

Baptcare

Annual Report

2023-2024



*A meaningful
difference*

baptcare.org.au

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 valued and respected.



Our Values

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

Our Mission and Vision are lived through our WE CARE Values



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



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



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



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



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



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

Baptcare acknowledges Aboriginal and Torres Strait Islander peoples as First Australians and recognises their culture, history, diversity and their deep connection to the land. We acknowledge that we are on the land of the traditional owners and pay respects to Elders past and present.

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Message from the Board Chair

In addition to another inspirational year of achievement, I continue to be impressed by the professional and caring culture in every part of Baptcare.

Whether it's housing, aged care, disability, family violence or mental health assistance, I am very proud of our dedicated and professional staff who support those with the greatest need and enable them to live a fuller life.

I would also like to acknowledge their ability to adapt to the ever-changing landscape of our world and industry. It has been another challenging year with inflation and the ongoing cost of living crisis affecting all Australians.

It has also been a time of reset for our sector that has needed to juggle a complex regulatory environment and ongoing economic recovery post pandemic.

I'm pleased to report our financial year 2024 performance showed a surplus and applaud everyone for their careful financial management skills to achieve this result, given the challenges noted above that we have faced.

I would sincerely like to thank Geraldine Lannon for another year of strong leadership and dedicated service as Baptcare CEO.

The Board was delighted when she was awarded the Harvard Club of Victoria scholarship program this past year.

The Executive Leadership Team continued to work collaboratively and effectively, and I would also like to thank all of our executives for their ongoing efforts in leading the organisation.

Furthermore, I would like to thank each and every one of my fellow Board members for their continued wise guidance, support and fellowship this year.

I am honoured to have met numerous Baptcare staff members in different parts of the organisation throughout the year and continue to be impressed by their evident dedication and professionalism to the work we do to serve our communities.

I am grateful to be part of the Baptcare family and I look forward to the opportunities that lie ahead in the coming years and thank you all for your ongoing support.



Timothy Farren – Chair (left). And the Board Directors: Above, left to right, top to bottom: Assyl Haidar (Deputy Chair), Dr Rebecca Iseli, Hamish Blair, Mark Trajcevski, Annemarie Numa, Dr Jennifer Fitzgerald AM, Penelope Lovett, Thera Storie, Timothy Keating.

Important update/postscript:

At the time of publication, it was announced that Baptcare, BaptistCare (NSW, ACT, WA) and Baptist Care SA will unite to become one of the largest integrated care and service providers in Australia*.

On 13 November, the board and executives of all three organisations announced the decision to merge, subject to approvals.

Combined, the organisations will have over 12,000 staff and offer retirement living and aged care, community housing and family & community services to over 38,000 customers across New South Wales, ACT, Victoria, Tasmania, South Australia and Western Australia.

The merger is expected to complete in March 2025, followed by a period of integration.

The new organisation's Board will be led by myself as Chair, and Robert Dunn (currently Chair of the BaptistCare Board) as the Vice Chair.

As Baptist faith-based organisations, we have a shared mission to strengthen communities by valuing people and supporting them to have hope, dignity and a fullness of life. Coming together will help us to continue to deliver that mission, while staying true to our legacy.

Charles Moore (currently the CEO of BaptistCare) has been announced as CEO-elect of the merged organisation.

Geraldine Lannon, CEO at Baptcare will take some well-deserved annual leave through to March before she leaves Baptcare. The Baptcare Board extend our deep gratitude to Geraldine and honour her outstanding leadership and commitment to the organisation, and to the people Baptcare have served.

Geraldine's vision and effort has been instrumental in positioning Baptcare as a quality care service provider and in committing to this next chapter. We wish Geraldine our very best for her future.

Tim Farren – Board Chair, Baptcare

*Market position calculated based on the combined revenue of the merging entities, compared against the largest care providers that offer services in more than one category across residential aged care, retirement living, home care, community housing and community services.



Chief Executive Officer's Report

As I reflect on the past year, I continue to be impressed by the scale and scope of Baptcare's innovative and high-quality work. The many achievements that follow in this report are only possible because of our people who are the very heart of Baptcare.

I'm so grateful and proud of every staff member, volunteer, supporter and donor and every member of the Board who have enhanced our missional impact across the entire organisation, making a meaningful difference in so many lives.

In our residential aged care communities, the new Living Well Together approach – co-designed with residents in partnership with Monash University researchers – continues to flourish. Rollout has been achieved across two of our communities with two further sites ready to launch by the end of this year. I enjoyed seeing Project GROW blossom as an outstanding initiative that encouraged everyone to be active in the garden.

Our Home Care team continued their excellent service, providing more than 550,000 hours of care for over 6000 In Home Care consumers and inducting 200 new staff.

Baptcare Affordable Housing's social housing portfolio expanded this year with 18 residential homes handed over ahead of time and below budget in November 2024. Keilor and Lalor social housing projects are also coming out of the ground.

Our Sanctuary and Houses of Hope programs continued to provide shelter, food and spiritual care for people seeking asylum, some of the most vulnerable in our community. In our Disability services we had continued success including National Disability Insurance Scheme (NDIS), Local Area and Early Years co-ordination. Our Foster Care and Kinship Care programs continued to develop in both Victoria and Tasmania.

A significant focus of this year was tackling our financial position, as we entered the financial year with a budgeted deficit of \$15.4m that needed to be addressed. Our financial year 2024 performance showed a surplus of \$1.6m. Congratulations to all Baptcare staff and volunteers for their integrated mindfulness around using resources to ensure our services continue to be of a high customer standard, whilst reducing waste and duplication. I am deeply grateful to your commitment to ensuring our resources are used to maximise our ability to deliver our mission.

A significant focus of this year was tackling our financial position, as we entered the financial year with a budgeted deficit of \$15.4m. Our financial year 2024 performance showed a surplus of \$1.6m. Congratulations all!



I am grateful for the wisdom, guidance and support of Tim Farren, Chair of the Baptcare Board. I would equally like to thank all Board members for their diligence, dedication and support.

I would also like to thank my talented Executive Leadership and senior teams for all their hard work this past year. I am profoundly grateful for their professionalism and ongoing commitment.

I have been deeply touched by the opportunities I have had to meet residents and clients across our sites and to see the daily caring interactions of our Baptcare community. This kind of caring culture is exceptional and is the very essence of Baptcare's culture.

Every person who is a Baptcare customer deserves the highest level of service and support, and I am proud to be working with people who prioritise customer care above all else, supporting those with the greatest need and enabling people to live a fuller life.

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At the time of publication, it was announced that Baptcare, BaptistCare [NSW, ACT, WA] and Baptist Care SA will unite to become one of the largest integrated care and service providers in Australia*.

As part of this merger Charles Moore (currently the CEO of BaptistCare) has been announced as CEO-elect of the merged organisation. I will therefore be officially leaving in March 2025.

Although I am very sad to be leaving Baptcare, the merger has my full support and it will, without a doubt, enhance mission delivery, our employee value proposition and our ability to make a meaningful difference in people's lives.

I have enjoyed working in Baptcare every day and I feel privileged and honoured to have been CEO. I will hold this time with our staff, our clients and residents very close to my heart.

