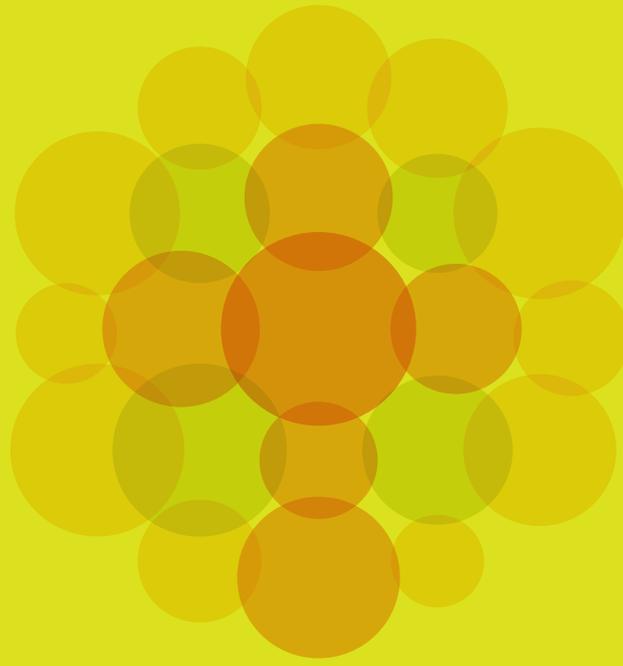




# Annual Report 2022



“We are delivering valuable service, achieving great things and there is much more to come.”



**Who are our cover stars?**

These young people are exploring their creative self expression through lyric writing, singing and recording at Intercept Youth & Family's Sound Connections program. The program sets the stage for developing skills and building confidence. *See p 28*

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# God's Love in Action Through Every Act of Service



**'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.

As a ministry of the Lutheran Church, 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 service within Lutheran Services to our purpose: We serve because God first served us.

Throughout our communities this past year, our staff and volunteers have continued to communicate God's love and care for all people through words and actions tirelessly,

professionally and selflessly. The dark hues of COVID-19 continued to tinge our work and created ongoing challenges for all Australian communities. I would especially like to convey a special word of appreciation to all our staff and volunteers for the last 12 months.

May this annual report once again, 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*

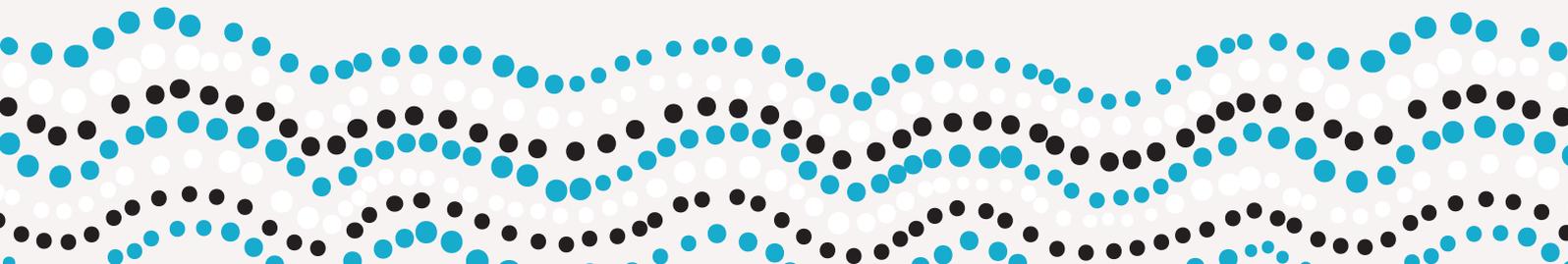
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## **ACKNOWLEDGEMENT OF COUNTRY**

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

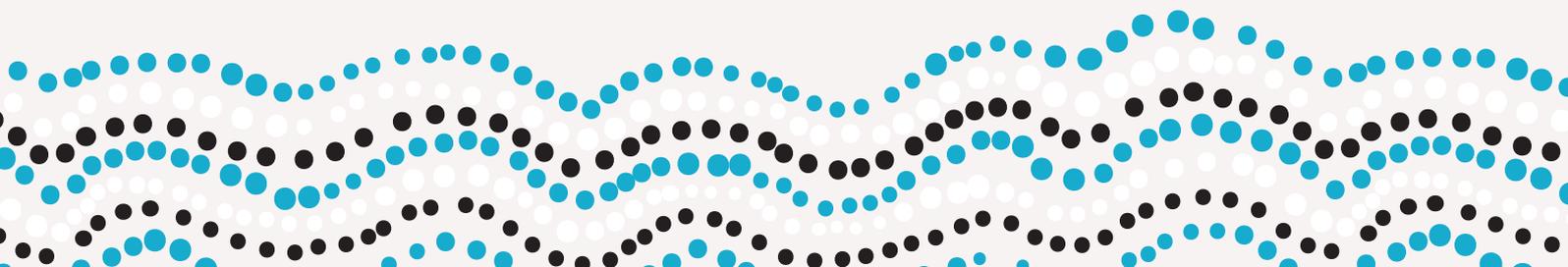
We thank God for the land's Traditional Custodians and pay our respects to Elders past, present and emerging as we travel this journey of reconciliation in Australia.



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# CHAIR'S FOREWORD

**Dr Leena Vuorinen**

*Chair, Council for Lutheran Services*

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It is a great pleasure to introduce this annual report following my first year as Chair. Our remarkable staff have turned a year of unprecedented challenges into one of exceptional achievements and results. I am proud of what Lutheran Services has achieved over the past year—and I am excited for our future. We are building a stronger platform for doing great work and delivering service excellence.

At the Synod Convention of the Lutheran Church of Australia Queensland District in June, delegates voted to change the governance model of Lutheran Services to become a company limited by guarantee. This is a transformational change that will deliver benefits for our organisation, staff, management and governing bodies. It will enable greater clarity, autonomy, accountability and efficiency.

To help our many staff and stakeholders appreciate our Lutheran foundation and legacy, we created a 'Lutheran Identity Statement'. With generous guidance from Bishop Mark Vainikka and our Director of Chaplaincy and Ministry Development Russell Briese, the statement articulates our identity as a faith-based organisation—and a Lutheran organisation in particular. It is a clear and concise explanation of the ethos underpinning the service and care we provide.

My thanks to our chaplaincy team for extending our signature pastoral care to all staff, providing valuable support during the challenging times of the past year. Thanks also

to the Client Service Advisors at our aged care sites who play such an important role in connecting with local congregations and building community awareness for Lutheran Services.

We were honoured to be chosen as the new managers of Cooinda—a long established and highly respected aged care provider in Gympie. We welcome Cooinda staff and residents to the Lutheran Services family.

I was delighted to attend the 50th anniversary celebrations at Graceville in Nambour. I have a long and fond connection with the local St Luke's congregation. I admire Graceville's growing model of care and its strong connection with the congregation and community that created it—pioneering a comprehensive and compassionate approach to mental health care in Queensland.

In recognition of the great work of Mary & Martha's, we received Commonwealth Government funding to build a new domestic and family violence refuge. I was honoured to be handed a shovel at the groundbreaking ceremony in February! The new refuge is due for completion later this year.

