

1935 – 2025  
Celebrating 90 years

Annual Report 2025



**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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*Published October 2025*

**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.

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



# Chair's foreword

**This is an exciting time for Lutheran Services. This year sees the culmination of our Strategic Plan 2020–25 and the commencement of our New Horizons Strategic Plan 2025–30. We are well progressed on the transformation of our governance model and enterprise platforms.**

Lutheran Services is in great shape today thanks to the dedication and hard work so many people have put into the Strategic Plan 2020–25 over the past five years. We have never been better placed for delivering great service.

Our new strategic plan broadens our vision and mission as one of Queensland's longest established and most diverse providers of human services. It celebrates our proud legacy for serving the people and communities of Queensland.

We recorded our third consecutive year of surplus in 2025 – demonstrating we are an efficient, sustainable organisation delivering valuable services. As a not-for-profit, we reinvest any surplus for the benefit of our services and communities.

The past year has been one of consolidation and capacity building. We earned more revenue. We employed more people. Above all, we strengthened our foundation for delivering greater service in the future.

Lutheran Services today is a well positioned, well managed and highly respected organisation in the sectors where we serve.

This is my final report to you as Chair of the Council for Lutheran Services. It is with a heavy heart that I announce my resignation from Council – after 14 years as a Member and the past four as Chair.

I am pleased to advise that the new Chair is longstanding Council Member and Secretary, Jenny Danslow. Theresa Stolz assumes the role of Secretary, and Anna Renner becomes Vice Chair. Andrew Spyropoulos and Cheryl Steinhardt continue as Members. We thank Pastor Andrew Koehler for his guidance and support over the past two years. We are delighted to welcome the incoming Dr John Neldner and Pastor Edwin Shoesmith from July.

I would like to thank my fellow Council Members and the Lutheran Services CEO and executive team for their collaboration and dedication. I am proud of what we have achieved together – and how far Lutheran Services has come as a human services provider and the hands of the church at work in the community.

It has been an honour to serve Lutheran Services and our church – to help shape the care and support we provide to those in need, and to build a sustainable organisation that employs so many people in delivering such valuable work.

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

**Dr Leena Vuorinen**  
Chair, Council for Lutheran Services



# CEO's report

**The past year has been one of great progress and many significant achievements.**

In the 2025 financial year, we recorded a profit of \$3.3 million – our third consecutive year of surplus. We grew our revenue by 7% to more than \$206 million. Our equity increased by 6% to more than \$58 million.

In 2025, Salem Aged Care in Toowoomba celebrates 90 years. Salem is the longest established of the many services we manage today. Like all our services, it grew from the dreams and hard work of Lutheran congregations and local communities.

As we mark 90 years, we honour Salem's journey and the growth of Lutheran Services today. What began as a service for four residents in Toowoomba has grown into an organisation that in the past year employed some 2,200 people serving more than 5,800 Queenslanders across more than 20 sites.

This year sees the successful completion of our last five-year strategic plan, and the launch of our New Horizons Strategic Plan 2025–30. Building on the vision of our founding congregations, our renewed strategy for the coming five years defines how we can serve more people in more locations, support our people to thrive and continue to provide exceptional services.

Our aspiration is to lead in providing innovative, sustainable and thriving aged care and community services. I look forward to continuing to work together as we pursue our New Horizons Strategic Plan – and build new opportunities for the people and communities we serve, our staff and stakeholders.

Chris Seiboth, Executive Lead of Community Services, retired in 2024. We thank Chris for his six years with Lutheran Services during which time he led our Ministry Development, People and Culture, and ultimately Community Services. We are pleased to welcome Justin Savaille to the role of Executive Lead of Community Services.

It is with sadness and the utmost admiration and gratitude that we farewell our Chair of the Council for Lutheran Services, Dr Leena Vuorinen. For the past four years as Chair and a further ten years prior as a member, Leena has made an enormous contribution to Council and Lutheran Services.

With a lifelong dedication to the Lutheran Church and the wellbeing of our elders and others in need in the community, Leena has helped build a robust and dynamic Council and organisation. My heartfelt thanks and congratulations to Leena.

This remarkably successful past year is a credit to our Council, executive leadership team, support staff and those who deliver our care. It is a privilege to work with such a capable and closely aligned team of people as we continue our vital services.

Rich blessings.

**Nick Ryan**  
Chief Executive Officer



# We exist to serve

**Lutheran Services is one of Queensland's longest established not-for-profit aged care and community services providers.**

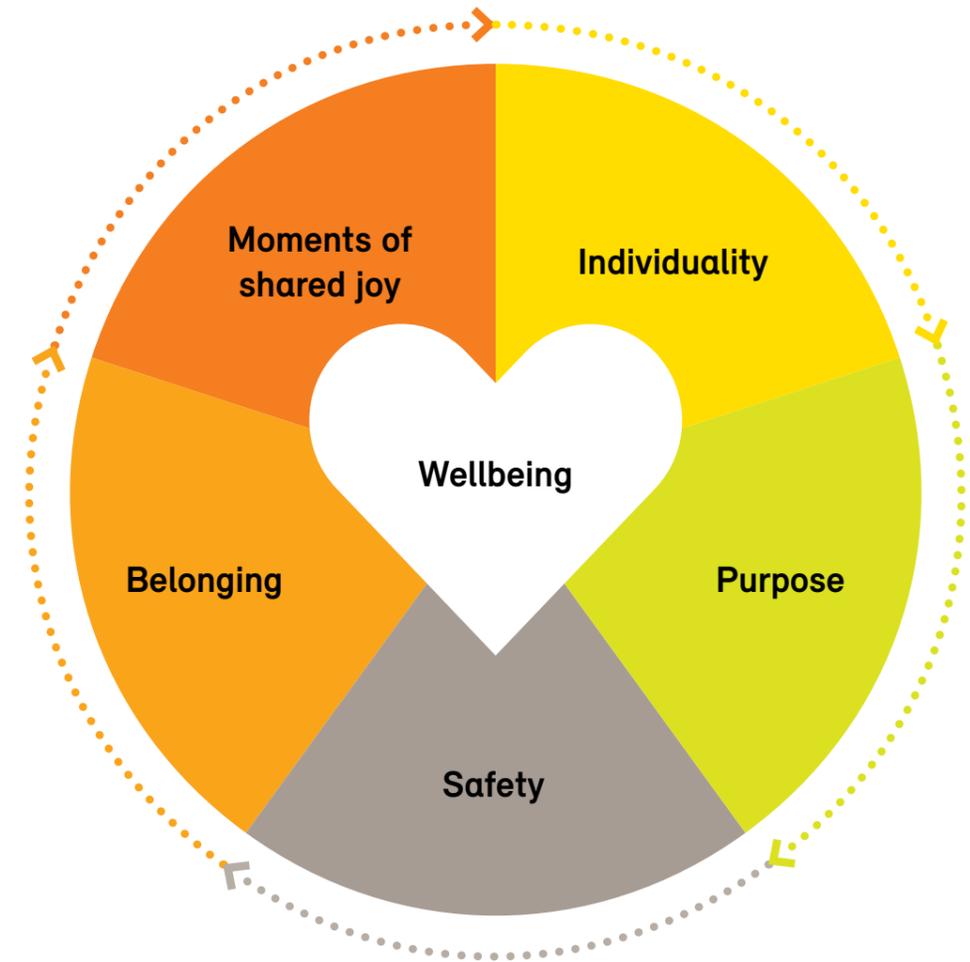
As people caring for people, we provide aged care, home care and retirement living services for older people, with community services including mental health, disability, youth and family, and domestic and family violence support. Together with the congregations that founded us, we've served the people 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.

