of our Family and Community Supports Services during extended lockdowns presented the opportunity to assess the impact of this delivery mode on service quality and effectiveness. This research will help us understand whether remote delivery may offer viable ways to deliver more or different services in the future.

Family and Community Services

Baptcare has a long history of evidence-based program delivery in this area. This year a new focus was on young people leaving out-of-home care – a particularly vulnerable group who require tailored support to transition to independent living. We partnered with Monash University on research in Tasmania to identify what supports and services best meet the needs of these young people. We will use insights from this research to shape the services and supports we provide, and to underpin advocacy.

Mental Health

Baptcare has grown and evolved its innovative Mindset community-based mental health programs over the past 10 years. This year we continued independent evaluation of the Foundation and Choice programs in partnership with Monash University to ensure we adapt to the changing needs of the people we support and continue to deliver improved mental health outcomes. As a leading program in the space, we have shared our results in several peer reviewed journals this year.

Family Violence

Baptcare has worked with the University of Melbourne to undertake evaluation of efficacy of our family violence initiative +Shift. This is a group program based on the concept that women's experiences in intimate partner violence are almost universally trauma-related. Our +Shift work has been instrumental in consolidating research in the space and enabled the development of a national community of practice to support collaboration and sharing across the sector.

Disability

This year we conducted research to better understand the reasons people living with a disability choose to have a person acting on their behalf, and the reasons Nominees have for accepting this role. Our research assessed how both parties make decisions, and the external factors in play when using or becoming a Nominee in this space.

Our People



Our people help us to deliver on our vision of building a community where every person is cherished, working together as employees and volunteers. Our people cherish our customers, residents and clients, and are equally cherished by our 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.

We now have 3199 staff across 35 locations working in fields as diverse as nursing, foster care management, food preparation, lifestyle coordination, finance, spiritual care, personal care, clinical governance, cleaning, counselling, administration, IT, change and project management, strategy, mental health, fundraising, gardening, property development, allied health, facilities management, and of course our own area, people, culture and safety.

Baptcare Staff



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.



Awards and Thanks

We have a number of staff who were recognised through service awards this year, including one of our staff members who has been here for over 40 years! We have also had some volunteers who have over 40 years volunteering service, including Gwenyth Saunders who has been volunteering at Karingal for 40 years, Val Treloar a volunteer at Westhaven who has supported Baptcare for 45 years, and Richard Hawthorn who has been a volunteer at Northaven for over 45 years. We thank them and every other volunteer for their support.

Baptcare Courageous Heart Award

This award was created during the time of the peak of the first wave of the COVID-19 pandemic to recognise outstanding perseverance and commitment to providing care/services, in the spirit of true “partnering with” our customers, peers and stakeholders.

The first ever awards were made to:

- 160 individual staff
- Seven Residential Aged Care sites/teams
- Four Teams from various parts of Baptcare.

We would like to thank all our award winners for their outstanding contribution to Baptcare’s response to the pandemic. Through their actions, we were able to continue to offer services and care, expressing our WE CARE values and mission of partnering for fullness of life with our customers and each other.

Employee Experience and Mission Alignment

Baptcare has a high degree of alignment to our Baptist DNA through the ways we put our mission, vision and values into practice. Results from the Employee Experience Monitor and New Hire survey results show 94% and 97% of respondents respectively express having a good understanding of Baptcare’s mission and vision. The Q4 results for engagement are on par with global benchmarks.

Safety Update

Safety was at the forefront of our actions during the COVID-19 pandemic. Incidents were monitored both at a local site level and an organisational level to ensure that we continued to understand what may be driving or causing incidents to occur. Local Work Health and Safety (WHS) plans and schedules remained in place, maintained by local site management and the local WHS committees. This ensured the focus of education and training, or process updates, were targeted at closing out risk and improving safety. These plans were audited annually by the WHS team, with Infection Control, Occupational Violence and Aggression, and Manual Handling remaining the key focus areas.

We committed to building up ‘Champions of Safety’ across the organisation, with 59 leaders across the teams in Residential Aged Care, In Home Care and Disability Services participating in the Leading and Managing Safety training program. It was outstanding to see the number of people involved in this training, committed to learning more about safety, particularly when we know everyone was juggling many competing priorities during such an unusual year.