We have commenced a journey to overhaul our enterprise resource planning platform. A contemporary ERP system will deliver significant benefits for our organisation and staff. It will help streamline procedures, improve risk management and free our service staff to concentrate on customer service. We will work closely with all stakeholders to understand the implementation of our new ERP.



My congratulations to Melanie Wagner at Tabeel in Laidley—not just for receiving the LASA Excellence in Age Services Award, but also for driving our nurse practitioner pilot program and paving the way for better healthcare support for our residents and staff.

Our Happy Table food and dining initiative continues to deliver great nutrition and wellbeing outcomes for our aged care residents. We were delighted to receive positive media coverage on the topic of food in aged care on the ABC's 730 and Radio National Breakfast.

These are just a few of the remarkable achievements of our organisation and staff over the past year. You can read more in the following pages. It has been a year of many challenges and many more achievements.

We are delighted to be welcoming back many of our wonderful volunteers, who contributed more than 21,500 hours of service to our communities throughout the year. On behalf of our many residents and clients, I extend my humble thanks.

Although the pandemic and flood events severely impacted our services, our staff responded superbly and minimised the effects. I commend the executive team, management and support staff for their leadership and guidance. My heartfelt thanks and congratulations to our direct care staff—your dedication and resilience have shone throughout the year.

Thank you to my fellow Council Members for their hard work and support. I would like to acknowledge Lyn Schultz and Theresa Stolz in their first year on the Council, and Pastor Mark Brinkmann who steps down this year to take up a chaplaincy role with Salem in Toowoomba.

I look forward to continuing to work with you all. We are delivering valuable service, achieving great things and there is much more to come.

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

“I am proud of what Lutheran Services has achieved over the past year—and I am excited for our future.”

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# CEO'S REPORT

**Nick Ryan**

*Chief Executive Officer*

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I am delighted to introduce this annual report for what has been a year of significant achievements and record results for Lutheran Services—all the more remarkable given the many challenges imposed in recent times. I can't help but think of the Book of Exodus when I reflect upon the plagues, pestilence and floods of the past year! It has certainly tested our preparedness.

We are grateful for the efforts of our frontline staff in rising to meet challenges and continuing to deliver the highest standards of care. I will never forget the sight of our St Andrews staff in Tallebudgera setting off across floodwaters in an SES tinny. I commend all Lutheran Services staff for their wonderful response to the many challenges faced during the pandemic and floods.

Following on from the recommendations of the Aged Care Royal Commission, we have seen some significant developments in the aged care sector. We welcome the establishment of the Aged and Community Care Providers Association—a much-needed peak body and unified voice for the sector. Strong representation is vital as government funding and support remain burning issues.

The introduction of the Australian National Aged Care Classification funding model was announced in the 2021–22 budget. We have closely followed developments in readiness for commencement this year. Replacing the Aged Care Funding Instrument, the new model promises more equitable funding.

With a new federal government, we welcome a new Minister for Aged Care. Anika Wells is a Queenslander. In fact, the Member for Lilley's office is in Nundah, not far from our Zion. We look forward to having the Honourable Anika for a meal at our Happy Table!

Lutheran Services and Lutheran Education Queensland, as the larger ministries of the Lutheran Church of Australia Queensland District, are to become sole member subsidiary companies limited by guarantee. This historic decision will strengthen our governance and risk management. We are consulting widely with our stakeholders in implementing the change.

We are reframing our project methodology. While Lutheran Services has enjoyed strong organic growth, as we develop as an organisation, we seek to grow with intention—and ensure that our decision making and change management embrace our vision and values. Our new methodology will ensure the strategic alignment of initiatives, improved return on investment, effective governance and strong risk management.

The past year has seen substantial growth in our aged care and home care services. Our retirement living communities recorded 97% average occupancy at year's end. Over the past year, our 1,750 staff served more than 6,000 people. Across all of our services, we have recorded our greatest results and reach to date.



I am delighted to report that Alondra Residences is now fully sold. In recognition of the wonderful living environment Alondra represents, the building was recently awarded the inaugural Malcolm Middleton Award for Outstanding Liveable Design.

We invested around \$9 million throughout the year in building and enhancing our communities. A strategic property portfolio review including financial modelling was undertaken to inform our ongoing redevelopment and capital deployment strategy.

Our heart-warming intergenerational dance performance *If Only I Could...* was workshopped with our Tabeel residents in Laidley and performed at the Laidley Cultural Centre to a rapturous reception. We launched an organisation-wide Sustainability Strategy—our vision for a more sustainable Lutheran Services. This multi-layered strategy enables us to better appreciate our impacts on the environment and our communities—and ensure these impacts align with our values.

Our *Wellbeing and Positive Ageing* program, which provides mental health support services to residential aged care communities in Wide Bay and Central Queensland, has enjoyed excellent uptake and feedback. The Primary Health Network has renewed funding to continue the program.

Our popular Moving Moments program for elders living independently in the community has expanded to include a range of personal development and wellbeing initiatives.

A generous donation has enabled Zion to purchase some magical technology that has long been on their wishlist. It's called a 'Tovertafel'—which means 'magic table'—and it's a wonderful demonstration of the great value of the many donations we receive.

In the following pages, you can read more about these and many other remarkable achievements from a record year for Lutheran Services. My thanks and congratulations to all of our staff who deliver the most valuable service every day of the year.

Rich blessings.

“I commend all Lutheran Services staff for their wonderful response to the many challenges faced during the pandemic and floods.”

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# OUR ORGANISATION

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## There for you

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

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

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

## 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.

## Grace

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

## Our Values

*See our values in action:*

# THE PLACES WE SERVE

Rockhampton

Biloela

Bundaberg

Gympie

**Sunshine Coast**

Kingaroy

Nambour

Buderim

Caboolture

Toowoomba

Fernvale

Nundah

**Brisbane**  
Woodridge

Laidley

Boonah

Ashmore

Tallebudgera

**Gold Coast**



# THE SERVICES WE DELIVER

## The services and programs we deliver:

Aged Care

Allied Health

Community Wellbeing Programs

Disability

Domestic & Family Violence

Home Care

Mental Health

Respite Care

Retirement Living

Wellbeing & Positive Ageing

Youth & Family

## Our Lutheran Services sites:

Alondra

Bridges Reconnect

Cooinda

Graceville

Immanuel Gardens

Intercept

Karawatha

Keystone

Mary & Martha's

Northridge Salem

Orana

Salem

Somerset

St Andrews

St Paul's

Tabeel

Teviot

Trinder Park

Trinity

Wahroonga

Zion

# 2022 A RECORD YEAR

We served more than  
**6000** people

We employed some  
**1750** staff

We served communities  
from over **25 sites**  
throughout Queensland

Residential aged care for  
**1312** people  
UP 21%

Respite care services for  
**445** people  
UP 24%

Home care services for  
**679** people  
UP 34%

Community wellbeing  
programs for around  
**1200** people

**\$144M**  
Revenue generated  
UP 17%

**\$9M** invested  
in building & enhancing  
our communities

Retirement living for  
**391** households  
97% AVG. OCCUPANCY

Alondra Residences is now  
**100%** FULLY  
SOLD

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

Services & supported  
accommodation for  
**291** people with  
a disability

Refuge & support for  
**98** women & children experiencing  
domestic & family violence

Support programs for  
**1124** young people  
& their carers

Our volunteers contributed  
**21500** + hours  
of service

Student placements contributed  
**12500** + hours  
of service





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# OUR LUTHERAN IDENTITY

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We exist to serve.  
We welcome all.