Geraldine Lannon – CEO, Baptcare

*Market position calculated based on the combined revenue of the merging entities, compared against the largest care providers that offer services in more than one category across residential aged care, retirement living, home care, community housing and community services.

Snapshot of our services

Our Service impact across three states



Service impact across three states

With the support of over 3,800 committed staff and 855 passionate volunteers, services were delivered to more than 20,000 people across Victoria, Tasmania and South Australia in both metropolitan and regional areas.

Evidence-based research

Our research is about building and supporting communities where every person is valued and respected. Partnering with world class research organisations to ensure we provide best-practice care and support. By investing in research, we can get that proof. We can turn evidence into action and ensure we provide the best support for people who need it most.

We conduct research to develop evidence-based programs and services in aged care; mental health support; disability support; family violence and family and community services.



Service offerings in three states

In Victoria, Baptcare offers Aged Care services, Retirement Living, Community Services, Foster Care and Housing. In Tasmania, we provide NDIS services, Mental Health, Community services, Foster Care, with Aged Care services in the Devonport area. In South Australia, all offerings are NDIS-related.

Foundations of Baptcare

The Foundation of Baptcare can be traced back to 1945, when a group of Baptist women joined together to raise £4,000 in a time of war to open Australia's first Baptist home for older people.

This work established the Strathalan aged care residence, which has grown into a thriving community that continues today. This missional spirit from Baptist communities founded the local services that have become part of Baptcare today. Tracing a history of kindness and generosity, in supporting those with the greatest need and enabling people to live a fuller life.



Two resident best friends enjoying a game of chess together at Westhaven Community



1,679
Total number of beds across 16 Residential Care communities

Harry ‘green thumb’ from Wattle Grove Community

Harry has been an avid gardener all his life. When he moved into Wattle Grove Residential Aged Care community, his gardening didn’t stop.

He has carefully tended and nurtured a wonderful, veggie and flower garden at Wattle Grove, which everyone can enjoy!

When asked about the garden and what it means to him, Harry says “maintaining a garden in Carinya (level 1) is very enjoyable for me as it gives me purpose and gives me a sense of pride. It also reminds me of home. It keeps me occupied and I love seeing the results. I also love sharing my harvest with the staff!”



Residential Aged Care

Our Living Well Together (LWT) model of care has continued to develop this past year. LWT is an evidence-based program developed in partnership with Monash University's Health and Social Care Unit and co-designed with our residents and staff. We are proud to see the significant and meaningful benefits of this initiative continue to be realised.

LWT focuses on what matters to residents and what gives them meaning, purpose and joy. It is based on the Montessori approach, focusing on person-centred care, environment, integration and coordination, clinical care, and workforce training and support. It is tailored to individuals and supports everyone including people experiencing cognitive or physical challenges or living with dementia.

The design and implementation of LWT highlights our willingness to innovate and our dedication to consumer-centred care that always strives to provide meaningful support for our residents' health and wellbeing.

The LWT approach is continuously reviewed and the outcomes to date have been profiled in the media, including ABC News Breakfast who recorded a segment on LWT last year on our Brookview community. However, it is the overwhelmingly positive outcomes residents, family and staff share that make us the most proud.

We are continuously testing new approaches that bring joy, safety and security and a sense of community, connection and belonging to our residents. We are also consistently improving our core quality systems and increasing our investment in clinical care, practice and innovation across our homes to ensure we make a meaningful difference in our residents' lives.

Encouraged by the success of our LWT pilot projects at our Brookview and Strathalan sites, Baptcare plans a staged roll out of this key initiative at all residential aged care communities.

We are really proud of the high-quality care and support delivered across our 16 communities, and of our full compliance to all Aged Care Quality and Safety Commission (ACQSC) standards. We have a three-year accreditation status with 14 homes at a four-star rating and the remaining two at a three-star rating. We are also pleased to have achieved continued National Disability Insurance Scheme (NDIS) accreditation for our residential aged care services which supports our commitment to provide high quality care to people that are NDIS participants.

In addition to the training and quality supports offered to teams across our homes, we have increased clinical education, Personal Care Assistant (PCA) Traineeships and the Registered Nurse (RN) transition training program. Furthermore, to strengthen our ability to provide high quality care and meaningful support for our residents health and wellbeing, we invested in the development of our leaders through the Resident Care and Services Manager (RCSM) Leadership program.

Our in-house catering program continues to improve with resident feedback helping to shape the menus and choices tailored to each home. Catering performance monitoring tools, together with resident feedback, support our ability to provide options that reflect the wishes of people in each home.

We are particularly proud of the focus we have on our residents' engagement, participation and inclusion in decisions about their communities. Our overriding aim is for our residents to be seen, heard, understood and respected so that they feel safe and empowered across our vibrant communities. Our consumer engagement program of work continues to evolve, with our consumer advisory group instrumental in supporting, shaping and influencing decisions across our RACs. They impact local choices like menus and activities, as well as organisational decisions such as website design, staff orientation and resident documentation.

The Project GROW initiative was a major highlight of the year, promoting time outdoors, increased physical activity and being active in the garden. This initiative culminated in the Biggest Baptcare Garden Party, where our RAC communities celebrated their green thumbs against the backdrop of our lush gardens.

This successful program was designed in collaboration with residents, staff, families and volunteers and was implemented in all our 16 residential aged care communities. Like the Artist in Residence program the previous year, the Project GROW program was documented using multimedia and shared broadly throughout our communities and online. This was another opportunity to bring staff, residents and our communities together and enhance consumer experience.



Ted is visited by a Care Consultant to make sure he has all the services he needs to live independently at home.



6,000+
Total number of Home Care Customers

Lynette’s ‘superpower’ sewing and home care

Lynette Spencer has a home care package with Baptcare and the assistance she receives has had a huge impact on her life.

It allows her to spend more time sewing, which she described as her superpower.

“We’ve got the freedom of not having to do all the cleaning or making the beds. But the main thing I look forward to is the meals! We have wonderful meals every day sent here. It has taken so much pressure off us. It’s great.”



Home Care Services

We continued to welcome new consumers to our programs, offering personalised support to assist them to remain independent at home and maintain strong connections with their communities. Over the last 12 months, in addition to new consumers accessing the Home Care Packages program we have also seen an increase in accessing other programs.

We saw an increase in consumers accessing entry-level support through the Commonwealth Home Support Program (CHSP), rehabilitation support through the short-term restorative care program and our social support groups.

Baptcare's consumer feedback mechanisms and consumer advisory group continued to inform program changes and improvements, along with discussions across our management and Board committees.

Through this vital feedback loop, we co-created more meaningful home care solutions for our consumers, supporting them to maintain their independence and manage their wellbeing.

Baptcare's key home care technology solution - the Community Care Platform (CCP) – is now fully implemented across all regions of Home Care throughout Victoria and Tasmania.

This has been a significant achievement, supporting our teams to be more efficient and responsive, leading to better outcomes for our consumers. The new platform delivers clearer reporting, helping us monitor trends and make ongoing improvements. While the platform is in place, work continues to improve functionality so we can keep strengthening the consumer experience and tailor our services to meet the diverse needs of our community.