We regularly promoted health messages, advised by the Department of Health, in relation to hygienic practices, mask wearing and encouraging vaccination across our workforce. We also required increased Personal Protective Equipment (PPE) to be worn across a number of our places of work – all of this aimed at reducing risk for our community.

Additionally, we focused on supporting our employees, who we knew were extremely fatigued. We ran a series of activities during Mental Health Week in October, and regularly promoted Baptcare’s Employee Assistance Program, a free and confidential counselling service for all staff. At a local level, staff ran activities aimed at bolstering spirits with their team members, and we sent out a regular newsletter across the whole organisation, highlighting the hard work and efforts of team members, to build positive morale.

Our staff awards snapshot

Service Awards



Employee Values Awards

Award Type	Winner	Value Demonstrated
Individual	Angela Caliguri	Accountability
Individual	Andrea Apostolopoulos	Co-creating
Individual	Surya Koduri	Effectiveness
Individual	Kinkini Amaratunga	Ethics
Individual	Jessica Stanley	Wellbeing
Individual	Shirley White	Safety Star
Team	The Orchards	Ethics
Team	Social Centre Orana	Wellbeing

Meet some of our award recipients



SHIRLEY WHITE – SAFETY STAR

Shirley, a dedicated Personal Care Assistant at Coasthaven, was nominated for her outstanding work mentoring and training new staff to ensure they have a positive and happy start at Baptcare. Shirley is passionate about mentoring new starters in all aspects of manual handling and supporting them to use their STOP card if needed. Congratulations and thank you Shirley!



JESSICA STANLEY – WELLBEING

Jessica, a Registered Nurse at Peninsula View, was nominated for being an important advocate for residents' needs, and for providing emotional and physical support to residents during the year. Regardless of how busy or demanding Jessica's day is, she prioritises one-on-one time with residents and staff, taking the time to understand their needs, solve issues and lend a helping hand. Jessica exemplifies the above and beyond practice that has supported residents and peers during this year impacted by COVID-19.



SURYA KODURI – EFFECTIVENESS

In Surya's role as IT Systems Training Lead, he has built a reputation as a skilled and knowledgeable expert. He is always willing to support and partner with others to effectively use and maximise technology. Surya was nominated for creating an engaging, visually appealing Diversity & Inclusion SharePoint page which attracted over 260 visits in the first three months it went live. Surya's innovative ideas and design solutions, coupled with his positive, can-do attitude ensured the initiative achieved its objectives.



KINKINI AMARATUNGA – ETHICS

Kini, Residential Care and Services Manager at The Orchards, was nominated for her outstanding leadership overseeing and managing the impacts of COVID-19. Kini expertly led her clinical team and diligently followed and executed all the required protocols, ensuring resident and staff safety was always her top priority. Kini is not only an exceptional leader but a role model for the team, setting the ideal example for others to follow.



Volunteers – our beating heart

Our volunteers are crucial to our community and have been part of Baptcare since our very beginning in 1945. Today there are more than 1500 registered volunteers, working tirelessly and selflessly to support our community.

During this most difficult of years, our volunteers continued to keep spirits high, and even when lockdowns within parts of our community prevented them from being on site, they still found new ways of showing up when and where they were needed.

Some of the activities our volunteers participated in this year, included:

- PPE deliveries
- Knitting Club
- Delivering meals
- Supporting the food bank at Sanctuary.

This year our volunteers donated over 16,000 hours of their time, at a time when we needed them more than ever.

In May, as restrictions lifted within Victoria, we held a number of activities recognising our volunteers, as part of National Volunteer Week. In total we held 15 events, plus a gala night at our Camberwell Office. Here, the Volunteer Management team recognised the amazing work that our volunteers provide to our residents and clients, with a wine and cheese awards night.

During the event, Baptcare staff and volunteers had the opportunity to meet some of the volunteers who have been supporting Baptcare for 20, 30 and 40+ years.