**With the generous guidance of Bishop Mark Vainikka, we developed a Lutheran Identity Statement—to articulate our Lutheran foundation and ethos for our many stakeholders and supporters.**

Our Lutheran Identity Statement further emphasises and defines the 'Lutheran' in Lutheran Services. It foregrounds the fundamental and distinctive principle of grace in Lutheran thinking, and how this is reflected in the service and care we provide at Lutheran Services. And it does so clearly and succinctly on a single page.

Our Lutheran Identity underpins all that we are. It is the foundation of our organisation, our brand and our model of care—as a care provider and employer of choice. The people we serve are at the centre of all that we do. Our Lutheran Identity Statement underscores and informs everything we do—including this annual report!

## Our Lutheran Identity

### Lutheran Services today

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.

We are a not-for-profit provider of human services in Queensland. We provide quality, contemporary care and support for older people, young people and their families, people living with disability or mental illness, and families experiencing domestic violence and hardship.

### Established by our congregations

Lutheran Services has grown out of the dreams and hard work of our founding Lutheran congregations.

We have evolved from local congregations who established aged care homes and community services in response to needs within their own communities. From the first aged care home in Toowoomba in 1935 to now and beyond, Lutheran Services continues each congregation's tradition of caring.

Lutheran Services was established in 1999 in response to increasingly complex regulation and market forces in the aged care and community sectors. Our centralised oversight provides standardised systems and high levels of professional governance, quality and care within complex compliance environments.

Local church members often continue to serve as staff and volunteers, with congregations often considering Lutheran Services as an extension of their local mission.

### Serving those in need

Our role at Lutheran Services is to serve. We draw inspiration from Jesus' statement where he said of himself that he did not "come to be served, but to serve" (Mark 10:45). Like the members of the early church, we are inspired by the biblical model of *diakonia*, a Greek word meaning care and service, especially for those in need.

Serving others is at the heart of the Church's mission. As twentieth-century Lutheran pastor and martyr Dietrich Bonhoeffer said, "The Church is the Church only when it exists for others." Just as fire exists by burning, the church exists by engaging in the mission to serve others. We're founded on this mission, as expressed through our service.

Hence, the work that we do, is done in God's service. Through our service, we treat no person as spare, unwelcome or as an outsider, no matter who they are or what they do. We believe that everyone deserves our attention, whether rich or poor, whether they live for a day or nine decades.

### Founded on Lutheran theology

Martin Luther, the sixteenth century reformer, saw the gift of God's grace as the driver of all religious thought and concept. He emphasised that we are saved by grace through faith in Christ Jesus (Ephesians 2:8-9).

We see God as gracious and forgiving, overlooking our faults, rather than rightfully condemning or criticising us. We see God's grace as a gift that recognises and accepts our imperfections and human failures.

We believe we do not need to strive to please God but recognise that God reaches out to us. Through sending his Son Jesus into the world, God comes to meet us where we are. Becoming one of us, God honours the human race. God speaks his word of grace into our lives, and God reaches out in love to us in real ways. In turn, Lutheran Services is inspired to reach out to meet and serve others where they are with this same grace.

### Guided by the Lutheran ethos

**Grace:** At Lutheran Services, we live by grace and reflect graciousness to others. We offer a kind word or deed where we might easily (or rightly) have been judgemental or critical to those around us. We are kind to each other and ourselves.

**Respect and care:** We serve with respect, care and gentleness. We walk in the shoes of others and seek out the mystery of every person. Our clients and residents are at the centre of all that we do. We seek to appreciate the needs and diversity of those we serve and enhance their experience and quality of life.

**Dignity and honour:** We see the people we serve as a gift. We recognise people are made in the image of God, making them sacred and important, worthy of dignity and honour.

**All welcome:** We welcome all. We recognise the common humanity of all people of all races, with a variety of beliefs, faiths and world views. We serve people from all walks of life. Following St Paul, we affirm, "There is neither Jew nor Greek, slave nor free, male nor female, for you are all one in Christ Jesus." (Galatians 3:28).

*At the heart of all that we do at Lutheran Services, we exist to serve. It's really that simple.*

*Lutheran is who we are. Serve is what we do.*



## Strengthening spiritual connectedness

What gets you out of the bed every morning?

It's different for everyone. It might be the perfect cup of coffee, or a sweet kiss from the kids. That's spirituality. It makes us feel connected to ourselves, our family, nature or God.

In our aged care homes we have expanded the scope of our Telstra Health Clinical Manager—the platform we use to administer care needs and clinical documentation for our aged care residents—to evaluate spiritual connectedness and pastoral care needs and preferences.

The new tool enables regular check-ins with residents to monitor their wellbeing and to intervene and steer if necessary.

This initiative seeks to reflect a broad sense of spirituality and respond to the personal preferences of all residents, whatever their religion or faith. This supports the diversity of spiritual connectedness emphasised by Meaningful Ageing Australia as well as the dignity and choice stipulated in the Aged Care Quality Standards.

This is an important extension of the fundamental care and needs assessment we undertake for all of our residents. The initiative aims to support our residents' own sense of spiritual connectedness, while strengthening connections with our chaplains, pastoral care programs and the broader health and wellbeing team.

## Connecting congregations with our communities

Our Client Services Advisors (CSAs) are the key personnel at our aged care and supported living sites who connect our services with potential residents and clients—and ensure the local communities where we serve are aware of the services and support we offer in residential aged care, respite care, home care and retirement living. An important part in building this community awareness is engaging with local congregations.

Our CSAs are central to connecting our supported living staff, residents and clients, our resident chaplains, local pastors and congregations, colleges and early learning centres, and other community groups and members. So when people see the name Lutheran Services on our cars, uniforms, buildings or in the newspaper, they know who we are, what we represent and how we can help serve our communities.

Our CSAs explore opportunities to connect with their local congregations and lay leaders to ensure they have the information and support they need to access and share our services. They provide a friendly local contact to answer any questions about the aged care, home care or retirement living process.

After all, it was the local congregations who start all of our services. So the congregations play a central role in delivering our service and ensuring we continue to meet the needs of the community.

# Support during challenging times

Supporting one another is at the heart of what we do at Lutheran Services. Pastoral care is a fundamental part of the support we provide to our clients and residents. It's a signature service of our organisation.

With the added challenges faced by our workplaces in recent times, such as COVID-19 and floods, we extended support to all staff through the offer of pastoral care. It was important to support those who were supporting so many others in their care.

As always, our Chaplains provide spiritual, social and emotional support for all—a listening ear, a thoughtful word, a supportive shoulder, a helping hand. This offer of support during challenging times was well received by staff.





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# SUSTAINABILITY STRATEGY

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## A more sustainable Lutheran Services

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 2021–2025 seeks to ensure this impact is as positive as possible. It articulates our vision for a more sustainable Lutheran Services — and the actions we are implementing to get there.

