



Annual Report 2021

There for you





“These challenging times have often brought out the best in our communities.”



Who is our cover star?

Howie busks with his guitar in Nambour every day. He scooters from his home in a Supported Independent Living unit, which is next to the Graceville Centre.

We Serve Because God First Served Us.



'Lutheran Services exists to serve. We serve because God in Christ brings Christian faith into everyday life.' This is how Lutheran Services' strategic plan explains our purpose.

Our name, Lutheran Services, indicates that we come from a particular Christian tradition. Hence, Lutheran Services approaches all acts of service from a specific perspective. As Lutherans, we emphasise that we serve because God has first served us. Before we knew how to love God, he loved us. Before God's love overflowed into acts of service to our neighbour, God's love came to us.

Our name, Lutheran Services, also includes the English translation of an old ancient biblical word *diakonia*, translated into English as service. Serving others is core to the very essence of the Church and the expression of Jesus' call to his people to serve as he served. Hence, the work that we do is God's work through our hands.

This past year our communities have continued God's work of service in difficult and challenging circumstances, as the current pandemic has continued to tinge our work with the dark hues of COVID-19. These challenging times, however, have often brought out the best in our communities and this annual report and its contents is a testimony to the many wonderful stories of connection and service we have witnessed over the last 12 months.

May this annual report in its own way convey God's deep and everlasting love for you and for all people.

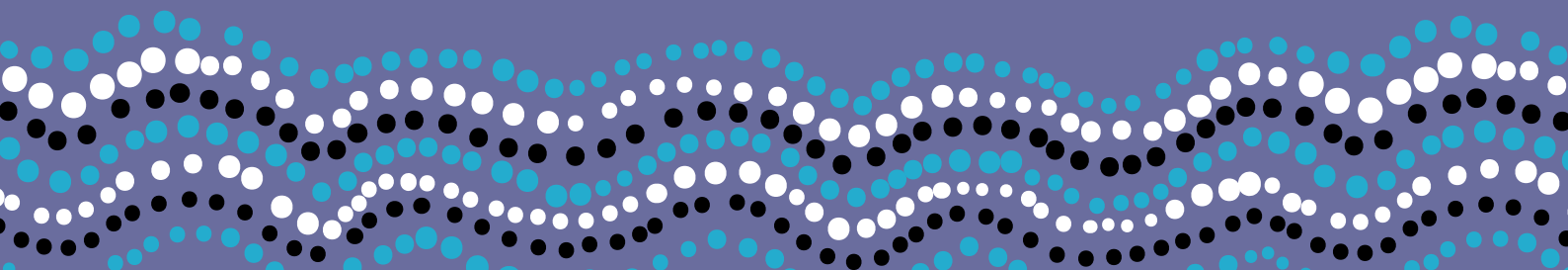
Dr Mark Vainikka

*Bishop, Lutheran Church of Australia
Queensland District*

ACKNOWLEDGEMENT OF COUNTRY

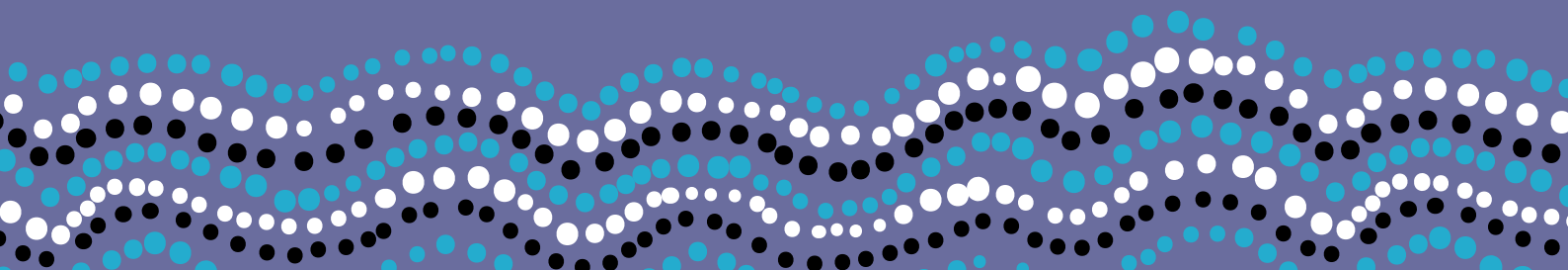
Lutheran Services acknowledges that our loving Creator God first gave the land on which we are placed to the peoples of the First Nations who have walked and cared for this land since before recorded time.

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.



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CHAIR'S FOREWORD

Dr Leena Vuorinen

Chair, Council for Lutheran Services

I am delighted to introduce my first annual report as Chair of the Council for Lutheran Services. Over the 10 years I have served on the Council, we have seen great progress in how we work together, share knowledge and build our capability.

Today, there is a strong connection and close collaboration between the District Church Board, Council, Executive Team, Support Centre and our services. With a wealth of experience and insight, we enjoy robust debate and generous support. Our philosophical and strategic alignments enable great synergies.

Our CEO Nick Ryan has assembled a diversely skilled and well-integrated Executive Team. Their expertise, dedication and collaboration are greatly valued by the Council. I thank the District Church Board and my fellow Councillors for their faith, guidance and support.

We each bring something unique. Together, we have considerable knowledge and experience to share with those we serve. In turn, we recognise that each of our customers is unique and deserving of individualised care and attention. This is the essence and challenge for all human services.

These ideals and endeavours are clearly stated in our purpose, vision and values. We exist to serve—whatever the need may be. More than words, I am delighted to see these values on display and at work every day across Lutheran Services—an organisation that delivers its vision across so many facets of human services.