This year, our 2,200 dedicated people served more than 5,800 Queenslanders across more than 20 sites – from South-East to Central Queensland. As a not-for-profit organisation, we reinvest in the people and places we serve and in those who deliver our service.

We put the wellbeing of those we serve at the heart of all we do, inspired by our values of empowerment, integrity, kindness, and innovation.



# Our promise to you



**At Lutheran Services, your wellbeing is our everything.**

We support you to live to your potential and feel positively about your life, all things considered.

Where people caring for people comes first, and exceptional care, clinical and professional services are a given.

Your perspective is at the heart of how we serve, and your experience is what matters most. Where your physical, spiritual, mental, emotional and social wellbeing directs all that we do.

Where your voice is heard and our care and services value your individuality. You feel a sense of meaning and purpose in your everyday, safe within a trusted environment and that you belong.

Creating moments of joy and connection is what we love to do. We cherish sharing moments of grace, laughter, hope and joy. We know it's the little things that matter and relationships make the world go round.

This is the basis of how we deliver our services – we call it our Model of Care and Service. It shapes the positive experience the people we serve have come to love and expect from Lutheran Services.

# Our service reach

## Retirement Living, Residential Aged Care & Home Care

|                                      |       |
|--------------------------------------|-------|
| 1 Alondra Residences Nundah          | ●     |
| 2 Cooina 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



### Expanding care with nurse practitioners

Since 2021, our nurse practitioner (NP) model has improved aged care. Backed by a government grant, five NPs now support nine sites — reducing hospital visits, training staff, and expanding services further.

See page 23



### Virtual reality enhances wellbeing

Aged Care residents explored beaches, animals, and global destinations through NeuronsVR. The pilot trial supported by our Creative Engagement team boosted connection, reminiscence, and emotional wellbeing across 120 sessions.

See page 29



### Keystone Shed restores and rebuilds

Keystone's Shed transforms donated furniture, whilst teaching skills, funding projects, and fostering community. It showcases inclusion, creativity, and the passion of clients and staff in every restoration.

See page 33

# 2025 highlights

## Our organisation



## Our communities



# Celebrating 90 years of service



**The organisation we know today as Lutheran Services is built upon a strong foundation and long tradition of care.**

Together with the Lutheran congregations that founded us, we've served the people and communities of Queensland since 1935.



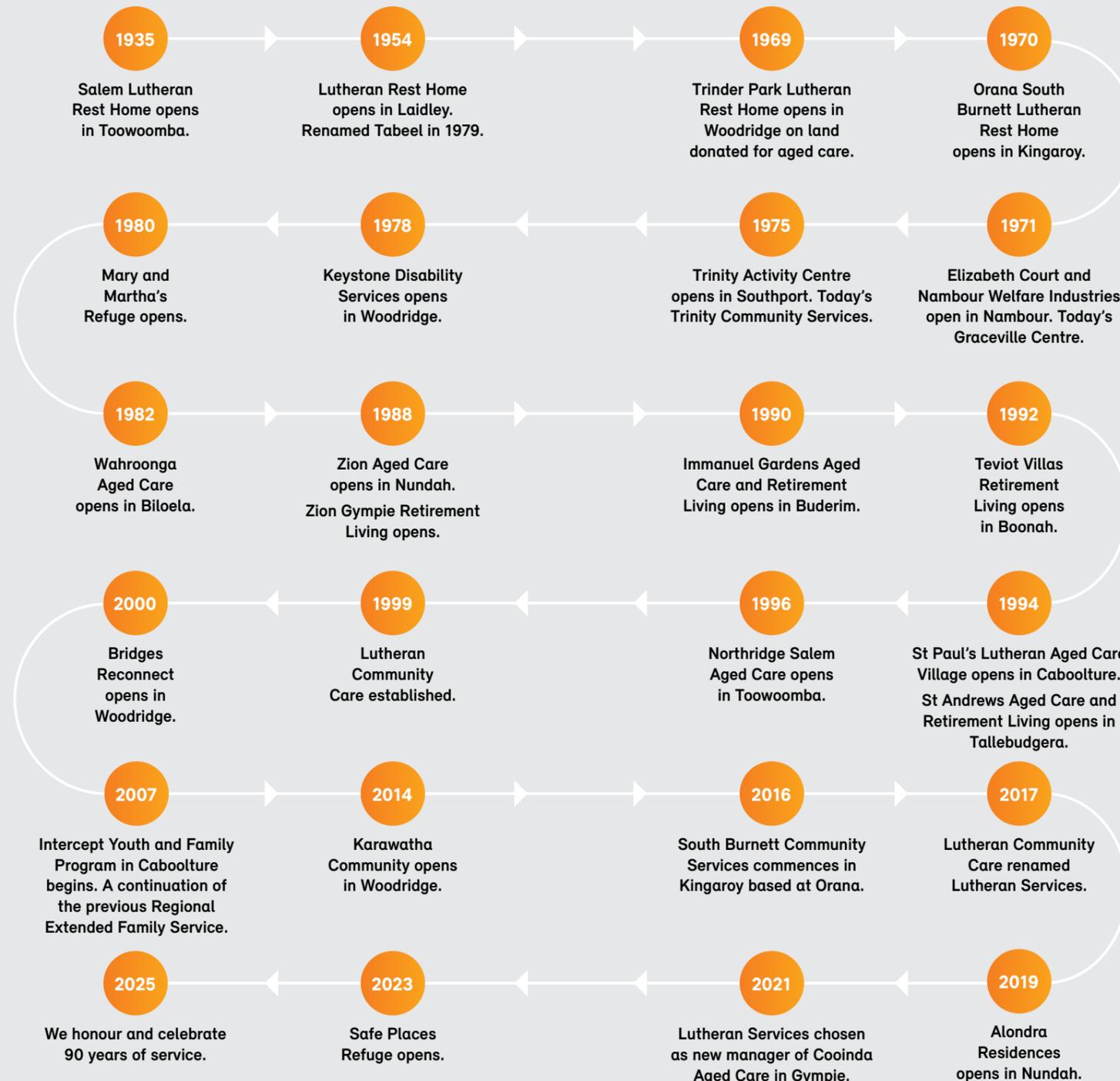
The Salem Lutheran Rest Home was one of the first 'old folks' homes' in Toowoomba when it began in 1935. Salem's history as a rest home for missionaries from abroad goes back even further.

As the longest established of the many services we manage today, Salem and 1935 are where our story starts.

Today, Salem Aged Care is one of more than 20 aged and community services and sites managed by Lutheran Services.

As the hands of the church at work in the community, the individuals, families and communities we serve are the reason we exist.

And it's the dreams and hard work of local congregations and communities that built places like Salem – 90 years ago.



**In 2025, we mark 90 years since Salem began its mission in aged care. Serving others has always been at the heart of who we are as a church.**

Salem is a community shaped by the residents and families who found a home and sense of belonging here. It is also shaped by the carers and staff whose dedication reflects the love of Christ amongst us. And by the congregations and community members who have offered their time, energies and resources to make Salem what it is today.