To support the delivery of our Home Care services, we expanded our workforce, employing 200 new staff members over the last 12 months. Our recruitment is ongoing as we anticipate increasing demand for services across Victoria and Tasmania, consistent with industry trends.

Our Allied Health Care team continued to support consumers in their own homes and those attending our clinics. Over the last 12 months, the Allied Health Care team delivered approximately 50,000 hours of care across the disciplines of physiotherapy, podiatry and occupational therapy.

The exercise group programs remained extremely popular, enabling consumers to regain strength, mobility and increase their endurance.

It is extremely rewarding for our staff when consumers can do the things that are important to them, such as walking to the local shops or having a walk, following a setback like a fall or major illness.

The Home Care Nursing Program, one of Baptcare's long-standing services, continues to be extremely busy, providing vital clinical care to consumers living at home.


Over the past year, 16,000 hours of care were delivered by our nursing team. Our staff support consumers with their medications, wound care, continence support and conduct clinical assessments to identify what increased supports are required.

Our services are vital to assist older people to remain in their own homes and our team is very proud to provide this meaningful support, to preserve their independence while ensuring their health and wellness goals are met.

The Home Care Nursing Program, continues to be extremely busy, providing vital clinical care to consumers living at home. Over the past year, 16,000 hours of care were delivered by our nursing team.



Kinship Care in Victoria provided case management and support to an increased number of children and young people in the care of a family member or friend


70%
Increase in Home-Start Program volunteers from last year,

Kinship Care team leader at our Sunshine Hub

Michael Villani is a valued staff member at Baptcare, currently working as a Kinship Care Team Leader in our Community Services team .

“My favourite part about working in the Kinship team at Sunshine Community Services is helping to support young kids in out of home care find their “forever homes”.

We are a team that is lucky enough to work toward permanency with stable placements with family members. This is when we have a family that is doing so well that the carers can become the permanent carers for the young person and services are no longer required.”



Community Services

The Community Services team provides meaningful support to a wide range of people in different sectors of the community across Victoria, Tasmania and South Australia. This year our Family Support teams worked with increasing social complexities with many families experiencing extra pressures due to the cost-of-living crisis, family violence and housing affordability.

Foster and Kinship Care

Our Foster and Kinship Care programs continued to grow, supporting vulnerable children and their carers. Our Tasmanian team supported over 150 vulnerable children and their carers across the state with safe, secure and stable homes with family support. Kinship Care in Victoria provided case management and support to an increased number of children and young people in the care of a family member or friend.

Support programs for Children, Young People and Families

Baptcare continues to partner with Mission Australia and the Tasmanian State Government on the Advice and Referral Line, to provide support and assessment to families across Tasmania. This past year Baptcare has also been partnering with the Department of Education, Children and Young People (DECYP) to innovate and provide solutions to strong flows of referrals through the Advice and Referral Line while simultaneously gaining support for vulnerable families and their children.

This year our Family Support teams have worked with increasing social complexities with many families experiencing extra pressures due to the cost-of-living crisis, family violence and housing affordability. We continue to work with government to address the increasingly complex needs of our communities and to provide them with meaningful assistance and guidance.

Our Parenting Assessment and Skills Development Service (PASDS) delivered a number of comprehensive assessments to the Melbourne Children's Court, supporting integrated and informed decision making for vulnerable infants and their families.

Our Wellbeing After Family Violence Ends (WAVES) program has continued to deliver therapeutic group, individual and child focused interventions.

The therapeutic recovery service successfully partnered with the Victorian Aboriginal Health Service (VAHS) to support cultural groups in their healing journey after violence.

Our family violence and family service programs continue to experience growing demand.

Sanctuary, Houses of Hope and Homelessness

Baptcare provided accommodation, food, spiritual care and other daily living supports for people seeking asylum as part of our Sanctuary and Houses of Hope programs.

As the cost-of-living crisis intensified, our foodbank continued to support our residents every week with food, personal care and cleaning products. We are grateful to the team of 40 faithful volunteers, our partners at Oz Harvest, Foodbank Victoria and others in our community who have supported our mission-based programs.

Baptcare provided accommodation, food, spiritual care and other daily living supports for people seeking asylum as part of our Sanctuary and Houses of Hope programs.

Our Community Services



NDIS Local Area Coordination participants supported:
7,320 in South Australia,
3,298 in LAC Tasmania and 1,168 in Early Childhood Program



Family and Child Services VIC clients and families supported



Integrated Family Support Services TAS: 155 adult clients, 348 children supported



Number of Mindset TAS participants across 3 programs: Foundations-91, Choices-78, & Horizons-159



Foster and Kinship Care VIC Carers: 42 foster carers and 147 kinship carers
Children supported: 135



Foster and Kinship Care TAS Carers: 97 foster and kinship carers
Children supported: 110

Snapshot 23/24: SA, TAS, VIC



163 children from 53 families participants in **Home-Start** with 39 volunteer mentors also supported



110 children & 67 adults supported in **Community Kinship Program TAS**



Playgroup and Mother Goose programs
117 families supported



Total people housed:
29 at **Brunswick rooming house** & 27 adults and children in **Houses of Hope** program



Caring Dads TAS program supports
14 adult clients



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



Families have appreciated learning more about what's available to them in their communities in the Early Child Program.



328
Total number of Mindset participants across Foundations, Choices & Horizons

Horizons program long-term analysis of data

Researcher in Residence Melissa Savaglio had a productive year, consolidating the evidence base of the Choices and Foundations programs.

A long-term analysis of the outcome data of the Horizons program has demonstrated significant program impact for a short-term program, with a further paper in development to be submitted for publication in early 2025.

This work supports Baptcare's growing evidence base and continues our investment in research and development.



Our Mindset and NDIS teams continued to provide meaningful support to a wide range of people across our Tasmanian, South Australian and Victorian communities.

Mental Health Support

In our Mindset mental health support suite of programs, the Researcher in Residence Melissa Savaglio had a productive year, consolidating the evidence base of the Choices and Foundations programs. A highlight was the publication in the peer-reviewed journals Psychosocial Intervention and the Australian & New Zealand Journal of Psychiatry of significant outcomes clients achieved due to program support. The team were honoured to present these findings at the Mental Health Services Conference in Adelaide, Australasia's largest and most diverse mental health conference.

A long-term analysis of the outcome data of the Horizons program has also demonstrated significant program impact for a short-term program, with a further paper in development to be submitted for publication in early 2025. **This work supports Baptcare's growing evidence base and continues our investment in research and development.**

Our Lived Experience Advisory Group met several times throughout the year and provided valuable feedback on how we can continually improve the way we support our clients by providing holistic, integrated and meaningful support to manage and improve their mental health.

Disability Services

Part of our community services work also includes disability services (National Disability Insurance Scheme (NDIS), Local Area Coordination and Early Years Coordination, Mental Health and Family and Children's Services to support those in our community living with disability.

Over the year, the Disability Team worked closely with the University of Melbourne to consider what an inclusive community looks like from the perspective of people with a disability. This Towards Inclusion project centred on what people with disability recommended to promote inclusion in their communities.