In this annual report, you can learn how our work is guided by our core values of grace, integrity, empowerment and innovation. These values are enacted every day by the wonderfully skilled and compassionate people who deliver our care. These same values also guide the Council Members. They unite us all in working together to enhance the life experience for those we serve.

This also aligns with my own personal values and motivations. From the time I was a young child in Finland, to my first job as a nursing assistant in aged care, I have always enjoyed interacting and connecting with our elders. Supporting older people to live a meaningful, active and healthy life—to live the life of their choice—has driven my studies, research and work, and continues to drive me today.

In this, the first year of our new strategic plan, we reaffirm our focus on the customer. As a human services organisation, our clients and residents are the centre of all that we do. We have a great diversity of customers. We strive to improve our appreciation of their needs and enhance their experience and quality of life. This is not to underestimate the importance of our business performance, but to appreciate that our business is service and the ultimate measure of our performance is the customer experience.

My heartfelt thanks to our frontline staff who deliver our customer experience. Their actions and interactions, big and small, make all the difference. Though their work may be challenging, they act with grace to bring hope



and joy to those we serve. My gratitude and thanks also to the many support staff who enable Lutheran Services to be 'there for you'.

Although the pandemic has impacted our services and complicated our work, our staff have risen to the challenge. They have worked tirelessly, professionally and compassionately to negotiate the many challenges of infection control, social distancing and remote working.

A very big thank you to our wonderful volunteers. Although their visits and activities have been severely curtailed, our volunteers still contributed more than 5000 hours of service to our communities over the year. We couldn't do what we do and we wouldn't be where we are without them. On behalf of our many residents and clients, I extend my humble thanks and admiration.

This year saw the development of a vital new position within Lutheran Services—Director of Chaplaincy and Ministry Development. This key leadership role will guide our pastoral care, chaplaincy and ministry across our organisation and services. As the Chair of the Call Committee, I am delighted to welcome Rev Dr Russell Briese to the role and look forward to him joining us later in 2021.

I would like to acknowledge our outgoing Chair, Stuart Jaeschke, who served as a Council Member from 2010, as Vice Chair from 2013 and Chair from 2019, before retiring in June 2021. We welcome two new Council Members—Lyn Schultz and Theresa Stolz, as well as Pastor Ben Hentschke who represents

the Bishop on the Council and plays an important role in governance. I look forward to continuing to work alongside Secretary Jenny Danslow, Vice Chair Andrew Spyropoulos, Pastor Mark Brinkmann and Cheryl Steinhardt.

I also look forward to continuing to work closely with the District Church Board and Lutheran Services Executive Team—in partnership with our many staff, volunteers and stakeholders—as we strive to deliver an ever better customer experience. Together, we have made great progress, we build upon a long history and strong foundation, and I am excited for the future.

Thank you and may God bless the work of Lutheran Services.

“My heartfelt thanks to our frontline staff who deliver our customer experience.”

CEO'S REPORT

Nick Ryan

Chief Executive Officer

We launched the year with the renewed vigour and focus that came with the commencement of our **five year strategic plan**. While 2020 was a year of reviewing and planning, in 2021 we embarked on the exciting journey of putting these carefully considered plans into action.

The strategic plan articulates our identity, purpose, vision and values. It documents where we aim to take our organisation, services and people over the coming years. Most importantly, it identifies how we will **measure our progress** and report on our performance. The strategic plan ensures that we remain true to our broad vision and agreed goals. It enables us to work constructively, gain feedback and continuously improve what we do.

Developed in partnership with the Council for Lutheran Services and in accordance with the Australian Business Excellence Framework, the strategic plan ensures **alignment with the Church's strategic framework** as well as best business practice. It challenges us to set bold new goals for our services, people and organisational capability.

As a care-based, service-oriented, people-driven organisation, our work culture and how we support and recognise the many employees, volunteers and contractors who deliver our services are paramount. We seek to be an **employer of choice**, competitive in the market, with a clearly defined value proposition. We aim to give our people the foundation to build a career, not just occupy a chair.

We have refined our employment and remuneration frameworks to be more clearly defined and consistent. We have strengthened our **organisational structure and culture** to optimise efficiency and effectiveness. We have enhanced our executive processes and coordination to better share knowledge and support teams. We have reinforced our corporate capability to guarantee quality and value for money for those who fund and support our organisation and our work.

We have re-emphasised our **customer experience** to better evaluate and continually improve our services—to ensure our customers remain front and centre. One great example of this: we continue to prioritise food and nutrition in aged care and celebrate the dining experience. I am delighted to serve on the Leadership Group for the Lantern Project—a national initiative established by dietitian Dr Cherie Hugo—which informs and inspires our work in this vital area. You can read more about our **Happy Table** initiative in this annual report.

I am proud of the work we do and the way we rise as one to meet every challenge. We do so in partnership with each other and with the privilege of serving others. I commend all Lutheran Services staff across the organisation for their efforts in successfully **negotiating the many challenges** imposed by the pandemic—maintaining a safe environment for our residents and clients, negotiating lockdowns, delivering immunisation programs, and meeting the challenges of remote working arrangements.

“I am proud of the work we do and the way we rise as one to meet every challenge.”



My thanks and congratulations to our 18 aged care nurses who completed their **Infection Prevention and Control (IPC)** Lead qualification in late 2020 to comply with changing Health Department requirements. Particularly considering the challenging postgraduate level course was completed in half the usual time and over the Christmas/New Year period!

