



Lutheran
Services

There for you

Annual Report 2022– 2023





Who are our cover stars?

Six of our aged care residents from Tabeel in Laidley took to the stage at QPAC for the latest and greatest production of our intergenerational dance performance *'If Only I Could'*. You can read more on page 22.

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



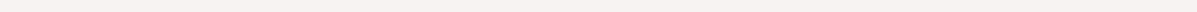
As a ministry of the Lutheran Church, Lutheran Services reflects and builds upon the life and mission of the church. It provides a rich demonstration of the church at work in the community. The many services the organisation operates today represent the dreams and hard work of our founding congregations.

Lutheran Services seeks to welcome every person in our community as God welcomes all people. The biblical witness reminds us of the loving presence of God's unconditional love and care for all people, and God's promise of future hope. This is what anchors every act of our service: we serve because God first served us.

I would like to convey my appreciation to the many staff and volunteers who embody Lutheran Services. This annual report is testament to their service. May it convey God's deep and everlasting love for you and for all people.

A handwritten signature in black ink, consisting of a large initial 'M' followed by a series of loops and a horizontal line.

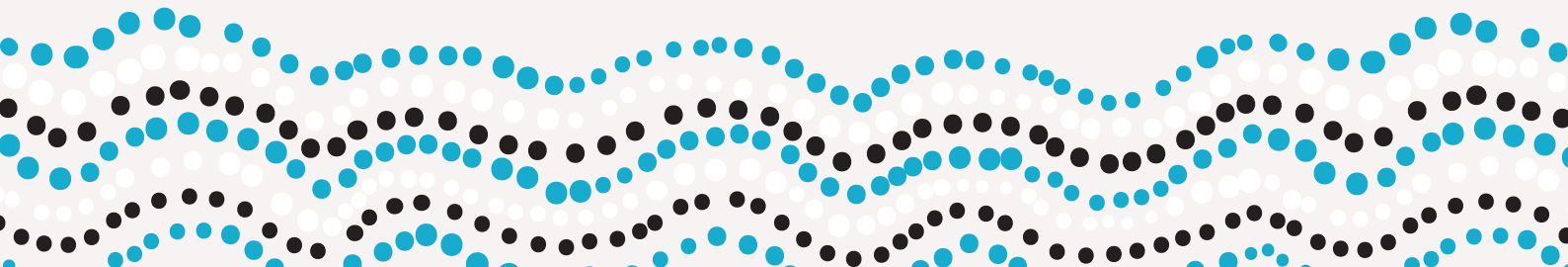
Dr Mark Vainikka
*Bishop, Lutheran Church of Australia
Queensland District*



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 has served as a Council Member since 2011 and as Chair since 2021. She holds a PhD and Master of Social Sciences focusing on social gerontology. Dr Vuorinen is General Manager, Ageing Well at Deaf Connect.

It is an honour to present this annual report for what has been a year of great progress and achievement in a rapidly changing landscape. We are well progressed on our journey to incorporate Lutheran Services as a company limited by guarantee, as voted by delegates at last year's Synod Convention. This new governance model and the organisational improvements that will follow will deliver benefits for our organisation and those we serve.

We have embraced the opportunity to consolidate and refresh our brand and the identity we project as a Lutheran organisation, a valued human services provider and an employer of choice. We are renewing our enterprise agreement to provide certainty for our staff and operations. We are redefining our Model of Care and Service to embody all that we do and illustrate our customer experience.

These foundational changes will ensure strategic alignment of initiatives. They will deliver greater clarity, accountability and efficiency; strengthen our governance and risk management; empower us to better meet demand and embrace opportunity. Above all, they will enable us to better serve our resident and client communities. My thanks and congratulations to our CEO and Executive Team for their steadfast leadership throughout this time of change.

Lutheran Services has commenced an Origin Stories project—to explore, document and share the proud histories and inspirational stories behind our many services and sites. In exploring these stories of our beginnings, we are engaging our congregations, communities, services, staff and stakeholders in a project that celebrates and commemorates our shared foundations and strengthens future connections.

In recognition of the important work of our Mary & Martha's refuge, and in response to growing need in the community, Lutheran Services has received Commonwealth and State Government funding to develop and operate new emergency accommodation for women and their children. Our new Safe Place was completed late in 2022 and welcomed its first families shortly after.

We were delighted to once again see the loving smiles of our aged care staff as the face masks of the past three years have gradually been lowered. My heartfelt thanks to all our care and support staff—not just for navigating the challenges of the pandemic so well, but for all that they do every day of every year. Their smiles and grace shine throughout this annual report.

“I was delighted to be among the hundreds of people who attended the public performances of *If Only I Could...* at QPAC. What a production — I was in tears!”



My heartfelt thanks to the 187 volunteers who contributed around 8,400 hours of service to our communities throughout the year. You are greatly valued by our residents and staff. You enrich our communities. You make such a difference to the lives of so many people every day.

I was delighted to be among the hundreds of people who attended the public performances of *If Only I Could...* at QPAC. What a production — I was in tears! Congratulations to our Creative Programs team and the professional artists involved for bringing such an inspirational idea to life. Thank you to the many individuals and businesses helping us to share this experience with so many.