This project led to the development of a Community Capitals Framework which will be tested with a group of coordinators and people with a disability. We also had the opportunity for two of our leaders to participate in the Global Leadership Exchange (GLE) in June where they presented our research comparing Local Area Co-ordinator (LAC) practice and principles in Australia and the United Kingdom at the GLE conference.

Our disability teams also undertook several community capacity building projects, driven by our overriding mission to provide support to our clients so they are empowered with meaningful support for their needs.

In March 2024, there was a 'come and try' fully inclusive school sports day hosted in Adelaide and an Inclusive Employment Symposium with several stakeholders from employment agencies, schools and local businesses in Hobart taking part.

We also supported a local restaurant in South Australia to create an inclusive dining experience designed to be comfortable and enjoyable for people with autism and people living with sensory sensitivities. This project led to the restaurant introducing sensory friendly menu options, quiet sensory friendly dining areas, sensory toys and having staff participate in specific training delivered via Autism SA.

Our Early Childhood teams across Tasmania have been engaging with the Kanamaluka Collective kipli kani events for First Nations Families – supporting families with early intervention and linkages. Children and families have appreciated learning more about what's available to them in their communities.



We saw excellent progress made at Peninsula View this year, a beautiful new development for Baptcare in Frankston South, with residents moving in during December 2023.



Durham Smith – Retirement Living resident

For the past 14 years, 102-year-old Durham Smith has been a much-loved resident at Baptcare Hedley Sutton Retirement Living.

“I’d say that moving into retirement living is one of the best things you could possibly do,” Durham said. “I’ve had continued freedom of life since coming here to Hedley Sutton. Everyone is supported in the kind of life they wish to live.

Another bonus of Hedley Sutton is its small size, with only about 30 other residents here. This small size means that it feels like a community and you get to develop deep friendships. It’s a beautiful thing to live with that.”



Retirement Living

We take pride in continuing to offer high-quality retirement living options for our residents. Our retirement living communities are designed for flexible, independent living, offering security, support and convenience in a friendly community. Our growth story is strong, with 390 Retirement Living residents living in 315 dwellings across Victoria and Tasmania.

This represents a 7.4% increase in residents and a more than 5.3% increase in dwellings compared to the previous financial year.

Despite ongoing pressures in the building industry that have challenged our Development Team and impacted project delivery timelines, their diligence and commitment ensured the quality of our finished product is excellent.

To deliver this great outcome for our residents, we maintained regular communication with stakeholders, fostered strong relationships with our select contractors and took a collaborative approach to problem solving.

During the year, building continued at our two Victorian re-development sites – Strathalan in Macleod and The Orchards in Doncaster East. Most residents have now moved into Strathalan and The Orchards completion is targeted for November 2024, with residents due to move in before Christmas.

We also saw excellent progress made at Peninsula View this year, a beautiful new development for Baptcare in Frankston South, with residents moving in during December 2023.

Our Retirement Living Managers continue to work closely with our residents to ensure they remain connected, through regular social activities, carefully designed shared spaces and personalised support.

Our aim is for all our residents to feel they are valued members of vibrant, safe and meaningful communities that empower their health and wellbeing – both now and into the future.

Our projects

We have a total of 85 new dwellings in the pipeline, with a focus on the next stage of development at Peninsula View, Frankston South. These independent living units will complement our existing 24 apartments.

The Business Case for Stage Two, comprising 57 villas, is being finalised with an anticipated project commencement in 2025. Stage Two is planned to deliver high-quality stand-alone villas as well as over/under style villas of two and three bedrooms.

The benefit of our over/under style design is that it provides separate road access to both the ground floor and upper-level units via the sloping site, ensuring greater privacy for our residents.



We have a total of 85 new dwellings in the pipeline, with a focus on the next stage of development at Peninsula View, Frankston South. These independent living units will complement our existing 24 apartments.



We are able to provide affordable accommodation to those in need. We believe that secure accommodation is a basic human right



566
Total number of
Affordable Housing
Residents

Point Cook homes provide safety and security

Tamara* and her young family were some of the first residents to move into a recently completed apartment in Point Cook, which forms part of 33 homes managed by Baptcare Affordable Housing.

The houses, completed in late November 2023, are a part of the Community Housing Placement Program (CHPP).

“I really like the peacefulness of the area and the security provided to my family”, Tamara said.

Tamara and her family moved into a second-floor apartment which is soundproof, well designed and solidly built. The amount of space is particularly special for Tamara.

*Name and image at right have been changed to protect privacy.



Affordable Housing

As the cost of living and the housing affordability crisis continues in Australia, affordable, comfortable and secure social housing is more critical than ever. Through the continued efforts of Baptcare Affordable Housing (BAH) we are able to provide affordable accommodation to those in need. We believe that secure accommodation is a basic human right.

Over the last year BAH has provided for 566 residents across 281 properties. This is in a combination of multiple bedroomed homes. The BAH portfolio reaches across Metropolitan Melbourne, Greater Geelong, Wangaratta and Devonport.

The BAH board made a strategic decision to add more 4–5-bedroom houses to the BAH portfolio in the coming years. This is in response to the increased need for affordable housing for larger family units and to address overcrowding.

Victoria's Big Build and BAH's involvement has meant an exciting year for BAH, with growth and success ahead. We partnered with Homes Victoria through the Community Housing Placement Program (CHPP) to provide more housing for those in need. This has grown our program of social housing, meaning we can assist more people across a larger footprint in Victoria and Tasmania.

The CHPP provides secure, affordable, long-term rental housing managed by not-for-profit community housing organisations such as BAH for people on low incomes. BAH successfully tendered for management of a portion of these homes in 2022.

The project is firmly in line with BAH's mission and has resulted in a significant increase in the scale of our long-term social housing operations.

We progressed our BAH development projects in Lalor and Keilor Downs this year, both also in partnership with Homes Victoria. These projects broke ground in February 2024 and are progressing well. Together these projects will deliver 92 additional dwellings in the coming years.

We made great progress on delivering what will be a total of 33 four- and five-bedroom houses as part of our CHPP contract with Homes Victoria. As of June 2024, 18 of these houses are under construction with an expected completion date of December 2024, two by March 2025, 11 by July 2025 and the two remaining PassivHouses by March 2026.

BAH have a number of houses that are built according to the PassiveHaus international standards for airtightness, thermal insulation, ventilation, use of high-performance windows and doors and thermal bridge free construction. All these elements are utilised to provide energy efficient, comfortable and affordable housing. BAH looks forward to celebrating the completion of these projects in the coming months.

As of June 2024, BAH has a total of 125 dwellings in its committed pipeline of future housing. This pipeline ensures we are continuing to deliver on BAH's mission to partner with communities to provide affordable housing solutions that bring hope and opportunity for people in need.



Architectural render of Keilor Downs Affordable Housing development



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



James Lewis – Head of Spiritual Care

At first aspiring to work as a psychologist, James changed tack, becoming a secondary school teacher, then a Baptist pastor, lecturer at Whitley Theological College, eventually joining Baptcare in 2016 as a Chaplain at Wyndham Lodge Community.