The **Royal Commission into Aged Care Quality and Safety** handed down its final report in early 2021. We agree with the recommendations for dignity in care, staff support and improved funding. These are ideals we have long held and directions we embrace in our strategic plan.

After another challenging year for our industry, we continue to maintain our aged care **occupancy and funding levels**. We also continue to record above industry average occupancy for retirement living.

We received funding to deliver mental health support programs for residential aged care facilities in Central Queensland and Wide Bay. Our **Wellbeing and Positive Ageing** program sees Lutheran Services working in new regions, across the disciplines of aged care and mental health, and with facilities operated by other providers.

We commenced a **Nurse Practitioner** pilot program at Salem in Toowoomba and Tabeel in Laidley. The Nurse Practitioner model has the potential to provide greater health support for our residents and training for our care

staff. We also commenced a trial of a world-first Australian innovation—**PainChek**—that applies facial recognition technology to assist with pain assessment in people with dementia or cognitive impairment.

Building on the great value and success of our Mary and Martha's Refuge, we received funding to expand our **domestic and family violence support services** by establishing a mobile outreach service. Intercept in Caboolture launched an innovative new **'Pathfinder'** program to help disengaged young people to build skills, confidence, connections and pathways.

Our **Moving Moments** intergenerational program continues to reach new regions and touch new hearts by bringing together pre-school kids with our elders. This year, Moving Moments was delivered in Buderim, Caloundra, Gympie, Hervey Bay and Biloela.

You can read more about these and many other highlights in the following pages. In the process, we illustrate **our core values** at work: innovation, empowerment, grace and integrity.

These inspirational stories provide a snapshot of a diverse organisation and a passionate group of people living out our values and delivering the most valuable work.

Rich blessings.

OUR ORGANISATION

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 Rockhampton.

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



OUR SERVICE REACH



Rockhampton

20

11

Biloela

20

Bundaberg

Gympie

12

Sunshine Coast

3

18

Kingaroy

Nambour

15

Buderim

2

Caboolture

7

16

Fernvale

5

Nundah

13

Brisbane

17

Toowoomba

4

Laidley

8

Woodridge

10

14

Boonah

9

Ashmore

19

Tallebudgera

6

Gold Coast

Residential Aged Care, Retirement Living & Home Care

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

Community Services

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

Senior Wellbeing Programs

20 Wellbeing & Positive Ageing Program	●	21 Moving Moments	●
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Service Stream key

● Youth & Family	● Retirement Living	● Aged Care & Respite Care	● Wellbeing & Positive Ageing Program
● Disability	● Home Care	● Domestic Violence	
● Mental Health	● Moving Moments		

2021 IN NUMBERS

We helped more than

5000 people

We employed around

1600 staff

\$123.5m

revenue up by **\$15.2m**

We served metro, regional
and rural communities
from more than

20 sites across
Queensland

Our volunteers
contributed more than

5000 hours of
service

\$9.1m

invested in enhancing
our communities

Residential aged care for

1083 people

Respite care services for

359 people

Home care services and
community wellbeing
programs for around

1200 people

Retirement living for

372 households

Refuge and support for

92 women and children
experiencing domestic
and family violence

Accommodation and therapy for

282 people experiencing
mental health
concerns

Support programs for

1224 young people
and their
families

Services and supported
accommodation for

344 people
with a
disability

Community key to wellbeing

The smell of freshly drilled wood is common at Richard's place. The Graceville resident has a woodworking bench set up on the balcony of his Nambour share house. And when he's not woodworking he can also be found regularly volunteering in town.

"I do volunteer work every week, today I helped a lady with a disability just like me," he said.

He is also an occasional woodworker at the Nambour Men's Shed (where this photo was taken).





OUR VALUES AT WORK

INNOVATION

We work together to continuously improve our services

Wellbeing and Positive Ageing

In an exciting integration of two of our core service areas, Lutheran Services has received Primary Health Network funding to deliver dedicated mental health support programs for residential aged care facilities in the Central Queensland and Wide Bay Regions.

Our Wellbeing and Positive Ageing program provides counselling and therapies for aged care residents who may be having trouble dealing with change or loss or displaying symptoms of depression or anxiety—to improve their quality of life and wellbeing.

We have opened new offices in Rockhampton and Bundaberg to attend to residential aged care facilities and build connections with health care providers throughout Central Queensland and Wide Bay.

An important aspect of the program is increasing mental health awareness among aged care staff and encouraging a timely response to potential problems. In the six months since starting in January 2021, the program has connected with 16 facilities and received more than 60 referrals.

Working in new regions, across the disciplines of aged care and mental health, and with facilities operated by other providers, all represent exciting extensions of our service reach.





Nurse Practitioner program paves way to better health support

A Nurse Practitioner is a Registered Nurse with Masters-level qualifications and greater clinical capabilities. Our Nurse Practitioner Melanie Wagner is leading a pilot program across Salem/Northridge in Toowoomba and Tabeel in Laidley.

Working in tandem with General Practitioners (GPs), the Nurse Practitioner provides better access to health care, including medication prescription, end of life care, chronic disease management, diagnostic assessment and health

education — reducing GP burden and unnecessary hospitalisation.

Melanie has provided more than 1600 consultations to date. In addition to improved health support for residents and clients, she has also led a training program for clinical and care staff focusing on end of life care. This has seen improved pain and symptom management, and a reduction in transfer to hospital for residents who choose to spend their last days at home.





