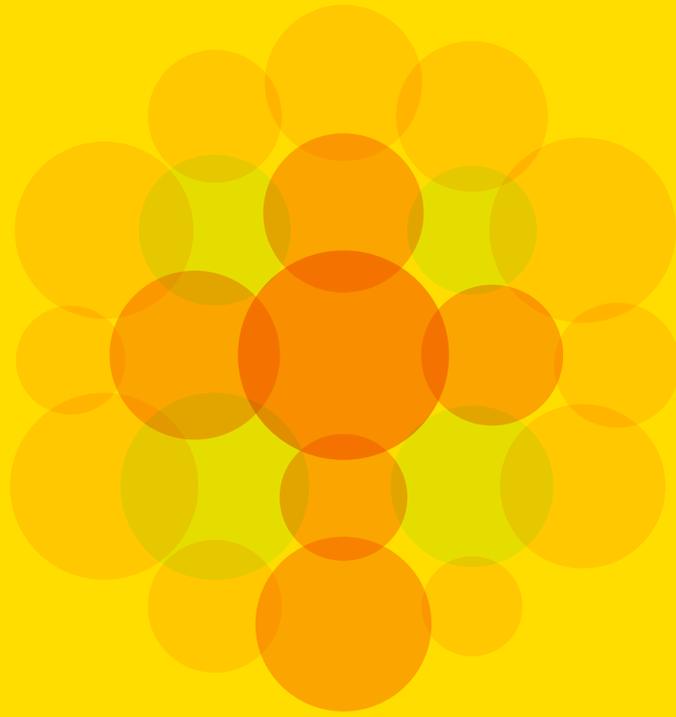


# Annual Report 2020





We exist to serve



# A commitment to our service

I congratulate Lutheran Services, its teams and leaders across Queensland, for their public ongoing commitment to service, particularly in the midst of the rugged journey we have travelled through this season of pandemic.

When our Lord Jesus knelt before his disciples and washed their feet, he declared that this kind of activity was the beacon highlighting God's whole purpose in our world: to serve, not to be served.

If you look carefully through this annual report, you will discover the hand of God at work through so many different people in diverse settings: whether sitting

at a desk or at the steering wheel; whether sitting with a colleague or with a client; washing or gardening; dispensing or directing wheelchairs; praying or sharing a word of encouragement. So many works of service provided in so many wonderful ways.

God bless this continuing work of Lutheran Services as we serve others in the name of our gracious Lord Jesus.

**Reverend Paul Smith**

*Bishop, Lutheran Church of Australia  
Queensland District*

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## ACKNOWLEDGEMENT OF COUNTRY

Lutheran Services acknowledges that our loving Creator God first gave the land on which we are placed to the peoples of the First Nations who have walked and cared for this land since before recorded time.

We thank God for the land's Traditional Custodians and pay our respects to Elders past, present and emerging as we travel this journey of reconciliation in Australia.

2020 saw the launch of the Lutheran Church of Australia's Reconciliation Action Plan, building upon a longstanding relationship with our First Nations People. Queensland's first free settlers in the 1830s were Lutheran missionaries who lived among and worked with the Traditional Custodians.

This Reconciliation Action Plan provides the blueprint and catalyst for Lutheran Services to continue to build on this long tradition and turn our good intentions into positive actions, advancing reconciliation within our spheres of influence.





Henry, the artist, aged 9 (2018), an Eastern Aranda and Wangkangurru boy, talks about his painting:

*"It's about how there is one God and there are lots of people... we are all different—that's a good thing—because we can all see different parts of God and share that with each other... That way we can all learn from each other."*





# Contents

Chair's Foreword .....	06
CEO's Report .....	08
Our Organisation .....	10
2020 in Numbers .....	12
Strategic Plan 2020–25 .....	14
COVID-19 Response .....	16
Our Service Reach .....	18
Living Life to the Full .....	20
Delivering Better Outcomes .....	26
Award-Winning Retirement Living .....	32
Celebrating Our Lutheran Identity .....	34
Governance and Leadership .....	36
Financial Performance .....	40
Acknowledgements .....	44

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# CHAIR'S FOREWORD

**Stuart Jaeschke**

*Chair, Council for Lutheran Services*

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Throughout 2020 the Council for Lutheran Services, CEO Nick Ryan and the Executive Leadership Team have collaborated closely on a bold and broad new strategy for Lutheran Services. I commend all involved for their contributions in shaping the *Strategic Plan 2020–25*. You can read a summary of this far-reaching plan in the following pages.

Developing the strategic plan has clarified our purpose, sharpened our focus and redefined our objectives. It has been incorporated into everything we do. We have refined our reporting to the District Church Board. The CEO and Executive Team are now working on the operational plans that will see the strategic plan implemented across the organisation.

One aspect of the new strategic plan that Council has emphasised is the growth of the community services we provide. We look forward to announcing significant new initiatives and achievements in this area from 2021.

In the pages that follow, you can also read how we responded to the many challenges of COVID-19, visitor restrictions and social distancing. We report on our core service areas. And we recount some of the many ways our chaplaincy and congregations have continued to strengthen our communities and support those we serve.

In a year of many challenges and achievements, Lutheran Services responded to considerable growth in demand for helping people in their own homes. We are now

providing more assistance to more people living independently in the community, across all regions.

I would like to pay tribute to our 1500 staff who play a key role in nourishing and nurturing a community of hope for the people we serve—in particular, our frontline staff, who have gone above and beyond in this most challenging of years. I would like to make a special thank you to the seven staff who served in Melbourne as part of the National Aged Care Emergency Response. Thanks also, as always, to our wonderful volunteers, who contributed more than 5000 hours of service to our communities in 2020—even though our volunteer program was on hold from March to November.

Throughout this annual report, you will see the faces and hear the voices of many of our residents, clients, staff and volunteers. Together, they speak volumes about the organisation. They perfectly capture the depth and breadth, vision and passion, spirit and essence of Lutheran Services.

The care and support Lutheran Services provides to the people we serve remains our foremost priority. Our frontline staff remain our greatest asset in ministering to those in need in many forms every day. In achieving this work, we have been supported by countless members of our Lutheran community. I would like to thank my colleagues for their enormous support of the work of Lutheran Services.