### Part of the bigger picture

We are integrating sustainability thinking across our organisation and many sites and services.

Our Sustainability Strategy reflects our Strategic Plan 2021–2025. It ensures our impacts align with our values.

It also aligns with many of the United Nations' **Sustainable Development Goals**—the blueprint for achieving a better and more sustainable future for all.

Supporting and developing our people who are the heart and soul of our organisation.



Nurturers of our people



Stewards of our planet



Protecting and rehabilitating our natural environment for future generations.





**Continuing to build diverse and inclusive communities beyond Lutheran Services.**

**Catalysts of our community**



**Conscious consumer**



**Understanding what we buy and minimising the negative impact it has on people and the environment.**

## **Our Sustainability Strategy has four branches**

### **Nurturers of our people**

Supporting and developing our people who are the heart and soul of our organisation.

### **Catalysts of our community**

Continuing to build diverse and inclusive communities beyond Lutheran Services.

### **Conscious consumer**

Understanding what we buy and minimising the negative impact it has on people and the environment.

### **Stewards of our planet**

Protecting and rehabilitating our natural environment for future generations.

## **The difference we will make and how you can play a part**

Let's roll up our sleeves and work together to create opportunities, conserve resources, build abundance and make our client communities and workplaces even better in the future.

**Join us. Learn more. Be part of our progress.**  
[lutheranservices.org.au/sustainability](http://lutheranservices.org.au/sustainability)

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# OUR VALUES IN ACTION

# INNOVATION

We work together to continuously improve our services

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## Enhancing our communities

Over the past year, we have invested around \$9 million in building and enhancing our resident and client communities. Major developments and improvements include:

- commencement of construction of a new domestic and family violence refuge
- major refurbishment works at our residential aged care services, including Immanuel Gardens, Zion, Wahroonga, Salem, Tabeel and the memory support unit at St Andrews
- ongoing refurbishment of our retirement living units—around 40 for the year, across all sites.

A strategic property portfolio review including financial modelling was undertaken to inform our ongoing redevelopment and capital deployment strategy. We developed a range of ICT standards to guide the implementation of technology across new and refurbished sites.

## Strengthening and streamlining check-in

Our ICT team implemented LoopSafe contactless check-in technology across all of our sites.

The Australian-developed entry management solution combines facial recognition, temperature sensing and customisable screening to streamline the check-in process for our many staff, visitors and contractors.

Loop Safe integrates with our care and payroll systems, helping us to maintain stringent health and safety standards for our resident and client communities, while saving us considerable time and effort in administration.

The system enables us to efficiently manage visitor requirements, numbers, identification, certification and documentation, while respecting the privacy and convenience of those who visit us.



## Alondra receives liveable design award

The BVN designed Alondra Residences has won the inaugural Malcom Middleton Award for Outstanding Liveable Design, part of the annual urban design awards by the Queensland Department of Energy and Public Works.

Minister for Public Works and Procurement Mick de Brenni visited the site—while taking part in the CEO Wheelie Challenge—to tour the accessibility features and hand over the award.

### Here's what the award jury had to say...

A liveable house is easy to use, it supports all abilities, prioritises the needs of children and older people and by nature, is accessible. As we grow up and grow old, our homes must meet our ever-changing wants and needs.

The jury noted that the 52 finely crafted homes for the over 65s include a number of exemplary design approaches.

The project highlights the substantial contribution great design can make to addressing issues of quality and safety in care settings highlighted in the recent Aged Care Royal Commission.



## Our Nurse Practitioner wins national award

Our Nurse Practitioner Melanie Wagner received the Individual Award at the 2022 LASA Excellence in Age Services Awards.

Conducted by Leading Age Services Australia (LASA), the award recognises the dedication and excellence of an individual who has made a difference in their workplace and the lives of older Australians.

Congratulations Mel! A great endorsement of your passion and professionalism—and the valuable role Nurse Practitioners can play in aged care.

## USC Nursing pioneers final year placement in aged care

The University of the Sunshine Coast has partnered with Cooina Aged Care in Gympie to enable nursing students to do their final clinical placement in an aged care setting. While aged care placements are a feature of many nursing degrees, the USC final year clinical placement is unique.

For USC, this bespoke approach to developing placements represents a new model for work-integrated learning in nursing and the aged care sector. It is a great demonstration of the potential of university/industry partnerships—in this case between a leading provider of nursing education and training, and a major employer of nurses.

Recruiting adequate nursing personnel is a continual challenge for the aged care sector—even though our nurses will tell you they love working in aged care. The opportunities are as big as the challenges.

The USC/Cooina partnership builds a valuable connection between higher education and aged care. And it strengthens connections between our future nurses and one of the most satisfying and rewarding areas of practice.



## Celebrating 50 years on the Sunshine Coast

The Graceville Centre in Nambour celebrated its 50th anniversary in November 2021. Graceville began life in 1971 as the Elizabeth Court hostel and 'Nambour Welfare Industries' sheltered workshop. These were the first services of their kind in Queensland. They sought to meet the need for a more comprehensive and compassionate approach to mental health care. These groundbreaking initiatives were testament to the vision and dedication of a Lutheran Pastor from Alberton named Martin Prenzler along with local Lutheran congregations.

The fundamental 'step up—step down' approach pioneered at Graceville 50 years

ago remains at the heart of contemporary mental health care. Today, Graceville helps many people in many ways—drawing on a range of evidence-based practices and continuing a traditional commitment to personal outcomes and wellbeing. Graceville also provides a rewarding workplace for more than 120 highly qualified and passionate staff.

Around 100 people attended the 50th anniversary celebrations at Graceville, including members of the St Luke's Nambour congregation, which has played such a vital role from Graceville's very beginning.

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# OUR VALUES IN ACTION

# EMPOWERMENT

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

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## Full house at Alondra

We are delighted to report that Alondra Residences is now fully sold. The 52 apartment, 7 storey Alondra set a new standard for retirement living, and took Lutheran Services to exciting new heights, when it opened in late 2019. By early 2022, all available apartments had sold—a considerable achievement in a challenging and highly competitive market.

Now more than ever, Alondra is humming with life and vitality. The building is home to more than 70 residents and employs two concierges and a building manager. The café has new operators, relaunching as Crema and Cream in 2022—a cosy trattoria with all food lovingly made in-house, cakes to order, catering, functions and a range of providore pantry essentials. And to work off those extra calories, Alondra now has a dedicated gym across the road!

## Nurse Practitioner model enhances health support

Lutheran Services completed a trial of the Nurse Practitioner model of care—a Registered Nurse with Masters-level qualifications and greater clinical capabilities—at Salem/Northridge in Toowoomba and Tabeel in Laidley.

Led by our own Nurse Practitioner, Melanie Wagner, the pilot program supplemented GP care through a collaborative care model, demonstrating multiple benefits for residential aged care:

- more timely access to health care
- reduced GP burden and hospitalisation
- improved health outcomes for residents
- improved communication with residents and loved ones
- new opportunities for staff training
- new career opportunities for nursing staff
- improved management of organisational risk
- cost neutral financial performance.