Baptcare Volunteers



Number of hours
supporting our
communities



Gwenyth Saunders
volunteer



Richard Hawthorn
volunteer



Val Treloar
volunteer

The gala night was organised and sponsored by several local community members, with special thanks to one of our incredible office volunteers, Chris Peterson, for her support to ensure it ran smoothly.

It was wonderful to hear other stories during Volunteer Week, such as the story at Coasthaven, where resident Norm Hamilton, who was the original resident in the home, meets regularly with volunteer Di Johnston. Di, a former librarian, enjoys reading and other activities with the residents and even continued activities via Skype during lockdown.

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

*Ann Shelton (volunteer), with Leanne Beveridge,
General Manager - People, Culture & Safety*



Diversity and inclusion

Highlights for the year

The Diversity & Inclusion Working Group is a committee of employees from across Baptcare, passionate about embracing, celebrating and recognising diversity and inclusive practices with our customers and communities.

The team works together to determine ways we can frame diversity and inclusion as an expression of our mission, vision and values. The committee meets monthly and focuses on five pillars: Age; Ability; Culture; LGBTIQ+; Religion, Belief and Spirituality. This year the team coordinated, sponsored or celebrated 21 activities, consistent with our five key pillars.

The broader team has engaged their local communities through fun and informative activities to educate and inform others about ways we can understand diversity and build inclusive practices. The team's next focus will be establishing a diversity and inclusion framework, as well as working towards membership of the Diversity Council of Australia.

Diversity and inclusion are also an important focus of all standards of care across Aged Care, Family and Community Services, Mental Health and Disability. Baptcare has processes and frameworks in place to enhance the care and services for customers.



All Year Built diversity and inclusion profile	Invited under-represented areas to join the group. Created branded materials used to highlight activities. Published a calendar of events on our intranet
February Proud LGBTIQ+ Allies	Tas Pride Week: festival sponsorship, and team participation in Pride March, and hosting an NDIS event booth.
March International Women's Day	Supported #ChooseToChallenge gender inequality campaign, and hosted presentations and discussions on gender inequality and also on family violence.
March Closing the Gap	Lunch and Learn session with Kerry Kornhauser OAM, Chairperson of Women in Rotary, on supporting Indigenous communities to try to eradicate trachoma
May International Day against gender phobia IDAHOBIT	Sponsored IDAHOBIT breakfast and The Dorotheas Award in Tasmania FACS Vic held a virtual morning tea with keynote speakers from Minus18 and Rainbow Health Victoria about gender diversity issues.
June National Reconciliation Week	Led discussions with our team about this year's theme – More than a Word. Reconciliation Takes Action.

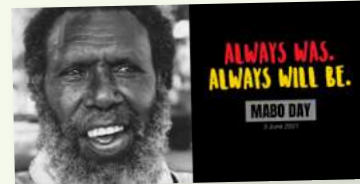
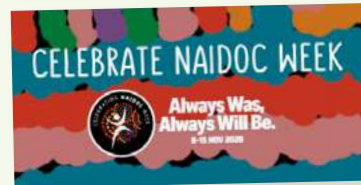
Baptcare
Published by Michelle Atkins · November 4 ·

...
...me to Faces of Baptcare part 7, and to day 3 of the of 5 day
...of lights, Diwali!

Abhijit Kadam (pictured below), who shares his love of Diwali,
Baptcare, with his trademark positivity.

...my IT Program and Software Delivery role is not a frontline
...in, supporting the needs of frontline staff, customers and
...ate roles is rewarding. It means a lot for me and my team to be
...deliver projects, services and support to our extended fami...
...ore





Baptcare added a new photo. 11 February

TASPRIDE 2021! Baptcare was thrilled to join in TASPRIDE 2021 on Saturday 6 February.

As a key part of our commitment and journey to LGBTQIA+ inclusive practice, Baptcare was honoured to sponsor and participate in the festivities.

The parade and party are among Tasmania's premier LGBTQIA+ community events - a time for the LGBTQIA+ community to be visible, to celebrate their/our pride and to be celebrated and embraced by the wider community.... See more

Baptcare added a new photo. 18 June

Next week is World Refugee week, a time to celebrate and honour refugees around the world.