The Salem Origin Story is a wonderful way of honouring the past and inspiring the future – renewing our shared vision for Salem and strengthening the bonds that make this such a special place of love, care and belonging. We are remembering not only the history of Salem, but most importantly the people who have carried that history in their hearts and hands.



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

# ORIGIN STORIES

## Celebrating our shared foundations and future

While the 20+ sites we manage today are very different, they all have one thing in common – they began with a local congregation and community collaborating to serve their region.

To celebrate and commemorate these beginnings, we're conducting an Origin Stories project – to explore, document and share the proud histories and inspirational stories behind our many services and sites.

Learn more about our origins – and discover the remarkable stories of the places we manage today: [lutheranservices.org.au/origin-stories](http://lutheranservices.org.au/origin-stories)



To celebrate Salem Aged Care's 90th year, resident and talented artist Barbara West watercolour painted some illustrations of the old and new buildings at Salem. These will be made into some commemorative items.



Her Excellency the Honourable Sam Mostyn AC  
Governor-General of the Commonwealth of Australia

### *Lutheran Services 90<sup>th</sup> Anniversary* 2025

As Lutheran Services turns 90 this year, I am delighted to send my warm congratulations to you all: leaders, care workers, volunteers and supporters, and everyone who benefits from your dedicated care.

It is remarkable that a tiny cottage in Toowoomba, which opened in 1935, created a service that, 90 years later, touches more than 6000 people across 25 sites around Queensland. You have also grown from residential aged care to encompass so much more: caring for people in their homes, for people with disabilities and mental health challenges, for children and young people, and for women escaping violence.

The expansion of your services tells a story of how generous and responsive you have been to needs in your community, and how trusted you have become in meeting those needs with care and compassion. Guided by your values, and supported by the Lutheran church and community, your heart and purpose have remained steadfast, even as you have innovated and adapted, and as your network of care has grown.

As your Governor-General, I made a commitment to put care, kindness and respect at the centre of my work: these are the essential qualities in our life together as Australians. These qualities shine so brightly in everything you do, and have done for 90 years.

Thank you for the care you provide so beautifully to so many. I wish you all a very happy 90<sup>th</sup> birthday, and warm wishes for your future.

# Strategic Plan

This year sees the successful completion of our last five-year strategic plan, and the launch of our New Horizons Strategic Plan 2025–30. Over the past five years we have strengthened our capability, enhanced our services and continued to build a strong foundation and framework for growth. We have never been better placed for doing great work and exploring new horizons in aged care and community services.

## Key achievements: Strategic Plan 2020–25



**Delivering our services**

- Expanded disability, mental health and domestic violence support services
- Developed a new **Model of Care and Service**
- Implemented **Happy Table** for a more nutritious and enjoyable dining experience for aged care residents
- Launched **'Origin Stories'** to honour our Lutheran foundations
- Lutheran Identity Statement** completed to articulate and embed our Lutheran ethos
- Implemented **Additional Services** to enhance our customer experience and support long-term viability
- Enhanced **Lifestyle program** for our aged care and retirement living residents
- New managers** of Cooina Aged Care in Gympie



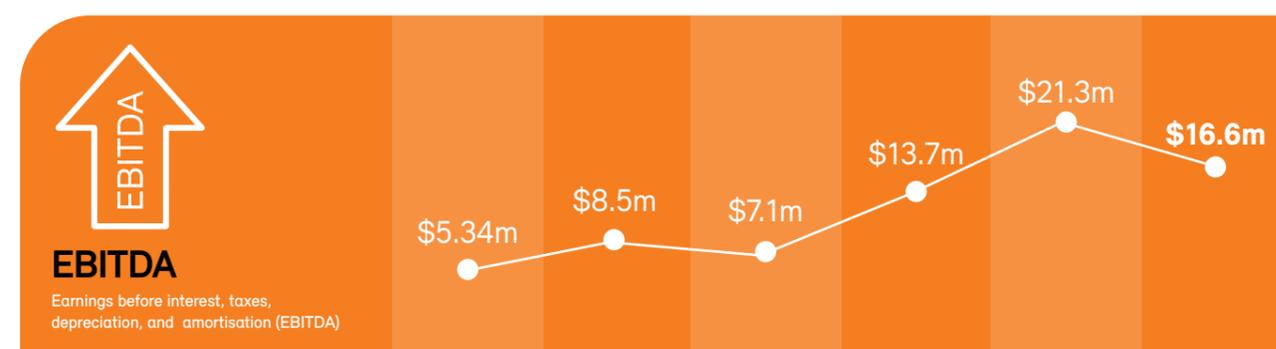
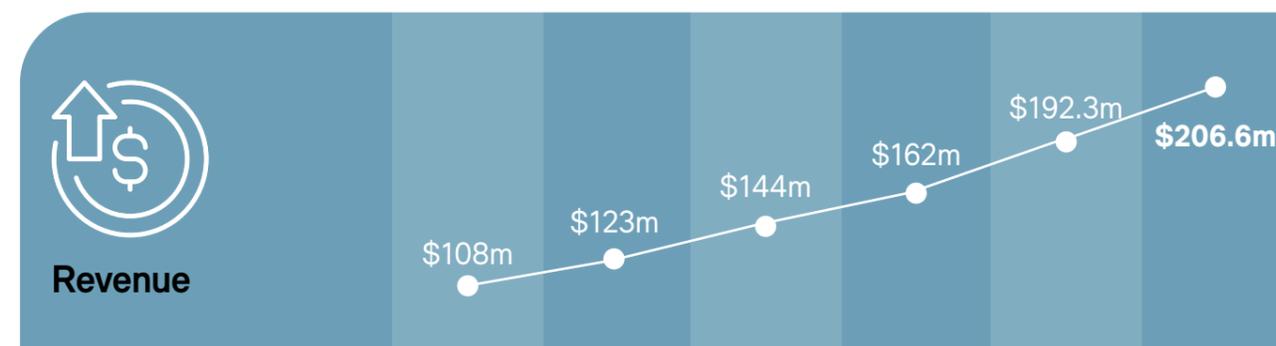
**Supporting our people**

- Invested in our people, providing ongoing roles and pathways forward – reduced agency spend by 80%
- Implemented recruitment and retention strategies
- Strengthened work environment and culture – 74% of staff reported Lutheran Services is a truly great place to work
- New Enterprise Agreement** endorsed and implemented
- Launched **'5 to Thrive'** wellbeing program and the wellbeing hub
- Designed **new workforce model** for aged care and home care
- Enhanced **volunteer program**, with effective credentialing, training and record keeping processes
- Developed **leadership training** and ongoing learning and professional development opportunities for staff



**Enhancing our capability**

- Achieved **return to surplus** and strengthened our financial performance
- Enhanced **care systems** and technologies, including ICT infrastructure, architecture and cloud systems
- Invested **\$52m** into our communities (FY20–24)
- Enhanced engagement with **Lutheran Church of Australia Queensland District (LCAQD)**, Lutheran church congregations and communities
- Strengthened our corporate and employer brands
- Grew the number of people we serve by **50%** from 4,000 to 6,000 (FY20–24)



# New Horizons Strategic Plan 2025–30

Our New Horizons Strategic Plan defines how we can continue to build on our strong Lutheran foundations to grow with integrity and vision, amplifying the difference we can make.