Happy Table

Our Happy Table program has now been rolled out across all of our aged care services. The program is delivered in collaboration with the Lantern Project, a dietitian-led, evidence-based initiative that emphasises good food and nutrition in aged care, promoting health, wellbeing and quality of life for residents.

Happy Table continues and formalises our longstanding endeavour to enhance the food and dining experience for our aged care residents, while ensuring nutritional health and wellbeing. All meals at all of our aged care services are freshly prepared on site. Our chefs are food and nutrition champions.

Happy Table continues to build on this tradition. We've given our residents more input and more choice. We've reinvigorated both our menus and our dining rooms, reflecting what our residents like to eat and how they like to dine.

It's called 'Happy Table' because it's as much about what goes on around the table as the menus and meals placed on top of it.

Groundbreaking pain assessment trial

'PainChek' is a world-first Australian innovation that applies facial recognition technology to assist with pain assessment in people with dementia or cognitive impairment. We're taking part in a 12 month trial of the technology across all of our aged care services.

Cloud hosting for critical systems

Our Telstra Health digital platform for clinical and administrative systems was migrated to the Azure cloud-based system. Telstra Health's cloud-hosted option provides a more secure, future proof and efficient alternative to internal hosting of our critical systems.

27% of our electricity is now solar—saving the organisation around \$290,000 and diverting some 1 185 tonnes of CO₂ emissions each year. That's equivalent to planting more than 30,000 trees, eliminating around five million car kilometres or powering some 200 households.

**2021
Highlight**

OUR VALUES AT WORK

EMPOWERMENT

We seek to empower those we serve
to live the life they choose



Moving Moments

Our Moving Moments intergenerational program continues to reach new regions and touch new hearts. The popular program brings together pre-school kids with our retirement living residents and other elders living independently in the community.

This year, Moving Moments was delivered in Buderim, Caloundra, Gympie, Hervey

Bay and Biloela. The program brought together more than 100 elders and more than 200 children from 15 kindies, playgroups and early learning centres. Additional social activities with our elders took in galleries, cafés, yoga, cycling, tech talks, art classes and local attractions.

Moving Moments has become the highlight of the week for young and old alike.

New domestic violence outreach service

Building on the great value and success of our Mary and Martha's Refuge, we received funding to expand our domestic and family violence support services to establish a mobile outreach service.

Serving the greater Brisbane region, the initiative provides continuing support to women and children as they recover, and rebuild their lives.

Popeye Japan and Keystone Logan still dancing

Confusion Inclusion is a continuing collaboration between mixed ability performers from Popeye in Japan and our own clients of Keystone in Logan. The Popeye crew visited Brisbane to perform with Keystone in 2018. The Keystone crew visited Nagoya to perform with Popeye in January 2020.

This year, the fun continued with an interactive movie-making adventure that involved five Keystone and five Popeye participants each creating a short movie celebrating what's special to them. These were shared with their friends across the seas and launched online through a live, interactive YouTube streaming event.

Different people, abilities, places, cultures and languages. All coming together to challenge confusion and celebrate inclusion.

You can view the 'Confusion Inclusion – For You' video on the Lutheran Services YouTube channel:

youtube.com/LutheranServices



Optimising mental health care

Our Dialectical Behaviour Therapy (DBT) program is an innovative mental health program unique to Lutheran Services and the Graceville Centre. Providing individual therapy, collaborative groupwork and 24/7 phone support, the program has achieved great results in the community and received many new referrals.

As one DBT participant said, "I cannot express how life changing this program is! I was paralysed by life at the beginning of 2021. Fast forward several months and I have the skills to progress through life the way I choose."

Meanwhile our Transitional Recovery Program, supported living homes and outreach services helped many people move from hospital care to living more independently, achieving personal goals and maintaining their mental wellbeing.

New home for Intercept

Intercept Youth and Family Service relocated to dedicated new premises in King Street Caboolture. Intercept's new digs provide more space for a growing range of programs and more street presence for an important member of the local community.

\$9.1 million invested in improving our communities

We continued to improve and proactively maintain our properties and buildings to ensure they remain safe, efficient and rewarding places to live and work. Works valued at \$9.1 million were completed across our sites throughout the year. Projects include a major refurbishment at Salem Aged Care in Toowoomba, bathroom refurbishments at Northridge Salem also in Toowoomba, an overhaul of the St Paul's kitchen in Caboolture and resident room improvements at Trinder Park in Woodridge and Zion in Nundah.

Home care services and community wellbeing programs delivered to around 1200 people