In the following pages, you can read more about these and many other remarkable achievements from our organisation and staff over the past year. Once again, we have served more people in more places than ever before.

Thank you to my fellow Council Members for

their service, dedication and hard work. We are united and driven by the vision and mission of the church, organisation and people we represent. I would like to acknowledge Pastor Mark Brinkmann, who stepped down this year to take up the role of Chaplain at Salem in Toowoomba. We are delighted to welcome Pastor Andrew Koehler to the Council.

I am proud of the work Lutheran Services does and the care and support we provide. I look forward to continuing to work with you all as we strive to build an ever better organisation and deliver ever better service for those in need.

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

A handwritten signature in black ink, appearing to read 'Leena Vuorinen'.

Dr Leena Vuorinen

Chair, Council for Lutheran Services

CEO'S REPORT

This has been a year of transformational change for Lutheran Services — both within our organisation and the sectors and communities in which we work. Thanks to the dedication and hard work of our people, we have delivered many improvements and renewed focus for our organisation.

Preparations are well underway to build our new governance model and incorporate Lutheran Services as a subsidiary company limited by guarantee, with the Lutheran Church of Australia Queensland District as its sole member. This will likely be finalised in the 2024 financial year. In the process, we are updating our information management, finance and human resource systems. We are reframing our project methodology and overhauling our enterprise resource planning platform. We are building a more productive and rewarding workplace and a stronger foundation for service.

It has also been a year of much-needed transformation for the national aged care sector. We welcome the introduction of a new funding model — the Australian National Aged Care Classification or AN-ACC — which promises funding more closely matched to costs of care. As the sector faces an unprecedented number of reforms, aged care providers are eager to expedite the process and deliver positive change.

As a leading provider of aged care in Queensland, we seek to work constructively with all stakeholders — to create a better future for our sector, our workers and those in our care.

As well as aged care, Lutheran Services provides a diverse array of what we collectively call 'community services'. Our Graceville Centre in Nambour and Trinity Community Services in Southport were among the first mental health and disability support services in Queensland. With Commonwealth and State Government funding, we opened a new refuge for women and their children in late 2022. Our youth programs are building fantastic futures for young people through innovative approaches to education and life skills.

We are undertaking an appreciative review of this diverse and integral part of our organisation. These services play a vital role in the communities where we work. We seek to be a preferred partner for governments and philanthropic organisations. As a registered community housing provider connected with a network of congregations, we are exploring social, affordable and supported accommodation developments in several new regions.

Voluntary assisted dying became available to eligible Queenslanders in 2023. Put simply, this gives someone who is suffering and dying, subject to eligibility criteria, the option of seeking medical assistance to end their life.

“As the sector faces an unprecedented number of reforms, aged care providers are eager to expedite the process and deliver positive change.”



While Lutheran Services does not support voluntary assisted dying, we do support people; while we will not play an active role in the process, we do respect the deeply personal and carefully considered wishes of our residents. This creates considerable challenges for our organisation and staff as care providers. In the following pages, you can read how we have responded to voluntary assisted dying legislation in Queensland, and how we continue to support our residents and help our staff to navigate the process.

I am pleased to report a return to surplus in the 2023 financial year — earlier than forecast. A profit of \$0.9 million was recorded. Revenue increased by 13% to \$162 million — through growth in provision of services, improved aged care funding and healthy returns on investments. Costs meanwhile increased on the previous year by 9% to \$161.1 million. Our earnings before interest, tax, depreciation and amortisation increased to \$13.7 million. The balance sheet stabilised at \$54.6 million. We invested \$11.5 million throughout the year in improving our communities, buildings and infrastructure. Strategic assessment and financial analysis of our property portfolio, design philosophy and service models have refined our development and capital deployment strategy.

But perhaps our proudest achievement for the year was seeing our Tabeel Aged Care residents take to the stage at QPAC with the latest and greatest production of *If Only I Could...* They performed to more than 600 people over three performances. There wasn't a dry eye in the house (my own included).

What a wonderful demonstration of our organisation, our people and our impassioned approach to aged care and community services. My thanks and congratulations to all our staff who deliver the most valuable service every day of the year.

Rich blessings.

A handwritten signature in black ink, appearing to read 'Nick Ryan'. The signature is stylized and cursive.

Nick Ryan
Chief Executive Officer

ABOUT LUTHERAN SERVICES

We exist to serve

Lutheran Services is one of Queensland's longest established and most diverse aged care and community service providers. We provide services, support and accommodation for older people, young people, families, people living with disability or mental health concerns, and people experiencing domestic and family violence.

Together with the congregations that founded us, we've served the people and communities of Queensland since 1935. We draw on a rich Lutheran tradition of care where all are welcome. The individuals, families and communities we serve are the reason we exist.

As a not-for-profit organisation, we reinvest in the people and places we serve and in those who deliver our service. This year, our 1,750 dedicated people will serve more than 6,000 Queenslanders across some 25 sites — from South-East to Central Queensland. We work hard to brighten days and lighten loads for people like you and families like yours every day.

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 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 purpose

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

See our values at work: In the following pages, you can see how we lived our values and put them to work over the past year

Innovation: p 22 | Empowerment: p 28 | Grace: p 34 | Integrity: p 38



Innovation
We work together to continuously improve our services.