Building on the success of the pilot, we will seek to expand the program, recruit more Nurse Practitioners and encourage more nurses to continue their education and training to pursue this rewarding and valuable qualification.



## Strengthening community connections for elders

Our Moving Moments program has connected many people in recent years, bringing together elders living independently in the community for a range of regular activities and events—including fun-filled play dates with local pre-school kids. Delivered in Biloela, Buderim, Caloundra, Gympie and Hervey Bay, Moving Moments has built new friendships and strengthened community connections.

This year, Moving Moments has broadened its scope to further embrace a range of educational and personal development activities promoting health, wellbeing, cultural appreciation, carer support and fraud prevention.

One shining example: each week our Biloela group gets together at the local TAFE campus to help adult migrant English students practise their conversational skills.

Our elder participants have formed strong bonds with students from Sri Lanka, Myanmar, South Korea, Brazil, Thailand, Ukraine and Indonesia. Participants and students alike have found great value in sharing their respective knowledge, skills and culture—making friends with people they wouldn't otherwise meet and building new connections in a vibrant and diverse community. Local community groups raised funds to support our presence and program in Biloela.



## Making sound connections for young people

Intercept Youth and Family Service at Caboolture has developed a creative engagement program for young people, promoting personal development and social interaction through music and sound.

The Sound Connections Music Program brings together aspiring young musicians and sound artists under the guidance of a professional musician in a series of creative development workshops.

The project explores creative self-expression and connection with others through lyric writing, instrument playing, singing, recording, sampling and beat making. It provides a safe and welcoming

stage for young people to come together to explore interests, develop skills and build confidence—creating music and making friends.

Sound Connections has attracted funding from the Regional Arts Development Fund and Caboolture Community-Based Crime Action Committee.

Our annual Lenten Appeal contributed funds to purchase musical instruments and equipment for the program.

Sound Connections is now a strong fixture in the youth and cultural development landscape in the Caboolture region and continues to evolve throughout 2022.





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## Better food and dining for aged care

Our Happy Table program continues to champion good food and nutrition for our aged care residents, while celebrating and elevating the dining experience.

The program is delivered in collaboration with the Lantern Project—a national initiative devoted to raising the bar for food, nutrition and the mealtime experience in aged care. Happy Table builds upon our traditional commitment to good food freshly prepared onsite.

Malnutrition is a major challenge for the elderly, particularly those in residential aged care where around half (national average) are malnourished or at risk of malnutrition. Among the serious health implications are a weakened immune system and increased frailty, hospitalisation and risk of falls.

In our first year delivering Happy Table across our aged care sites, we recorded a 20% improvement in resident nutrition plus significant increases in reported quality of life. Happy Table has helped us to deliver improvements across all eight Aged Care Quality Standards and we are above the industry average in performance in each area.

Observational assessments around mealtimes reveal further improvements in the dining experience. Our kitchen and dining staff report that residents are sticking around for longer after meal—lingering in the dining room, enjoying the space and each other's company. In fact, some are still there when the next mealtime comes around. That's why we call it 'Happy Table'.

In an investigative report on food in aged care on ABC TV's 730, our Zion in Nundah was presented in a glowing light—demonstrating how aged care food and dining can be done well. ABC Radio National's Breakfast program subsequently presented a positive story on Happy Table.

Happy  
Table





## Building launchpads for bright futures

The Intercept Youth Justice Education and Training (YJET) program encourages and supports young people aged 14 to 17 to improve their literacy and numeracy, and build the skills that will help them in work and life.

The program receives referrals from Caboolture Youth Justice and several local high schools. In the past year, 30 YJET participants successfully completed more than 100 education and training modules—from foundation English and maths to pre-employment programs, small business courses and certificate II qualifications.

Many of the young people leave YJET seeking further education or employment.

Caleb Mundy (L) is now a full-time chef apprentice and Tua Kamoriki (C) has secured a paid internship.

For the first time this year, a YJET participant was awarded a \$1000 bursary—in recognition of outstanding commitment and in support of continuing vocational development. Danii Rowe (R) was the inaugural recipient.

The inaugural Geoff Wells Spirit Bursary was established by Intercept and named in honour of the Caboolture Youth Justice Manager—a longstanding advocate of the YJET program. Building on the outstanding success of YJET in the Moreton Bay Region, Intercept is seeking government support to expand the program to new regions.

# Purpose through employment

Rain, hail or shine, every Thursday Dennis Oliver walks the kilometre or so to his job washing cars at Cricks Nambour.

“I enjoy being able to make friends and work in a friendly environment,” he says.

Dennis lives in disability support housing at Graceville Centre and has been a keen employee with Compass services for more than 10 years. He also works at Compass Farm, where he grows and harvests organic produce.

Graceville Centre Team Leader Daniel Puttlitz said Dennis has a stellar work ethic. “He always shows up on time, usually early, and never calls in sick and has a great sense of humour. Doesn’t that sound like a great team member!”





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## OUR VALUES IN ACTION

# GRACE

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

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### Supporting aged care communities in new regions

Our Wellbeing and Positive Ageing program continues to take our care and support to new people in new places. Now in its second year, the innovative program delivers mental health support services, counselling and therapies to residential aged care communities in Wide Bay and Central Queensland. The initiative has enjoyed excellent uptake and feedback from providers, participants and the Primary Health Network, with funding renewed to continue the program. The program provided support for 462 people throughout the year.

*Wellbeing and Positive Ageing* is delivered by a team of four mental health clinicians in Bundaberg and Rockhampton, with administration and support from Graceville in Nambour. An important aspect of the program is increasing mental health awareness among aged care staff, while providing a timely support service for residents. The program demonstrates an exciting integration of two of our core service areas, while sharing our expertise with other providers in regions new to Lutheran Services.

### New home for Trinity on the Gold Coast

Our Trinity Disability Service has relocated to larger, more flexible and more accessible premises in Railway Street Southport. The new Trinity comprises several multi-purpose spaces, a community kitchen for sharing food preparation and nutrition activities, much-needed office space, areas for staff training and professional development, a base for Trinity vehicles, and a highly visible presence for Trinity and Lutheran Services in the local community.

Trinity staff now have the space to explore new opportunities and activities for clients, such as creative and lifestyle programs. The new location provides greater convenience for clients being close to transport and other services and attractions.



## Keep on dancing!

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.

Artistic director Angela Chaplin, our own Clare Apelt and the Lutheran Services creative programs team have been dancing with the concept and project in various forms since 2017. To date, If Only I Could... has taken the stage at 4 of our aged care services, danced with 150 of our residents and performed to the thunderous applause of hundreds of people.

A public performance was staged at the Judith Wright Centre of Contemporary Arts in 2018.

In the past year, If Only I Could... was workshopped, rehearsed, produced and performed with our Tabeel Aged Care in Laidley, involving 20 residents and 7 professional and supporting dancers, along with a choreographer and audio visual technicians. Rehearsals were held at the Old Museum and Merivale Studios, culminating in two public performances at the Laidley Cultural Centre to some 150 people.

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## Celebrating the colourful lives of our elders

A Colourful Life is a creative engagement program for aged care residents of all cognitive and physical abilities. Developed by the Lutheran Services Creative Programs team, A Colourful Life celebrates long lives lived to the fullest.