We are thankful for the engagement of Bishop Paul Smith and the District Church Board and



their support in our ministry. Their time and wisdom have deepened our organisational knowledge and understanding of Lutheranism in all areas of our work. Throughout 2020, we have increased collaborations with other departments of the Church and worked to clearly define our Lutheran identity as it applies to the services we provide.

Thank you to everyone who supported Lutheran Services throughout the year—through our Lenten Appeal benefitting Mary and Martha's Refuge and Hospital Chaplaincy, and in countless other ways. We are grateful for all the valuable support we receive—whether in donations, service, time or prayers. Lutheran Services draws upon the living faith and vitality of the Church, which provides partnership, identity and focus for all our work.

This is my final term as a Member and Chair of the Council for Lutheran Services. I will be retiring in 2021 after 11 years with the Council. I would like to pay tribute to my fellow councillors and thank them for their support and their contributions: Secretary Jennifer Danslow, Vice Chair Andrew Spyropoulos, Pastor Mark Brinkmann, Cheryl Steinhardt, Dr Leena Vuorinen and Dr Bobby Rolison who retired in June 2020.

I wish the Council Members, CEO and Leadership Team every success in continuing the Lutheran Services journey with all of you—growing together in the mission of God in the Lutheran Church of Australia Queensland District, and achieving ever better ways of serving those in need of our care and support.

“Lutheran Services exists to serve. We serve because God in Christ brings Christian faith into everyday life.”

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# CEO'S REPORT

**Nick Ryan**

*Chief Executive Officer*

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I would like to commence with acknowledging the privilege of leading an organisation that helps more than 4000 residents and clients to pursue their best possible lives. I also want to acknowledge the privilege of working as a member of the wonderful Lutheran Services team.

A pandemic is a reminder of the risks inherent in residential aged care—in having some of the most clinically vulnerable people living together—and of the challenges and pressures put upon providers and frontline staff when something like this occurs.

We are grateful that Lutheran Services did not experience COVID-19 in any of our services but we are also very mindful of those aged care residents in Australia and overseas who lost their lives. Our hearts go out to their loved ones and to our aged care colleagues.

It is a reminder of the need to be ever-vigilant. I would like to especially acknowledge our frontline staff for their extraordinary efforts in maintaining a safe environment for our residents and clients and overcoming the many challenges that visitor restrictions and social distancing imposed for our communities and families. I would also like to specifically acknowledge Kerrie Storey (Executive Lead, Governance & Quality) for her stewardship as chief clinician throughout this process.

We were proud to support seven of our staff to participate in the *National Aged Care Emergency Response*, working in Victoria for four weeks at the height of its COVID-19 crisis.

We are all partners in providing care for more than 200,000 aged care residents in Australia.

Despite the challenges of 2020, I am pleased to report an above industry average occupancy in our aged care and retirement living services. Our home care program grew by 45% and our NDIS program saw strong growth as well.

The publication of this annual report in early 2021 will coincide with the final report of the *Royal Commission into Aged Care Quality and Safety*. By its nature, a Royal Commission is a major public inquiry into a matter of considerable national significance and public concern. Under the *Royal Commissions Act 1902*, there is no more seriously equipped or empowered investigation that a government can commission.

I recall the Productivity Commission Report of 2011, *Caring for Older Australians*, calling for a comprehensive review of funding arrangements and service models in the aged care sector.

The Royal Commissioners in their final report have now agreed that fundamental changes are necessary. We are looking forward to the Commonwealth Government's response to their recommendations. We are also thankful for the Commissioners' approach of meticulous rigour, commitment and compassion throughout their nearly two and a half year inquiry.

While the Aged Care Royal Commission has impacted harshly on our industry and public perception, we welcome the improvements that



will follow to deliver a better funded sector and better equipped services for all Australians. We also monitor and await the outcomes of the Disability Royal Commission.

In 2020, Lutheran Services developed a five-year strategic plan that provides a clear statement of who we are, why we are here, where we want to go and how we will measure our progress. This enables us to work constructively, gain feedback and continuously improve our performance.

The *Strategic Plan 2020–25* embraces our services, our people and our organisation. It's about being a provider of choice, an employer of choice and a good corporate citizen. It ranges from re-emphasising our food, dining and nutrition, to dramatically reducing our carbon footprint.

Our strategic plan builds upon our good work to set and meet bold objectives:

- about being the best possible provider of aged care and community services for the 4000 people we serve
- drawing from, reflecting and adding to the life of the Lutheran Church
- providing clarity, focus and rewarding employment for our 1500 staff.

As part of the strategic planning process we delivered a restructure to ensure better alignment between our functions and service areas.

The theme of this annual report, *We exist to serve*, reflects our core purpose. In the coming pages you can read about our identity, vision and values. Bringing these words to life rests with all of us.

However admirable such ideals may be, where the rubber hits the road is how our daily actions give effect to these values. And this applies to all of us—from our senior executives to our frontline staff.

“We are all partners in achieving our strategic plan—and building better lives for so many Queenslanders, their families & communities.”

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# OUR ORGANISATION

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## There for you

Lutheran Services draws on a rich Lutheran tradition of care for the individual, family and community. Together with the congregations that founded us, we have served the people and communities of Queensland since 1935.

We provide quality, contemporary support for older people, young people and their families, people living with a disability or mental illness, and families experiencing domestic violence and hardship.

Today, we serve many metropolitan, regional and rural communities from more than 20 sites throughout Queensland—from Tallebudgera to Biloela.

## Our identity

Lutheran Services is a Department of the Lutheran Church of Australia Queensland District. As part of the church we seek to draw from, express and add to the life and mission of the church.

## Our purpose

Lutheran Services exists to serve. We serve because God in Christ brings Christian faith into everyday life.

## Our vision

The services, care and accommodation that we provide encourage the people we serve to pursue the life they hope for and the communities we are part of to thrive with the vibrancy of life.