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

Integrity
We act with honesty and accountability in all interactions.

Our Values

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

OUR SERVICE REACH



Rockhampton

21

22 11

Biloela

21

Bundaberg

Gympie

12

Sunshine Coast

3 18

Kingaroy

20

Nambour

15

Buderim

2

Caloundra

22

Caboolture

7

16

Fernvale

5

Nundah

13

Brisbane

10

Woodridge

14

17

Toowoomba

4

Laidley

8

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	● ●	17 Mary & Martha's and Safe Places Refuge Brisbane	●
14 Bridges Reconnect Woodridge	●	18 Orana Kingaroy	●
14 Karawatha Community Woodridge	●	19 Trinity Ashmore	●
14 Keystone Centre Woodridge	●	20 South Burnett Kingaroy	●
15 Graceville Centre Nambour	● ●		
16 Intercept Caboolture	●		

Senior Wellbeing Programs

21 Wellbeing & Positive Ageing Program Rockhampton	●	22 Moving Moments Caloundra	●
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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		

2023 HIGHLIGHTS

We served more than
6,000 people

We employed around
1,750 staff

We served metro, regional and rural communities from some
25 sites throughout Queensland

Residential aged care for
1,331 people — **96% AVG. OCCUPANCY**
(above national average)

Respite care services for
385 people

Retirement living for
398 households — **99% AVG. OCCUPANCY**
(above national average)

Home care services for
782 people

Refuge & support for
102 women & children experiencing
domestic & family violence

Support programs for
1,243 young people & their
families/carers

Support services, therapies
& accommodation for
482 people experiencing
mental health concerns

Services & supported
accommodation for
320 people with
a disability

Community wellbeing programs for more than
900 people — **group activities, allied health,**
positive ageing and other support services

187 volunteers
contributed around
8,400 hours
of service

Our annual Lenten
Appeal raised
\$31,170



\$11.5M invested
in improving our communities, built
environment and ICT infrastructure

\$162M
Revenue generated
UP 13%





“The opportunities
are as big as
the challenges”

Operations Support Manager,
Muhammad Bashir

A CAREER IN AGED CARE: CHANGING THE NARRATIVE

Our amazing staff tell us they love their work. Yet despite this passion and dedication, the aged care and community services sector nationwide is faced with critical workforce challenges. This is compounded by the housing crisis, particularly in many of the regional and rural areas where we operate. Alongside these pressures, the Federal Government's July 1 deadline for 24/7 nurses in aged care was placing additional impetus to roll up our sleeves and find a solution.

This 'perfect storm' of imminent government regulation, housing pressures and workforce shortfall put into sharp focus the role that innovative recruitment programs can play to attract staff. In response, Lutheran Services

generated two significant programs to change the narrative about a career in Aged Care and Community Services and to supercharge the organisation's recruitment approach to upskill, reward and attract both Registered Nurses (RNs) and Personal Carers (PCs).

Alongside these innovative recruitment initiatives, Lutheran Services also invested in an employer brand that conveyed support, belonging, wellbeing and growth. We wanted to make sure we left no stone unturned in our approach to attracting staff and ensuring we continued to deliver high quality care and services. Importantly we needed a 'can do attitude' and a belief that our people 'love what they do'.

NURSING STUDENTS GAIN UNIQUE EXPERIENCE IN AGED CARE

Lutheran Services has partnered with the University of the Sunshine Coast—a leading provider of nursing education for our region—to offer students final year clinical placements in aged care.

By participating in supervised practice at the registered nurse level, students have an unrivalled opportunity to experience what it's like to work as an RN in aged care—fast-tracking career development.

Our Operations Support Manager, Muhammad Bashir says the UniSC collaboration is empowering nursing students to connect with

aged care. *“We’re creating valuable learning opportunities and developing highly skilled personnel, while maintaining the highest standards of care for our residents. The opportunities are as big as the challenges. Recruiting nursing personnel is a formidable challenge for the sector. Yet aged care nurses value the diversity and rewards of the person-centred care they provide. What’s more, aged care is one of the largest employers of nurses in Australia.”*

In 2022–23, 18 students completed the program, which is expected to grow.





ENCOURAGING MORE GREAT PEOPLE TO WORK IN AGED CARE

There are lots of great people working in aged care, and they love their work. We need more like them. So we set out to find them through our Grow Your Future initiative.

Many people have the unique qualities required to be a personal carer or support worker, but lack the experience, training and qualifications. To encourage and support them, we offer some great incentives to join our team:

- immediate paid employment with the benefits of our Enterprise Agreement, including above award wages
- training with a registered training organisation—at no cost to them—that will enable them to complete a Certificate III in Individual Support within a year
- our own orientation, induction, training and peer support program.

In the first 12 months, the initiative has attracted, employed and trained 58 people who are now working across many of our sites, with many more to come.

Our workplace is enriched by the many different backgrounds, cultures and faiths of our people.

Around a quarter were born in another country—mostly Nepal, India and the Philippines.

More than half are female.

Around a third have been with us for more than five years, while a very special six have notched up 30+ years!