Our path forward is to serve more people in more locations, support our people to thrive and provide exceptional services.

## Our aspiration

To lead in providing innovative, sustainable and thriving aged care and community services.

## Our path forward

- Grow with integrity and vision
- Create great places to work and live
- Support our people to thrive
- Enable care and service excellence
- Stand out and be in demand
- Build on our Lutheran foundations

## What we will look like in 2030



Serving more communities in more locations



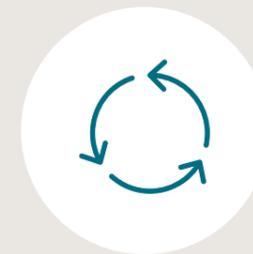
Our built environment champions wellbeing



Our people feel supported to thrive



Well known and loved in our market sectors



Leader in continuum of care for older Australians



Recognised for evidence-based community services



Exceptional services powered by cutting-edge technology



Expanded social outcomes while continuing to invest in our future



Lutheran foundations remain our DNA

## How we will measure our performance

- 1 Service expansion**  
Target 100% increase in the number of people we serve
- 2 Social impact**  
Achieve 50% increase in social value through social and community programs
- 3 Employee engagement**  
Achieve above industry employee engagement
- 4 Quality of care**  
Achieve above industry performance against sector indicators
- 5 Financial health**  
Achieve 12.5% EBITDA margin for sustainable growth
- 6 Capital investment**  
Invest \$120+ million into enhancing our communities
- 7 Quality of life**  
Implement benchmark surveys and Net Promoter Score tracking to enhance wellbeing

Our services  
Aged Care and Quality

# Meaningful connections and exceptional care

Over the past 12 months, we provided residential aged care for 1,300+ people, in-home support for more than 650 people, community health and wellbeing services for more than 880 people and retirement living for 390+ households across Queensland.



We are pleased to be getting the fundamentals right, passing all our reaccreditation assessments, while also exploring innovative initiatives and service.

To continually improve the service and care we provide, we are trialling new technology and programs like providing residents with oral health checks with the assistance of AI and using virtual reality therapy to enhance the lives of residents living with dementia.

We are also working to build an organisation that can serve the community well into the future. This year's pricing review saw us benchmark Residential Aged Care room prices, to ensure our offerings are competitive, attractive, affordable, and sustainable.

We have invested in major new digital platforms for recording, managing and communicating health care information for our residents. Folio is a new system that lets residents, clients, families, and staff easily share feedback via a simple online form. It also allows us to manage audits, and report risks, hazards and incidents – all online.

We continue to plan for the introduction of the Aged Care Reforms in November 2025, to ensure a positive client experience and continuity of care. We welcome the changes as they align with our Model of Care and Service, making care safer, simpler and more focused on the needs, rights and wellbeing of our residents and clients.

Our home care service is preparing for the Australian Government's new Support at Home initiatives, while also launching a new Customer Management System called Nightingale. Our retirement living sites and services are focusing on supporting lifestyles and creating communities, and our unique creative and lifestyle programs are building connections, meaning and purpose.

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

*'Difficult times highlight our staff's dedication and passion for serving others. During Cyclone Alfred, our people went above and beyond to ensure our residents and clients were supported, safe, and reassured – a true reflection of their care. Our people are the heart and soul of Lutheran Services; I have never been so proud of their commitment to serving our communities.'*

Tricia



## Feedback is a gift

**At Lutheran Services, we welcome all feedback as a gift. It enables us to learn and improve our care and service.**

We want all members of our aged care community to have the chance to share their experiences, ideas and suggestions for improvement. The Consumer Advisory Committee was established to give residents, clients and their representatives a chance to have their voice heard, discuss real ideas and issues, and share feedback.

It's also a way to directly connect those who experience our services to the people that make decisions – our governing body, the Council of Lutheran Services.

It is important to us that the people we serve help shape the future of our care and services. The Committee's insights help us determine how we can maintain our high-quality services and care to best support the wellbeing of our residents and clients. Their input also informs our program of work. Look out for our exciting new Welcome Program due to launch in FY26, which was inspired by the Committee!

# Residential Aged Care

**This year we have continued to elevate our residential aged care services, enhancing our offerings, nurse practitioner model, environments and systems.**

Our occupancy rates remain among our highest on record and above the national average, as do our star ratings. It is heartening to know that the exceptional care we strive for is recognised and sought out.

Our Additional Services offering has now rolled out to all our aged care services, making residents' days a little brighter and enhancing their quality of life. We're committed to consistently offering our residents benefits and the choice to access the little extras that make a big difference to their every day, which will transition to the new Higher Everyday Living Fee (HELFF) being introduced in November 2025.

Our Happy Table food and dining initiative continues to go from strength to strength at all sites. New partnerships with dietitians and speech pathologists further enhance the program. Our new recording and reporting platform allows us to closely monitor residents' nutritional status, identify the risk of potential malnutrition at an early stage, and act quickly to maintain health and wellbeing.

*'I enjoy living at Salem today. There's lots to do and lots of good people. I'm encouraged to do whatever I enjoy. The care is excellent. Salem nursed me back to health when doctors told me I wouldn't walk again. Now I'm back on my feet again. Salem has been good for me.'*  
 – Barbara, Resident, Salem Aged Care, Toowoomba

New digital platforms are enabling us to better record, manage and communicate care and health information for our residents. Among other rollouts, we upgraded our nurse call system at all sites. We also introduced an online medication management and prescribing platform, MedPoint. Removing the need for paper-based prescriptions and medication charts, it enables more efficient and safer medication management for our residents.

Onsite pharmacists now support three of our sites, further enhancing our medication management. Working closely with our nurse practitioners, the pharmacists offer training, medication reviews and advice to our GPs. This program means we can offer additional support to our staff, residents and families.

We have honoured and celebrated the history, foundations and evolution of our services as they reached milestone anniversaries – 70 years at Tabeel Aged Care (Laidley) and 30 years each at St Paul's at Caboolture and St Andrews at Talbudgera. These events bring together past and present members of the community and congregation, staff, residents and families to reflect on and recognise the contributions which have made the exceptional services we have today.



Residential aged care for **1,300+ people**  
**97%** occupancy – above national average



In-home support for **654 people**



Respite care services for some **260 people**



**11** communities across Queensland



Majority **4-star** rating – above national average



**5** nurse practitioners serving nine sites



**360,000+** days of aged care



## Enhancing our care with nurse practitioners

**Lutheran Services introduced the nurse practitioner (NP) model of care in 2021 to provide regular, consistent, high-quality primary care for aged care residents, particularly in regions with limited GP and hospital access.**

Started at services in Laidley and Toowoomba, the highly qualified nurses collaborated with GPs and care providers, visiting sites on designated days, covering for GPs on leave, and providing telehealth support.

It proved especially beneficial for residents with complex health needs, enhancing end-of-life support, triaging acute concerns, and reducing hospital visits. The NP also trained and upskilled staff, supporting inexperienced registered nurses.

Due to its success, the model was extended. We now have five nurse practitioners offering their expertise across nine of our residential aged care services.