2021
Highlight

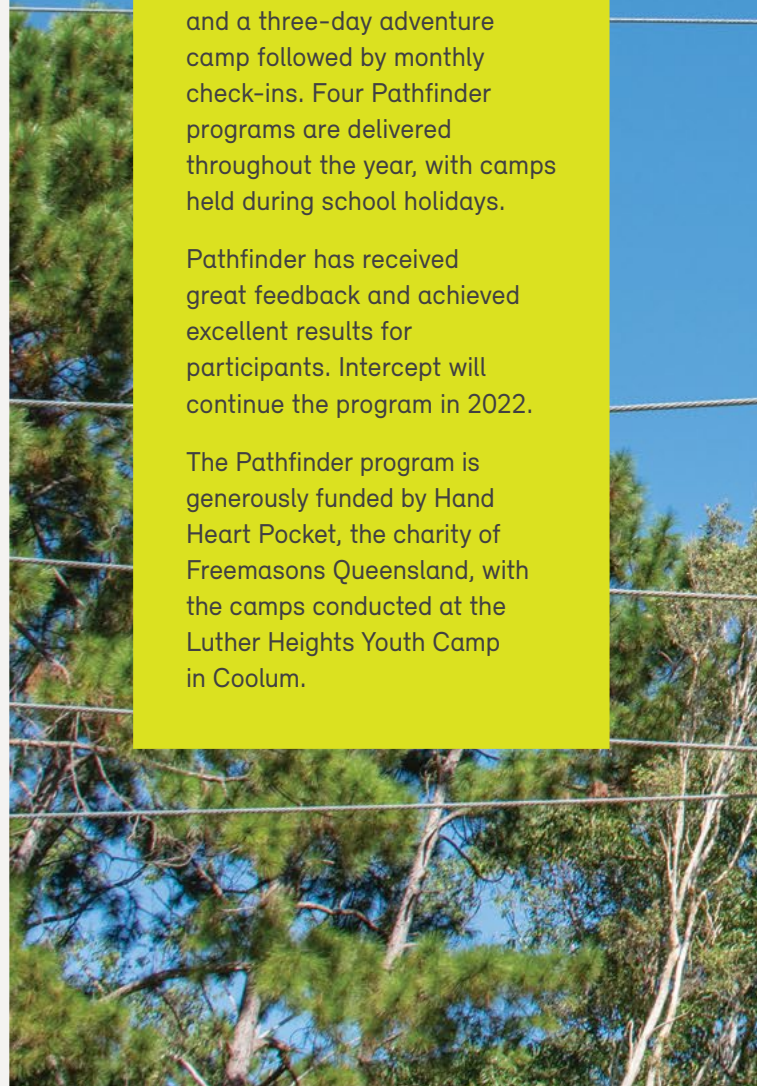
Helping young people find their path

Intercept in Caboolture launched an innovative new program called Pathfinder, assisting disengaged young people to develop skills, build confidence, make connections and explore pathways for positive growth.

Pathfinder involves 12 weeks of intensive one-on-one support and a three-day adventure camp followed by monthly check-ins. Four Pathfinder programs are delivered throughout the year, with camps held during school holidays.

Pathfinder has received great feedback and achieved excellent results for participants. Intercept will continue the program in 2022.

The Pathfinder program is generously funded by Hand Heart Pocket, the charity of Freemasons Queensland, with the camps conducted at the Luther Heights Youth Camp in Coolum.





OUR VALUES AT WORK

GRACE

We act with grace to bring hope and joy to those we serve



Tabeel shares leftover vaccine with Laidley community

When Tabeel Aged Care in Laidley completed their first round of COVID-19 vaccinations, around 70 doses remained. Ensuring there's enough vaccine for everyone means there's bound to be leftovers—those who had received a recent flu vax for instance, had to wait.

Not wanting to see much-needed vaccine go to waste, Tabeel reached out to other frontline workers in Laidley. After many phone calls and much door knocking, frontline staff from the local hospital, medical practices, pharmacies, ambulance and police fronted up to Tabeel to receive their first vaccination.

All but three of the 70 doses left over were taken up. A great demonstration of the vibrant and tight-knit community of Laidley—and the important part Tabeel plays.

Generous bequest buys new bus for Somerset

Somerset Community Services in Fernvale has a new bus thanks to a generous bequest from the Allen family—in loving memory of longstanding Somerset client and friend, Kenny Allen.

The new bus is a most fitting, timely and appreciated gift. Kenny loved nothing more than a bus ride! And it replaces an ageing and damaged model.

Somerset now has two comfortable, dependable, accessible and very busy buses for taking clients in the Brisbane Valley region to appointments and social outings.

Our most heartfelt thanks to the Allen family. Your gift is greatly appreciated and benefits our Somerset community every day.

This is a wonderful demonstration of the value of bequests and donations.



Orana Kingaroy celebrates 50 years of service

Orana Aged Care in Kingaroy held a commemorative ceremony to mark 50 years of serving the South Burnett region.

The event saw the unveiling of a monument acknowledging 'the pioneering vision of Joyce and Norman Kucks, which led to the establishment of Orana Rest Home in 1970'. (The ceremony was held over until April 2021 due to COVID-19 restrictions in 2020.)

Joyce was the first Matron. Her husband Norman was the first Caretaker. They initially worked for no pay. Four paid staff helped care for 17 residents.

The event was attended by descendants of the Kucks, including their daughter Lynnette Johnston.

"Orana began with my parents' dream," Lynnette reflects. "They wanted to create a home away from home for people when they got older. Their work was a labour of love. Their rewards were the friendships they developed."

Today, Orana employs more than 120 staff and provides residential aged care, independent retirement living and home care services throughout the South Burnett region.

Therapeutic benefit of art on display in Nambour

The process of making art has been scientifically demonstrated to reduce stress and help maintain positive mental states. Engaging our minds and bodies in the process of creative self-expression not only makes us feel good, but also delivers lasting benefits for our mental health and wellbeing.

The Graceville Centre put the proof on display. Over two days in April, the Graceville Art Show exhibited 100 artworks created by Graceville clients and other local art therapy program participants.

One of the many passionate artmakers exhibiting was Graceville client Jason Rosendahl, who says making art makes him happy. "My art puts me in a positive mind space. I feel great doing it. I feel like I'm turning my dreams into reality."





OUR VALUES AT WORK

INTEGRITY

We act with honesty and accountability in all interactions

Loyal service

Many of our wonderful staff have been serving with us for many years. In fact, 64 of our staff notched up 10 years or more this year!

Thank you and congratulations one and all for your dedication and service. Your loyalty helps us create a familiar and trusted environment for our residents, staff and families.