“Every day is an opportunity to journey beside people and get to know their life journey. You need to pay attention to the sources of wisdom, courage, faith and hope that will sustain and inspire them. The Spiritual Care team has the privilege and responsibility of hearing some of the most wonderful and heartbreaking stories. It is a sacred space of high trust and respect.”



Spiritual Care

As always, the past year provided many opportunities for Baptcare’s Spiritual Care team members to meet with and support residents and clients in the community. The role of our Spiritual Care Coordinators is to provide a listening ear and enable people to discuss, reflect and explore the challenges that life has presented them.

Sometimes these conversations draw on religious resources to support a person who requests it, but often this is not the preference of the person they are engaging with. Instead, the Spiritual Care Coordinator may help clarify what relationships, beliefs and personal strengths exist for them to support their needs.

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

It is a gentle and unrushed space to find meaning, resilience, and hope. This work is a distinctive expression of Baptcare’s vision of enabling fullness of life for all.

On average there were 3,461 of these conversations every month across all Baptcare business segments, a 0.6% decrease due to a smaller spiritual care team in the Community Services segment. 85 % of the conversations were with residents and clients, 8% with their family members and 7% with staff.

More than half of these conversations were ‘support’ interventions, with 16% offering a ritual or spiritual practice in response to a client request, 5% spiritual care assessments and 14% facilitating group activities such as a worship service or a mindfulness meditation.


Along with individual conversations, Spiritual Care team members led remembrance services, ANZAC day services and other cultural events, collaborated with clinical and allied health teams, documented cultural and spiritual assessments and developed resources to support person-centred care for residents and clients.

They champion the Vision, Mission and Values of Baptcare in each of the teams and across the organisation.





Piecemakers group create quilts to donate to Baptcare's Family and Community Services



700
Gifts given by Carey Baptist Grammar School Annual Toy Drive

Carey Grammar – Christmas Toy Drive

The school community at Carey Baptist Grammar School also showered the children in our care with more than 700 gifts last Christmas.

This tradition of giving unites the community and brings joy to people in need.

Special thanks to the senior school students in Gadsden House for organising fundraising activities during the year, allowing the whole school to participate and raise funds for the gifts.



Fundraising

Fundraising remains an important part of Baptcare’s annual work, allowing us to continue our mission of delivering the best of care to those in need. We continue to be grateful for the generosity of our supporters who helped us raise almost \$450,000 (financial donations and gifts in kind) in the last financial year.

Our community engagement activities were again strongly supported by two key groups: the Moe Baptist Church’s Piecemakers group and Carey Baptist Grammar School.

For the twelfth straight year, we were truly fortunate to receive many beautiful patchwork quilts and blankets made by the Piecemakers group for Baptcare’s Family and Community Services.

The quilts and blankets were given to children of families seeking asylum, and children going into foster care or kinship care.

Many of these children have little of their own, so a beautiful quilt or blanket becomes a treasured belonging and comfort they can take with them wherever they live. We are deeply grateful to the tireless and talented Piecemakers for their generosity.

The school community at Carey Baptist Grammar School also showered the children in our care with more than 700 gifts last Christmas. This tradition of giving unites the community and brings joy to people in need.

Special thanks to the senior school students in Gadsden House for organising fundraising activities during the year, allowing the whole school to participate and raise funds for the gifts.

As part of our continuous efforts to improve and refine our fundraising strategy, we decided to discontinue Baptcare’s annual Golf Day this year. On behalf of our community, we extend our heartfelt thanks to our suppliers, sponsors and participants for their generous support over the years.

We are grateful for the donations and ongoing partnerships with generous and supportive churches, companies, trusts and foundations.

Our fundraising was significantly supported by generous individual donations, for which we are very thankful.

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

Baptcare’s donors list – thank you

Aberfeldie Baptist Church

Alfred Noel Curphey Bequest

Baptcare Strathalan Community

Beverley Jackson Foundation

Brotherhood of St Laurence

Chelsea Baptist Church

City Baptist Church Launceston

Eastern Chinese Baptist Church

GCB

Ivanhoe Baptist Church

Karingal Auxiliary

Lions Club of Kerang

Lions Club of Murrabit & District Inc

Mission Enterprises Blackburn Ltd

North Balwyn Baptist Church

Northwest Masonic Benevolence Society

Rotary Club of Kerang

Smartgroup Foundation

Teele Family Foundation


The TG & JM Matthews Foundation

The William Angliss (Vic) Charitable Fund

Werribee Secondary College



Our volunteers have and continue to make a meaningful difference to the lives of the people we are privileged to serve.



855
Total number of Baptcare volunteers

Erin – Student Volunteer at Hedley Sutton

Erin, a dedicated student volunteer at Baptcare Hedley Sutton aged care community, is a 16-year-old Year 10 student at Presbyterian Ladies College in Burwood.

Erin says:

“The best part about being a volunteer at Hedley Sutton is I’m really exposed to a lot of new experiences being a youth volunteer and having contact with people (residents) who have had a lot of experiences in life. I find that you can learn so much from them.”

Erin took part in our pilot Duke of Edinburgh Volunteering program to engage students and younger volunteers.



Our Volunteers

We continue to grow our 25 volunteer programs and now have over 855 volunteers actively contributing their time to Baptcare. This is an increase of more than 76% on the previous financial year. Our social return on investment has peaked at more than \$28.7 million due to the dedication of volunteers.

Our volunteers have and continue to make a meaningful difference to the lives of the people we are privileged to serve. Program growth and engagement is an ongoing focus for us, rebuilding post the devastation of COVID-19.

As volunteering numbers in Australia are in decline, we are delighted to see our current growth is over and above what we see the volunteering sector experiencing.

No doubt, our increase in volunteers comes from a multi-faceted approach to the ways in which we both engage and manage volunteers.

Consistent with Baptcare's We Care values of Co-creation and Collaboration, we invest in our volunteers to give them the resources they need to succeed.

From recruitment and credentialling, through to induction, onboarding and transitioning to retirement we make sure our volunteers feel engaged in meaningful roles which grow with them.

We also provide learning and development opportunities, guidance and advice, and access to benefits such as discounts, our wellbeing program, diversity, equity, inclusion and belonging events.

Our longest serving volunteer is in their 45th year of service - an incredible achievement.

Generally, Baptcare volunteers sign up to give one to two hours a fortnight, however many enjoy their roles so much that they end up giving, on average, 12+ hours a week.

We care for people from all walks of life and diverse cultural backgrounds, so having volunteers who reflect that diversity is important to us.

Our Foster Care and Kinship Care programs continued to expand in both Victoria and Tasmania, with increased demand for children needing care. Our volunteer Foster Carers give time for both respite and full-time care to children in need.

Volunteering makes a meaningful difference

Just one hour volunteering per week makes a significant difference and has the power to:

- **Reduce loneliness for a person in residential aged care - volunteers can encourage an isolated person to engage in conversation or a fun activity and can provide comfort to family or friends who are unable to visit with their loved one.**
- **Provide pastoral or spiritual care support.**
- **Provide food for asylum seekers or refugees new to our country or engage them in learning activities which support their time in Australia.**
- **Engage isolated people in a memorable trips around their local communities.**
- **Provide mentoring and support to a parent struggling with a child under the age of 5 years of age. This supports a parent who needs volunteers to be part of their 'village'.**



We remain committed to creating a diverse, equitable and inclusive work environment that boosts employee wellbeing, fuels performance and minimises risk. At Baptcare, we value diversity in all forms.