## Our values



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# 2020 IN NUMBERS

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More than

**1500**

staff employed

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Serving metro, regional &  
rural communities at over

**20** sites across  
Queensland

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Our volunteer program  
contributed more than

**5000** hours of  
service

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More than

**4000** people  
served

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\$108m revenue up by

**\$2.5m**





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# STRATEGIC PLAN 2020–25

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## Our big picture and blueprint for the future

The Lutheran Services Strategic Plan 2020–25 articulates our organisation’s rationale and reason for being, our goals and objectives, and the path we will follow to deliver on our vision and purpose over the coming five years. In the process, it demonstrates our commitment to the individuals and communities we serve, as well as our many stakeholders and staff.

The strategic plan has been developed in line with the Australian Business Excellence Framework, and in accordance with the direction of the Lutheran Church of Australia Queensland District. This ensures best business practice and alignment with the Church’s broader strategic framework.

The Lutheran Services Strategic Plan is an intentionally bold and aspirational document that paints a big picture for the coming five years. It details our performance targets across three fundamental areas.

## Our services

Encourage meaning, purpose and connectedness

- Embody and celebrate our Lutheran identity in all that we do.
- Deliver services that enable people to live life to the full.
- Serve individuals, their families and communities.

## Our people

Are the heart and soul of our organisation

- Inspire, encourage and retain the best people, including volunteers.
- Encourage individual potential through training, development and opportunity.
- Grow an organisational culture that celebrates our vision, purpose and values.

## Our organisational capability

Enables us to serve well

- Strengthen partnerships with business, the community and the Lutheran Church.
- Pursue continual innovation and improvement in how we do things.
- Create a high performing organisation benchmarked against the Australian Business Excellence Framework.



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# COVID-19 RESPONSE

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Well informed, well prepared,  
well protected



Seven of our staff followed a call to assist our Melbourne aged care colleagues as part of the National Aged Care Emergency Response, relocating to Victoria at the height of its COVID-19 crisis.

These dedicated aged care personnel worked in various locations over a four-week period, followed by two weeks of hotel quarantine in Brisbane upon return.

The experience contributed to our ongoing outbreak management planning.

**2020**  
Highlight

## 284 iPads

and training to use them were delivered so aged care residents could video chat with family while visitor restrictions in place

In January 2020, a staff member of one of our aged care services was a passenger on the same flight as a person who was subsequently diagnosed as one of Queensland's first Coronavirus cases. Although the risk of exposure was low—and the test results were ultimately negative—the serious potential implications sparked an early and comprehensive organisational response by Lutheran Services.

Dedicated COVID-19 plans for emergency response, service continuity and crisis communication were drafted in February and continued to evolve, shaped by industry and government experience and advice.

We upgraded our pandemic planning and emergency response systems and procedures across all aged care and community services. Each service developed customised, site-specific emergency response plans.

All staff completed additional hygiene and infection control training. Processes were implemented to ensure all staff and visitors met the Queensland Government's influenza vaccination requirements. Dedicated crisis response personnel, procedures and communication channels were established.

We carefully negotiated the various phases of visitor restrictions, in line with government directions.

The introduction of social distancing measures meant pausing many group activities across our services, as well as suspending our volunteer and student placement programs.

We strove to keep our resident, client and family communities, as well as our staff and stakeholders, informed and connected at all times. Our staff went to extraordinary lengths to respond to the social and emotional challenges for our residents, clients and families. They employed new technologies and adopted new ways of working, engaging and connecting.

The adoption of new information and communication technologies across the organisation helped offset the logistical challenges of social distancing in the workplace. Remote working arrangements were implemented for the majority of staff at our Milton Support Centre. These improvements not only enabled us to work around the logistical challenges but also deliver productivity improvements that continue to provide ongoing benefits.

We are pleased and relieved to report that there have been no positive cases of COVID-19 among the 4000 people we serve, nor among the 1500 people who deliver the care and support services we provide. Any virus-like symptoms among our residents, clients and staff have been responded to with the utmost readiness, caution, care and support.

We continue to do our utmost to ensure our communities, services and organisation remain well informed, well prepared and well protected throughout the evolving COVID-19 situation.

# OUR SERVICE REACH



- Retirement Living
- Aged Care & Respite Care
- Home Care
- Youth & Family
- Disability
- Mental Health
- Domestic Violence

11  
Biloela

Bundaberg

12  
Gympie

Sunshine Coast

3 18  
Kingaroy

15  
Nambour

2  
Buderim

7  
Caboolture

4  
Toowoomba

5  
Fernvale

13  
Nundah

1  
Brisbane

8  
Laidley

10  
Woodridge

9  
Boonah

19  
Ashmore

6  
Tallebudgera

Gold Coast

## Residential Aged Care, Retirement Living & Home Care

- 1 Alondra Residences ●  
Nundah
- 2 Immanuel Gardens ●●●●  
Buderim
- 3 Orana ●●●●  
Kingaroy
- 4 Salem & Northridge ●●●●  
Salem Toowoomba
- 5 Somerset ●●  
Fernvale
- 6 St Andrews ●●●●●  
Tallebudgera
- 7 St Paul's ●●●●●  
Caboolture
- 8 Tabeel ●●●●●  
Laidley
- 9 Teviot ●●●●●  
Boonah
- 10 Trinder Park ●●●●●  
Woodridge
- 11 Wahroonga ●●●●●  
Biloela
- 12 Zion ●●●●●  
Gympie
- 13 Zion ●●●●●  
Nundah

## Community Services

- 14 Bridges Reconnect ●  
Woodridge
- 14 Karawatha Community ●●  
Woodridge
- 18 Orana ●●  
Kingaroy
- 15 Graceville Centre ●●●●  
Nambour
- 14 Keystone Centre ●●  
Woodridge
- 5 Somerset ●●  
Fernvale
- 16 Intercept ●●  
Caboolture
- 17 Mary and Martha's ●●  
Refuge Brisbane
- 19 Trinity ●●  
Ashmore



Aged care for <b>1058</b> people	Respite care for <b>292</b> people	Retirement living for <b>354</b> households	Home care for <b>573</b> people
Refuge and support for <b>103</b> women and children	Support programs for <b>1104</b> young people and families	Support programs for <b>176</b> people with mental health concerns	Support and counselling for <b>795</b> young people

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# LIVING LIFE TO THE FULL

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The services, care and accommodation we provide encourage the people we serve to pursue the life they hope for and the communities we are part of to thrive with vibrancy of life.