This year's theme "Unity - The way forward" reminds us of the role we have in building a safe and cohesive community for all, including people seeking asylum here in Australia.

Baptcare's Houses of Hope provides a safe place, food and casework support for men, women and children seeking asylum as they navigate the process of seeking asylum and build their roots in a new country. Hear from Yasmine - about how her life was transformed because of our work: <https://bit.ly/2Va9eIL>.

To keep this vital program going, we rely on the generosity of our donors. Please give today at <https://bit.ly/2TuzaW8>.

#weareBaptcare #community #taxappeal2021 #notforprofit #housesofhope #sanctuary #worldrefugeeweek #worldrefugeeday



Baptcare added a new photo. 19 March

Baptcare joins Australia in celebrating Harmony Week (15-21 March, 2021), a special time to celebrate Australia's multiculturalism.

Harmony Week is about inclusiveness, respect and a sense of belonging for everyone - all values that are at the very heart of Baptcare's mission.

As a diverse and inclusive organisation, we strive daily to create communities where every person is cherished regardless of their cultural background.

#harmonyweek #harmonyweek2021 #strongertogether #inclusiveaustralia #celebratingdifferences #weareBaptcare #community #makeadifference #notforprofit #diversity

Financial Update



Baptcare is a not-for-profit faith-based charitable organisation. In order to sustain its charitable activities, achieve the Board’s five year investment and development strategy, and to continue to provide for the future replacement of operating assets, it is critical that Baptcare makes strong cash surpluses overall. Despite the impacts of COVID-19, Baptcare remains in a sound financial position, with strong cash flows, quality buildings, and a sustainable business model.

Operating revenue for the year was \$290 million, growing by 10.9%. A net deficit of \$11 million was incurred. A strong cash position of \$37 million was also achieved. The fulfilment of our strategic objectives is expressed in the delivery of the principal services and programs below:

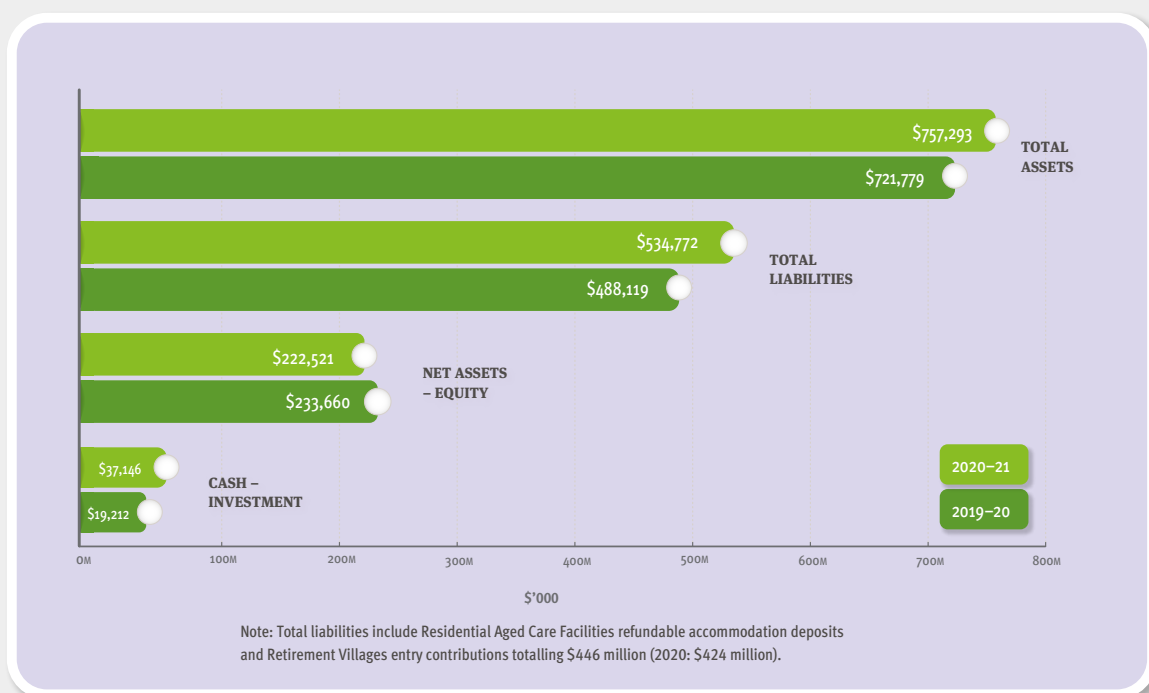
- Aged Care Communities for the aged and people with disability
- Retirement Living Communities providing independent and assisted living units
- Providing Home Care services and Day Care Centres to the aged community
- Providing Nursing and Allied Health services
- Providing Family and Community Service programs, including foster care, counselling, preventative education, disability support and mental health services
- Providing Local Area Coordination, Information, Linkages and Capacity Building, and Early Childhood Early Intervention services in partnership with the NDIS
- Providing affordable housing solutions and asylum seeker accommodation and support services.