We would particularly like to acknowledge several landmark anniversaries...

– **Wendy Phoenix**
Tabeel Aged Care, Laidley

40
years of
service

– **Joanne Heidenreich**
Zion, Nundah & Trinder Park, Woodridge

– **Julie Hage**
Trinder Park Aged Care,
Woodridge

30
years of
service

– **Kim Ettel**
Immanuel Gardens
Aged Care, Buderim

– **Anthony Wilson**
St Andrews Aged Care, Tallebudgera

25
years of
service

– **Veronika Wood**
Salem Aged Care,
Toowoomba

20
years of
service

– **Judith Bannerman**
Salem Aged Care, Toowoomba

– **Gail Martin**
St Paul's Aged Care, Caboolture

– **Roberta Begnell**
Trinity Disability Service, Ashmore

– **Tanya Hallett**
Trinder Park Aged Care, Woodridge

– **Suzanne Wilson**
Trinder Park Aged Care, Woodridge

– **Surila Fernance**
Zion Aged Care, Nundah

Jo Heidenreich reflects on 40 years at Trinder Park and Zion

“I was 16 and still at school when we saw an ad in the church bulletin one Sunday for a receptionist at Trinder Park. I knew Trinder Park well through youth groups. Dad rang up for me on the Monday while I was at school. I had an interview on the Tuesday. They rang me on Thursday night to say I had the job. I went to school Friday to say I wasn’t coming back, then started at Trinder Park the following Monday!

“Today I do archiving at Trinder Park one day a week, and reception and admin at Zion two days a week. I also work two days a week at a medical clinic. I’m very happy where I am. My grandmother was one of the first residents of Zion. I love the residents, the atmosphere and working for my church.”



Doing the right thing

One of our many wonderful volunteers at one of our aged care services received a cash gift from a resident wishing to say thank you. The volunteer didn’t feel right accepting the gift – what’s more, they knew this wasn’t in line with our code of conduct. So, as per our policy, they declared it to their manager. The gift was graciously and respectfully returned to the resident. That volunteer is now a valued employee. And they remain the best of friends with the resident!

Leading infection prevention

Congratulations to our 18 aged care nurses who completed their Infection Prevention and Control (IPC) Lead qualification. More of our nurses continue to complete the course, ensuring our aged care sites have at least one dedicated IPC Lead and are well prepared to prevent and respond to infectious diseases.

Strengthening connections for disability services

Our services continued to work hard to connect with clients and the local community despite ongoing visitor and travel restrictions. The Keystone Centre built new connections with special schools and other disability services throughout Logan. New social, sport and music programs were delivered to existing

clients and other providers in the local community. Keystone regular Andre— aka the Incredible Hulk (pictured below)— continues to add to his trophy shelf with numerous Australian and international javelin, discus and shotput awards. Let's hope Andre's trophy shelf is as strong as the Incredible Hulk!



Celebrating sustainability

As the services we provide continue to grow, so too does our potential impact on the natural environment and the communities we represent. The Lutheran Services Sustainability Strategy aims to ensure this impact is as positive as possible.

The strategy takes a broad definition of sustainability to address the impact we have on the people who deliver our care and the

communities in which we operate, as well as the natural environment upon which we rely.

We continued to expand our solar energy initiative in 2021, installing a further 1081 high output solar panels across several sites. We now generate more than 27% of our electricity needs through solar, which is equivalent to planting over 30,000 trees or powering some 200 households each year.

CELEBRATING OUR LUTHERAN IDENTITY

This year saw the development of a vital new role within Lutheran Services—Director of Chaplaincy and Ministry Development. This integral member of the Executive Team will further our pastoral care, chaplaincy and ministry across our organisation and services.

We welcome Rev Dr Russell Briese (pictured middle, right) to the role. He brings a wealth of experience as both theologian and academic.

So what does this role mean and what will the Director of Chaplaincy and Ministry Development do? Pastor Russell explains...

In simple terms, I'm here to put the Lutheran into Lutheran Services. To help us all better understand what the Lutheran identity means to our everyday life at work.

Lutheran Services is an agency of the Lutheran Church of Australia. As such, our being and action need to be in congruence with the Lutheran Church's ethos and mission.

Our identity is our basis for service and caring, which is grounded in Lutheran theology. It guides how we form and run our services, how employees live their values at work, how we care for our fellow workers or handle a difficult day.

Firm in our own beliefs, we live and operate in a multicultural society, with a variety of beliefs, faiths and people of goodwill. The Lutheran identity means we welcome and respect people of all beliefs at Lutheran Services, be it staff members, residents or clients.

In the words of Jesus: "I was a stranger and you welcomed me" (Matthew 25:35). A core value of our faith is to welcome the stranger, the refugee, the internally displaced, the other. I shall treat him or her as I would like to be treated. I will challenge others, even leaders in my faith community, to do the same.

In practice, Lutheran Services policy prescribes the provision of paid chaplaincy at the rate of one chaplain per 100 residents. My role continues to engage and supervise these chaplains in their roles. The role also supervises the work of volunteer chaplains in our hospitals.

Finally, it is our hope to find ways to provide a chaplaincy presence to clients of all our services, not only aged care, and thereby better show and share our Lutheran identity.

Pastor Russell



The Lutheran identity means we welcome and respect people of all beliefs at Lutheran Services, be it staff members, residents or clients.

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.

