

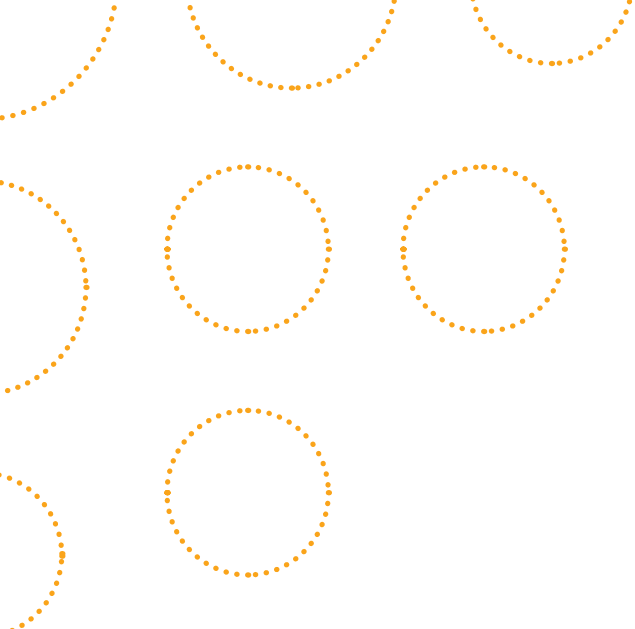
ANNUAL
REPORT

20
24



**Lutheran
Services**

There for you



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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Cover image: A scene from our brand video featuring many of our wonderful residents, clients and staff – the perfect demonstration of the service and care we provide. See page 38.

Published November 2024

Lutheran Services exists with a purpose: to serve. We do this because God's presence in Christ brings the Christian faith into the fabric of daily life.

This reflects the core mission of Lutheran Services as an extension of the Lutheran Church, exemplifying and expanding the church's life and mission in tangible ways within our communities. The extensive range of services offered today is a testament to the vision and dedication of our founding congregations.

At Lutheran Services, we strive to embrace everyone in our community, just as God welcomes all. The biblical witness reminds us of God's unwavering love and care for all people and the hope He promises. This profound truth is the foundation of our every action: we serve because God first served us.

I want to express my deep gratitude to the many staff members and volunteers who represent Lutheran Services in their work. This annual report is a reflection of their commitment and service, and a testament to the impact they have on our mission. May it be a reminder of God's enduring and boundless love for each of you and for all people.



A handwritten signature in white ink, consisting of a stylized 'M' and 'V' followed by a horizontal line.

Dr Mark Vainikka
Bishop, Lutheran Church of Australia Queensland District

Chair's foreword

On behalf of the Council for Lutheran Services, it is an honour to present this report on a successful year of consolidation and capacity building. We served more people in more places. We employed more people in doing so. We attracted more revenue and returned a stronger surplus. Above all, we strengthened our foundation for doing more and delivering better service in the future.

My thanks and congratulations to our CEO and Executive Team for their steadfast stewardship, and to our 2,000+ staff for everything they do every day of the year. My deepest gratitude to the 115 volunteers who contributed some 17,000 hours of service to our communities throughout the year.

Thank you to my fellow Council Members for their service, dedication and hard work. We too are volunteers. It is a privilege to work with such a highly qualified and committed group of professionals. We are delighted to welcome Anna Renner to the Council. As a Registered Nurse, Anna brings valuable clinical experience and insight. We thank retiring Council Member Lyn Schultz for her customer-focused service and contribution over the past three years.

As Council Members, we appreciate our considerable responsibilities and we strive to provide the effective governance our customers, stakeholders and staff need and deserve. We all undertake internships at our sites – to meet the people we serve, hear their thoughts and gain firsthand experience of our service.

I recently completed an immersion at Mary and Martha's – our domestic and family violence refuge and support service. It was an eye-opening and heartwarming experience. It is inspiring to see how our team members handle such delicate and challenging work, with such care for our families and such support for each other, and the life changing benefit they deliver. It touches my heart to see the community support M&M attracts, including the items donated for our families and the funds contributed through our Lenten Appeal.

I was honoured to attend the official opening and dedication of our new Safe Places refuge earlier in the year. In the following pages, you can hear the heartfelt thoughts of our Domestic and Family Violence Manager. You can also hear from key staff from across the organisation as they discuss our major initiatives and achievements over this auspicious past year.

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

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



Dr Leena Vuorinen
Chair, Council for Lutheran Services

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. Leena is General Manager, Ageing Well at Deaf Connect.



"I see myself as a member of a team that is maintaining a long legacy and building a strong foundation for delivering valuable work in the community and for those in need. We all play a part. We share the same vision, values and goals. It warms my heart to see the benefit we deliver for the individuals, families and communities we serve." Leena

CEO's report

Lutheran Services is an organisation with a proud legacy of delivering services for our communities and people in need.

With growing demand, increased competition and a challenging and constantly changing human services environment, it is vital that we strengthen our capability, enhance our services and build a strong foundation and framework for growth. By doing so, we are well placed to continue the legacy of those who founded our services in the decades to come.

This year we served more than 6,000 people and employed more than 2,000 staff. We delivered our second consecutive surplus – \$8.4 million – considerably stronger than last year. We grew our revenue by 19% to \$192.3 million. We contained costs through improved management and administration.

We redefined our Model of Care and Service to embrace all that we do and set a benchmark for our customer experience. We built a foundation of contemporary administrative procedures and IT systems that streamline work for our frontline and support staff. We strengthened our position as a respected provider and employer of choice.

Every day, we celebrate and articulate the 'Lutheran' in Lutheran Services, to better define for our stakeholders and staff the vision, values and origins of our organisation. As a not-for-profit organisation, we reinvest in the people we serve and those who deliver our service.

Through client and resident forums, we hear the voices of those we serve and use their feedback to plan and improve. Through onsite immersion experiences, our Council and executive team members experience our organisation as our clients and residents do. I recently completed another immersion, this time at Cooina Aged Care in Gympie. The insights gained and connections built are invaluable.

Our goal is to sustainably grow so we can serve more people in the future, whilst building on our legacy to deliver the highest quality service in response to community need.

Over the past year, we have made great progress in strengthening our business, streamlining our systems, building our capability and exploring our potential. We are now well positioned for sustainable growth. We have the platform and vision to pursue new opportunities.

In the following pages, you will see the faces and hear the voices of those who lead our organisation and manage our many services. They share stories of great progress and achievement across a year of transformative change for our organisation and the sectors in which we operate.

It is a privilege to work with such a capable and closely aligned team of people delivering such valuable work.

Rich blessings.



Nick Ryan
Chief Executive Officer



***"There are two basic roles in our organisation – we either provide frontline service or we support and add value for those who do. For me, as chief of supporting and value adding, it's incredibly rewarding to build an organisation and create an environment where people can thrive, do their best work and deliver exceptional service."** Nick*

About Lutheran Services

We exist to serve

Lutheran Services is one of Queensland's longest established and most diverse human services 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.

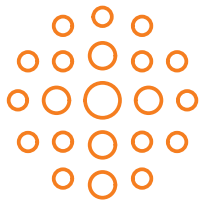
Together with the congregations that founded us, we've served the people and communities of Queensland since 1935. We draw on a rich Lutheran tradition of care where all are welcome.

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 2,000+ dedicated people served more than 6,000 Queenslanders across some 25 sites.

We put the wellbeing of those we serve at the heart of all we do, supporting people to live to their potential and feel positively about life, all things considered.



Our identity

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



Our purpose

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



Our vision

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

Our values

Innovation

We work together to continuously improve our services.

Empowerment

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

Grace

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

Integrity

We act with honesty and accountability in all interactions.



*The individuals, families
and communities we serve
are the reason we exist.*

Our service reach

Retirement Living, Residential Aged Care & Home Care

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

Community Services

15	Bridges Reconnect Woodridge	●
16	Graceville Centre Nambour	● ●
17	Intercept Caboolture	●
18	Karawatha Community Woodridge	●
19	Keystone Centre Woodridge	●
20	Mary & Martha's & Safe Places Refuge Brisbane	●
21	Somerset Fernvale	●
22	South Burnett Kingaroy	●
23	Trinity Southport	●

Service Stream key

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



Redevelopment reimagines aged care

Immanuel Gardens, Buderim

Stage one of a major refurbishment program creates 20 new resident rooms and new spaces for residents, families and visitors to enjoy.