Financials 2020-21

Financial Position



Total assets at the end of this financial year were \$757.3m, an increase of \$35.5m from the previous financial year. Our operating revenue increased by 10.9% from the previous financial year to \$290m. Our main source of revenue was provided by government subsidies and contributions – \$228.5m, an increase of \$25.7m.

The year was a tale of two halves, with July to December 2020 being in crisis mode dealing with the COVID-19 pandemic, and January to June 2021 spent recovering from it.

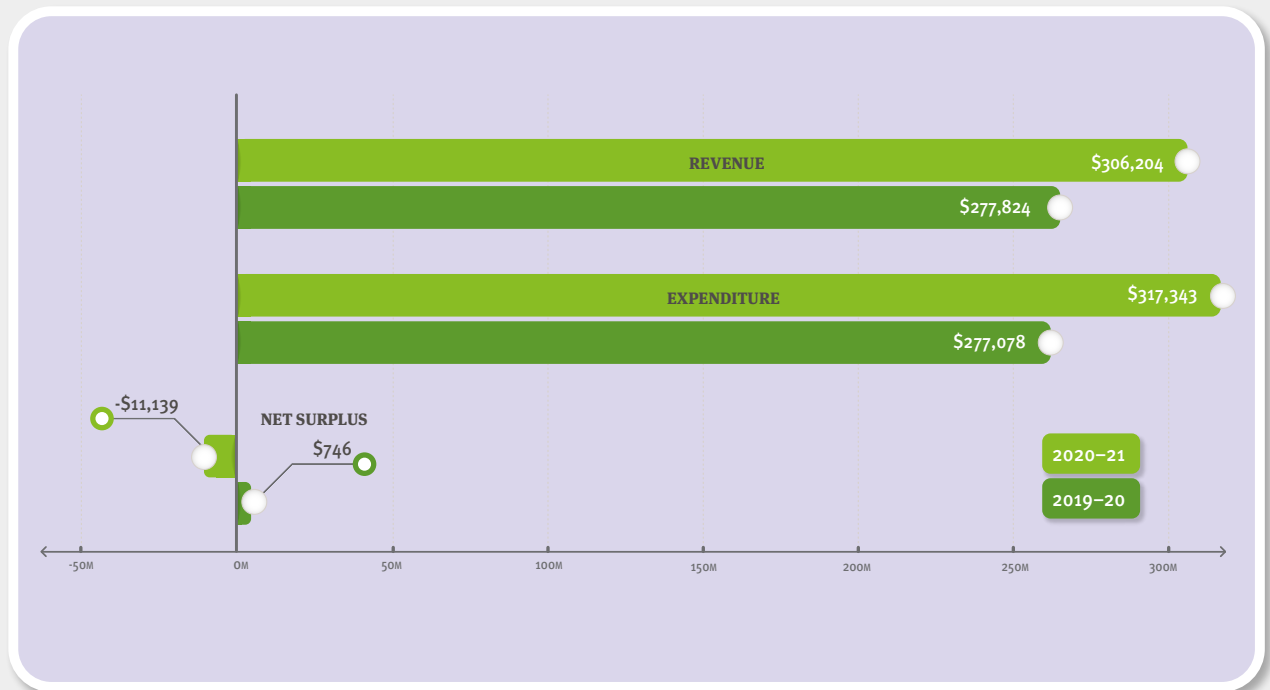
The pandemic required a whole of business response and this took precedence over other business priorities. The safety, care and support of all our people – consumers, staff and volunteers – was our primary focus. This continued through the recovery phase as the threat of further outbreaks and lockdowns was ever present.