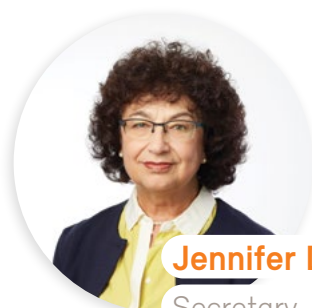
Council Members are elected at the annual Convention of Synod. Together the Council for Lutheran Services and District Church Board provide ongoing stewardship for Lutheran Services.



Dr Leena Vuorinen
Chair



Andrew Spyropoulos
Vice Chair



Jennifer Danslow
Secretary



Pastor Mark Brinkmann
Member



Cheryl Steinhardt
Member



Lyn Schultz
Member



Theresa Stolz
Member

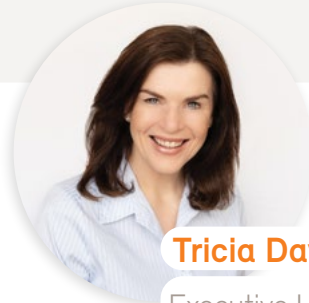
To learn more about our Governance and Leadership team members, see our website: lutheranservices.org.au/leadership

LEADERSHIP TEAM



Nick Ryan

Chief Executive Officer



Tricia Davis

Executive Lead, Customer,
Marketing & Product



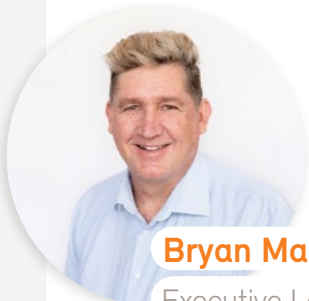
John De Angelis

Executive Lead,
Property & Assets



Charles Grady

Executive Lead,
Corporate & Commercial



Bryan Mason

Executive Lead, Aged Care



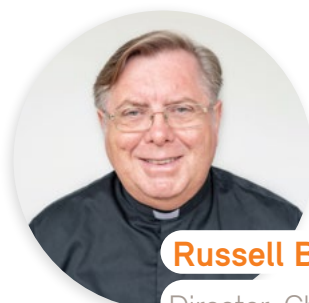
Chris Seiboth

Executive Lead,
Community Services



Kerrie Storey

Executive Lead, Governance & Quality



Russell Briese

Director, Chaplaincy &
Ministry Development

FINANCIAL PERFORMANCE

Lutheran Services' financial performance improved over the 2021 financial year, with revenue increasing by \$15.2 million to \$123.5 million. The organisation recorded a consolidated deficit of \$2.2 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 \$11.1 million. This was all related to increases in staff costs associated with growth in our services.

Our earnings before interest, tax, depreciation and amortisation remain positive at \$8.5 million—an improvement of \$3.2 million over the previous year. With a strong balance sheet, Lutheran Services is well placed to explore new opportunities for growth.

Maintaining the safety, health and wellbeing of our residents, clients and staff in the midst of a pandemic continues to pose challenges and demands in how we work and deliver our services.

The 2021 financial year also saw Lutheran Services undertake substantial investments, including:

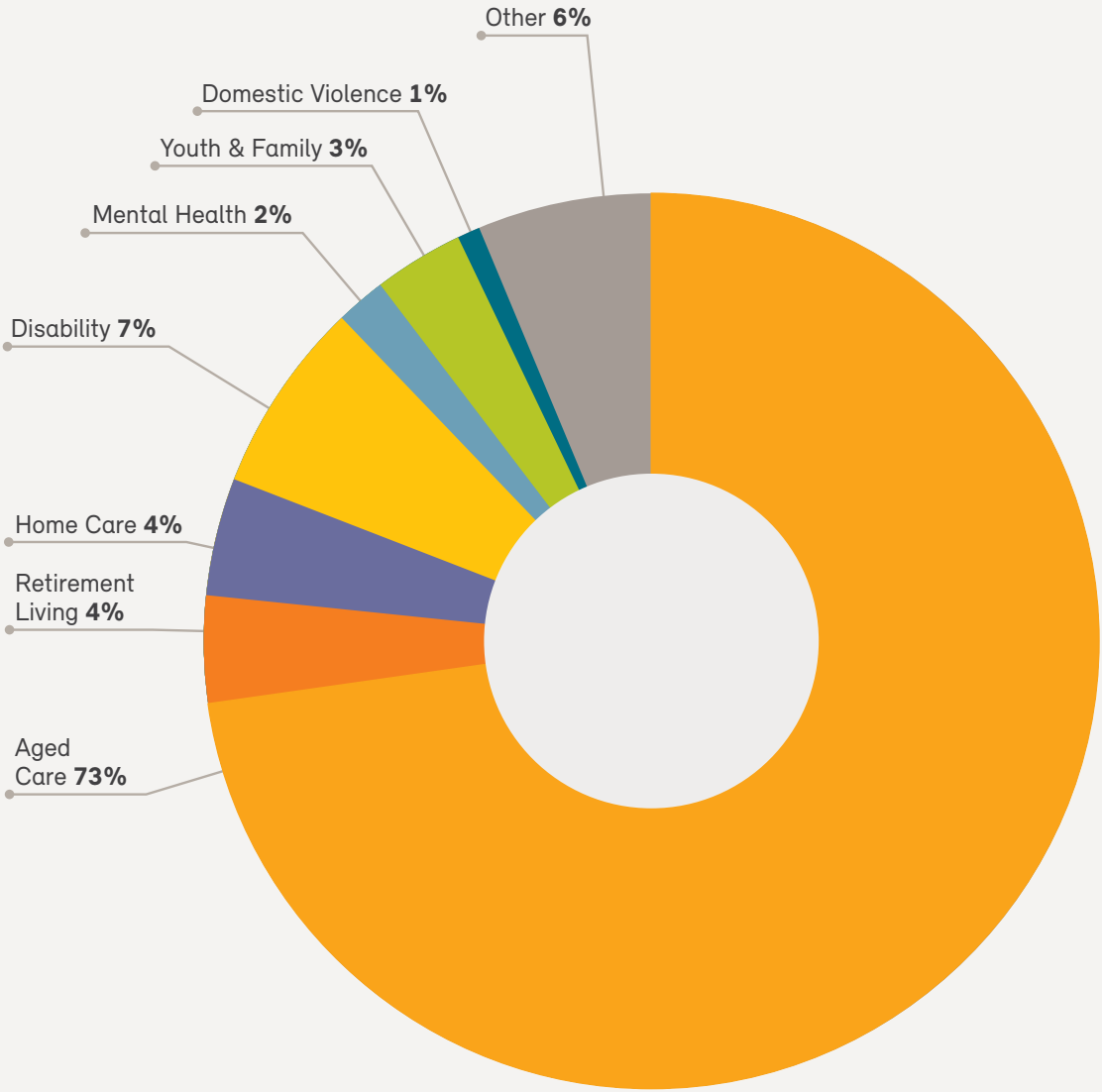
- refurbishment of Salem Aged Care in Toowoomba
- completion of wi-fi installation at all sites
- implementation of our Investment Management Policy in partnership with Macquarie Bank
- development of a care management software solution for home and community services.