See page 41





New direction for young people

Intercept Youth & Family Program, Caboolture

A \$300,000 grant enabled Intercept to continue its Compass program in the Moreton Bay region for another 12 months.

See page 33

Bundaberg

13 Gympie
2

Sunshine Coast

4 22
Kingaroy

Nambour 16
Buderim 3
Caloundra

Caboolture 6
17

21 Fernvale
8
Nundah 14
1
Brisbane

Toowoomba 7

9
Laidley

11 Woodridge
15
18

Boonah 10
Southport 23
Tallebudgera 5
Gold Coast



New refuge opens

Mary and Martha's, South-East Queensland

A new domestic and family violence refuge opened providing a supportive and sociable place for women and their children to rebuild their lives. The new development comprises eight self-contained units, playground, veggie patch, sensory garden and spaces for socialising and sharing meals.

See page 29

2024 highlights



6,000+
people we served

2,000+
people we employed

25



sites served throughout
metro, regional and rural
Queensland communities



115

volunteers
contributed **17,000**
hours of service



761

older people
received in-home
support services



1,332

people living in
residential aged care
96% occupancy –
above national average



397

retirement living
households
97% occupancy –
above national average



355

people with a disability receiving services and supported accommodation

479

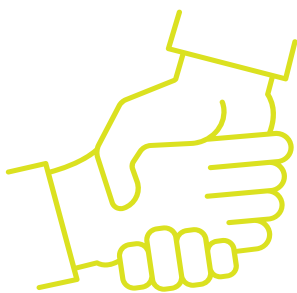
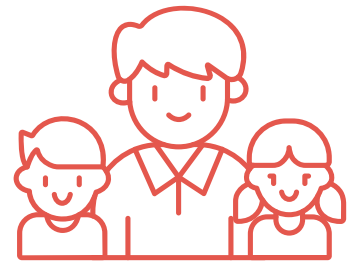
aged care residents receiving **mental health support** in Central Queensland and Wide Bay

455

people experiencing mental health concerns receiving support services, therapies and supported accommodation

1,410

young people and their families/carers participated in support programs



512

older people participated in community and wellbeing programs

112

women and children gained safe haven and support to rebuild their lives



\$8.4m

profit

\$8.0m

invested in enhancing our communities



Realising our Strategic Plan 2025

We are delivering on the objectives of our Strategic Plan 2025
– to ensure our whole organisation is aligned in delivering services and support that encourage those we serve to live their best possible life.

Our services

Encouraging meaning, purpose and connectedness

- ✓ Deliver high quality, commercially robust, innovative service offerings that meet customer needs

See pages 14 and 24

- ✓ Articulate and celebrate our Lutheran identity

See page 34

Our people

The heart and soul of our organisation

- ✓ Attract, manage and retain high performing and committed employees

See page 36

- ✓ Create safe, healthy workplaces and communities

See page 40

Our organisational capability

Enabling us to serve well

- ✓ Our ICT infrastructure, architecture and hardware will enable the business to efficiently deliver its services

See page 42

- ✓ Create effective partnerships that improve stakeholder outcomes

See page 40

- ✓ Be a trusted brand in the market

See page 38

- ✓ Strengthen our corporate sustainability

See pages 40 and 42



OUR SERVICES: AGED CARE AND QUALITY

Caring for our elders

Over the past year, we provided residential aged care for 1,332 people, in-home support services for 761 older people, community health and wellbeing services for 512 older people and retirement living for 397 households across multiple sites throughout Queensland. Our greater than 96% occupancy is well above the national average.

Positive change continues to flow from the Australian Government's aged care reforms, as together we strive to deliver care and support of the highest quality. In an environment of narrow margins and stringent regulatory demands, we strive to continually improve the care we provide and the way we work – to advance the quality and sustainability of our aged care services.

We have now implemented My Health Record across all our aged care services. (See the following story.) Our organisation's new Model of Care and Service has strengthened our client-centric approach, shaping everything we do.

While we have always sought to do more for our residents, our new "Make My Day" Additional Services program makes delivering more benefits and choice more sustainable for Lutheran Services.

In response to the new governance responsibilities for aged care providers, we established an organisation-wide Consumer Advisory Committee. This strengthens connections between our organisation and the residents, clients and families we serve.

We continue to build on our foundation of clinical and service delivery excellence. We have appointed a Chief Clinician and expanded our Nurse Practitioner Program across four sites. We are conducting industry benchmarking to assess how we can further improve.

We are moving beyond compliance to build service and quality management systems across all our aged care services that enhance quality of life.

We continued to progress and grow our home care service throughout the year, as we prepare for the Australian Government's new Support at Home initiatives in 2025. We are building upon our retirement living sites and services to emphasise lifestyle and wellbeing as well as accommodation and community. We are building upon the creative and lifestyle programs that are a distinguishing feature of Lutheran Services.

You can read more about our initiatives and achievements across aged care, home care, retirement living and creative engagement in the following pages.

Tricia Davis
Executive Lead – Aged Care and Quality



residential aged
care for
1,332 people



in-home support
services for **761**
older people



community health
and wellbeing services
for **512** older people



retirement
living for **397**
households



My Health Record

My Health Record is an Australian Government initiative that draws together clinical information from health care providers and Medicare.

Lutheran Services has implemented My Health Record across all aged care sites and services, providing our nursing staff with secure online health information to review and contribute to our residents' records.

This ensures the most up-to-date health records are available to our care staff and all health care professionals.

Clinical information can be uploaded by doctors, pharmacists and other clinicians. Advance care planning documents can also be uploaded.

This helps to:

- save time in transfer of care in emergency situations
- validate clinical information
- avoid duplication of tests and diagnostic imaging
- improve continuity of care
- inform end of life care.

"I love working for this organisation. There's a genuine commitment to serve – from the execs to those who deliver our care. Our staff never cease to amaze me with their shared commitment, their energy and enthusiasm, and their support for each other. Every day we're delivering new ways to support people to live a good life." Tricia

Residential Aged Care

Our occupancy rates for residential aged care are among our highest on record and well above the national average. Throughout the year, all Aged Care Quality and Safety Commission reaccreditation assessment contacts were successful, with no identified non-compliances.

We are working hard to ensure we remain on track with the new Australian National Aged Care Classification system and proactively plan for the future to have the best balance of care and support for our residents.

We have a longstanding commitment to individual care and the central role of registered nurses in residential aged care. We wholeheartedly support the Department of Health and Aged Care's mandated care minutes and 24/7 registered nurses.

We are above the national average in the Australian Government's new Star Ratings system for residential aged care. The majority of our sites have a four star rating.

Our "Make My Day" Additional Services program is shaping how we can continue to deliver more for our aged care residents – to enhance wellbeing and make residential aged care more like home. Additional Services are items above and beyond the base level of care funded by the Australian Government – the little extras that brighten days for our residents. Piloted at Coinda and Immanuel Gardens, the program was well received by residents and is now being implemented at St Andrews, St Paul's, Wahroonga and Zion, with all remaining sites to follow.

Our Happy Table food and dining initiative continues to go from strength to strength, and has now been rolled out to all sites. We continue to work with dietitians and other allied health practitioners to further enhance Happy Table.

Innovative technology like PainChek is helping us strengthen our clinical care. (See the following story.)

Gill Strachan
General Manager – Aged Care



96% occupancy –
above national average



respite care services
for **362** people



11 communities from
Kingaroy to Toowoomba



majority **4 star rating** –
above national average



360,000+ days of
residential aged care



16 new
graduate nurses



Flagging pain for those who can't

PainChek uses facial recognition technology to help identify, follow up and manage pain for aged care residents.

The groundbreaking Australian technology is now being used in aged care and hospital settings worldwide. Lutheran Services was involved in early trials of the new technology in aged care. The developers drew on case studies provided by our clinicians.

PainChek provides an assessment tool that can be used to identify pain indicators when a resident experiences challenges in communicating their pain. We have conducted more than 30,000 pain assessments since we implemented the system in 2021.

"This is the most rewarding role of my career. Challenges and opportunities are embraced by a dedicated team of people who share a vision for what aged care should be. It's important work with many opportunities to make a difference. We strive to deliver for our residents and carers." Gill

Home Care

Our home care teams deliver a broad range of services that are greatly valued by individuals, families and communities.

Our in-home services and support provide the help people need to continue living well independently. Services include help around the house and garden, assistance with daily activities, attending appointments, nursing and health care.