A WARM WELCOME

To help our new staff secure affordable accommodation, and ensure housing availability isn't a barrier to working with us, Lutheran Services is sourcing short-term rental properties through our network of service and congregation communities.

We are also recruiting internationally and sponsoring visa holders. More than 250 of our aged care staff are on a worker visa. We are sponsoring several and pursuing sponsorship opportunities for others.

Among these is Anitta Thankachan. Anitta is working as a registered nurse at Orana in Kingaroy. She and her husband and two young children relocated from Ireland. We helped Anitta and her family secure affordable accommodation in the area.





A reason to smile

After a long period of mask-wearing throughout the pandemic, it's wonderful to see our staff's smiling faces once again.





OUR VALUES AT WORK

INNOVATION

We work together to continuously improve our services

Stage dream for aged care dancers at QPAC

If Only I Could... is an intergenerational dance performance that ambitiously, proudly, lovingly and spectacularly puts our aged care residents on stage with professional dancers — in a celebration of music and dance, love and life. Director, Angela Chaplin and Lutheran Services Creative Programs Advisor, Clare Apelt have been dancing with the concept and project in various forms since 2017.

In October 2022, If Only I Could... took to the biggest stage yet — QPAC's Cremorne Theatre. Over three performances, six of our residents from Tabeel in Laidley performed for more than 600 people. They drew tears and standing ovations from their audiences.



Working closely together over many weeks, our aged care residents and their dance partners formed friendships, shared stories, made new discoveries, danced around difficulties, were amazed at what each other could do and made a show quite unlike anything we'd ever seen.

Since it began, If Only I Could... has danced with several of our aged care communities and more than 150 residents, performing to hundreds of people along the way. It has been an incredible journey.

Thank you to the many sponsors and supporters who helped us share this wonderful experience with so many.







Making Sound Connections for young people

Intercept's Sound Connections program was our cover story last year. The creative engagement program for young people promotes personal development and social interaction through sound production and music performance.

This year, with renewed funding from the Caboolture Community-Based Crime Action Committee, Sound Connections brought together 30 aspiring young musicians and sound artists.

The program is delivered through a series of creative development workshops under the guidance of a professional musician.

"I love Sound Connections and am so glad to have met the mentors. I love all the music and the chance to do things I couldn't or wouldn't try. Music gives me a way to share my thoughts, my heart and something to focus on no matter what's happening. Sound Connections is like a family."

— Grace, 13

"I just wanted to thank you for how far Gracie has come — not just musically but being able to express herself, have confidence and believe in herself."

— Sam (Mother)

"I have found my people."

— Kira, 17



Loneliness and grief addressed by mental health services for aged care

Our Wellbeing and Positive Ageing program delivers our signature mental health expertise to aged care residents in Central Queensland and Wide Bay.

In the past year, the program provided more than 1,800 support sessions to around 450 people, while building mental health awareness among aged care staff.

Our team delivers mental health support to residents at Wahroonga Aged Care in Biloela and other provider's sites in the Central Queensland and Wide Bay area.

There has been some heartfelt feedback from participants seeking support.

Ageing — and its attendant difficulties — can be confronting for residents.

"My husband and I have had a terrible 12 months," one resident wrote.

"I felt I couldn't cope. My husband has dementia and I had a stroke. We have been married 67 years. We could no longer look after each other, so here we are. Not where we want to be, but together. Thank you so much for supporting us. We feel we may have a future after all."

Another person wished they had sought support earlier.

"I appreciate the opportunity to explore the inner me. I wish I had someone like this 50 years ago. Many things may have been different."

Besides from the direct care to old people in residential aged care, our team also delivers the accredited Older Person Mental Health First Aid course for aged care providers, carers and the wider community.

OUR VALUES AT WORK

EMPOWERMENT

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



High flying speed dating

Sparking a meaningful conversation when your age gap is more than 60 years is easy.

Just line up a bunch of Aviation High School students and Zion Aged Care residents and you get some deep talk amongst the 'speed dating' activity.

It seems sharing memories of being a teenager is a great way to create bonds.

Year 12 student Amelia Price said the residents at the Nundah service were 'interested to hear about us'.

"They've been really nice. I think things were pretty different in their day," she said.

Sharing goes in both directions. The students recently loved teaching the residents how to play Uno. Resident Ray Magee remained unconvinced about the card game.

"Well it was fun, but I always preferred canasta as a kid," he said.



Art festival draws people together

The annual Graceville Art Festival is a vibrant celebration of creative expression, inclusion, participation and community collaboration.

Held over four days in June, the 2023 festival brought many people together to appreciate the joy of creating and sharing art in its many forms, and the wellbeing and togetherness fostered. The signature art exhibition at St Luke's Lutheran Church showcased some 300 unique works by 88 artists from Graceville, the local community, aged care services and inclusive art studios, with many works sold.

2023
Highlight

Mental health programs get a \$10,000 boost from fundraiser

Early in 2023, Lutheran Services staff challenged each other to get active, raise funds and raise awareness for mental health by Moving for your Mind.

The energetic fundraiser and awareness campaign raised more than \$10,000 in support of mental health programs at the Graceville Centre in Nambour, which supports people to live their best lives.