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## Fun on two wheels

Mary and Martha's Refuge continued to provide a safe haven and support for women and children in need, responding positively to the unique challenges arising from lockdowns and financial hardship.

More than 120 women and children sought safe harbour at the south-east Queensland refuge.

The refuge gratefully received the generous support of many benefactors—hair salon vouchers, handbags, Christmas gifts and no less than 16 bicycles!

## Let's do it again!

Trinity hosted a long weekend getaway for clients and residents at the Luther Heights Youth Camp at Coolum.

Participants enjoyed bush walks, beach fun, twilight markets and some extra special pampering for the ladies.

The verdict? "When can we go again?!"  
The trip was such a hit, there's more planned.



## Connecting Sunshine Coast seniors is child's play

There were 300 sessions of giggles, singing and learning when about 80 older people and 140 children got together with *Moving Moments*.

With the aim to bring together older citizens and young children in the community to spend time together and share moments of joy and wonder, it grew to involve even more participants in Buderim and Gympie.

For part of 2020, *Moving Moments* made the successful transition from physical gatherings to virtual connections, using smartphones, tablets and video chat platforms when required.



## A Princely visit

When the 2020 NRL season was put on ice, the diehard footy fans at the Keystone Centre—our disability support service in Woodridge—decided to fill the void by creating their own 'Footy Show'.

When the season finally kicked off, the Keystone crew regularly came together to share their insights and tips, posting each episode on YouTube.

The Keystone Footy Show attracted an enthusiastic following on social media, culminating in a very special guest appearance by league legend Scott Prince at the Broncos Leagues Club.

## Small town, big steps

People living with dementia and their carers in the Biloela region have been enthusiastic participants in a series of immersive and community-building projects.

Using the virtual reality program *Enabling Edie*, 69 people experienced what it is like to live with dementia, enabling them to deliver better care and more understanding.

The *Enabling Edie* program was funded by a grant from Dementia Australia.

Drumming therapy, run from Wahroonga aged care was also a popular activity for seniors.

The *Active Ageing* Biloela drumming workshops connected people with various abilities and capacities, encouraged engagement and activity and created joy for all involved.

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## Staying connected through 2020

Aged care residents really took up the challenge of 2020. While for much of the year we were encouraged to be physically apart, technology helped our residents remain close to their loved ones.

While many residents were already old hands at video calls, others were keen to be assisted to schedule face-to-face chats with relatives—some speaking online for the first time in their lives.

There were 284 iPads delivered and 60 Apple TVs installed at aged care sites to ensure technology was used to everyone's advantage. The iPads were used mostly for video calls,

however, the televisions—which are internet enabled—meant residents could 'travel.'

At Salem aged care, residents nominated where they would like to visit using Google street view (where you can 'walk' the streets), including visiting galleries to view internationally renowned collections and other attractions. Many kilometres were travelled!

For some, the old fashioned postal service was given a workout. Brisbane resident Sandi Woo, a dancer who has worked with Zion and Tabeel aged care residents, championed a campaign on ABC Radio where her children became pen pals with residents.



### A creative conversation between two cultures

Clients from the Keystone Centre at Woodridge and Popeye Disability Service in Nagoya, Japan continued their collaborative inter-country dance project throughout the year.

Before the travel ban early in 2020, the Keystone crew visited Japan, performing at Nagoya's performance centre with their Japanese friends.

The project continued through the remainder of the year, with the groups connecting via Zoom to ultimately deliver a live collaborative video event between Australia and our friends in Japan that celebrated the participants' inner lives.

**2020**  
Highlight

We helped **224 young people** to re-engage with education



"I liked making new friends at the camp and I liked helping other people to work through things"  
feedback from young client

## Balancing on the high ropes

Conquering fears and forging healthy relationships is the aim of *Pathfinder*, a 12-week counselling and adventure camp run by Intercept Youth & Family Program.

The program has received a \$320,000 grant from Hand Heart Pocket the charity of Freemasons Queensland.

The young people undertake 10–12 weeks of counselling, tackling issues such as how to move from adolescence to adulthood and independence.

Over this time the group bonds and forms trusting relationships, Team Leader Lewis Kwarcayani said.



**2020**  
*Highlight*

**28,673 online training courses**  
completed on our in-house training suite Akademie



# Our people are our heart and soul

As an organisation that exists to serve, enhance lives and strengthen communities, it is our people who bring our mission and vision to life. Building a vibrant work culture and dynamic professional development ensures that we attract and retain the best people—and support them to do and be their best. In so doing, we create a rich service experience, fulfilled individuals and thriving communities.

As our communities grow, public needs evolve and industry regulations change, so too must our services, systems and staff. This was never more so than in 2020.

Investing in our people is vital for our continuing growth and development, and our continuing commitment to those we serve. Our *Strategic Plan 2020–25* focuses on learning, career pathways and emerging leaders. We have also invested in a competency framework and reward and recognition programs to ensure we attract and retain high performing and committed employees.

We pay tribute to our 1500 staff who played a key role in 2020, nourishing and nurturing a community of hope for the people we serve—in particular, our frontline staff, who went above and beyond in the most challenging of years. Despite the risks and worries about their own families, staff continued to come to work—and to people's homes—bringing a sense of purpose and compassion.

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# DELIVERING BETTER OUTCOMES

The release of our *Strategic Plan 2020–25* saw a number of initiatives launched to ensure we focus on client-centred, high quality care in contemporary settings, along with development of the workforce.

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## Demand leads to growth

2020 saw an increase in demand for our services. We achieved above industry average occupancy in aged care and retirement living.

Home care packages also saw strong growth, with a 45% increase in clients.

NDIS packages for many clients were renewed and expanded throughout 2020.

The NDIS has provided additional funding and flexibility, enabling us to support more people than ever before.

## Medication goes digital

Telstra Health *MedMobile* software was implemented across all residential aged care services.

The electronic medication management platform delivers many benefits for residents and staff—optimising safety and quality, while standardising administration practices.

*MedMobile* implementation involved multiple stakeholders, integration across 10 facilities and pharmacies, more than 900 resident profiles, and training and support for around 250 staff.

## Eat well, live well

Good nutrition in aged care is more than a catch-cry of ‘paddock to plate’.