We also address the challenges of isolation by hosting regular social activities and community outings. For instance, Trinder Park Allied Health Services offers social activities, as well as physiotherapy, podiatry, occupational therapy and group therapy, for many individuals in the local community.

Our home care teams served 761 older people in their homes across 11 regions throughout the year. A further 512 older people participated in our social activities, community outings and allied health services.

These services may be funded under Home Care Packages, the Commonwealth Home Support Program or as fee-for-service.

We conducted our annual client survey in early 2024. The Aged Care Quality and Safety Commission conducted an audit of our home care services in June. The positive feedback and successful audit we received confirm we know our clients well; we provide quality care and support; our workers are dedicated and valued by our clients; and we provide the help our clients need, where and when they need it.

We are now focused on improving the client management systems and technologies we use to administer these services – to enhance the care we provide to our



clients, and to enable us to deliver our services to more communities and help more people.

We have refreshed our home care brand to reinforce our established and respected service with existing clients, while providing a strong foundation for future growth opportunities. We offer our clients more than help at home. From the big jobs to the small moments and everything in between, we're here to help make life a little easier.

These enhancements to our business administration, home care model and brand are helping us to prepare for the introduction of the Australian Government's new Support at Home program commencing in 2025.

Karen Bennett
General Manager – Home Care



in-home support for
761 older people



community health
and wellbeing services
for **512** older people



home care provided across
11 regions from central
Brisbane to the South Burnett



Connecting our clients and communities

Our home care teams are responding to social isolation by bringing people together and fostering community connection, hosting regular activities and outings.

The memoir group at Trinder Park brings people together to share life journeys. Participant Mary Kameus says she values the experience and friendships formed.

"It was a great experience and one I'll cherish for the rest of my life. It was amazing how we could support each other just by listening. Once we started talking, it felt like we'd known each other all our lives."

Our home care teams are helping clients to maintain connections with their family, friends, culture and community – and build new ones.

"I value the contribution we make as a not-for-profit provider of services supporting our elders living independently in the community. I appreciate working with a group of like-minded people to help people add quality to their lives. It's valuable work we do as individuals and as an organisation." Karen

Retirement Living

Our retirement living communities are highly competitive in the market and in high demand by consumers. They're comfortable, convenient and secure. They're great communities and wonderful places to live. From Orana in Kingaroy to Tabeel in Laidley, our residents will tell you they love living here. We enjoy strong and stable occupancy – 97% this year, which is well above the national average.

By listening to our resident communities, we are developing priorities for supporting new residents and making our existing communities more rewarding. We are developing new attractions, enhancing security and creating lifestyle plans for our residents. (See the following story.)

Refurbishment and improvement programs are ongoing, ensuring our sites continue to be happy, vibrant, rewarding places to live, and remain competitive in the market.

Nundah's Alondra Residences now hosts a social enterprise café, the Cookery Nook, developed in partnership with Mercy Community. The operation provides hospitality training and career pathways for people with a disability.

Our retirement community managers are people-focused and work diligently to foster meaningful relationships with all residents. My role was established this year to oversee the operation of our retirement living sites, with a focus on building vibrant and thriving communities.

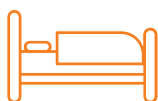
We operate 10 retirement living communities comprising a total of 354 units across 10 regional and metropolitan areas throughout Queensland. With the arrival of new residents in our units, we provided retirement living services for a total of 397 households throughout the year. We completed 29 settlements throughout the year, welcoming some 40 new residents to our communities.

Our independent living units range from cosy cottages in rural settings to high-rise apartments on the city fringe. These sites have been established over the decades with care and respect by our founders and their local communities to provide a distinctive living experience for residents.

Louise Bryant
Retirement Living Portfolio Manager



retirement living for
397 households



97% occupancy
– above national
average



10 retirement
living communities
from Tallebudgera
to Biloela



29 settlements
welcoming
40 new residents



Building lifestyle plans for our village residents

By talking with our residents about their lifestyle preferences, we are developing personalised programs that promote participation, encourage engagement and foster community.

We are developing activities and services that celebrate community and elevate health and wellbeing.

Our retirement community managers are working closely with residents to deliver these lifestyle programs, activities and services with the goal of fostering meaningful engagement and promoting personal wellbeing.

"Working with an organisation that prioritises people is indeed a privilege. Lutheran Services resonates with my values, embodying everything I believe a person-centred organisation should. It's an honour to support people and provide essential services within our community. I love what I do."
Louise

Creative Engagement

Our residents and clients are diverse in their interests and abilities – and the challenges they face. Meaningful, purposeful engagement is essential for strengthening connection and belonging, and promoting self-expression and wellbeing. Creative engagement programs are a vital part of our service communities and the care and support we provide.

Creativity can take many forms, such as art, craft, music, performance, storytelling, gardening and much more. It's about being curious and playful, and using our imagination to find new connections and possibilities. Engagement is about being meaningfully involved, where we are absorbed and immersed in activity. Applying evidence-based creative methods of engagement for our residents and clients builds capabilities, purpose and joy.

It's also about using innovative approaches to how we engage, connect, communicate and adapt everyday activities that may otherwise prove prohibitive. More than half of our aged care residents live with dementia. So we need to be creative in how we adapt our activities and deliver our lifestyle programs. One example is we are participating in groundbreaking research to support people with dementia at mealtimes. (See the following story.)

Our Creative Lifestyle teams work closely with our aged care residents to develop engaging activities that are tailored to their unique needs and interests. We also work across youth and family, mental health and disability services.



We are collaborating with arts and health advocates, community stakeholders and researchers to explore and advance wellbeing through creative engagement.

Our creative engagement programs are enthusiastically embraced by residents, clients, staff, families and friends. Over the years, we have put our aged care residents on stage at QPAC and supported our disability clients to participate in a cross cultural, mixed ability performance in Japan.

Natalija Pearn
Creative Engagement Lead



15,000+ hours of
creative engagement



**industry-leading AI dementia
research** with UniSC and UQ



2 conference
presentations



Food for thought

Four of our aged care communities are part of a groundbreaking research project that supports people with dementia to participate in mealtime and food choice decisions. Entitled “What Would You Like to Eat?”, the study uses AI generated imagery to prompt memory and record a resident’s likes and dislikes.

The project is being led by researchers from UQ and UniSC in collaboration with Lutheran Services. Phase one trials were conducted at Immanuel Gardens in Buderim, St Paul’s in Caboolture, Tabeel in Laidley and Trinder Park in Woodridge. Our aged care residents helped to develop the imagery that will be used in the program.

The research hopes to support aged care residents with dementia by sparking food memories and helping them participate in food choices, enjoy mealtimes and maintain good nutrition.

“I love working with our residents and clients, and our creative lifestyle team. It’s a privilege to work with such wonderful, passionate people doing such good work. We can truly make someone’s day.” Natalija

Caring for communities

Lutheran Services provides a diverse array of community services. This is a foundational part of our organisation and plays a vital role in the communities and regions where we serve.

Our community services address four broad areas of need. We provide support services and supported accommodation for individuals and families living with a disability. We help people experiencing mental health concerns by providing the clinical and social support they need to recover.

Our youth and family programs build positive pathways and platforms for success for young people. And we provide women and children experiencing domestic and family violence with the refuge and support they need to rebuild their lives.

Our services in disability and mental health were among the first of their kind in Queensland when they began in the 1970s. We continue to respond to the major social issues facing the Queensland communities where we operate: domestic and family violence, youth justice, housing and cost of living. We aim to be a preferred partner for governments and philanthropic organisations.

Over the past year, we have opened a new refuge and expanded our domestic and family violence support services to help more women and children. Our early intervention programs for young people at risk of entering the youth justice system have provided new direction and created new opportunities.

One of our many remarkable disability support clients competed at an international athletics competition – the only Australian among 1,500 athletes from 36 countries – and came home with two medals.

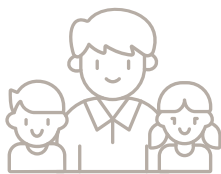
Our mental health clinicians have provided much-needed support services for aged care residents and providers in Central Queensland and Wide Bay. You can read about these achievements and more in the following pages.

As a registered community housing provider connected with a network of Lutheran parishes throughout Queensland, we are exploring new community housing, supported independent living, specialist disability accommodation and community services developments in new regions.