The value of the NP model has been recognised with Lutheran Services receiving a government grant to enhance the care and quality of life of our aged care residents, home care and independent living clients. This funding allows us to further expand regional services and purchase equipment.

We plan to employ more nurse practitioners to lessen the dependency on limited GP and hospital resources and improve aged care in regional and remote areas.

*'Nurse practitioners play a crucial role in supporting complex clinical needs and providing guidance to the clinical team, while also supporting families on this emotional journey.'*

**Melanie Wagner, Chief Clinician**

# Home Care

**Our home care teams continue to deliver high quality in-home services and support, helping over 650 older people across 11 regions to remain living independently and happily at home. Over the past year, our teams assisted clients around the house and garden, and helped with daily activities, attending appointments, nursing and health care.**

We maintained our focus on social and emotional wellbeing by supporting people through our social activities, community outings and allied health services – such as physiotherapy, podiatry, occupational therapy and group therapy. We offered both hands to help and hands to hold.

Our broad range of services – funded under Home Care Packages, the Commonwealth Home Support Program or as fee for service – have been greatly valued by individuals, families and communities.

We are committed to making our clients feel comfortable, safe and supported in their own home, and recognise the importance of relationships and reliability – we do our best to provide friendly and familiar faces, at regular times. Our care and services continue to be tailored to give clients the help they need, when and how they need it.

*'We use Lutheran Services Home Care today for help with gardening and maintenance. The service is excellent. We know more support is available should we need it.'* – Trevor, Client, Home Care

We are always looking for ways to enhance the care we provide our clients, and to enable us to deliver our services to more communities and help more people.

Our Client and Community Advisers are passionate about ensuring people are supported as they navigate their way through the complexities of aged care and home care. The value added by these roles has led to the appointment of a Client and Community Adviser dedicated to home care. Trialled with a view to expand the model, the position is part of our plan to grow our home care services to support more older people to enjoy the lifestyle they love, in the comfort of their own home.

Our new digital platform for client management, Nightingale, strengthens and streamlines our scheduling, record keeping and reporting, while improving communication and information access for our teams and clients.

These improvements prepare us well for the introduction of the Australian Government's new Support at Home program commencing in late 2025. It's a change we welcome and look forward to adopting (see the following story).



In-home support for **650+** people



Community health and wellbeing services for **880+** people



Across **11** regions from the Gold Coast to South Burnett



## Support at Home

**Support at Home is a new Australian Government funding program replacing the current Home Care Packages Program and the Short-Term Restorative Care Program on 1 November 2025. It's designed to help older people stay living safely and independently in their own homes, with better access to care, services and equipment.**

We're making sure our current and prospective clients are informed and supported through the changes. Community information sessions were held to help explain the new program and what it means for people engaging home care. More than 350 members of the community attended the 10 Support at Home roadshows.

*'The whole thing had a lovely flow on effect for me and some of my friends. I've been able to help other people I've spoken with that have questions and have been unsure of certain changes coming.'* – Roadshow attendee

*'The response has been incredibly positive. Everyone has been engaging with me, asking questions, sharing encouraging feedback, and overall, I feel the events have significantly boosted our brand awareness and again, strengthened our connection with the community.'*

– Melissa, Client and Community Advisor

With most attendees not current clients, we were proud to be able to help build awareness, answer questions, and be seen as a source of knowledge within the wider community. We're here to help people understand every step.

While we're preparing for the Support at Home program, for our clients, nothing changes under the new system unless they want it to. Most importantly, our clients still be supported by the same team, in the same caring way.

# Retirement Living

This year we provided retirement living services for more than 390 households across regional and metropolitan Queensland. Forty-two new residents were welcomed to our communities, which remain highly regarded and sought-after in an increasingly competitive market.

Our refurbishment and improvement programs continued during the year, ensuring our sites set the highest of standards, promote the happiness and wellbeing of our residents, remain competitive in the market, and maintain our great reputation.

We worked hard to nurture the sense of community and lifestyle that lies at the heart of our retirement villages. We keep striving to create distinctive living experiences for residents, reflecting their unique preferences and lifestyles.

*'One of my friends said this is the nicest retirement village he had ever seen. Spacious lawns and gardens, houses not built on top of each other.'*

– Resident, Retirement Living

Current and prospective residents have recognised and appreciated the comfort, convenience and security of our communities, and we continue to enjoy strong and stable occupancy well above the national average.

Our villages are vibrant and thriving communities, where people frequently choose to socialise and celebrate together. Our retirement community managers are people-focused and have worked diligently to foster meaningful relationships with residents across our 10 retirement living locations, over the past 12 months.

Building lifestyle plans for our village residents is an important part of our offering. Using feedback survey results (see following story) and talking with our residents about their lifestyle preferences, we are establishing personalised programs that promote participation, encourage engagement and foster relationships. 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 the lifestyle programs, activities and services that will help them feel happier and healthier.



Retirement living for 390+ households during the year



96% occupancy – above national average



10 retirement living communities from Tallebudgera to Biloela



31 settlements



## Your village, your voice

**By listening to our resident communities, we are developing priorities for supporting new residents and making our existing communities more rewarding.**

In 2024, we introduced a new retirement living resident survey – 'Your Village, Your Voice'. We asked our residents to tell us about their home, community and lifestyle – what they enjoy, what we could improve and what they'd like to see in the future, such as new facilities and activities.

Forty per cent of residents provided feedback which is now informing the development of personalised programs that promote health and wellbeing, encourage engagement and celebrate community. It is also being used to plan improvements specifically for each location, and to develop more integrated activities and services. We're also strengthening community connections by promoting opportunities to volunteer with our aged care services.

We asked residents what they value about their home and community, and this is what they told us...

*'The community spirit. Friends old and new. The freedom to be involved or have my private time. The support I've received since my husband passed away. My family enjoy coming here to visit.'*

*'I enjoy so much that it has a Christian ethic. I feel safe and loved. I appreciate the tranquillity and dependability of the staff. I love volunteering with aged care.'*

*'The outlook from my beautiful unit. It's peaceful. Good services from Lutheran Services. Lovely neighbours. Best move I ever made.'*

# Creative Engagement

Throughout the year, our Creative Lifestyle teams worked closely with our aged care residents to develop engaging activities tailored to their unique needs and interests. We also supported youth and family, mental health and disability services.

Programs aimed to get participants meaningfully involved in activities such as art, craft, music, performance, storytelling, gardening and much more. They remain a fundamental part of the care and support Lutheran Services provides and are key to building vibrant, well-connected communities for our services.

We are always looking for new ways to build connections with our residents. Over the past year, a range of pilot programs were trialled to further enhance our residents' wellbeing.

At Orana Aged Care we have supported the design and launch of a pilot Evening Engagement for Enhanced Dementia Care program. The program saw a dedicated Creative Lifestyle Facilitator deliver a diverse range of individualised, evidence-based, creative, social, recreational, and sensory activities tailored to residents' unique needs.

The program has received overwhelmingly positive feedback – enhancing the lives of residents and the satisfaction and enjoyment of staff. Residents' wellbeing has improved; they are building trust and meaningful relationships, and finding purpose, stimulation, and a sense of connection.

*Our programs are central to our vision of supporting those we serve to pursue the lives they hope for.*

Virtual reality has also been piloted to strengthen connections and enhance wellbeing, as you'll read in the story on the following page.