Our People

Our people make a meaningful difference in the lives of the communities we serve each and every day. As of June 2024, our workforce comprises 3839 employees, working across 40 sites, and supporting 15000+ consumers.

We remain committed to creating a diverse, equitable and inclusive work environment that boosts employee wellbeing, fuels performance and minimises risk.

At Baptcare, we value diversity in all forms and create inclusive experiences where everyone is valued, respected and belongs. It is central to our mission to walk alongside our communities, and our people, partnering and co-creating solutions that support everyone to experience a full life on their own terms.

Equity: We partner and co-create

Collaboration is intrinsic to our organisation and its success. We work together towards common goals and co-create to solve problems, make decisions and complete projects.

Inclusion & Belonging: At the heart of fullness of life

Across Baptcare we remain curious, suspend judgement and actively lead and support inclusivity and belonging amongst our people. This is evident in how people feel because of our actions and behaviours. We've been able to measure this through our staff engagement survey and actively engaging with our consumers through feedback mechanisms such as surveys and consumer engagement groups.

Diversity: Where everyone is valued and respected

We celebrate diversity in all forms and value each person individually. This is evident in the diversity of our workforce and client base and how we show up in the moments that matter, in our staff and consumers' lives.

Over the last 12 months, significant gains have been made in progressing diversity, equity, inclusion and belonging (DEIB) at Baptcare:

- A Reconciliation Action Plan (RAP) was developed with extensive collaboration across Baptcare and with external Indigenous partners, Blak Wattle and Workplace Edit. This is in the final stages of approval with Reconciliation Australia.
- 2024 - 2025 Diversity Action Plan was approved and implementation has commenced.

- A Diversity, Equity, Inclusion and Belonging (DEIB) Working Group was established including the pillars for LGBTIQ+, Age and Ability, Culture and Beliefs and First Nations. 40+ employees actively contribute their time to the DEIB Working Group to progress Baptcare's cultural events, raising awareness, education and developing cultural maturity.
- Our staff and consumers participated in a wide array of DEIB activities last year including NAIDOC Week, Mental Health Week, RUOK Day, Wear It Purple, IDAHOBIT, Dementia Awareness, International Women's Day, Men's Health, Neuro Diverse Awareness, Aged Care Employee Day, Diwali and other culturally significant celebrations across Victoria, Tasmania and South Australia.

Baptcare is committed to ensuring we continue to bridge the gender pay gap in Australia and achieve fair pay for all, regardless of gender. In the 2024 Workplace Gender Equality Agency (WGEA) annual report, Baptcare's 8.8% (Common Law) employee pay gap, sits well below industry average and is a testament to the discipline and effort over the last three years to significantly 'close the gap'. Our results from previous years demonstrate the success of this effort; in FY 22-23 the gap was 12.1% and in FY 21-22 it was 15.9%.

Following the introduction of Peakon, a global employee engagement survey provider at Baptcare in 2023, we conducted three engagement surveys across 2024. The most recent survey concluded in June 2024. We've received over 40,000 comments from staff through the surveys so far. Our overall result for 2024 is a 7.4 employee engagement score. Six out of seven Baptcare divisions reached over 70% participation in the survey which is a really positive outcome.

To communicate results of the surveys to staff, as well as our action plan, we embarked on a 'You Said, We Did' campaign, with 125 managers participating in action planning workshops as part of our commitment to continuously improving our culture. This campaign is ongoing at Baptcare.



Our People *(continued)*

Our Employee Value Proposition (EVP) defines our employees experience of working for Baptcare. In 2024, we identified what is most important about working at Baptcare - what unites us and makes us different, the benefits we provide, and our commitment to personal growth and development.

Our values of wellbeing, equity, co-creation, accountability, respect and ethics, set Baptcare apart, as we continue to attract and retain the best people and become an employer of choice in the sector.

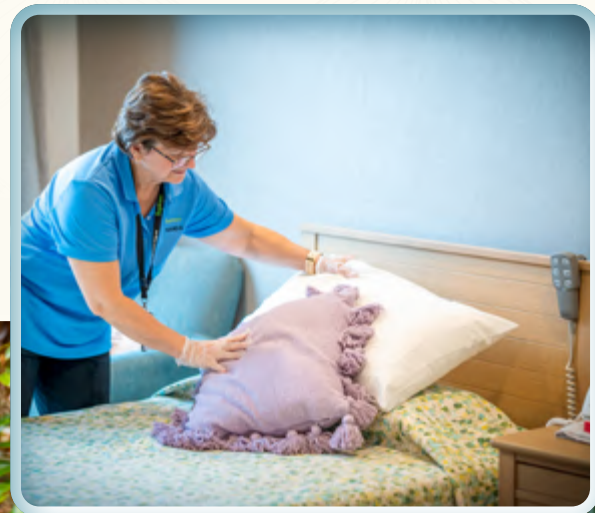
The online performance review program Page Up, which Baptcare moved to last year, has continued to see an uplift in performance and productivity aligned to our strategic objectives. People technology and efficient support solutions are now in place to proactively support a vibrant, sustainable workforce to make a meaningful difference.

This past year saw a refocus on Compliance, Capability and Career Development across all of Baptcare. Our learning and capability team has reset all Compliance Frameworks in all key divisions, focusing on the right curriculum, for the right audience, using internal content and the most appropriate delivery of curriculum.

We also developed sophisticated reports for senior leaders to utilise, to continue to support capability uplift and career development of their people.

As part of this work, we redefined our critical capabilities and focused those into Success Profiles, to enable leaders and frontline teams to be targeted in their capability development, based on specific role requirements. We also increased the transparency of role capability requirements, allowing for broadened career progression and staff development across the business.

Our Manager Essentials program will start in early FY 24-25, with key 'manager 101' processes, tasks and skills available in the flow of work for all our leaders.





Our People (continued)

Over the last year we increased our number of student placements, traineeships, graduates and scholarships to extend staff career opportunities and enrich their experience at Baptcare.

We remain committed to improving Work Health & Safety (WHS) performance at Baptcare applying lessons learned to reduce health and safety risks across our business.

This commitment is demonstrated by our multi-year WHS improvement program, launched in 2022, that has driven significant investments in WHS resourcing, including the expansion of the WHS Business Partnering Team and the establishment of the WHS Systems & Governance Team. We are already realising the benefits from this WHS improvement program with a 13% reduction in WHS incidents since last financial year.

With the introduction of the Psychosocial Hazard legislation in Victoria, Baptcare commenced a comprehensive review to identify specific psycho-social hazards in the workplace that may pose risks to our staff, along with how best to manage and minimise these.

To equip our leaders, managers and frontline staff appropriately and prepare them for this change in legislation, we are providing additional training and support to mitigate current and emerging psychosocial risks and hazards as well as enhance and further embed the emotional health and wellbeing of the Baptcare workforce.

In 2023-2024 as cost-of-living pressures continued around the country, on top of everyday pressures in life for staff, the levels of utilisation of our comprehensive Employee Assistance Program (EAP) service increased.