Chris Seiboth
Executive Lead
– Community Services



safe haven and support for **112** women and children



support programs for **1,410** young people and their families/carers



support services, therapies and supported accommodation for **455** people experiencing mental health concerns



mental health support for **479** aged care residents in Central Queensland and Wide Bay



National gerontology conference

Our Executive Lead of Community Services, Chris Seiboth, was a panellist at the Australian Association of Gerontology annual conference on the Gold Coast in November 2023.

Chris joined a lively forum discussing ageism and ageing well.

The session was recorded by ABC Radio National, chaired by presenter Natasha Mitchell and featured on Big Ideas. You can listen to the program on the Big Ideas website.

Lutheran Services is increasingly recognised as a leader of innovative aged and community services where clients can thrive.

This is further demonstrated by the Wellbeing and Positive Ageing program our mental health clinicians delivered to a variety of aged care providers and communities in Central Queensland and Wide Bay. (See the story on page 31.)

"It's great to be part of an organisation that focuses on the right stuff and lives out its values. When things go well, we celebrate together and build on our success. When things don't go to plan, everyone pitches in to see how we can improve and build better outcomes." Chris

Disability

Lutheran Services provides a wide range of accommodation and support services for individuals and families living with disability across multiple regions throughout South-East Queensland.

The Trinity Activity Centre in Southport was one of the first disability support services in Queensland when it opened in the early 1970s. Today, Trinity Community Services supports around 45 individuals and families living with disability in the Gold Coast region. Services include NDIS individual support, supported independent living, group-based supports, short-term accommodation and support coordination. Trinity owns and operates three supported living home units and provides 24/7 support at two community share houses, each home to three residents. The Trinity headquarters and hub provides wellness, lifestyle and creative engagement programs for many regular clients.

Lutheran Services also provides a range of disability support services and supported accommodation at the Keystone Centre and Karawatha Community in Woodridge, the Graceville Centre in Nambour and Somerset Community Services in Fernvale. Our new disability support service in Kingaroy is now reaching more than 20 clients throughout the South Burnett Region.

The annual Graceville Arts Festival in Nambour provides a wonderful opportunity for collaboration and creativity, with Sunshine Coast residents living with a disability or mental health challenge able to showcase their artistic talents. Pictured here is this year's feature artist, the award-winning Bob Maas from Landsborough. Like many people, Bob uses art as therapy and a way to connect with the wider world.

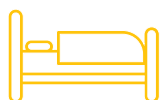


Award-winning artist Bob Maas at this year's Graceville Art Festival.

We embrace and support people with disability as valued and contributing members of the community. We continue to build that human connection to produce amazing outcomes. We value and support our staff for their role in achieving this for our clients and community, while building a stronger sector and career path.

That vision of inclusion and connection is central to all that we do. This is our role as a service provider. This is what our sector today is striving to achieve. This is what we work hard for every day – ensuring we put the needs and wishes of people with disability at the centre of the support we provide; bringing peace and joy into people's lives.

Carolyn Nicholas
Manager – Trinity Community Services Southport
Regional Manager – Lutheran Services Community Services South Region



services and supported accommodation for **355** people with a disability



16 supported accommodation units



24/7 support for **21** residents at **7** community homes



142 staff



Keystone's Andre competes at Trisome Games in Türkiye

Keystone client Andre Rivett – aka “The Hulk” – competed at the Trisome Games for athletes with Down Syndrome in Türkiye in March.

Held every four years, the Trisome Games this year attracted more than 1,500 athletes from some 36 countries. Andre was the only Australian competing. He competed in discus, javelin and shotput, winning silver in discus and bronze in shotput.

Andre has now represented Australia in international competitions no less than six times. In 2016, he became the first Australian athlete with Down Syndrome to represent his country in an international competition. In 2022, he became the first to win a world championship medal – picking up silver in discus at the Athletics World Championships in the Czech Republic. Andre was nicknamed “The Hulk” by Australian Olympian discus thrower Matthew Denny.

Proud father Steven Rivett says Andre is a true professional when it comes to training and competition. “Under the guidance of coach Brett Green, Andre is doing great things. His commitment and performance both on and off the track are admirable. He has come back with new energy and now has his sights set on the World Championships in Bulgaria in 2026.”

We are incredibly proud to be part of Team Andre. Andre has been a Keystone client for 10 years. We’ve helped him to define his goals and build the life skills to get there. Andre is now hitting another personal goal – doing work experience with Café 63 in Underwood. Café manager Sam is delighted to have Andre on board. Keystone staff support Andre attending Café 63 three days a week.

Congratulations Team Andre – and keep up the great work Hulk!

Andre with proud Mum Christine (front right), Dad Steven (back left), coach Brett and Brett's wife Jane.

“Being part of the Trinity family allows me to assist and support our recipients to live their best life. The challenges they overcome on a day-to-day basis provide opportunities for us all to learn and grow. It is a privilege to walk beside and support these individuals to live their ideal life through positivity and the provision of opportunities.” Carolyn

Domestic and Family Violence

Domestic and family violence has a devastating impact on individuals, families and communities. Every day there seems to be another harrowing, heartbreaking story in the media.

In response to community demand, we have grown and evolved considerably in the past year, identifying needs and breaking down barriers.

Lutheran Services has provided accommodation and support for women and children experiencing domestic violence since 1980. Our Mary and Martha's Refuge has helped rebuild many lives ever since.

With Commonwealth and State Government funding, we opened a new refuge providing accommodation and support for a further eight women and their children this past year. (See the following story.)

We appointed several new staff across case management, child counselling, culturally and linguistically diverse client support and housing support. We provided counselling for some 50 children throughout the year. And we also welcomed a Red Rose Foundation counsellor to work with our clients.

We secured renewed funding for another three years to support women who have limited exit options – we can now provide ongoing assistance for up to 25 women and their children after they leave our refuge.

We conducted two community groups promoting awareness and safety for women and children. We developed a new



playground onsite and conducted school holiday activities for our refuge families.

We responded to the major challenges of growing community need combined with the housing crisis. We are developing proposals for further refuge and community accommodation.

As long as there is need in the community, we will continue to provide a safe haven for women and children, and the practical support to recover and move forward.

Rebecca McConnell
Service Manager – Domestic and Family Violence



safe haven and support for **112** women and children



2 refuges comprising **13** self-contained units



3 community refuge homes



12 staff



New refuge opens

The official opening of our new domestic and family violence refuge was held at Nazareth Lutheran Church Woolloongabba in November 2023. The event was attended by the Hon Justine Elliot MP (Assistant Minister for Social Services and the Prevention of Family Violence), Dr Mark Vainikka (Lutheran Church Queensland Bishop) and Nazareth Pastor Chris Johnson.

Like the original Mary and Martha's, the new refuge provides a secure, supportive and sociable place for women and their children to rebuild their lives and reconnect with others. Families typically stay for three to four months. The new development comprises eight self-contained units, playground, veggie patch, sensory garden and spaces for socialising and sharing meals.

Construction of the new refuge was supported by Australian Government funding under the Safe Places Emergency Accommodation Program. By securing additional Queensland Government operational funding, we were able to increase our program and staffing to support more women and children.

Queensland Bishop Dr Mark Vainikka, Community Services Director Chris Seiboth and the Hon Justine Elliot MP.

"I've been with Mary and Martha's Refuge since 2018. It's all about providing a safe place for women and children, and supporting them to start life over again. It's challenging. It's confronting. But it's so rewarding – seeing the difference you can make to someone's life. There's nothing M&M won't do for our clients and staff. The culture here is amazing." Rebecca

Mental Health

Mental health care is a vital part of the work we do today at Lutheran Services. In the early 1970s, the Elizabeth Court hostel and Nambour Welfare Industries sheltered workshop – the origins of our Graceville Centre in Nambour today – were the first services of their kind in Queensland.

They sought to fill a vast gap and considerable need for a more comprehensive and compassionate approach to mental health care and support. They were testament to the vision and dedication of Lutheran Pastor Martin Prenzler from Alberton in the northern Gold Coast and local Lutheran congregations.

The fundamental ‘step-up/step-down’ approach pioneered here 50 years ago remains at the heart of contemporary mental health care practice. Today, we’re helping more people in more ways than ever before.

We draw on a wide range of evidence-based practices, combining clinical expertise and psychosocial support programs, and provide supported accommodation in several locations. We maintain our traditional commitment to individual outcomes, personal growth and wellbeing.

Our Transitional Recovery Program (TRP) received renewed funding for another five years. TRP helps people transition from hospital care to a more independent and homely environment through supported living residences and outreach services.