The 12-week program invites participants to reflect upon their colourful lives, sharing experiences enjoyed and wisdom gained. Workshops involve sharing music, photos, sounds, objects, poetry, art, craft, dance, games and storytelling.

Residents say they enjoy sharing experiences and learning about each other. Staff report increased participation, engagement and connection. Building upon the success of the pilot program delivered in 2021, A Colourful Life has now been extended to all aged care sites from 2022.

## Building experience in palliative approach

The Program of Experience in the Palliative Approach (PEPA) is a Department of Health initiative to provide dedicated education and training in palliative care for the health workforce. PEPA aims to enhance the capacity of health professionals in the palliative approach through participation in clinical placements and interactive workshops.

The PEPA program was trialled at Immanuel Gardens with excellent feedback from participants. PEPA training will now be delivered across all of our aged care sites. The program will be accessible to all aged care staff, with participants receiving CPD points.

By implementing the PEPA program, our aged care services will further enhance our quality of palliative care and support.



## Our resilience and resourcefulness reach new heights!

The past year continued to deliver new challenges for our services and staff. Although the pandemic and flood events severely impacted our services and complicated our work, our staff enacted disaster management plans, responded superbly to demands and minimised potential impacts.

This image shows the Tabeel Aged Care bus during the February floods.



## Aged Care Employee Day

Messages of love received with thanks. Residents at St Andrews pen their heartfelt thoughts for Aged Care Employee Day. The feeling lasts 365 days of the year!

## Tuning into the Seniors Channel

Lutheran Services is delighted to be one of a handful of aged care providers involved in trialling a dedicated streaming platform for residential aged care communities.

The Seniors Channel seeks to cater to the unique lifestyle and wellbeing needs of aged care residents by providing an on-demand platform that delivers curated content and targeted activity programs.

Our aged care communities are participating in the beta program, providing valuable feedback to refine and further develop the platform and app.

The Seniors Channel is the brainchild of veteran seniors entertainer Julie Hogarth-Williams.

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## OUR VALUES IN ACTION

# INTEGRITY

**We act with honesty and accountability in all interactions**

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### **Welcoming Cooinda Gympie to the family**

In September 2021, Lutheran Services was appointed as the new manager of Cooinda Aged Care in Gympie. The Cooinda Management Committee had called for expressions of interest to assume the operational responsibilities of their residential aged care facility. The evolution of the aged care industry in recent years has introduced many changes and challenges—particularly for stand-alone operators such as Cooinda. The Cooinda Management Committee was therefore investigating options for negotiating these challenges and ensuring a bright future for Cooinda. Established in 1965, Cooinda is home to some 160 residents and a valued employer for more than 250 locals.

Lutheran Services felt a strong alignment with Cooinda Aged Care. We saw a wonderful opportunity to broaden our service in the region and continue Cooinda's long history and legacy of care. Our Zion Gympie Home Care and Retirement Living provided the perfect complement. After an exhaustive review, the Cooinda Management Committee chose Lutheran Services as the new manager. We were humbled and honoured to be selected.

We have now completed the transition to our care, clinical, administrative, governance and IT systems. All Cooinda staff are now on our enterprise agreement, delivering improvements in pay and conditions. We carefully managed

and communicated the transition to all Cooinda stakeholders and the local community. We are pleased to report the change has been well received. Cooinda continues to operate with the same name and familiar faces. We are introducing improvements and new offerings—extending our signature initiatives in chaplaincy and pastoral support, food and dining, lifestyle and creative program—to make Cooinda an even better place to live and work in the future.

### **Celebrating creativity and community**

The Graceville Art Festival celebrates creative expression, participation and community collaboration. The festival was enthusiastically supported by the St Luke's Church congregation, Sunshine Coast Council and more than 20 local businesses and community groups.

Members of the public were invited to participate in a wide range of events, including painting, drumming and line dancing workshops, a weekend market and Sunday worship on the green. The signature art exhibition, showcasing the unique works of more than 50 artists from Graceville and the local community, was on display at St Luke's Church for the duration of the festival.

The Graceville Art Festival brought many people together to appreciate the joy of creating and sharing art in its many forms, and the wellbeing and togetherness fostered.

## A truly great place to work

Lutheran Services is a wonderful place for great people to do important work. We strive to create a rewarding work culture, build new career opportunities for our staff, and attract more great people to help us deliver our services—realising our vision to be an employer of choice.

But what do our staff think? To help us better understand our work culture, we conducted an employee engagement survey. More than 1000 people took the time to tell us what they think about working for Lutheran Services. Around 70% said Lutheran Services is 'a truly great place to work'. And more than 400 people wrote a personal and confidential message to our CEO. Admirable results and valuable feedback. The findings were shared with all staff. Teams received

specific feedback to build action plans. As an organisation, these findings will shape future workplace initiatives.

Our staff retention also speaks volumes. Around a third of our staff have been with us for more than 5 years, while a very special 3 have notched up 40+ years!

Our 'Grow Your Future' initiative was developed in response to the growing need for personal carers in aged care. We sought out those special people who have the passion for aged care work, but lacked the qualification. The program combines paid work while undertaking a Cert III in Individual Support—and a permanent job at the end of it. We recruited around 60 wonderful carers. It's been such a success, we're now exploring similar initiatives for other areas.



## Creating a new refuge

Building on the great value and success of our Mary and Martha's Refuge, and in response to growing need in the community, Lutheran Services received \$3.8 million funding under the Commonwealth Government's Safe Places Emergency Accommodation Program to develop a new domestic and family violence refuge.

Containing eight accessible units varying in size from one to three bedrooms, the new refuge will create a safe, supported and social place to rebuild lives and relationships.

A community-oriented environment is at the heart of the design. The development will comprise enclosed yards, community vegetable garden, sensory garden and playground.

A communal activities room and kitchen provide venues for workshops, social interaction and preparing and sharing meals.

Construction of the new refuge is due for completion in late 2022.



## Some recent comments from women rebuilding their lives at Mary and Martha's

"I've been in nine different refuges over the last 18 months and this is the first time I've felt safe."

"I have no words to explain how grateful my daughter and I are. There are still people and organisations that care."

"Thank you for all that you did and continue to do. My kids and I are forever in your debt. I hope you know how much difference you make in other people's lives. Changing lives one family at a time."



## Generous donation creates magic at Zion

The Tovertafel or ‘magic table’ is a brilliant piece of Dutch ingenuity that uses interactive light projections to stimulate cognition, activity and interaction. It was designed to provide ‘purposeful play’ as an aid for people living with cognitive challenges, such as dementia, intellectual disability or developmental disorder. First produced in the Netherlands in 2015, the Tovertafel can now be found in more than 6,000 care communities worldwide—including our very own Zion Aged Care in Nundah!

The Tovertafel had long been on the wishlist at Zion, but price was a barrier. So they started a fundraiser, which caught the attention of an Alondra resident named Deb. Deb is pictured above with the enthusiastic users of the Tovertafel at Zion.