In the process, Moving for your Mind also encouraged us to get more active — because being active is good for our mental health. Physical activity is proven to help lift mood, increase energy levels and improve sleep.

All funds raised support the Graceville Dialectical Behaviour Therapy program — a life changing program that's delivering great results with no government funding. The course runs for six months and is a type of talking therapy based on cognitive behavioural therapy. It is specially adapted for people who feel emotions intensely and the aim of DBT is to help people understand and accept difficult feelings. One participant wrote later that the program was transformative.

"I completed the six month Dialectical Behaviour Therapy course and it changed my life!" she said.

"I have become the old happy me again. I manage my emotions and responses better and my relationships have strengthened. As a parent, I am able to balance my needs and my daughter is more responsive to my parenting techniques! Lutheran Services/ Graceville have been great to deal with and highly professional and confidential. DBT saved my life — everyone needs DBT in their life!"





**"I completed the six month
(mental health program)
and it changed my life."**

— Graceville client



Roll the dice and fight your dragons! Storytelling game Dungeons & Dragons provides Intercept Youth & Family program client Em with a way to battle her real-life dragons and emerge from the dungeon with stronger friendships, better communication skills and genuine social connections.

2023
Highlight



OUR VALUES AT WORK

GRACE

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

Hopping into hearts at Orana

It's not just man's best friend, the dog, that can combat loneliness and boost your happiness.

Cue the grey kangaroo joeys who bounced their way into Orana Aged Care residents' hearts on a recent visit. With soft, strokeable fur and the type of cuddle session that leaves you with oodles of the happy hormone oxytocin, the joeys were a big hit and are bound to visit again.

A local wildlife carer kindly brought in some of the kangaroos she helps to rehabilitate after they have been injured or orphaned.



Orana resident Sandra White was thrilled with the wildlife encounter.

"I love every animal who visits," she said.

Mrs White also regularly visits the horses who live in the paddock next to Orana.

"They give all of themselves and my visits to the horses give me no end of pleasure," she said. "Show them gentleness and we have a friend for life."

"(Kangaroos) Luna and Drew were so loving and cuddly and a joy to watch as they jumped around the room approaching people for pats and trying to get outside the circle. What a joy!"





Talent has no expiry date

Passionate gardeners, keen knitters and talented bakers from Orana Retirement Living and Aged Care swept up the prizes at the Kingaroy Show this year. In a demonstration of living life with purpose, residents from Orana worked together (sometimes with the support of staff) to enter exhibits into the local show. When the items were dropped off, there was plenty of interaction with the local community keen to hear more about residents' recipes and techniques. Hopefully no winning secrets were given away! One fruit cake was so successful it competed at a sub-chamber competition.

2023
Highlight

Responding to new legislation

Voluntary assisted dying became available to eligible Queenslanders in 2023. Put simply, this gives people who are suffering and dying (subject to specific eligibility criteria) the option of seeking medical assistance to end their lives.

As a department of the Lutheran Church of Australia Queensland District, Lutheran Services does not support voluntary assisted dying. However, we do support people.

For someone who is suffering and dying, deciding whether to access voluntary assisted dying is a deeply sensitive and personal end-of-life choice.

How do we continue to offer pastoral support and understanding for those seeking voluntary assisted dying? How do we support their family and friends? We have carefully considered these questions guided by our Director of Chaplaincy and Ministry Development, Rev Dr Russell Briese, and our chaplains.

Rev Dr Russell Briese has written and spoken widely on the topic of voluntary assisted dying, and the complex issues raised for faith-based organisations caring for the aged and people who are suffering and dying.

Lutheran Services has developed policies and procedures detailing how we meet legislative standards and the stance of the Church, and how we help staff navigate the process.

While Lutheran Services will not play an active role in the voluntary assisted dying process, a respectful approach will always be maintained by our people in the everyday care of residents who choose to pursue voluntary assisted dying, as well as their family and friends. Access to medical, nursing, chaplaincy and pastoral care services will not be adversely affected.

You can read more about Lutheran Services' response to voluntary assisted dying legislation here: <https://www.lutheranservices.org.au/about-us/voluntary-assisted-dying/>

Chaplaincy is at the heart of Lutheran Services

At Lutheran Services, service is what we do, and Lutheran is how we do it and who we are.

Our Lutheran chaplains are one of the key factors distinguishing the care and support we provide. Working in both aged care and hospital settings, they are at the heart of all that we do.

Our 14 aged care chaplains — eight of whom are women — extend pastoral care and spiritual support to a community of some 1,000 residents. They build rich and rewarding relationships, creating the time and space for people of all faiths to consider and further their spiritual journey. Our chaplains also provide support to our staff in challenging times.

This year we welcomed:

- Pastor Mark Brinkmann and Mandy Beard (pictured) to Salem and Northridge Salem in Toowoomba (Pastor Mark served on the Council for Lutheran Services from 2019, stepping down to take up this role)
- Gillian Reid to Zion in Nundah
- Pastor Ed Szabo to Trinder Park in Woodridge.

We thank Pastor Michael Braunberger who retired after seven years as Chaplain with Orana in Kingaroy, and wish him well in his retirement.