A good dining experience not only stimulates the appetite and celebrates the social joy of dining but it must also be nutritious and delicious.

The Epicure program led by dietitian Dr Cherie Hugo is an initiative to improve food and nutrition in aged care.

2020 saw us start our commitment to improving the dining experience across all our aged care services with a pilot program at St Andrews aged care, Tallebudgera.

Aromas of baking bread, soft music and attention to creating a meal time to savour is boosting the wellbeing and joy of aged care residents.

## Faces tell the story

In 2020 we secured a grant to trial PainChek, a ground-breaking artificial intelligence application based on Australian research that provides a new approach to pain assessment for people living with dementia or cognitive impairment.

The world-first technology uses facial recognition analytics to indicate levels of pain and is clinically proven to deliver more accurate and effective pain assessment and management. The trial will commence in 2021.



## Upgrades deliver enhanced living

Beautiful and functional spaces honour our clients, while upgraded built environments and new construction support changing needs and expectations.

In 2020, \$13.6 million was spent to upgrade living spaces for disability and aged care residents, as well as work spaces for staff.

At Salem aged care in Toowoomba, residents steadily moved into the new areas created by a \$3.8m renovation, which will be completed in 2021.

The retro-inspired facelift is a reflection of the active contribution of an enthusiastic resident committee who

were key consultants on every design decision throughout the project.

The interiors are a calming and comforting hark back to a 1960s and '70s vibe— even with a classic 1970s bar— with a modern twist.

As well as the Salem upgrade, air-conditioning was installed at Mary and Martha's resident units, a new kitchen installed at St Paul's aged care in Caboolture, new spaces and air conditioning at Wahroonga aged care in Biloela and a major refurbishment commenced at Zion aged care in Nundah.



## Beloved pets

The pets who live and visit our aged care services are as cherished as those in our own homes.

Dogs, cats and birds either live full time at every one of our aged care services, or are daily visitors with volunteers and staff.

While we recorded some 982 visits from pets in 2020, there were literally thousands of other daily interactions between residents and their much-loved fur and feather babies.

## Mental health in aged care

The Central Queensland, Wide Bay and Sunshine Coast Primary Health Network appointed Lutheran Services to deliver mental health support services for aged care facilities in Central Queensland and Wide Bay.

Demonstrating our capabilities across two care disciplines, the *Wellbeing and Positive Ageing* program supports aged care residents, in collaboration with their families and support staff.

The program provides support to aged care residents who may be experiencing difficulty coping with loss and symptoms of depression or anxiety.

Ultimately the aim is to improve residents' quality of life through support such as mental health education, skills training, relaxation strategies and cognitive behaviour therapy.

## Protecting the gift of our natural environment

As Lutheran Services continues to grow and serve more people, so too does our impact on the natural environment.

To ensure this impact is as small as possible, in 2020 we developed a sustainability strategy that focused on reducing our emissions and waste and becoming more conscious consumers.

## Our solar energy initiative is an important first step

To December 2020 we installed 1112 solar panels that have the capacity to annually deliver 665,771 kWh of electricity, saving the organisation \$120,678 and diverting 539 tonnes of CO<sub>2</sub> emissions—every year.

We will begin implementing the other measures in our sustainability framework, which also include staff and community initiatives.

The solar energy program will continue to grow in 2021.

**Our solar initiative is equivalent to**  
planting **13,753** trees, taking **162** cars off the road or powering **91** homes

**2020**  
*Highlight*

# Imagine the possibilities

How exciting is it to set personal goals no matter how big or small—and achieve them.

That's our focus—to support our clients and their families to achieve their personal goals for growth and development in life.





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# AWARD-WINNING RETIREMENT LIVING COMMUNITY

**Alondra Residences received the National Lifestyle Housing for Seniors Award—Retirement Villages—at the Master Builders 2020 National Excellence in Building and Construction Awards.**

Alondra Residences, our 52 apartment, eight-storey retirement living village in Nundah provides high quality and innovative retirement living for people over 65.

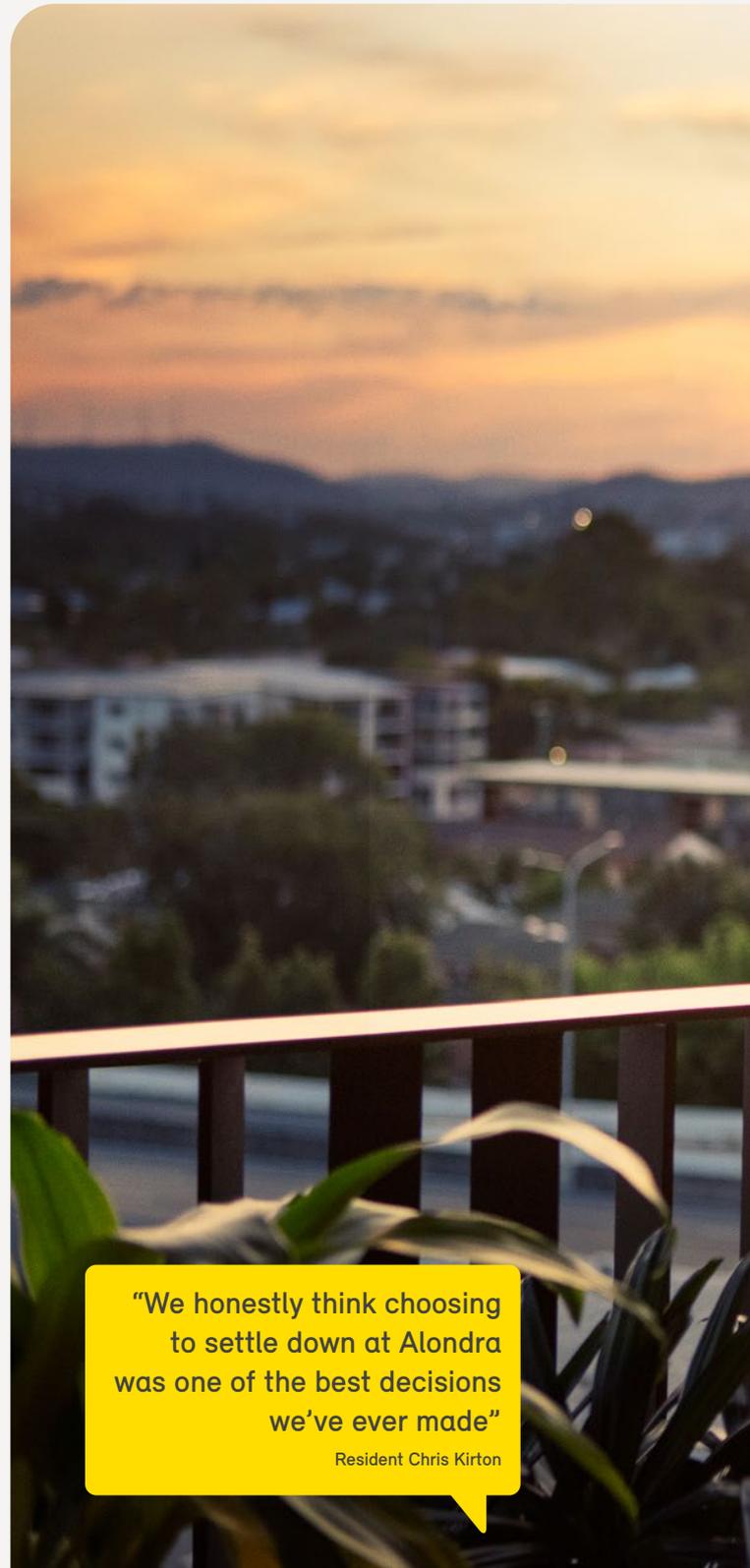
It was designed to meet modern lifestyle expectations through an innovative, connected building that encourages a social hub within the larger urban village setting.