We continue to support our aged care residents to participate in a range of community activities, from talent shows to art festivals. This year included involvement in the annual LCA NZ Simultaneous Art Exhibition, which reflected the theme of the tree of life. Residents from many sites created group artworks, installations and exhibitions to contribute to the project and share with family, friends and the broader community.

Our creative programs and engagement align with the 'arts for health' movement, which emphasises the positive impact of arts on health and wellbeing. Supported by the World Health Organisation, the approach recognises the benefits of arts and creativity in promoting good health, preventing ill health, and treating various conditions, including mental illness and dementia.

Each service now has a dedicated Creative Engagement Partner, overseeing programs and supporting the lifestyle teams across the organisation. We are committed to collaborating with arts and health advocates, community stakeholders and researchers, to explore and further advance wellbeing through creativity.



15,000+ hours of creative engagement



12 creative lifestyle coordinators and 53 facilitators



Innovative programs, partnerships and research



## Enhancing wellbeing through virtual reality

**Aged care residents at Trinder Park have been taking trips to the beach, patting horses, and visiting Italy and Japan thanks to virtual reality (VR).**

In the past year, Lutheran Services has been trialling a VR therapy tool specifically developed for residential aged care and those living with dementia. The Australian innovation developed by NeuronsVR uses virtual reality technology to help support emotional wellbeing and social connection.

Our Creative Engagement team supported Trinder Park to undertake a pilot program, to evaluate whether the VR experiences would improve clinical care outcomes and enhance the wellbeing and quality of life of residents.

Fifty-six residents participated in almost 120 individual and group sessions which promoted engagement, reminiscence, and emotional wellbeing – especially through nature, travel, and animal-themed experiences.

Residents showed varied responses, from active interaction to quiet memory recall, with many calmer and more enthusiastic afterward.

The sessions delivered promising results, with residents saying:

*'I would watch this all day if I could'*

*'I feel like I've been out on a trip'*

*'I love I can be close to the beach again'*

*'I remember having fish and chips with family in the park and I love the seagulls'*

We are now exploring implementing the technology across our residential aged care sites.

# Caring for our communities



**Lutheran Services continued to deliver a diverse array of community services over the past year.**

- We provided support services and supported independent living for more than 350 individuals and families with a disability.
- We provided more than 130 women and children experiencing domestic and family violence with the refuge and support to rebuild their lives.
- We helped more than 450 people living with a mental illness by providing the clinical and social support they need to progress on their recovery journey.
- We built positive pathways and platforms for success for more than 1,150 young people, their families and communities.

These community services are a foundational part of our organisation. They play a vital role in the communities and regions where we serve.

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.

We continue to pursue being preferred partner for governments and philanthropic organisations to underpin the growth of our future services and social impact. We value our existing partnerships with Lutheran parishes throughout Queensland where we continue to work together and honour the origins of our services.

**Justin Savaille**  
Executive Lead  
Community Services

*'It's incredibly rewarding to see our Lutheran Services values and the Lutheran ethos demonstrated within our community daily. The needs of the community are growing and I'm honoured to work with a dedicated and passionate team to deliver these services.'*

Justin



## Leadership team gains firsthand experience of our work

Each year, members of the Lutheran Services Council and executive team undertake immersion experiences at our sites – to meet the people we serve, spend time with those who deliver our service and gain firsthand experience of our work.

Melody Nalatu, who heads up our Customer, Marketing and Product team, was among those spending time with our community services sites in the past year. Melody visited the Graceville Centre in Nambour – a focus for our mental health services – and had the following to say about the experience.

*'The clients are curious, friendly, honest. Each so unique. The staff are like family. Many have been at Graceville for over 10 years. I was humbled to watch them in action – how well they know each client and the rapport established.'*

*'The clients all have goals. The staff guide and support them each step of the way. One client who arrived not speaking is now communicating and taking day trips. Another painted*

*an artwork for his mum that brought her to tears. Another just started his first job. The care and compassion are palpable. I was so appreciative of our skilled and thoughtful team. It was an inspiring and humbling day.'*

Melody says she is excited to see our Model of Care and Service in action:

- Supporting a sense of meaning and purpose.
- Encouraging clients to pursue what's important to them.
- Recognising the impact of purpose on our wellbeing.

Council Chair, Dr Leena Vuorinen, had the following to say after her immersion with Mary and Martha's.

*'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 holistic care for our families and support for each other – and the life changing benefit they deliver. It touches my heart to see the community support Mary and Martha's attracts – the items donated for our families and the funds contributed through our Lenten Appeal.'*

# Disability

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

Over the past year, we helped more than 350 people with a disability, maintained 16 supported accommodation units, delivered 24/7 support for 21 residents at 7 community homes, and employed more than 140 dedicated staff in doing so. Today, we continue to work with many of the same individuals and families who have turned to our services for many years.

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. Trinity operates three supported living home units and provides 24/7 support at two community share houses. The Trinity headquarters and hub provide wellness, lifestyle and creative engagement programs for many regular clients.

*We embrace and support people with disability as valued and contributing members of the community.*

Lutheran Services also provides services and accommodation at the Keystone Centre and Karawatha Community in Woodridge, the Graceville Centre in Nambour, South Burnett Community Services in Kingaroy, and the newly established Fernvale Hub (formerly Somerset Community Services).

On International Day of People with Disability, we celebrated the achievements of our many remarkable clients who continue to break down barriers and build connections in their communities. Like Trinity client Jenny – a dedicated worker at Woolworths for 28 years. Through her work, Jenny has gained independence and made many friends. We're proud to be part of Jenny's journey and support her to be a great employee.

Trinity's new premises at Bundall combines workspaces, a client hub and activity rooms. A working bee helped paint and assemble furniture – thanks to Keystone, Trinity Lutheran Church and St Andrews Retirement Living for joining.

Keystone has launched a furniture restoration workshop – the Shed. See the story on the following page.

Keystone client Andre 'The Hulk' Rivett has become a familiar face at Café 63 in Underwood, where he helps out every week. To further Andre's barista ambitions, his parents Christine and Steven kindly donated an espresso machine to Keystone. With Andre at the helm, the 'Keystone Koffee Kart' is pumping out great cappuccinos and macchiatos for clients and staff. Funds raised go towards client activities at Keystone.

After much planning, Keystone is launching 'Adepty' – a social enterprise staffed by Keystone clients, providing garden maintenance services for the local community. Adepty will provide valuable employment, engagement and skills development.

We embrace and support people with disability as valued and contributing members of the community. Our staff build skills and connections to produce amazing outcomes. That vision of inclusion and connection is central to all that we do.



Services and supported accommodation for **350+** people with a disability



**16** supported accommodation units



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



**140+** staff



## Keystone Shed is building new opportunities

**Launched in April 2025, The Shed is a furniture restoration and repair workshop with the Keystone crew on the tools. They're giving old furniture a new life, while having a great time and building new skills.**

Items of furniture in need of some love are salvaged or donated by the public. The restored furniture can then be sold, with the proceeds funding more gear and projects for The Shed.

The Shed came about with several Keystone clients keen to pursue interests in woodwork and furniture restoration. The initiative is loosely based on the UK TV show, The Repair Shop, where family heirlooms are lovingly restored. The Shed crew are supported by Keystone staff who share their passion for restoration.