Our nine volunteer hospital chaplains provide pastoral care and spiritual support at major hospitals in Brisbane, the Gold Coast, Hervey Bay and Mackay. The hospital chaplaincy program is supported by our annual Lenten Appeal, which raised more than \$31,000 this year, including \$8,200 in donations for hospital chaplaincy.

IMAGE RIGHT: Pastor Mark Brinkmann, Director of Chaplaincy & Ministry Development Russell Briese, First Assistant Bishop Ben Hentschke and Mandy Beard.



“It is a privilege to hold a place in a team of professionals who all care for our residents within differing disciplines — being invited into residents’ homes and hearts while they navigate this time in their life story.”

— Salem/Northridge Salem Chaplain

OUR VALUES AT WORK

INTEGRITY

We act with honesty and accountability in all interactions

Enhancing our communities

We invested \$11.5 million throughout the year in building and enhancing our resident and client communities.

Highlights include:

- major renovation of the Terrace at Immanuel Gardens (page 41)
- completion and opening of our new domestic and family violence refuge location
- major refurbishment works at our aged care communities, including Zion, Trinder Park, St Andrews, Orana and Wahroonga
- ongoing refurbishment of independent living units across all retirement living communities
- infrastructure upgrades at Immanuel Gardens and Orana
- ICT infrastructure upgrades across all sites.

Strategic assessment and financial analysis of our property portfolio, design philosophy and service models ensure we efficiently replenish our building stock and effectively develop new services.

With 2,280 solar panels across multiple sites we now produce more than a third of our electricity through solar. This saves \$300,000+ each year and we have reduced our emissions by half.

**2023
Highlight**

Rewarding great work

We wholeheartedly support the Fair Work Commission's determination to increase the award rate for aged care workers. In fact, we have paid our aged care employees above the award rate for several years — a significant commitment for a not-for-profit organisation, but one we feel is well and truly deserved. Our frontline staff are the heart and soul of our communities.

Welcoming families to our new refuge

Building on the great success and reputation of our Mary & Martha's refuge, we completed construction of a new domestic and family violence refuge late in 2022. We've been welcoming new families regularly ever since.

The development received \$3.8 million in Commonwealth Government funding under the Safe Places Emergency Accommodation Program. The Queensland Government is providing operational funding to Support 18 families across our locations. Lutheran Services also made a significant contribution to the cost of the project.

Like the original Mary & Martha's, the new refuge provides a secure, supportive and sociable place for women and their children to restart, rebuild lives and reconnect with others.

Families typically stay for up to six months. The new development comprises eight self-contained units, a playground, vegetable patch, sensory garden and spaces for socialising and sharing meals. A dedication was held early in 2023.





Celebrating our shared foundations and future

In the past year, Lutheran Services served more than 6,000 people and employed around 1,750 staff across some 25 sites throughout Queensland. While these sites and services are very different in where they are and what they do, they all have one thing in common: they began with a local congregation working together to meet a need and serve their region and community.

To celebrate and commemorate these beginnings, Lutheran Services is conducting an Origin Stories project — to explore, document and share the proud histories and inspirational stories behind our many services and sites.

We ultimately aim to produce a lasting portrayal of each Origin Story — a recognition of our history and celebration of our future.

As the project evolves, these collected Origin Stories will provide a vivid depiction of our organisation.

Most importantly, in the process of exploring these Origin Stories, we will engage our congregations, communities, services, staff and stakeholders in a project that celebrates and commemorates our shared foundations and strengthens future connections.

The project commenced with Orana Aged Care in Kingaroy (pictured). Trinity Community Services is underway. Next up is Tabeel Aged Care in Laidley.

Explore our origins

lutheranservices.org.au/origin-stories

Hallmark dining experience at Immanuel Gardens

A \$2.8m renovation to Eucalypt at Immanuel Gardens Aged Care in Buderim is completed and welcoming new residents to the beautiful new area. A stunning new servery, residential style kitchen area and adjoining dining space are at the heart of the transformation. These areas have been purposefully designed in partnership with Lutheran Services' Happy Table initiative, all around delivering an exceptional dining experience for residents.

A key focus of Happy Table is to provide residents with daily choice over their dining experience, including menu options, dining locations and mealtimes. Dining locations include both private (in room and or small in-house dining) as well as the opportunity for a sit-down dining experience. The colour palette for the renovation and selection of materials have been inspired by flora and fauna, drawing on the natural environment to create a contemporary, tranquil dining space for residents.



Responding to the housing crisis

In the past year, those seeking affordable housing in Queensland have come under unprecedented pressure, with record low vacancy rates, surging rents and growing unmet demand for social housing.

As a registered community housing provider, Lutheran Services provides a range of supported independent living premises.

We enjoy strong connections with a wide network of Lutheran parishes throughout Queensland. Combined with our own

service communities, this represents a substantial landholding and property portfolio.

We are working with several Lutheran congregations to explore community housing, supported independent living, specialist disability accommodation and community services developments for their regions. Concept design and project budgeting are well underway with St John's Ipswich and St Mark's Mt Gravatt. And we are in the early stages of discussions with St Luke's Woodridge.

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.