The national Master Builders award was recognition of the planning, quality craftsmanship and attention to detail the project has delivered for its current and future residents.

Alondra Residences showcases design features that reflect contemporary, inner city apartment living. It is a supported living community that does not feel or look like one.

This includes an entire rooftop garden, 'green walls', a reflection pond and waterfalls, a concierge and a street cafe that welcomes the general public and residents alike.

Inspired by nature and the essence of home life, Alondra Residences was designed to capture city views, with oversized living areas and balconies ideal for outdoor living and entertaining.



**“We honestly think choosing to settle down at Alondra was one of the best decisions we’ve ever made”**

Resident Chris Kirton



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# CELEBRATING OUR LUTHERAN IDENTITY

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**As a Department of the Lutheran Church of Australia Queensland District we seek to draw from, express and add to the life of the Church. This connection with the church community was never more important than in 2020—the year of the pandemic. Our chaplains, services, staff and congregations rallied together to maintain strong connections with our communities and each other.**

## **A virtual year**

Life in residential aged care was a challenge in 2020. For periods there were no visitors, no volunteers, no get-togethers, no outings, and no comings and goings.

Along with our aged care chaplains, congregations and staff were key to maintaining strong connections with our residents.

Church services were streamed to people's rooms and into chapels, residents were assisted to attend funerals virtually, and individual congregation members reached out via video streaming to deliver the hand of friendship.

Many congregations connected with aged care residents via pen pal groups and there were many exchanges of birthday cards and Christmas wishes.

Connections with school students were strengthened. Prayers for their friends in aged care were delivered via Facebook and via more old fashioned methods of cards and letters.

One of our favourites was Trinder Park's Pastor Martin who used a town crier method of delivering the Easter message.

## **Lenten Appeal rallies support**

The message of the Lenten Appeal appeared even more relevant in 2020. As we shared the experience of the pandemic, we became more aware of our shared human vulnerability and the impact that simple acts of kindness and generosity could have in our world.

Together with the Lutheran Church of Australia Queensland District, Lutheran Services runs the annual Lenten Appeal to raise funds to support service delivery for Hospital Chaplains and Mary and Martha's Refuge.

The Lenten Appeal raised \$24,939 from 190 donations from congregations and individuals.

Funds raised from the appeal supported hospital chaplains and their role to lend a listening ear, spiritual support and pastoral care to Queenslanders at major hospitals in Brisbane, the Gold Coast and Toowoomba. The hospital chaplains continued their valued support within the limitations of the pandemic.

The appeal also supports Mary and Martha's Refuge, offering a fresh start to more than 120 women and children every year.

Young people are also supported through the appeal, including funding towards attending Lutheran Youth Camp, disability access taxis and children's playground equipment.



**2020**  
Highlight

**14 aged care chaplains & 10 hospital chaplains**  
provide spiritual and pastoral support

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# GOVERNANCE

The Council for Lutheran Services is responsible for the organisation's effective governance. This oversight is delivered within the constitutional framework of the Lutheran Church of Australia Queensland District.



**Stuart Jaeschke**

Chair

Stuart Jaeschke has served as a Council Member since 2010, as Vice Chair from 2013 and Chair from 2019. He has tertiary qualifications in mechanical engineering, business, project management and financial services.



**Andrew Spyropoulos**

Vice Chair

Andrew Spyropoulos has served as a Council Member and Vice Chair since 2019. He is a mediator, facilitator and conflict and dispute resolution practitioner. He holds a Graduate Diploma in Strategic Leadership, leading and influencing change in real estate and business management.



**Jennifer Danslow**

Secretary

Jennifer Danslow has served as a Council Member since 2013, and as Secretary since 2019. She is currently a Senior Consultant and Lead Process Engineer with Advisian, part of the Worley Group.

**Council Members are elected at the annual Convention of Synod. Together the Council for Lutheran Services and District Church Board provide ongoing stewardship for Lutheran Services.**



**Dr Leena Vuorinen**

Member

Dr Leena Vuorinen has served as a Council Member since 2011. She holds a PhD and Master of Social Sciences, both of which focus on social gerontology. Her research interests include the social problems that vulnerable older people may face in society today.



**Cheryl Steinhardt**

Member

Cheryl Steinhardt has served as a Council Member since 2019. She has provided continuous service on the District Church Board of the Lutheran Church of Australia Queensland District, since 2010.



**Pastor Mark Brinkmann**

Member

Pastor Mark Brinkmann has served as a Council Member since 2019. Ordained in 1993, he holds a Bachelor of Theology and a Graduate Diploma in Ministry. He has served as Pastor of Grace Lutheran Congregation since 2015.