Members of the local community were very generous in donating tools and equipment to help Keystone fit out the Woodridge workshop.

The launch of the Keystone Shed was featured on ABC Local Radio. Caitlin Sheehan interviewed our Community Services Regional Manager Jules De Wit along with Keystone client and Shed regular Denis.

The Shed is another great example of our signature inclusion and community connection – and the amazing ingenuity of the Keystone crew.

# Domestic and Family Violence

**Mary and Martha's Refuge continues to provide a safe haven and support for women and children escaping violent, abusive and coercive environments. Over the past year, we reached and helped around 20% more women and children compared with the previous year.**

The service has helped to rebuild many lives since it began in 1980. Our second refuge opened in 2023 and has significantly expanded access to accommodation and support services to those in need. This year, we were delighted to see our longest staying resident family commence a new chapter of their lives. See the story on the following page.

While the new Safe Places Refuge has been a focus in recent times, our original Mary and Martha's is where it all began. To keep our original refuge in line with recent improvements at our new Safe Place, we refurbished and refurbished Mary and Martha's over the past year. The Department of Social Services helped support the refurbishment by enabling us to access unspent funding. Our resident women and children appreciate the fresh new furnishings as they embark on their fresh start.

*Over the past year, we reached and helped around 20% more women and children.*

To reach and help more women and children, our domestic violence support service has continued to grow and evolve over the past year – breaking down barriers and responding to specific needs. We continue to provide ongoing assistance for some 25 women and their children with limited exit options, after they leave our refuge.

By striving to respond 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 rebuild and move forward.



Refuge and support for **130+** women and children



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



**5** community refuge homes



Employment for **13** people



## Family happily moves on after three years

**Mary and Martha's celebrated a remarkable milestone in 2025. Our longest staying resident family moved on – happily and confidently – after three years at the refuge.**

A mother and several children came to the refuge in 2022 having fled a violent home and relationship. Our Program Manager shed some tears as she recounted their story and shared her thoughts.

*'It's so rewarding to see this family today – three years after fleeing their home and coming into shelter with us. The mother now has stable housing and employment. The kids are engaged and on track. They have their lives back. They have a future. They're part of the community again.'*

*'The mother is so grateful for the support she received. She is a different person today. To see her personal growth over the past three years – to see her rebuild her self-esteem – has been so special. We've walked alongside each other. To see someone reclaim their life – to help them on their way – is quite beautiful.'*

The mother penned a heartfelt thank you to 'the ladies' at Mary and Martha's.

*'When we first arrived, it was so scary and unknown. [The refuge and staff] have been our home and our rock and helped us navigate some of the most difficult times of leaving this relationship. Thank you for always being there. Your support, knowledge, care and strength are truly inspiring and what got me through. Without you ladies, I couldn't have done it.'*

*'I never thought this life was possible. Thank you for not giving up on our family. And showing us we deserve a life without violence. Thank you to [the refuge staff] and Lutheran Services. I'm forever grateful. Words will never truly express my appreciation to you all.'*

# Mental Health

**Mental health care is a vital part of the work we do at Lutheran Services. Over the past year, our 50+ staff at the Graceville Centre in Nambour helped more than 450 people – continuing our leadership and innovation in community-based mental health care and support. It's a tradition Graceville and its predecessors have been upholding for more than 50 years.**

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 provide a more comprehensive and compassionate approach to mental health care and support.

The fundamental 'step-up/step-down' approach pioneered in Nambour more than 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. We also provide supported accommodation in several locations. We maintain our traditional commitment to individual outcomes, personal growth and wellbeing.

Graceville's Dialectical Behaviour Therapy (DBT) program continues to transform lives. See the story on the following page.

Our Transitional Recovery Program (TRP) – now in its 14th year – helps people transition from hospital care to a more independent and homely environment through supported living residences and outreach services. Our great results and strong relationship with Queensland Health will see TRP continue to 2030 – helping clients to achieve personal goals and maintain their mental wellbeing.

*A more comprehensive and compassionate approach pioneered more than 50 years ago remains at the heart of contemporary mental health care practice.*

We were honoured to welcome Marty Hunt MP, State Member for Nicklin, to the Graceville Centre in June. Marty had heard good things about Graceville from one of our clients/residents, Peter, and contacted us to organise a visit. Peter showed Marty around, introduced the team and swapped slow cooker recipes!

The Graceville Art Festival is a vibrant celebration of creative expression, participation and community collaboration. The annual event is open to Sunshine Coast residents living with a mental illness or disability. The 2024 festival was bigger than ever. The 2025 festival will be held in October to coincide with Mental Health Week. For the first time, it will include several prizes. The \$2,000 Graceville Art Prize will be awarded to the artist best capturing the theme 'Earth, Sky, Sea and Me', while communicating a lived experience of mental illness or disability.



Support services, therapies and supported accommodation for **450+** people experiencing mental health concerns



**3** community homes



**50+** staff



## Sharing life changing skills

**Now in its seventh year, Graceville's Dialectical Behaviour Therapy (DBT) program continues to deliver life changing results. As one participant put it:**

*'DBT saved my life. It gave me life skills I never believed I could have. Not by miracle, but through effort, support and skills that work. DBT is not just therapy – it's transformation. And hope – for those who think there is none left.'*

DBT is a structured, evidence-based form of cognitive-behavioural therapy designed to better manage emotions, improve relationships and reduce self-destructive behaviours. Originally developed for individuals with borderline personality disorder, DBT is now widely used to treat a range of mental health conditions. It combines strategies of acceptance and change, building skills in mindfulness, distress tolerance, emotion regulation and interpersonal effectiveness.

Graceville's six-month DBT program combines weekly individual therapy and group sessions backed up with 24/7 phone support. Twenty-four people took part over the past 12 months.

The program receives no government funding and is subsidised by Graceville and fundraising activities.

Participants pay a small weekly fee to take part – typically a fraction of the cost elsewhere.

Some more feedback from recent participants:

*'I have been living with borderline personality disorder and, for much of my life, have struggled. When I began DBT, I was in a very difficult place. The tools I have gained have given me greater insight and stability. I have been able to repair relationships. I am a better role model for my children.'*

*'Before DBT, I felt overwhelmed. DBT helped me be more accountable and rewire how I live, relate and respond. I now meet life from a place of calm presence, discernment and emotional freedom. My family and I will be forever grateful. DBT has been life changing.'*

*'I am 56. I was diagnosed with borderline personality disorder at 16. For as long as I can remember, I have felt sad, angry, scared and depressed. I would self-harm on a constant basis. DBT has been my saving grace. It has given me skills, confidence and purpose to move forward with my life in a way I could never have imagined possible.'*

Building on this success, we plan to replicate Graceville's DBT program at other sites and locations.

# Youth and Family

**Over the past year, our Youth and Family services provided support programs for more than 1,150 young people across the Moreton Bay and Logan regions. We have continued to create new opportunity for young people, strengthening families and communities. We work with young people in a welcoming, engaging and holistic way to promote positive development.**

Our Intercept service in Caboolture works with young people and their families throughout the Moreton Bay region. The service provides programs for personal development, therapeutic supports, alternative education options and disability support services for young people up to 25 years. Intercept was a finalist in the Moreton Bay Business and Innovation Awards in the Not-For-Profit Excellence category.