Seven Council Members are elected at the annual Convention of Synod, and report to the District Church Board throughout the year. 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 Andrew Koehler
Member
(from June 2023)



Pastor Mark Brinkmann
Member
(until January 2023)



Cheryl Steinhardt
Member



Lyn Schultz
Member



Theresa Stolz
Member

LEADERSHIP TEAM

The Lutheran Services Leadership Team comprises a diversely specialised, highly qualified and passionately committed group of professionals who lead the organisation and our 1,750 staff in day to day operations.



Nick Ryan

Chief Executive Officer



Cara Benoit

Executive Lead
People & Culture



Rev Dr Russell Briese

Director of Chaplaincy
& Ministry Development



Tricia Davis

Executive Lead
Customer, Marketing
& Product



Charles Grady

Executive Lead
Enterprise Transformation
& Governance



Emma Hunt

Executive Lead
Property & Assets



Thea Madigan

Executive Lead
Corporate Services



Chris Seiboth

Executive Lead
Community Services



Kerrie Storey

Executive Lead
Aged Care & Quality

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

Every time Lliam picks up a spray can, he draws on his 21 years of graffiti experience. The Graceville Centre client started painting when he was 17 and has been inspired by artists like Banksy and Australian graffiti artist, Sofles. Lliam has produced many works, but is most proud of the murals he has created for IFYS (Integrated Family & Youth Services) in Mooloolaba. He made an attention grabbing sign for the 2023 Graceville Art Festival held in June.

2023
Highlight





FINANCIAL PERFORMANCE

As a not-for-profit organisation, our growth is reinvested in the communities we serve and the people who deliver our service. While we are proudly not-for-profit, nor are we for-loss. We are pleased to report a return to surplus in the 2023 financial year — earlier than forecast. A profit of \$0.9 million was recorded.

Revenue increased by 13% to \$162 million through growth in provision of services and a new residential aged care funding model delivering improved government subsidies. This was further aided by strong returns from our investment portfolio. This positive result replenishes cash and enables further investment in the growth and improvement of our assets and service provision.

The economic climate and operational landscape delivered numerous challenges in the 2023 financial year. CPI rose by a high 6%. Several years of operational constraints due to the pandemic have resulted in a backlog of works to be completed, at considerably greater cost. Costs increased on the previous year by 9% to \$161.1 million.

Our earnings before interest, tax, depreciation and amortisation increased to \$13.7 million, contributing to future cash flows. The balance sheet stabilised at \$54.6 million. The cash position of the business grew thanks to stronger earnings and the complete sale of all remaining apartments at Alondra Residences.

This solid cash base embeds the potential for further growth opportunities.

We implemented numerous major initiatives throughout the 2023 financial year, including:

- new AN-ACC aged care funding model
- major upgrade and expansion works at Immanuel Gardens
- new domestic and family violence refuge (securing Commonwealth Government development funding and Queensland Government operational revenue)
- preparations for the development of a new business framework as a company limited by guarantee — completion expected in the 2024 financial year
- organisation-wide digital transformation — finance and human resource platform, cyber security upgrade, migration from on-premises to cloud-based technologies, onboarding platform, rolling program of hardware upgrades
- new project methodology and enterprise resource planning platforms
- home care business strategy to consolidate historical growth and future potential.





FINANCIAL RESULTS

CONSOLIDATED PROFIT/LOSS (\$ MILLION)	2023 FY	2022 FY
REVENUE		
Medicare/Residential Aged Care	88.2	81.4
Resident Fees	24.9	23.3
Government Grants	8.4	8.8
Retirement Living – Deferred Management Fees	3.1	2.7
Home Care	10.9	7.4
NDIS/Disability Support	10.2	10.8
Interest (including Bonds)	6.5	-3.7
Donations	1.1	6.5
Other	8.7	6.7
TOTAL REVENUE	162.0	143.9
EXPENSES		
Staff costs	116.6	107.7
Care costs – food, dining, clinical, pharmaceutical	9.5	9.1
Premises costs, utilities, repair and maintenance	8.3	7.5
Administration costs	10.4	9.5
Depreciation	12.1	10.6
Other	4.2	3.4
TOTAL EXPENSES	161.1	147.8
PROFIT/(LOSS)	0.9	(3.9)



Acknowledgements

Thank you to the many government departments, regional councils, funding bodies, congregations, community groups, organisations and individuals who supported our work and communities throughout the 2023 financial year.