**Dr Bobby Rolison**

Member

Dr Bobby Rolison has qualifications in medicine, mathematics, biotechnology and medical science.

Dr Rolison is currently a medical practitioner working in private practice. Dr Rolison retired from the Council in June 2020, after joining in 2015. We thank him for his many years of service.

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# LEADERSHIP TEAM

## **Nick Ryan**

Chief Executive Officer

## **Tricia Davis**

Executive Lead – Customer, Marketing and Product

## **John De Angelis**

Executive Lead – Property and Assets

## **Charles Grady**

Executive Lead – Corporate and Commercial

## **Bryan Mason (from November)**

## **Rose Plater (until October)**

Executive Lead – Aged Care

## **Chris Seiboth**

Executive Lead – Community Services

## **Heidi Smith**

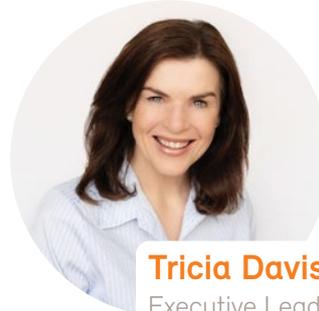
Executive Lead – Lutheran Ethos and Identity (April to December 2020)

## **Kerrie Storey**

Executive Lead – Governance and Quality



**Nick Ryan**  
Chief Executive Officer



**Tricia Davis**  
Executive Lead,  
Customer, Marketing & Product



**John De Angelis**  
Executive Lead,  
Property & Assets



**Charles Grady**  
Executive Lead,  
Corporate & Commercial



**Bryan Mason**  
Executive Lead,  
Aged Care



**Chris Seiboth**  
Executive Lead,  
Community Services



**Heidi Smith**  
Executive Lead,  
Lutheran Ethos & Identity



**Kerrie Storey**  
Executive Lead,  
Governance & Quality

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# FINANCIAL PERFORMANCE

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Lutheran Services' financial performance improved over the 2020 financial year, with revenue increasing by \$2.5 million to \$108 million. The organisation recorded a consolidated deficit of \$4 million—an improvement over the previous year—and is working towards a return to surplus.

Lutheran Services' expenditure—excluding depreciation, impairments and finance costs—increased by \$3.3 million (3 per cent). This was all related to increases in staff costs. There were reductions in non-staff expenditure across the organisation.

Our earnings before interest, tax, depreciation and amortisation remain positive at \$5.34 million. With a strong balance sheet, Lutheran Services is well placed to explore new opportunities for growth.



Ensuring the safety, health and wellbeing of our residents, clients and staff in the midst of a pandemic demanded significant reviews and refinements of the ways in which we work and deliver our services.

The 2020 financial year also saw Lutheran Services undertaking substantial investments, including:

- the completion and opening of a new major retirement living development (Alondra Residences at Nundah)
- the upgrading and expansion of information and communications technology infrastructure and capabilities across multiple sites
- the implementation of solar energy systems across multiple sites
- substantial refurbishment and development initiatives across multiple sites.

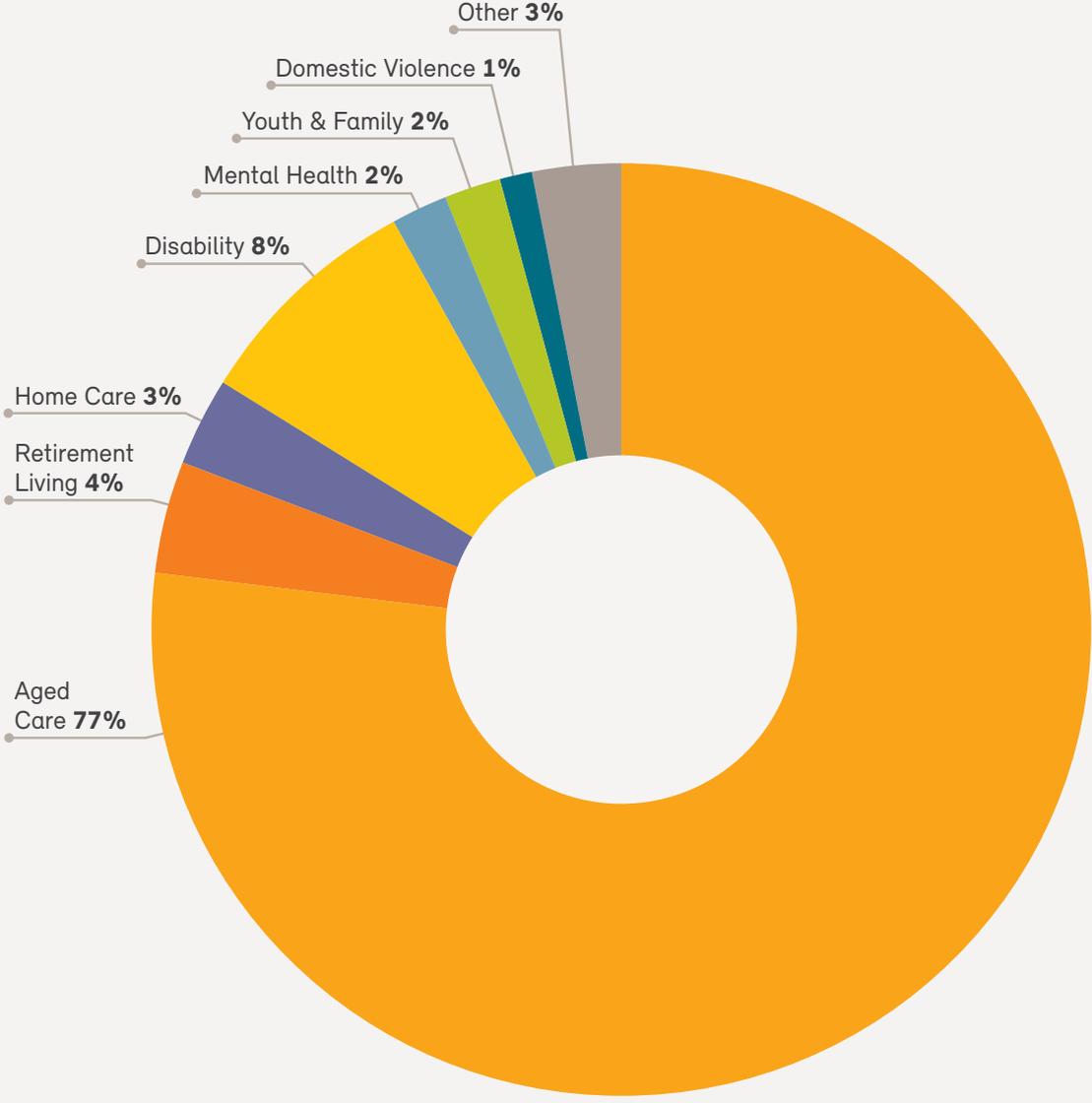
These investments position Lutheran Services well for the future.