For our aged care divisions, the second half of the year also saw the release of the Royal Commission into Aged Care Safety and Quality Final Report and the Federal Government’s response to it in the form of the Five Pillars over 5 Years roadmap.

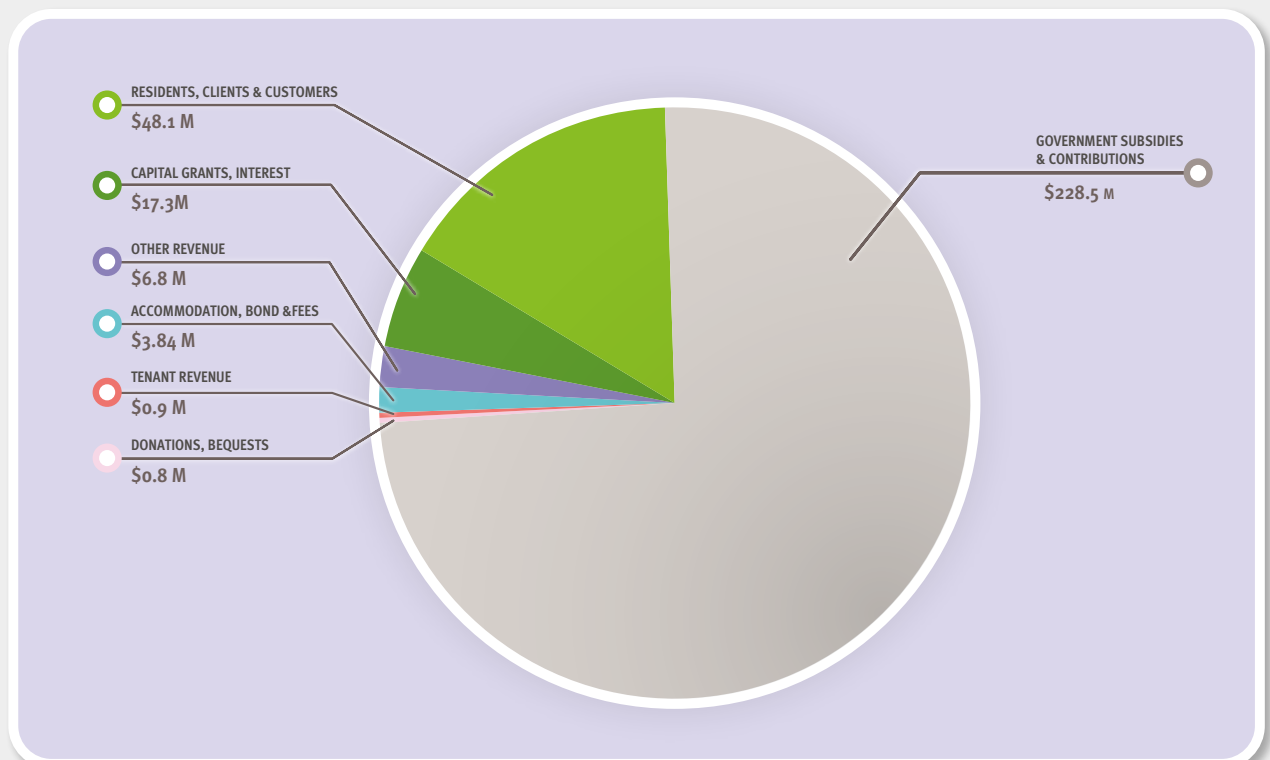
Reform is unrelenting not just in Aged Care but also in our Family and Community Service, Disability Service and Housing and Homelessness service streams. This has had an impact on our people with increased turnover and the need for a new workforce strategy.

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

Financial Performance



Source of Revenue



Baptcare

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