“I read about Zion’s fundraising for the Tovertafel in their newsletter,” Deb explains. “I thought it was a great idea and saw the value. They were so passionate about it and were working so hard to fundraise, but the price kept going up faster than they could raise funds! So I thought here’s something I can contribute to that will make a real difference. And it has! It’s great to see the Tovertafel in Zion. It’s so lovely to watch everyone using it. They’re so engaged, it’s fantastic!”

Thank you Deb!

Another amazing example of how our donors big and small make such a difference.

# 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



**Jennifer Danslow**  
Secretary



**Andrew Spyropoulos**  
Vice Chair



**Pastor Mark Brinkmann**  
Member



**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.

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



**Nick Ryan**

Chief Executive Officer



**Tricia Davis**

Executive Lead, Customer,  
Marketing & Product



**John De Angelis**

Executive Lead,  
Property & Assets



**Charles Grady**

Executive Lead,  
Corporate Services



**Bryan Mason**

Executive Lead,  
Aged Care Services



**Chris Seiboth**

Executive Lead,  
Community Services



**Kerrie Storey**

Executive Lead,  
Governance & Quality

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# FINANCIAL PERFORMANCE

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**Lutheran Services' revenue increased by 17 per cent to \$144 million in the 2022 financial year. Contributing to this growth were the acquisition of the 164 bed Coinda Aged Care in Gympie, plus expansions in service provision, particularly in the areas of home care and other community wellbeing programs.**

An overall loss of \$3.9 million was recorded—an increase on the previous year, however the organisation continues to work towards a return to surplus. Costs increased on the previous year by \$22 million, largely due to increases in staffing costs associated with the Coinda acquisition and growth in service provision. Expenditure throughout the year was further challenged by several external factors—the pandemic, two major weather events and economic volatility associated with global conflict.

Our earnings before interest, tax, depreciation, and amortisation were \$7.1 million, contributing to future cashflows. The balance sheet grew by \$39.7 million, largely due to the Coinda acquisition. The cash position of the business remains strong, embedding potential for further growth opportunities.

Lutheran Services undertook multiple significant investments and initiatives throughout the 2022 financial year, including:

- Coinda acquisition
- major refurbishment works at our residential aged care services, including Immanuel Gardens, Zion, Wahroonga, Salem, Tabeel and St Andrews
- construction of a new domestic and family violence refuge funded by a Commonwealth Government grant
- conducting a strategic property portfolio review to inform our ongoing redevelopment and capital deployment strategy
- reframing our project methodology and enterprise resource planning to better support future growth
- preparing for a major overhaul of the aged care funding model with the introduction of the Australian National Aged Care Classification in October 2022
- preparing to change the Lutheran Services governance model to a company limited by guarantee.

Through this ongoing commitment to our growth and development as an organisation, Lutheran Services is well positioned to continue to serve more people in more regions in more ways.

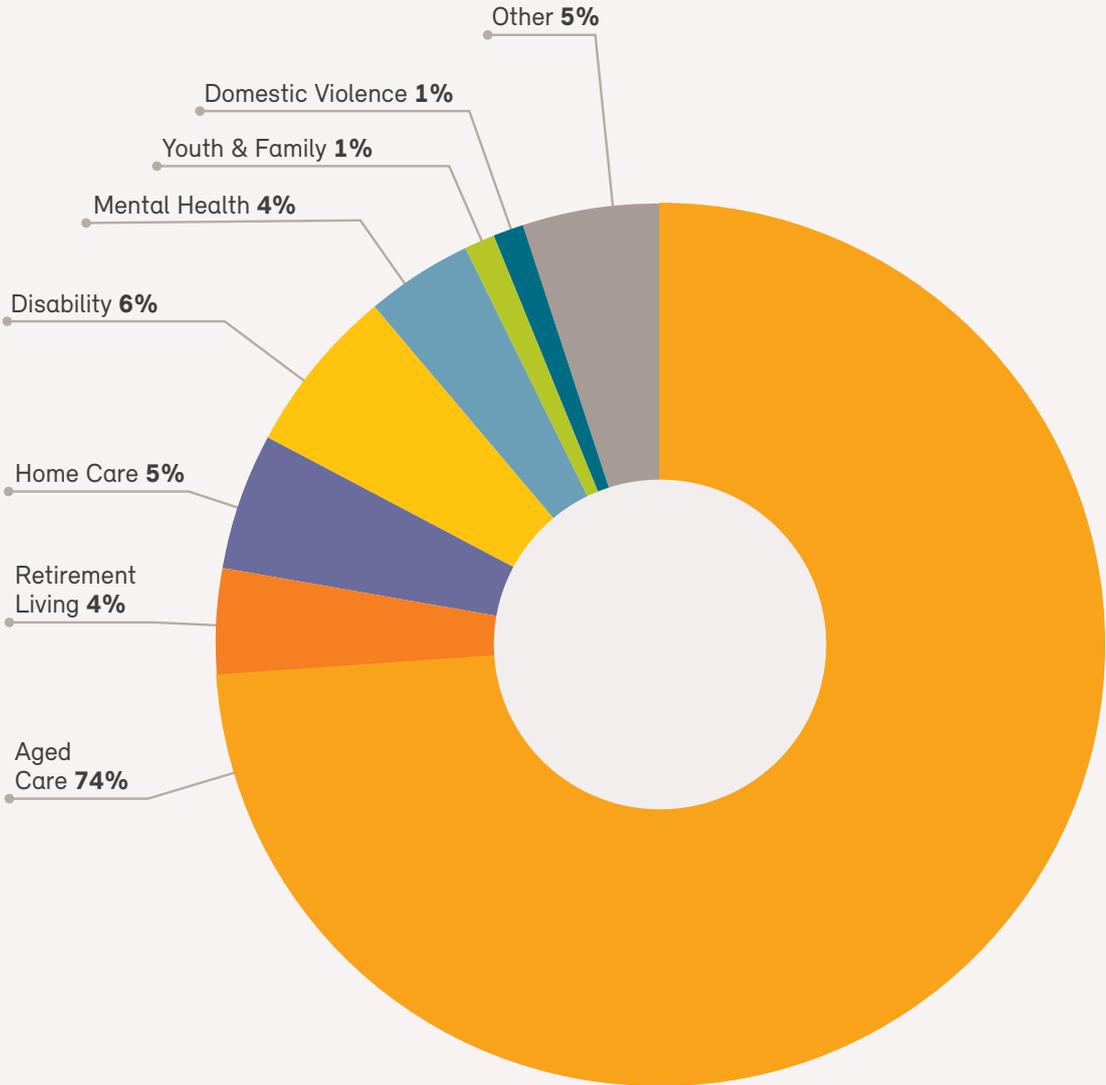




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# Revenue



<b>FINANCIAL RESULTS (\$ MILLION)</b>	<b>2022 FY</b>	<b>2021 FY</b>
<b>REVENUE</b>		
Medicare/Residential Aged Care	81.4	71.2
Resident Fees	23.3	20.0
Government Grants	8.8	7.1
Retirement Living – Deferred Management Fees	2.7	2.1
Home Care	7.4	5.2
NDIS/Disability Support	10.8	10.2
Interest (including Bonds)	(3.7)	3.4
Donations	6.5	0.1
Other	6.7	4.2
<b>TOTAL REVENUE</b>	<b>143.9</b>	<b>123.5</b>
<b>EXPENDITURE</b>		
Staff costs	107.7	89.3
Care costs – food, dining, clinical, pharmaceutical	9.1	7.2
Premises costs, utilities, repair and maintenance	7.5	6.7
Administration costs	9.5	7.8
Depreciation	10.6	10.2
Other	3.4	4.5
<b>TOTAL EXPENDITURE</b>	<b>147.8</b>	<b>125.7</b>
<b>DEFICIT</b>	<b>(3.9)</b>	<b>(2.2)</b>

**Notes**

- Interest loss: fair value movement in investment portfolio.
- Donation increase from cash donation on acquisition of Coinda Aged Care.