These investments position Lutheran Services well for the future.





Revenue



FINANCIAL RESULTS (\$ MILLION)	2021 FY	2020 FY
REVENUE		
Medicare/Residential Aged Care	71.2	62.3
Resident Fees	20.0	20.3
Government Grants	7.1	6.9
Retirement Living – Deferred Management Fees	2.1	2.0
Home Care	5.2	3.5
NDIS/Disability Support	10.2	8.0
Interest (including Bonds)	3.4	1.1
Donations	0.1	0.2
Other	4.2	4.0
TOTAL REVENUE	123.5	108.3
EXPENDITURE		
Staff costs	89.3	80.7
Care costs – food, dining, clinical, pharmaceutical	7.2	6.4
Premises costs, utilities, repair and maintenance	6.7	6.6
Administration costs	7.8	4.9
Depreciation	10.2	9.1
Other	4.5	4.5
TOTAL EXPENDITURE	125.7	112.2
DEFICIT	(2.2)	(3.9)

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 in the 2021 financial year.

- Lutheran Church of Australia Queensland District
- Lutheran churches and congregations
- Lutheran Education Queensland schools and colleges
- LCAQD Ministry & Mission
- Ipswich Lutheran Bargain Centre
- Ropeley Lutheran Women's Guild
- Trinity Lutheran Women's Guild, Boonah
- Women's Fellowship, Prince of Peace Lutheran Church, Everton Hills
- Women's Fellowship, St Matthew's Lutheran Church, Goombungee
- Women's Guild, Zion Evangelical Lutheran Church, Minden
- Lifecity Church Brisbane
- Australian Government Department of Health
- Australian Government Department of Social Services
- National Disability Insurance Agency
- Queensland Health
- Queensland Government Department of Children, Youth Justice and Multicultural Affairs
- Queensland Government Department of Justice and Attorney-General
- Queensland Government Department of Communities, Disability Services and Seniors
- Queensland Government Department of Communities, Housing and Digital Economy
- Queensland Government Department of Education
- Brisbane North PHN
- Central Queensland, Wide Bay, Sunshine Coast PHN
- Banana Shire Council
- Logan City Council
- Moreton Bay Regional Council
- Somerset Regional Council
- Sunshine Coast Council
- Alannah & Madeline Foundation
- Arts Queensland
- Baby Give Back, Gold Coast
- Beerwah, Burpengary, Caboolture, Dakabin, Kilcoy, Morayfield, Narangba Valley and Tullawong State High Schools
- Beyond DV
- Biloela Dementia Action Alliance
- Blue Care Callide Valley
- Brisbane Domestic Violence Service
- Bunnings Cannon Hill
- Buranda Housing Service Centre
- Challenge DV
- Combined Women's Refuge Group
- Dementia Australia
- DV Connect
- Ending Violence Against Women Queensland
- Friends with Dignity Australia
- GIVIT
- Good Shepherd Australia
- Hand Heart Pocket | The Charity of Freemasons Queensland
- Hearts of Purple
- Brisbane Lord Mayor's Charitable Trust
- Mangrove Housing
- Mercy Community Services SEQ
- Micah Projects
- Morayfield Lions Club
- Nazarene Bargain Shop, Crows Nest
- Popeye Disability Service, Nagoya, Japan
- Queensland Cricket players and families
- Queensland Performing Arts Centre
- Queensland Police Service
- Redcliffe Youth Space
- RizeUp Australia
- Rotary Club of Biloela
- SecondBite
- Share the Dignity
- SleepSafe – StreetSmart Australia
- Styling Station, Milton
- Wellspring Community
- Women's Health Queensland
- Zephyr Education
- Allen family: in memory of Kenny Allen
- Keith Family: in memory of Gladys May Kopp
- Myra Zillman
- Staff of Queensland Department of Resources
- Staff of Lutheran Services Support Centre

Thank you

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,
hospital chaplaincy and our 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



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 **Lutheran
Services**
There for you

 **LUTHERAN
CHURCH**
OF AUSTRALIA
QUEENSLAND DISTRICT