- Lutheran Church of Australia Queensland District
- Lutheran churches and congregations
- Lutheran Education Queensland schools and colleges
- Lutheran Youth of Queensland
- LCAQD Ministry & Mission
- Australian Government Department of Health
- Australian Government Department of Social Services
- Australian Government Safe Places Emergency Accommodation Program
- National Disability Insurance Agency
- Brisbane North PHN
- Country to Coast Qld
- Queensland Health
- Queensland Government Department of Children, Youth Justice and Multicultural Affairs
- Queensland Government Department of Communities, Housing and Digital Economy
- Queensland Government Department of Education
- Queensland Government Department of Justice and Attorney-General
- Queensland Government Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- Queensland Police Service
- Queensland Performing Arts Centre
- Lockyer Valley Regional Council
- Logan City Council
- Moreton Bay Regional Council
- Somerset Regional Council
- Sunshine Coast Council
- ACT for Kids
- Baby Give Back
- Beerwah, Burpengary, Caboolture, Dakabin, Kilcoy, Morayfield, Narangba Valley and Tullawong State High Schools
- Beyond DV
- Bidfood
- Board of Benevolence Community Fund
- Body and Mind Mechanics
- Brisbane Domestic Violence Service
- Brisbane Housing Company
- Brisbane Lord Mayor's Charitable Trust
- Bunnings Cannon Hill
- Bunnings Maroochydore
- Buranda Housing Service Centre
- Cablecomm
- Caboolture Community Based Crime Action Committee
- Caboolture Senior Citizens
- Challenge DV
- Coles Nambour
- Combined Women's Refuge Group
- Daisy Chain Scrapbooks
- DV Connect
- Ending Violence Against Women Queensland
- Foodbank
- Friends with Dignity
- GIVIT
- Good Shepherd Australia
- Hand Heart Pocket | The Charity of Freemasons Queensland
- Helen and Marcus Benesoczky
- Ipswich Lutheran Bargain Centre
- Lutheran Laypeople's League
- Mangrove Housing
- Micah Projects
- Nambour Heights Butchery
- Nambour RSL
- NeuronsVR
- Open Haven
- Paynters
- Pest Audit
- Prince of Peace Women's Fellowship Everton Hills
- Productivity
- Red Rose Foundation
- Redcliffe Youth Space
- RizeUp Australia
- Rotary Club of Ashgrove
- SecondBite
- Share the Dignity
- SleepSafe – StreetSmart Australia
- Staff of Lutheran Services Support Centre
- Staff of Queensland Department of Resources
- Styling Station Milton
- Sunshine Coast Agricultural Show Society
- TAA Connect
- Tensegrity Training
- Thread Together
- University of the Sunshine Coast
- Wellsprings Community Hub
- Women's Health & Equality Queensland
- Woolworths Nambour
- Zephyr Education

Thank you

A big thank you to the many individuals who support our annual Lenten Appeal benefitting Mary & Martha's refuge and hospital chaplaincy.

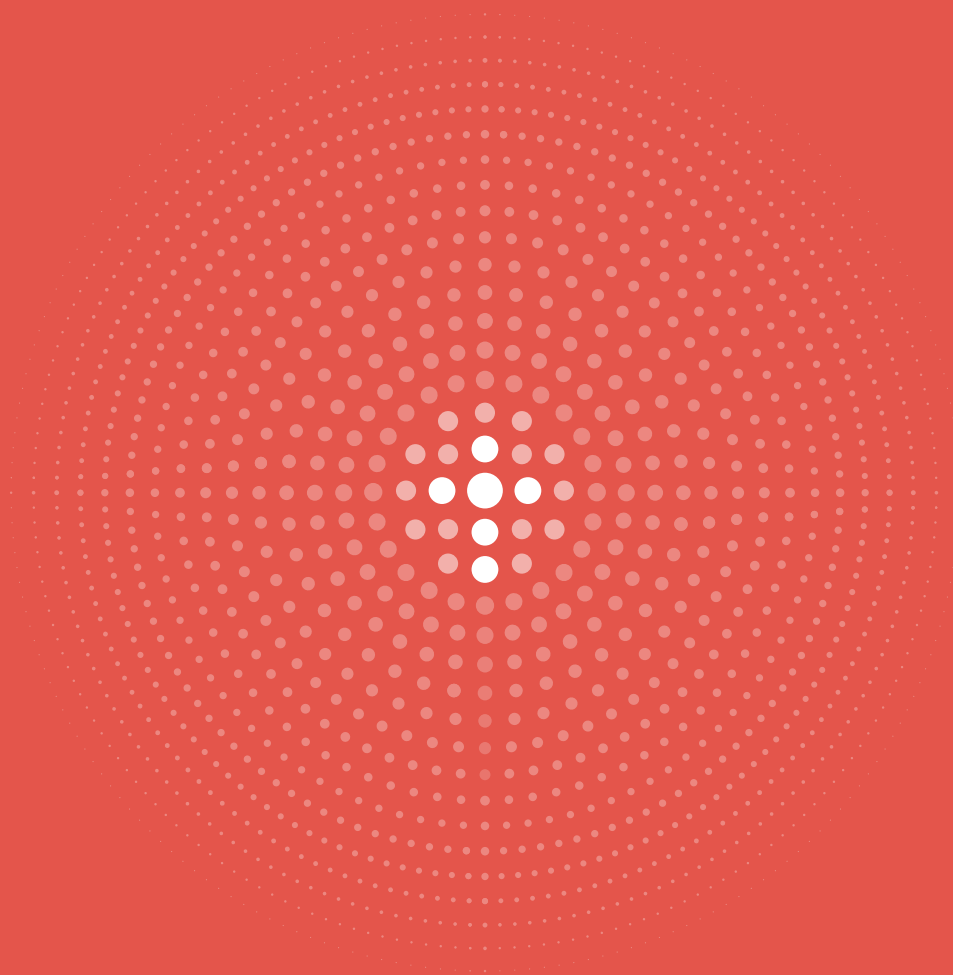
Thanks also to our many suppliers and contractors, who regularly go above and beyond.

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
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There for you