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# 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 2022 financial year.

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- Lutheran Church of Australia Queensland District
- Lutheran churches and congregations
- Lutheran Education Queensland schools and colleges
- 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
- Central Queensland, Wide Bay, Sunshine Coast PHN
- 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
- Arts Queensland
- Queensland Performing Arts Centre
- Regional Arts Development Fund
- Logan City Council
- Moreton Bay Regional Council
- Somerset Regional Council
- Sunshine Coast Council
- ACT for Kids
- Alannah & Madeline Foundation
- Altitude on Montville
- Aquaduck
- Baby Give Back
- Beerwah, Burpengary, Caboolture, Dakabin, Kilcoy, Morayfield, Narangba Valley and Tullawong State High Schools
- Beyond DV
- Biloela Dementia Action Alliance
- Board of Benevolence Community Fund
- Body and Mind Mechanics
- Brisbane Domestic Violence Service
- Brisbane Housing Company
- Brisbane Lord Mayor's Charitable Trust
- Buderim Pharmacy
- Bunnings Cannon Hill
- Bunnings Maroochydore
- Buranda Housing Service Centre
- Caboolture Community Based Crime Action Committee
- Caboolture Senior Citizens



- Callide Dawson Special Needs Support Group
- Challenge DV
- Coles Nambour
- Combined Women’s Refuge Group
- Daisy Chain Scrapbooks
- DV Connect
- Ending Violence Against Women Queensland
- Foodbank
- Friends with Dignity
- Ginger Factory
- GIVIT
- Good Shepherd Australia
- Hand Heart Pocket | The Charity of Freemasons Queensland
- Ipswich Lutheran Bargain Centre
- Lifecity Church Brisbane
- Lonely Boot Creations
- Mangrove Housing
- Mercy Community
- Micah Projects
- Nambour Heights Butchery
- Nambour RSL
- Open Haven
- Popeye Disability Service Japan
- Prince of Peace Women’s Fellowship Everton Hills
- Red Rose Foundation
- Redcliffe Youth Space
- RiseUp Australia
- Ropeley Lutheran Women’s Guild
- Rotary Club of Ashgrove
- Rotary Club of Biloela
- Rotary Club of Caloundra Pacific
- SecondBite
- Share the Dignity
- SleepSafe – StreetSmart Australia
- St Matthew’s Women’s Fellowship Goombungee
- Styling Station Milton
- Sunshine Coast Agricultural Show Society
- Sunshine Coast Punjabi Welfare Association
- Thread Together
- Trinity Women’s Guild Boonah
- Wellsprings Community Hub
- Women’s Health & Equality Queensland
- Woolworths Nambour
- Zephyr Education
- Zion Women’s Guild Minden
- Deb Argæet
- Helen and Marcus Benesoczky
- Kohn Family in memory of Elvira Kohn
- Staff of Queensland Department of Resources
- Staff of Lutheran Services Support Centre

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# AND A BIG THANK YOU

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A big thank you to the many individuals who support our annual Lenten Appeal—this year benefitting Intercept’s Sound Connections program, Mary and Martha’s Refuge, hospital chaplaincy and our many other services.

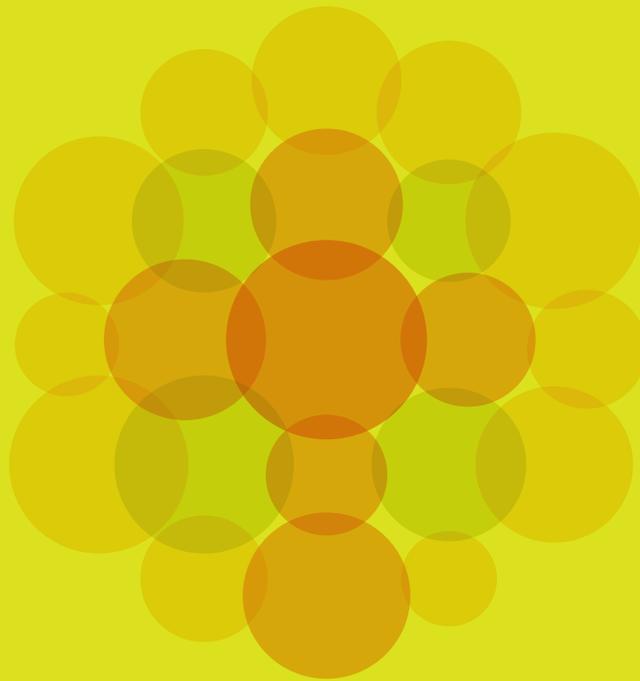
Thanks also to our many suppliers and contractors, who regularly go above and beyond.

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

Finally, the biggest thank you to all our staff. In another big year, you never lost sight that our residents and clients are at the centre of all we do.

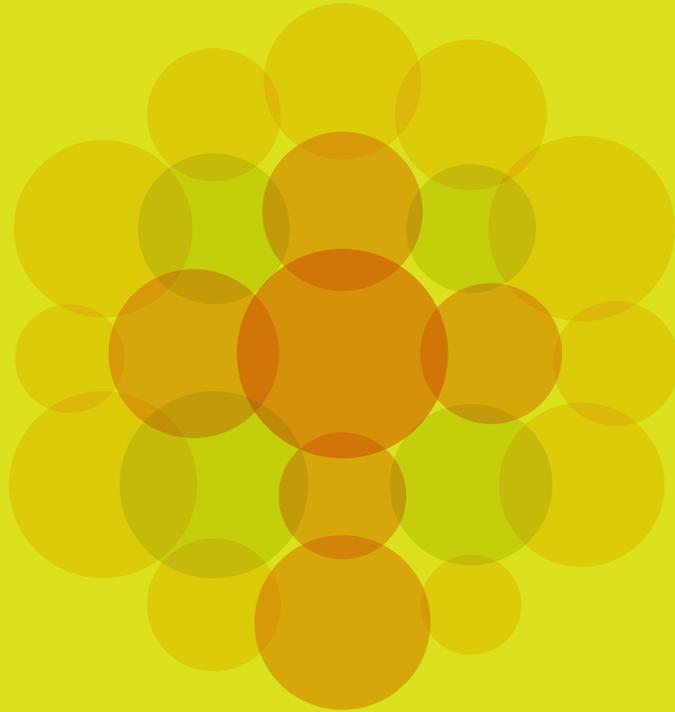
Your strength and support help us to do what we do.





### **Feedback**

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



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Services**  
*There for you*

 **LUTHERAN  
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