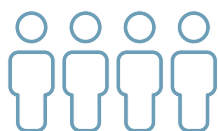
The renewed funding further strengthens our relationship with Queensland Health. It’s a great endorsement of the value of the program and the results we’ve delivered, helping clients to achieve personal goals and maintain their mental wellbeing.

Our Wellbeing and Positive Ageing program continued to deliver our mental health expertise to a growing number of aged care residents in Central Queensland and Wide Bay. (See the following story.)

Our Dialectical Behaviour Therapy provides individual therapy, collaborative groupwork programs and 24/7 phone support.

Our annual Graceville Art Festival once again brought together local artists, businesses and community groups to celebrate creative expression, participation and collaboration.

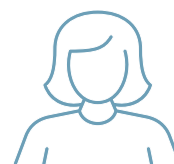
Susan Dwyer
Manager – Graceville Centre Nambour
Regional Manager – Lutheran Services Community Services North Region



support services, therapies and supported accommodation for **455** people experiencing mental health concerns



2,174 support sessions for **479** aged care residents in Central Queensland and Wide Bay



50+ staff
3 community homes



Supporting mental health in aged care

Research reveals more than half of Australians in aged care have significant levels of depression – and psychological therapy could help.

This demonstrates the importance of our Wellbeing and Positive Ageing program, which delivers our mental health expertise to aged care residents and providers in Central Queensland and Wide Bay.

The program is delivered by four of our mental health clinicians in Bundaberg, Hervey Bay and Rockhampton, with support from our Graceville Centre in Nambour. Therapy combines both individual and group sessions, while building mental health awareness among staff.

This year, the program provided 2,174 support sessions for 479 residents. Some feedback from a family member:

“You provided an excellent service to my father ... building a safe space for him ... helping him accept that his health and life circumstances had changed ... helping him adjust to a new home. This program is a much-needed initiative.”

“We’ve always been focused on client outcomes. We always look at the bigger picture. It’s a privilege to work with our team and it’s humbling to work with our clients. Every day I’m reminded of why we do what we do – and how fortunate we are to be able to do it.” Susan

Youth and Family

We work with young people and families in a friendly, fun and holistic way, supporting them to make positive changes to their lives.

Our Intercept service in Caboolture provides support for young people and their families throughout the Moreton Bay region. Intercept provides programs for personal development, therapeutic supports, alternative education options and disability support services for young people up to 25 years.

Intercept received a \$300,000 Targeted Response to Youth Crime Grant through the Department of Youth Justice to continue delivering our Compass program for another 12 months. This was such a wonderful result – I shed a few tears! It's a great endorsement of the lifechanging work of our team and extraordinary results Compass has delivered for our many young participants to date. (See the following story.)

We commenced delivering work skills programs for young people in Kilcoy – a new region and new focus for us. We seek to build much needed supports and connections for young people in the local community.

Our Bridges Reconnect program in Woodridge is strengthening connections for young people and their families throughout Logan and southern Brisbane. Reconnect is an early intervention program for young people experiencing conflict at home or at risk of becoming homeless. Reconnect works with young people providing counselling and mediation to improve connections with family, education and the community.

Together we create opportunity and encourage positive development for young people. We also help keep families strong.

Sarah Souter
Service Manager – Intercept Youth and Family Program



support programs
for **1,410** young
people and their
families/carers



2 locations
in Moreton Bay
and Logan regions



430 support
requests
handled



counselling
85 young
people and
families



12 community
events



17 group programs
for **100+** young people



27 networking
groups



36 staff



Compass provides new direction for young people

Compass is an early intervention and prevention program for young people at risk of entering the youth justice system. Compass provides young people and their families with targeted case coordination and holistic support, guidance and opportunities to positively build stronger connections to self, family, education, community and culture. The program aims to support 40 young people each year.

Compass is providing new direction, skills and pathways for our young participants – and it's changing the narrative for young people, youth justice and crime prevention. In the Moreton Bay Region where Intercept is based and the Compass program is delivered, youth crime is on the decline.

The Department of Youth Justice has renewed our funding of the Compass program for another 12 months.

Some positive feedback from participant CJ, aged 16: "Compass has helped me achieve my goals. It helped me get into my childcare course. It also helped me talk about the stuff I need to fix and make a change. I no longer feel so anxious."

"To reconnect with the young people we've worked with over the years – to see them in the community and hear what a difference you made in their life – is so rewarding. It's such a privilege to create opportunities for young people. They are our future." Sarah

Strengthening our Lutheran ethos

Nurturing relationships with Lutheran parishes has built wonderful synergies, enabling us to deliver chaplaincy services in collaboration with local congregations.

We developed memorandums of understanding between Zion Lutheran Church and Cooinda Aged Care in Gympie, and St Paul's Lutheran Church and Zion Aged Care in Nundah. These communities continue to enjoy worship services by the local pastor in consultation with the onsite lay chaplains. (For more Cooinda developments, see the following story.)

Anuha, a disability service run by Peace Lutheran Church in Gatton, is expanding our memorandum of understanding beyond sharing a chaplain with Tabeel Aged Care in Laidley to further embrace our Lutheran ethos.

I was delighted to speak at the Asian Theological Society conference in South Korea, sharing our perspective and achievements as a leading Lutheran provider of human services in Australia. We are a testament to how the Reformation, of which we are heirs, continues to make a difference in our context. Lutheran is who we are and service is what we do.

We celebrate and articulate the 'Lutheran' in Lutheran Services – to illustrate our ethos and philosophical foundation. We introduced Lutheran identity familiarisation for new staff. To get our gatherings off to a good start, we developed several workplace prayers that are shared in meeting rooms and presentations.

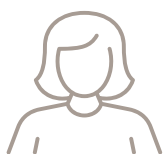
Our Origin Stories continue to commemorate and celebrate the congregations and communities that built so many of the services we manage today. We recently completed Trinity Community Services in Southport and Tabeel Aged Care in Laidley, while St Paul's Aged Care in Caboolture is well underway.

Our annual Lenten Appeal raised \$32,105. These funds helped shape Mary and Martha's new refuge, in particular how we can serve clients with chaplaincy. The funds also provided valuable training and support for our hospital chaplains, all of whom are volunteers.

Chaplaincy is at the heart of Lutheran Services and a key distinction of our sites. Our nine volunteer hospital chaplains provide pastoral care in 10 Brisbane, Gold Coast, Hervey Bay and Mackay hospitals. Our 17 aged care chaplains – both ordained and lay workers, seven of them women – build valuable relationships with our communities of some 1,000 residents.

Our chaplains love their work. This year, they recorded the highest positive feedback in our employee engagement surveys, demonstrating their exceptional engagement and commitment. It's more than a job. My thanks and congratulations one and all.

Rev Dr Russell Briece
Director – Chaplaincy and
Ministry Development



17 aged care
chaplains supporting
1,000+ aged
care residents



9 volunteer hospital
chaplains serving
10 hospitals



Lenten Appeal
raised \$32,105



MOUs with
3 Lutheran
parishes



New chapel and chaplain for Cooinda

Three years after being chosen as the new managers of Cooinda Aged Care in Gympie, we have developed a dedicated chaplaincy program and breathed new life into the existing 50-year-old chapel.

Under a new memorandum of understanding with Zion Lutheran Church Gympie, Zion's Rev Lionel Rohrlach joins existing chaplains George Rankin and Berry Doak, who have faithfully served part-time for much of the last two years.

The restoration of the old chapel has created an accessible and reverent worship space for all. A liturgical design consultant was engaged and renewal team established. Residents, families and church groups were carefully consulted and LLL Australia generously contributed \$5,000.

The centrepiece of the chapel is an elegant lectern crafted from aged silky oak. The timber came from a tree at Gympie Central School that had to be removed 20 years ago. The timber was donated by Kathy Lisle, who was registrar at the school for many years, in memory of her late husband Wayne. Wayne had milled and stored the timber waiting for a deserving project to come along.

Everyone is delighted that the school's silky oak and Cooinda's chapel are enjoying new life!

Rev Lionel Rohrlach, pastor of Zion Lutheran Church Gympie, serves as a Cooinda chaplain together with Berry Doak and George Rankin.

"Serving others is at the heart of Christian thinking. Our staff at Lutheran Services are making a real difference in the community. My role is the culmination of my years as a pastor and academic. Diakonia is an exciting space." Russell

Supporting great people to do great work

We strive to provide a rewarding place to work for our staff, where we attract and retain great people to deliver exceptional care for the communities we serve. We do this through supporting a culture and environment where people love what they do, thrive and grow.