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# FINANCIAL PERFORMANCE

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<b>FINANCIAL RESULTS (\$ MILLION)</b>	<b>2020 FY</b>	<b>2019 FY</b>
<b>REVENUE</b>		
Medicare/Residential Aged Care	62.0	62.2
Resident Fees	20.3	20.1
Government Grants	6.9	10.5
Retirement Living – Deferred Management Fees	2.0	1.8
Home Care	3.5	2.2
NDIS/Disability Support	8	2.1
Interest (including Bonds)	1.1	2.2
Donations	0.2	0.2
Other	4.0	4.4
<b>TOTAL REVENUE</b>	<b>108.0</b>	<b>105.7</b>
<b>EXPENDITURE</b>		
Operations	98.5	95.2
Depreciation	9.1	7.5
Other	4.5	10.0
<b>TOTAL EXPENDITURE</b>	<b>112.0</b>	<b>112.7</b>
<b>DEFICIT</b>	<b>(4.0)</b>	<b>(7.0)</b>

# Acknowledgements

**Thank you to the many government departments, regional councils, funding bodies, congregations, community groups, organisations, initiatives and individuals who supported our work and communities throughout 2020.**

- Alannah & Madeline Foundation
- Arts Queensland
- Australian Government, Department of Health
- Australian Government, Department of Social Services
- Banana Shire Council
- Beerwah, Caboolture, Dakabin, Morayfield, Narangba Valley and Tullawong State High Schools
- Biloela Dementia Action Alliance
- Blue Care Callide Valley
- Brisbane North PHN
- Broncos Leagues Club
- Bunnings Cannon Hill
- Central Queensland, Wide Bay, Sunshine Coast PHN
- Dementia Australia
- Friends with Dignity Australia
- GIVIT
- Hand Heart Pocket, The Charity of Freemasons Queensland
- Hearts of Purple
- Keith Family in memory of Gladys May Kopp
- LCAQD Ministry & Mission
- Logan City Council
- Lord Mayor's Charitable Trust
- Lutheran Church of Australia Queensland District
- Lutheran churches and congregations
- Lutheran Education Queensland schools and colleges
- Mercy Community Services SEQ
- Micah Projects
- Moreton Bay Regional Council

- National Disability Insurance Agency
- Popeye Disability Service, Nagoya, Japan
- Queensland Cricket players and families
- Queensland Government, Department of Children, Youth Justice and Multicultural Affairs
- Queensland Government, Department of Communities, Disability Services and Seniors
- Queensland Government, Department of Communities, Housing and Digital Economy
- Queensland Government, Department of Education
- Queensland Government, Department of Resources
- Queensland Government, Queensland Health
- Queensland Performing Arts Centre
- Redcliffe Youth Space
- RizeUp Australia
- Rotary Club of Biloela
- SecondBite
- Share the Dignity
- SleepSafe – StreetSmart Australia
- Somerset Regional Council
- Staff of Lutheran Services Support Centre
- Zephyr Education

**Thank you to our many suppliers and contractors, who regularly go above and beyond.**

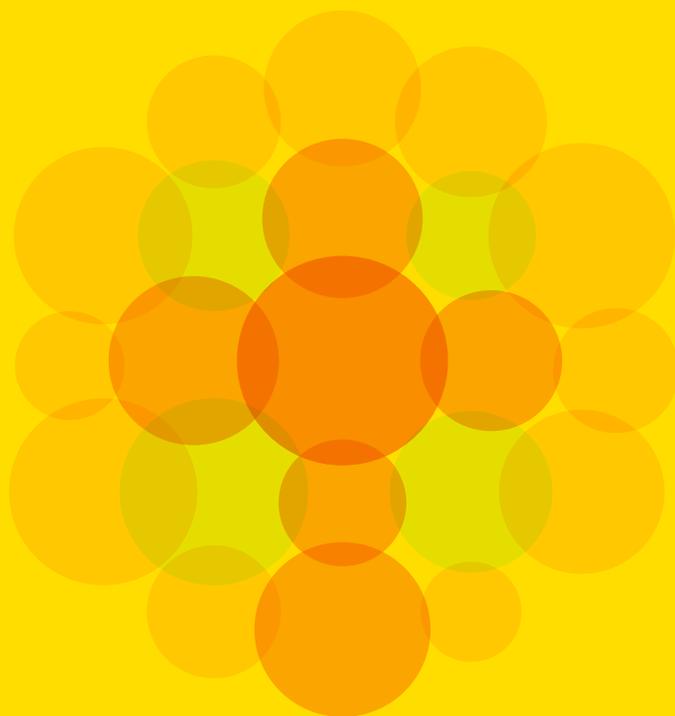
**Thank you to the many individuals who support our annual Lenten Appeal, benefitting Mary and Martha's Refuge, our hospital chaplaincy and other services.**

**And thank you to the many people who support Lutheran Services in so many ways throughout the year—by donating funds, contributing goods and services, volunteering time and offering prayers.**

**Your strength and support help us to do what we do.**

## **Feedback**

We welcome your feedback on our annual report, our organisation and the services we provide.  
Please get in touch. Phone 1800 960 433 or email [hello@lutheranservices.org.au](mailto:hello@lutheranservices.org.au)



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**Lutheran  
Services**

*There for you*



**LUTHERAN  
CHURCH  
OF AUSTRALIA**