The EAP program that Baptcare offers to our staff is free, confidential and has a broad sweep of services available for support and assistance. This includes Employee Assist (general counselling), Money assist, Career assist, and Family Assist.

We also expanded our Vaccination Program last year. In addition to offering to all staff the influenza vaccination and reimbursing any costs they incur for COVID-19 vaccinations, we now include reimbursement of costs for 'other' vaccines as recommended by the Australian Immunisation Handbook. This was implemented to reduce occupationally related health risks, which apply to particular roles within our organisation.



Faces of Baptcare

Sharmila Thiruvannamalai

Service Area Manager for NDIS Community, SA

I joined the Baptcare NDIS Team in South Australia in March 2018 as a Local Area Coordinator. I now work as the Service Area Manager for Community. In this role, I support teams across Tasmania and South Australia.

I'm responsible for developing and implementing community capacity-building projects which are essential for helping people with disabilities feel included and supported in pursuing their goals. This includes: First Nations, Accessibility and Social Inclusion, Inclusive Employment and Early Childhood.



Kate Flight

Manager Service Development, VIC

I began at Baptcare in January 2021. Each day varies, it includes visits to our RAC sites every quarter to complete customer experience surveys, collaborating closely with the exceptional Lifestyle Teams, and working with the Quality Team. Sometimes this includes piloting and evaluating new equipment or reviewing documentation and processes. There are also many projects on the go. These include delivering training for the Living Well Together Model of Care and the establishment of Consumer Advisory Groups.

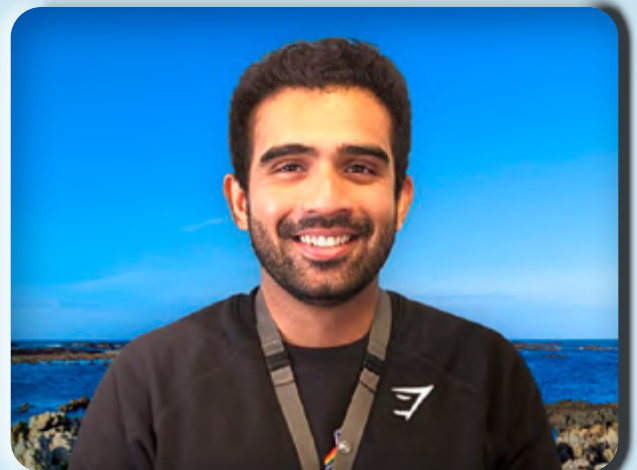


Varun Nadesh

Family Services Practitioner, TAS

Varun Nadesh is one of our dedicated Family Services Practitioners from the Ulverstone team in Tasmania.

He works with foster and kinship carers to provide them with support for the children in their care. This can involve working closely with child safety organisations and other supporting stakeholders. A key part of his role has included working alongside the Out of Home Care Team at the Department for Education, Children and Young People/Child Safety to help transfer both existing and new carers across to Baptcare.



Alicia Johnston

Practice and Development Consultant (PDC), TAS

My role is a part of the senior leadership team made up of 11 standard members and sometimes senior practitioners will come along too. The PDC role looks to embed best practice around trauma-informed support for children, young people and families through continuous improvement and education, practice reflection and complex case consultation.

My day involves working on current best practices, developing workshops and supporting staff with complex families through practice reflection.



Nilu Morawaka

Head of Residential Aged Care, VIC

My day-to-day involvements are to support our leaders to ensure we deliver the best care and services to our residents, and provide coaching and mentoring to our Residential Aged Care leadership teams. There can be lots of meetings, planning and reporting, all with the aim to assist our teams in achieving our organisational goals.

Creating a community where our seniors can age with dignity and peace of mind is top of mind. Our aged care employees are also very special. They work tirelessly to provide essential care to support our older citizens.



Robyn Jones

Home Care Program Manager, Orana, TAS

Overall, my role is to ensure we have happy clients and staff and that everyone is working to the best of their ability to provide meaningful support to our clients in the Day Centre and/or clients in their own homes in the community.

I love making a difference in their lives. If I can make a client happy by bantering with them or giving them a solution to their problem, then I go home knowing that I have made a small difference to someone. The staff I work with daily are also amazing.



Financials Update

STATEMENT FOR END OF FINANCIAL YEAR 2023-24



Baptcare is a not-for-profit faith-based charitable organisation. To sustain its charitable activities, achieve the Board's investment and development strategy, and to continue to provide for the future replacement of operating assets, it is critical that Baptcare makes strong cash surpluses overall. Baptcare remains in a sound financial position, with strong cash balances, quality buildings, and a sustainable business model.

Operating revenue for the year was \$414.2M, growing by 20.25%. A net surplus of \$1.6m was recognised and a strong cash position of \$49.3m was also achieved.

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

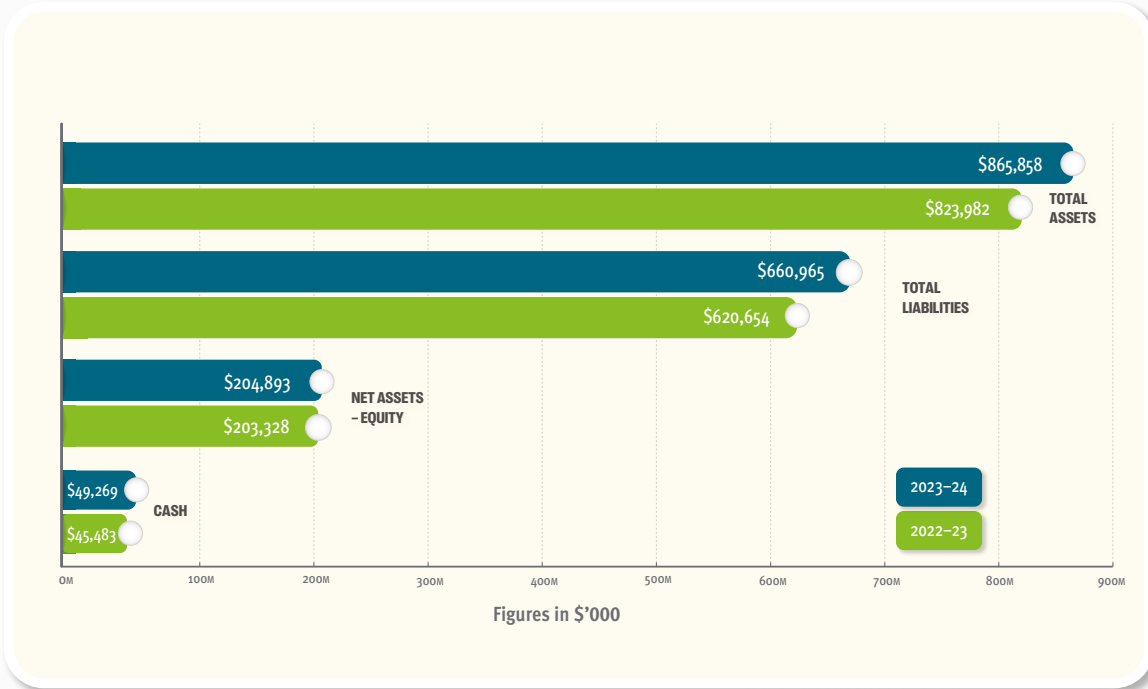
- The operation of aged care homes for the aged and people living with a disability
- The operation of retirement villages providing independent and assisted living units for aged people
- The provision of day care centres and home care services to the aged in the community
- The provision of nursing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



Financials Update

STATEMENT FOR END OF FINANCIAL YEAR 2023-24

Financial Position



Total assets at the end of this financial year were \$865.85 M, an increase of \$41.8 M from the previous financial year. Our operating revenue increased to \$414.2 M, growing by 20.25%, an increase of 45 M from the previous financial year. Our main source of revenue was provided by government subsidies and contributions – \$319 M, an increase of \$63 M from the previous financial year.