This year we employed more than 2,000 people. Our diverse workforce includes people from many cultures and faiths. Three-quarters of these are female and a quarter were born outside Australia.

We have long enjoyed above industry average staff retention, and this has improved again in the past year. More than 600 of our people have been with us for more than five years, and around 20 of those more than 20 years.

While recruiting nursing and support staff continues to be a challenge for the aged care sector, particularly in regional areas, our recruitment initiatives are attracting new people to the sector and Lutheran Services.

Our industry-leading Transition to Practice program with University of the Sunshine Coast (UniSC) continues to grow and deliver wonderful results for the sector and our organisation. (See the following story.)

We greatly value our staff and welcome the Australian Government's improved funding for care workers. While we have long paid our aged care workers above the award, we passed on the full funded value of Stage 1 of the Fair Work Commission's increase as a result of the work value case.

We implemented centralised recruitment for nurses and carers, developing new strategies and streamlining the process for our services.

We gained accreditation under the new Aged Care Industry Labour Agreement, enabling us to sponsor overseas personal care workers, as well as nurses.

Negotiations are underway for a renewed Lutheran Services Enterprise Agreement aimed at providing competitive wages and employment conditions – while ensuring our ongoing operational viability.

We have reimaged our induction process as an online forum that connects people across our many divisions and locations, while providing a thorough introduction to the organisation. New starters now have the opportunity to meet senior management, appreciate the big picture for our organisation and explore career pathways.

Cara Benoit
Executive Lead
– People and Culture



we employed
2,000+ people



$\frac{3}{4}$ female



$\frac{1}{4}$ born outside
Australia



600+ with us
5+ years



Inspiring future nurses

Why does the aged care sector often struggle to recruit nurses and carers when ours constantly tell us they love their work? And many insist it's the best job they've ever had!

Aged care provides great career potential and wonderfully rewarding work. Lutheran Services is changing the narrative for working in aged care.

Our Transition to Practice partnership with UniSC provides nursing students with an unrivalled experience of aged care. We were among the first in Australia to provide a final year clinical placement in aged care.

The program is currently delivered at Cooina, St Paul's, Zion and Immanuel Gardens, with more of our sites to follow. The initiative is attracting new people to aged care and filling gaps across our sites, while promoting Lutheran Services as a progressive provider and a great place to work.

From the latest UniSC Nursing cohort, 16 graduates have come to work with us. Most of these are in regional areas. And it appears they love their work. Many have introduced partners, friends and family members who are now working with us as carers or participating in the Transition to Practice program themselves.

Win, win, win!

"Every day I am blown away by the commitment of our people and their care for our clients and residents. They bring their best selves. It is a pleasure to work with a team and organisation that genuinely live out our values." Cara

Elevating our brand and customer experience

We have made great progress consolidating our position as a provider and employer of choice this past year.

We have the foundations firmly in place to articulate our Lutheran identity, elevate our brand and reinforce best practice services and care.

Our new Home Care brand anchors our well established service and provides the foundation for growth under the upcoming sector reforms.

We have redefined our Model of Care and Service to embody all that we do and to provide a guiding light for an exceptional customer experience. (See the following story.)

More than half of aged care providers are operating at a loss – we are not one of them. Our sales and marketing initiatives continue to maintain above industry average occupancy levels for residential aged care (96% compared with StewartBrown 92.6% benchmark) and retirement living (97% compared with PwC/Property Council 95% benchmark).

Our Client and Community Advisor team underpins this result by helping people to navigate aged care, home care and retirement living – cementing our reputation as a trusted advisor. Our team connected with more than 90 community events this year and welcomed some 60 new people into our residential aged care, retirement living communities and home care services each month.

These achievements were aided by renewed emphasis on digital marketing. Our website visits increased by over 55% and we received more than 40% new

enquiries than last year. We built lead generation through Google, with digital marketing now our primary referral source.

Our clients, residents and staff are our best assets and this year we created a new corporate video that featured more than 95 of them. The cover of this annual report features a multi-generational interaction between an aged care resident and young visitor captured for this video.

Social media continues to drive our brand recognition and engagement, with our LinkedIn following more than doubling and our Facebook posts reaching over 30,000 people each month. We have a strong reputation and brand in place.

This embodies the wonderful work of our people and the experience our residents and clients have come to love and expect at Lutheran Services.

Melody Nalatu
Executive Lead – Customer,
Marketing and Product



Maintained above
industry average
occupancy
96% aged care
97% retirement living



4,065 new
enquiries from
prospective
residents and clients



LinkedIn
following
doubled



23 positive media
stories reaching
2.4 million people



Redefining our Model of Care and Service

We updated our Model of Care and Service to embody all our services, reflect our Lutheran identity and brand, and guide an exceptional customer experience.

Our new Model of Care and Service defines:

- how we do what we do
- what distinguishes the care and service we provide
- what our clients and residents value about us
- what our people value about delivering our signature care and service.

Our new model places the wellbeing of those we serve at the heart of everything we do. We strive to support people to live to their potential and feel positively about life, all things considered.

This is achieved through supporting a sense of individuality, purpose, safety and belonging. Importantly, we are committed to creating moments of shared joy. This informs our people-centred approach, the communities we serve and the places we build.

The Lutheran Services Model of Care and Service provides a reflective and aspirational account of who we are, what we do and where we want to be.

“Our employer brand is ‘love what you do’. This reflects what our people tell us. It’s also how I feel coming to work every day. We’re united by our shared values and purpose. We benefit from close connections with our residents, clients and staff. To see the difference we can make through our work is so rewarding.” Melody

Enhancing our built environment

We invested some \$8 million in maintaining and improving our communities, buildings and infrastructure throughout the year. This investment is critical to our ongoing performance across our sites and enhances the resident, client and staff experiences and outcomes in our communities.

Our properties span more than 25 sites, from Tallebudgera to Biloela. They are home to more than 1,000 aged care residents and 500 retirement living residents. They provide workplaces for more than 2,000 staff. We maintain some 400 independent living units, supported accommodation units and community homes. Our buildings range from historic to modern high-rise.

We completed stage one of the Terrace refurbishment at Immanuel Gardens in Buderim. Construction of the remaining stages two to four is underway and will be completed progressively. (See the following story.)

Considering our capital deployment plan and the need to rebuild and future-proof our residential aged care and community services offerings, we have formulated a new design philosophy to guide redevelopment of these sites. This is based on four design principles:

- social fabric – our communities will benefit and celebrate every individual
- choice – our designs encourage independence
- service – guided by our Lutheran Identity and Model of Care and Service, our developments welcome all and ensure that our clients, residents and families are at the centre of all we do
- responsibility – our designs will respond to the local context, community and demographics whilst also being environmentally responsible.

We completed multiple refurbishment and revitalisation projects across our residential aged care sites, including Orana in Kingaroy, Zion in Nundah and St Andrews in Tallebudgera. Our retirement living refurbishment program is ongoing, ensuring that these independent living units remain market competitive and offer our residents great places to live.

We have placed considerable emphasis on reinforcing essential services across our sites and properties, strengthening our current climate resilience and future proofing our sites. We have upgraded fire protection/safety equipment and generators to provide backup power supplies across our residential aged care sites.

These are more than just buildings and property. They're people's homes, workplaces and communities. By enhancing our built environment, we're creating more rewarding places and experiences for our residents and staff, and ensuring our properties remain competitive in the market and provide great spaces and places for our residents to live and thrive.

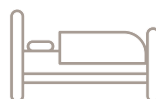
Emma Hunt
Executive Lead
– Property and Assets



\$8 million invested in enhancing our communities



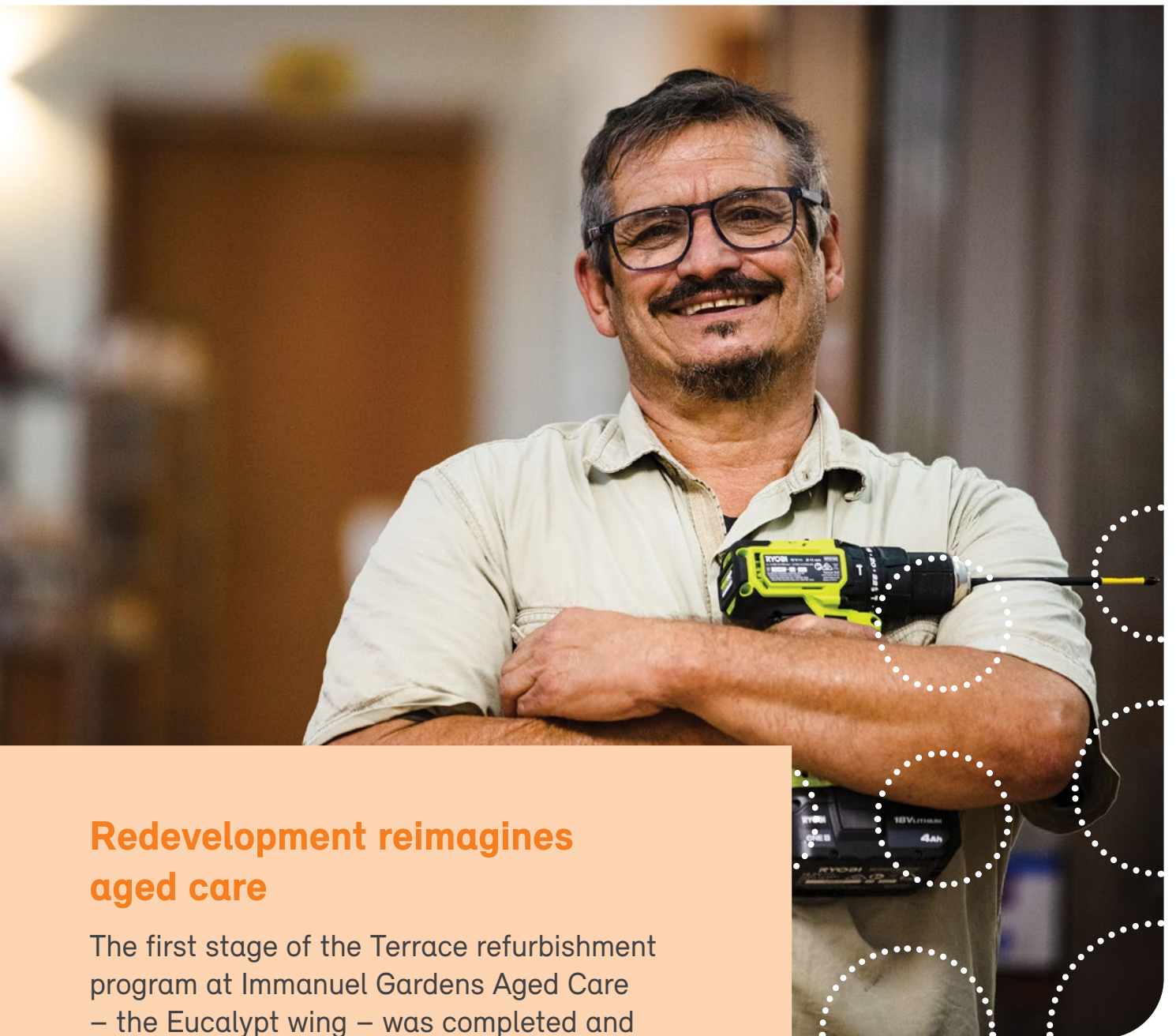
providing welcoming living environments for **1,000+** aged care residents



maintaining **400** independent retirement/supported living units and community homes



creating rewarding workplaces for **2,000+** staff



Redevelopment reimagines aged care

The first stage of the Terrace refurbishment program at Immanuel Gardens Aged Care – the Eucalypt wing – was completed and opened to glowing resident and staff reports in October 2023.

The project saw the creation of 20 new resident rooms, a new dining and servery area, improved workspaces and equipment, and new indoor and outdoor areas for residents, families and visitors to enjoy.

The fit-out draws on a contemporary colour palette, stylish décor and cosy furnishings to create welcoming, uplifting and individual living spaces. It celebrates the native flora and fauna Immanuel Gardens is famous for.

At the heart of the redevelopment is a vibrant new dining room. Shaped by our Happy Table food and dining initiative, it is designed to enhance the pleasure and social experience of coming together to share a meal that is freshly and lovingly prepared in the adjacent kitchen.

The Eucalypt redevelopment represents stage one of a major four stage refurbishment and expansion program of the Terrace at Immanuel Gardens Aged Care. Stages two to four of the program have commenced and are scheduled for completion in 2025–26.

“I had the pleasure of attending the opening of the Immanuel Gardens Eucalypt redevelopment. To see the smiles of our residents and staff is inspiring. It’s more than just another construction project or building. There is great opportunity to reimagine how aged care looks and how the built environment can enhance the lives of our residents.” Emma

Building a robust and efficient enterprise

Lutheran Services is a leader in the adoption of innovative technology for the human services sector. Our digital transformation will better support the way we work and care every day. New digital tools and systems are leading us to a new era of service.

Multiple digital transformation projects have been delivered over the past year, and more are well underway, as part of our new enterprise resource planning platform initiatives.

Foremost among these is the implementation of new cloud-based workforce management technology designed for frontline and flexible workforces such as ours. The Humanforce enterprise platform and mobile app provide our organisation and more than 2,000 staff with a streamlined and simplified method for managing rosters, timesheets and leave requests, while ensuring regulatory compliance and employee engagement. The system will fully integrate with our new finance, payroll and HR modules.

As part of our continuing strategy to enhance our IT networking and strengthen the security of our corporate data and client health information, we have implemented zero trust network access. (See the following story.)

To improve access to health information for our aged care residents, we are well underway in implementing My Health Record across our sites.

The implementation of our new quality control and improvement program, Folio, is also well progressed. This will decommission our legacy system, replacing it with the latest cloud-based technology. Folio includes risk management, audit and quality improvement modules, while also making it easier to capture feedback from residents, clients and families.

By building a more robust and efficient enterprise and digital infrastructure, we are delivering better ways to work, manage and protect our data, and support our residents, clients and staff.

Charles Grady
Executive Lead – Enterprise
and Digital Transformation



enhanced **networking**
strengthened **security**
robust **wi-fi**



cloud-based
workforce
management
platform



ICT services for
2,000+ staff and
1,000+ residents
across **20+** locations



9,000+
helpdesk
requests
resolved



Sector leading data security

Lutheran Services is the first not-for-profit organisation in Australia to implement zero trust network access (ZTNA).

The network was restructured to remove the data centre bottleneck, allowing traffic to flow directly through chosen internet service providers. This flexibility has reduced complexity, improved security and significantly lowered setup times.

The new networking infrastructure strengthens our security posture and data protection. ZTNA provides our staff with improved network access and speed. It provides our residents with fast and secure internet for streaming.

The new ZTNA networking infrastructure also delivers substantial cost savings and efficiencies compared with our previous network setup.

The lead time for new site setups has reduced from months to days.

Operational costs have decreased by around a quarter, while improved network credentials boost productivity and efficiency.

Stronger security measures and monitoring minimise network vulnerabilities and operational risks.

"I love working for an organisation that strives to provide the best quality services to support those in need. Lutheran Services does that so well, in so many ways. It's a privilege to support those who deliver the care we provide – and to build a robust platform that will enable us to do more good work for more people in need." Charles

Governance and leadership

Council for Lutheran Services

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 Andrew Koehler
Member



Anna Renner
Member (from June 2024)



Lyn Schultz
Member (until May 2024)



Cheryl Steinhardt
Member



Theresa Stolz
Member

To learn more about our Governance and Leadership team members, see our website:

lutheranservices.org.au/governance-and-leadership

Executive 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 2,000+ staff in day-to-day operations.



Nick Ryan

Chief Executive Officer



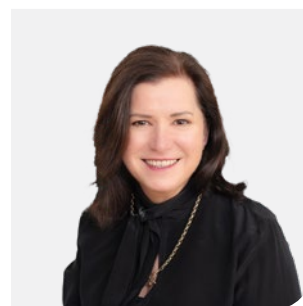
Cara Benoit

Executive Lead
– People and Culture



Rev Dr Russell Briesse

Director of Chaplaincy
and Ministry Development



Thea Madigan

Executive Lead
– Finance



Charles Grady

Executive Lead –
Enterprise and Digital
Transformation



Emma Hunt

Executive Lead
– Property and Assets



Tricia Davis

Executive Lead – Customer,
Marketing and Product
(until November 2023)
Executive Lead – Aged
Care and Quality (from
November 2023)



Melody Nalatu

Executive Lead – Customer,
Marketing and Product
(from November 2023)



Chris Seiboth

Executive Lead –
Community Services



Kerrie Storey

Executive Lead –
Aged Care and Quality
(until November 2023)

Financial performance

We have built on last year's earlier than expected return to surplus by turning a modest profit into a respectable return. In this, our second consecutive year of surplus, we recorded a profit of \$8.4 million, which is \$7.5 million higher than last year.