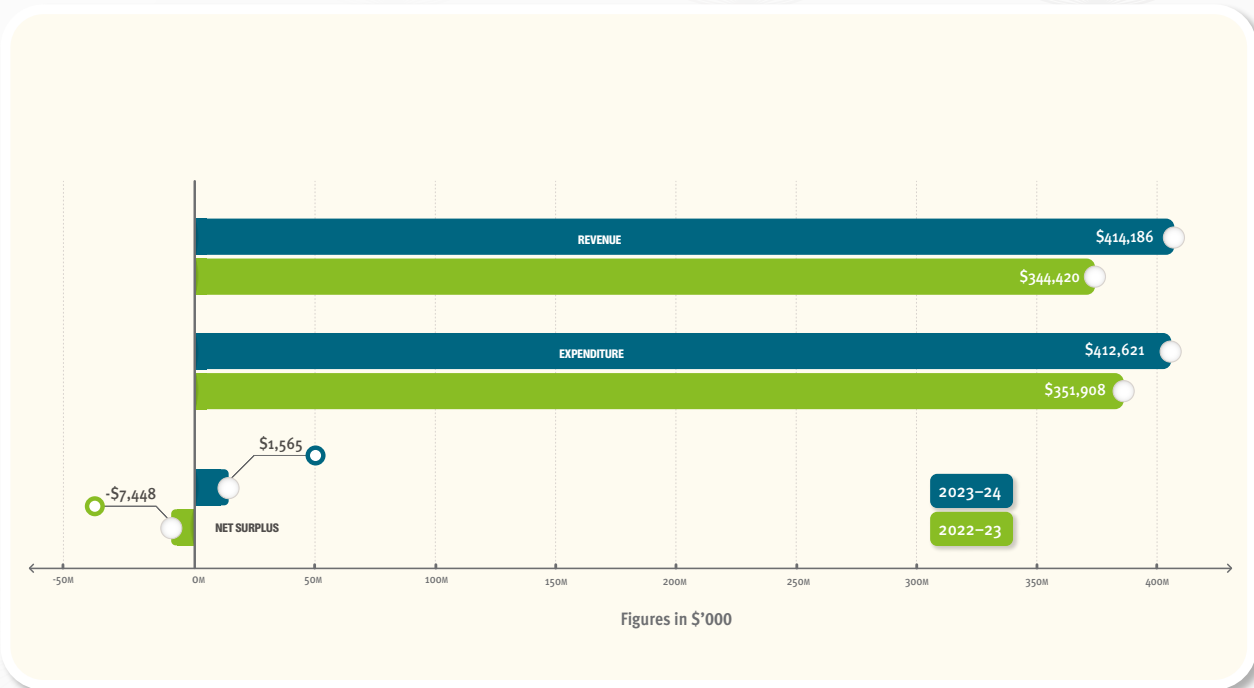
The safety, care, and support of all our people – customers, staff and volunteers – remains our primary focus.

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

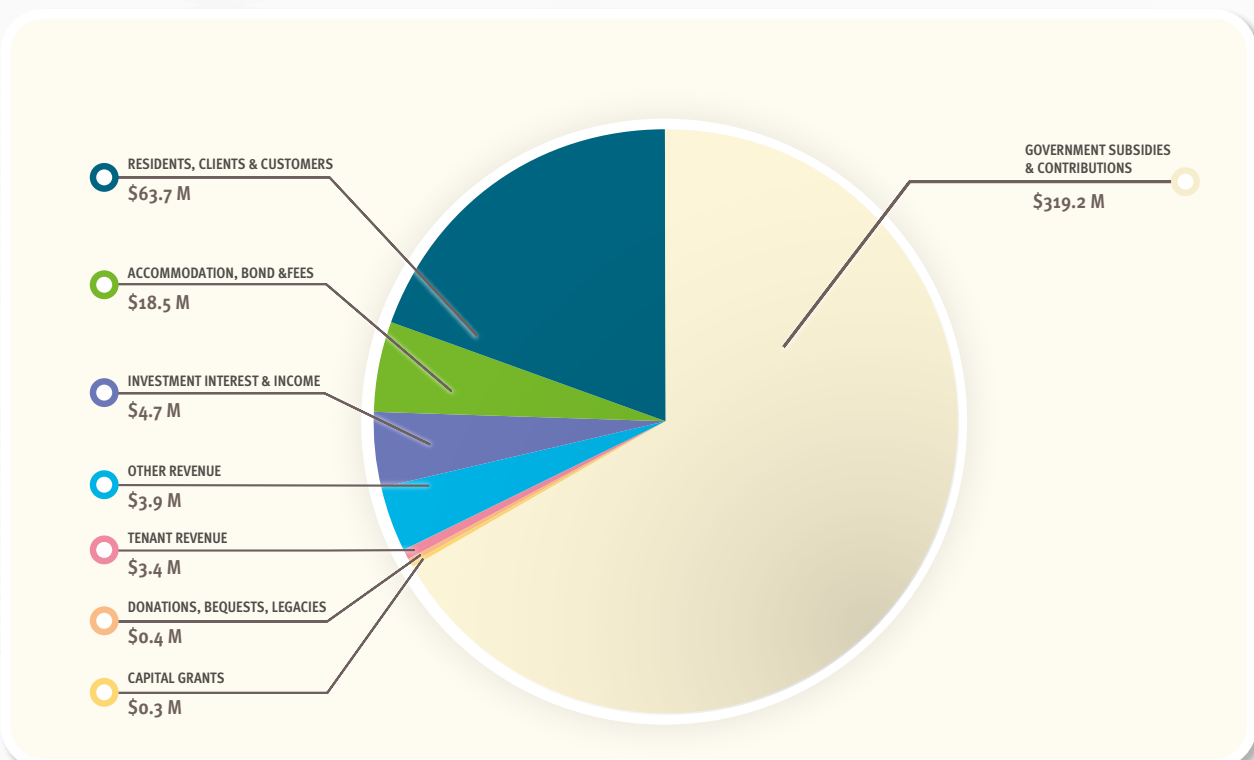
Along with the previously announced reforms in residential aged care, the Support at Home reform remains high on the agenda for the home care sector.

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

Financial Performance



Source of Revenue



Snaps through the year



Community making a meaningful difference



Baptcare

Annual Report

2023-2024

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*A meaningful
difference*

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