Revenue increased by 19% to \$192.3 million. Our earnings before interest, tax, depreciation and amortisation increased by 55% to \$21.3 million, contributing to future cash flows. The cash position of the business has grown, embedding the potential for further growth. With equity increasing by \$8.4 million, our balance sheet has never been more robust.

Costs increased on the previous year by 14%. This was due to growth in service provision, rising inflation with CPI increasing 3.8%, and the Fair Work Commission's decision to increase aged care sector wages by 15%. While we have long paid our aged care workers above the award, we passed on the full funded value of Stage 1 of the Fair Work Commission's increase as a result of the work value case. This was a considerable economic cost as subsidies have not increased in line with the wage increase.

While our financial performance for the year was aided by aged care funding improvements, delayed pandemic grants and strong returns from our investment portfolio, none of this would have been possible without such prudent management of our business streams by our Council and Executive, and the continual growth of our service provision.

After several years of challenging conditions and losses eroding the balance sheet, it is encouraging to see a solid financial performance that will support future growth. This has been the first year in many that we have been able to add to our cash reserves. While the economic landscape remains challenging, we are well placed to consolidate this growth.

As I like to remind people, while we are proudly not-for-profit, nor are we for loss. Our growth is reinvested in those we serve and the people who deliver our service.

Investment continued across numerous strategic initiatives:

- ongoing building refurbishment
- major upgrade and expansion projects
- enterprise and digital transformation
- new domestic and family violence services
- food and dining initiatives and additional services program across aged care.

With an asset base of more than \$300 million, no borrowings and revenues set to exceed \$200 million, we can draw inspiration from the fact that we are a serious enterprise doing valuable work for many individuals, families and communities.

Thea Madigan
Executive Lead
– Finance



\$8.4 million
profit up by
\$7.5 million
from FY23



\$192.3 million
revenue grew by
19% from FY23



EBITDA
\$21.3 million
grew by **55%**
from FY23



Equity up
\$8.4 million

Financial results

REVENUE (\$ MILLION)	2023 FY	2024 FY
Medicare/residential aged care	88.2	107.8
Resident fees	24.9	27.3
Government grants	8.4	10.2
Retirement living – deferred management fees	3.1	3.4
Home care	10.9	10.9
NDIS/disability support	10.2	10.2
Interest (including bonds)	6.5	9.3
Donations	1.1	0.1
Other	8.7	13.1
Total revenue	162.0	192.3

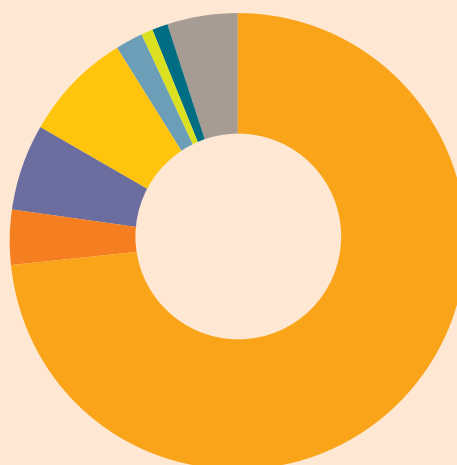
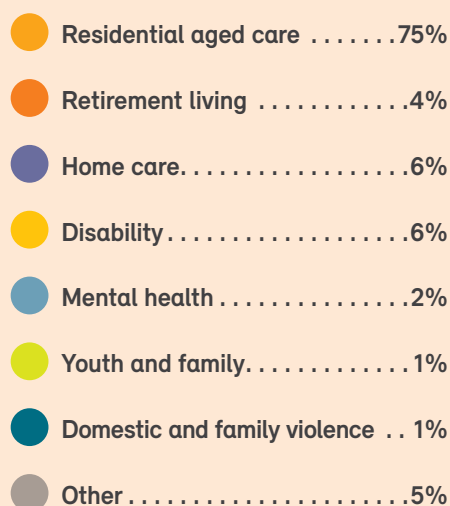
EXPENDITURE (\$ MILLION)

Staff costs	116.6	136.8
Care costs – food, dining, clinical, pharmaceutical	9.5	12.0
Premises costs, utilities, repair and maintenance	8.3	9.0
Administration costs	10.4	9.5
Depreciation	12.1	12.2
Other	4.2	4.4
Total expenses	161.1	183.9
Surplus	0.9	8.4

Balance sheet

(\$ MILLION)	2023 FY	2024 FY
Total assets	279.9	309.5
Total liabilities	233.4	254.6
Net assets Equity	46.5	54.9

Revenue by sector



"I've always wanted to work for a not-for-profit organisation that adds value to the world. We do good work at Lutheran Services. And we can continue doing good work because we've built a sustainable business. I'm proud to play a part." Thea

Acknowledgements

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

- 4 Ingredients
- Active Medical
- AGES Darling Downs Hospital and Health Service
- Amora Hotel
- Atlas McNeil Healthcare
- Australia Wide Training Institution
- Australian Catholic University
- Australian Government Department of Health
- Australian Government Department of Social Services
- Australian Government Safe Places Emergency Accommodation Program
- Aviation High
- Baby Give Back
- Beerwah, Caboolture, Dakabin, Kilcoy, Morayfield and Tullawong State High Schools
- Better Age
- Beyond DV
- Brew Shed
- Brisbane Domestic Violence Service
- Brisbane Lord Mayor's Charitable Trust
- Brisbane North PHN
- Bunnings Cannon Hill, Maroochydore, Plainlands
- Bunzl
- Buranda Housing Service Centre
- Caboolture Bowl
- Caboolture Community Based Crime Action Committee
- CAREPACT Metro South
- Challenge DV
- Choice Aged Care
- City of Moreton Bay
- Coles Nambour
- Comcater
- Cooloola Potters
- Country to Coast Qld
- Darling Downs and West Moreton PHN
- Deep Grey Photography
- Dementia Australia
- DV Connect
- ELDAC
- Elite Supplements
- Ending Violence Against Women Queensland
- Fleetcare
- Friends with Dignity
- Ginger Factory
- Girl Guides
- GIVIT
- Golden Circle
- Gympie Woodworkers
- Laserzone
- LCAQD Ministry and Mission
- LLL Australia
- Lockyer Doctors
- Logan City Council
- Lutheran Church of Australia Queensland District
- Lutheran churches and congregations
- Lutheran Education Queensland schools and colleges
- Lutheran Youth of Queensland
- Mangrove Housing
- Mark Ryan MP
- Men's Shed Nambour, Aspley
- Mirrormirror Hair and Beauty
- Nambour and District Lions Club
- Nambour Heights Butchery
- Nambour RSL
- National Disability Insurance Agency
- Open Haven
- Perfect Nails and Beauty
- Pest Audit
- Pohlman's Nursery
- Prince of Peace Women's Fellowship Everton Hills
- QCC Hospitality Supplies
- Queensland Firebirds
- Queensland Government Department of Children, Youth Justice and Multicultural Affairs
- Queensland Government Department of Communities, Housing and Digital Economy
- Queensland Government Department of Justice and Attorney-General
- Queensland Government Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- Queensland Health
- Queensland Police Service
- RASS Gold Coast Hospital and Health Service
- Red Rose Foundation
- RizeUp Australia
- Robin's Rose Quilters
- Rotary Club of Ashgrove
- SecondBite
- Share the Dignity
- SleepSafe – StreetSmart Australia
- Sports Central Caboolture
- Staff of Lutheran Services Support Centre
- Staff of Queensland Department of Resources
- Styling Station Milton
- Sunciti Realty
- Sundale Community Foundation
- Sunshine Coast Agricultural Show Society
- Sunshine Coast Council
- Super Butcher
- TAFE Queensland
- TENA
- Terry Young MP
- Thread Together
- Tim Fairfax Family Foundation
- UniSC
- Waterlogic
- Wellsprings Community Hub
- White Ridge Farm
- Women's Health and Equality Queensland
- Woolworths Nambour
- Zephyr Education

A big thank you to the many individuals who support our annual Lenten Appeal that this year benefitted Mary and 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, making a meaningful difference in the lives of people we support each and every day.



ANNUAL REPORT

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**Lutheran
Services**

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