Intercept's Compass program – now in its third year of funding with the Department of Youth Justice – continues to go from strength to strength. See the story on the following page.

*'I never thought I'd be where I am today. You made me realise I'm more than I thought I was – and I want to thank you for that.'* – Program participant

The Youth Justice Education Training program 'YJET' celebrated its 20th anniversary. The program supports young people to reconnect with their schooling or transition to further training for employment. Intercept has managed and delivered YJET since 2012, providing a sociable, flexible and supportive environment for personal development.

Thirty-eight young people graduated from YJET in the past year. Building on the success of YJET, Intercept received further Queensland Department of Youth Justice funding to support multiple projects, including ongoing support for YJET graduates.

Intercept received renewed funding to continue delivering the Ready, Set, Go work skills program in Kilcoy. The program builds much needed supports and connections for young people in the local community. As part of the program, St Paul's Aged Care in Caboolture is providing participants with experience working in aged care – an area of great career opportunity and job satisfaction!

Our Bridges Reconnect service in Woodridge is strengthening connections for young people and their families throughout Logan and southern Brisbane. With a range of programs, Bridges helped more than 170 young people throughout the year. The service is always exploring new opportunities to build our school-based youth support officer programs with local high schools. Bridges received Logan City Council funding for Queensland Youth Week.

The Bridges Reconnect program 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. The program has now been delivering great outcomes for young people for more than 25 years.



Support programs for **1,150+** young people and their families/carers



**2** service locations in Moreton Bay and Logan regions



**35+** staff



**30** group programs



**419** requests for support



**Counselling for 126** clients



## Compass provides new direction for young people

**Compass is an early intervention program for young people at risk of entering the youth justice system. The program provides young people and their families with support and guidance to build positive connections and a prosperous future.**

The Compass program is now in its third year of funding with the Department of Youth Justice. More than 40 young people have completed the program to date. The Compass program is delivering extraordinary results, literally changing lives. One recent example is Gemma (not her real name).

Gemma was referred to Intercept by a Youth Justice child safety officer. She and her mother agreed to take part in the Compass program. Gemma was disengaged from school. Her attendance and grades were declining. She had been suspended several times. Gemma had been exposed to domestic violence trauma during the recent breakdown of her parents' relationship. There were concerns about her health and wellbeing, substance use, destructive behaviours and engagement with anti-social peers.

Through the Compass program, Intercept staff built a rapport with Gemma, creating a secure environment for exploring needs, opportunities and goals. We supported

Gemma and her family with school enrolment and referrals to further supports and counselling, including other Intercept programs. We helped Gemma to explore her interests and ambitions in food and hospitality, meeting with a local restaurateur to discuss career pathways.

Gemma is excited to return to education, choosing electives to support her new goals. She is building positive lifestyle habits and social connections. Her health and wellbeing have improved dramatically. Gemma has had no further interactions with youth justice and is focused on a bright future.

Compass is providing new direction, skills and pathways for our young participants. It's helping to change the narrative for young people, youth justice and crime prevention – youth crime is on the decline in this region.

We meet so many remarkable young people like Gemma facing seemingly insurmountable challenges. We are humbled and inspired to support them to make new connections and find new direction.

*The Compass program is delivering extraordinary results, literally changing lives. More than 40 young people have completed the program to date.*

## Our organisation

# Chaplaincy and Ministry Development



### Chaplaincy is at the heart of Lutheran Services and a key distinction of our sites.

Throughout the year, our chaplains served over 23,700 hours in aged care and hospital settings, offering pastoral care to everyone. They built relationships, offered support in life's most important moments, and helped people reflect on meaning, hope and purpose.

Our 19 aged care chaplains – a mix of ordained and lay ministers – served 12 communities comprising more than 1,000 residents. Our 10 volunteer hospital chaplains provided pastoral care in 10 Queensland hospitals.

Our chaplains are greatly valued and in high demand from our aged care residents. They play a vital role in keeping our faith identity alive, meaningful and dynamic.

Our chaplaincy program continues to grow across our sites and services. We are fostering a model that is sustainable for Lutheran Services and valuable for those who live in our communities and use our services. We were proud to introduce our first Community Chaplain role which will support Mary and Martha's, our domestic and family violence refuge. We are looking to expand this service to more parts of our organisation.

We were pleased to welcome our Trinder Park Chaplain, Jo Corney, to our new Assistant Director of Chaplaincy and Ministry Development position. The role has focused on the operational management and growth of chaplaincy services, and the chaplaincy extension project, which aims to move chaplaincy into more spaces. It has also supported Lutheran Literacy for our staff, and the Lutheran Identity program, which has become a core part of our staff induction helping new employees understand the significance and meaning of 'Lutheran' in Lutheran Services – our history, ethos, and the care we provide.

Our Origin Stories project continues to bring people together from our congregations and services, past and present, to share and record the remarkable histories and stories of our services.

We continue to explore new ways of further connecting and building communities through shared resources – see the story on the following page. Through the National Lutheran Chaplaincy program, we help build understanding, connections and a sense of community. We're proud to offer support and guidance to aged care chaplains around the country.

Finally, thank you to our Lutheran communities and congregations for their generosity and support of the 2025 Lenten Appeal, which raised close to \$20,000 for our domestic and family violence services, and hospital chaplaincy program.

**Rev Dr Russell Briese**  
Director of Chaplaincy and Ministry Development



19 aged care chaplains, supporting 1,000+ residents



10 volunteer hospital chaplains



20,300+ hours of pastoral care for aged care residents



Lenten Appeal \$19,700

*'Lutheran Services is making a real difference in the community. I am delighted to bring my pastoral and academic background to the heart of Christian life, that of serving others. Diakonia is an exciting space for the church to engage and thrive in.'*

Russell



## Connecting communities through pastoral care

**Lutheran Services aged care is an extension of the work of founding congregations all over Queensland.**

Today collaboration continues, with local congregations and our services sharing resources, building relationships, and reflecting missions.

One of the strongest connections is sharing pastoral and chaplaincy support – where a pastor ministers to both the parish and aged care site. This is particularly important in regional areas, where congregations are smaller and aged care sites need extra support.

We now have a range of collaborations in progress from Gladstone to Nundah, with local pastors assisting with weekly worship services at our aged care sites.

At St Luke's Lutheran Church in Woodridge, the congregation is set to move its activities to the Trinder Park Aged Care chapel and recreation hall on an ongoing basis. This will provide benefits for the parish and aged care residents, including a regular Sunday service for our residential village and a community focus for the congregation.

Partnerships are core to maintaining and strengthening vital connections as congregations and services work together for the benefit of local communities.

## Our organisation

# People and Culture



**Our people are the heart of our organisation and when they thrive, so do those we serve.**

We value our people, and sought to provide some 2,200 people this past year with support, flexibility and opportunities to grow, meet performance goals and succeed.

Our aim is to be an employer of choice – to attract and retain great people to deliver exceptional care for the communities we serve.

We are proud of our Lutheran Services Enterprise Agreement (EA) which was renewed in 2024, providing competitive wages, conditions and working environments for our care staff. It also ensures we can continue to deliver services and care of the highest quality, while maintaining a sustainable business. We have long paid our care workers above the award rate, however we also made sure to pass on all the wage value case increases to our workforce.

Our new employer brand, the way we talk about the opportunities and benefits of working with Lutheran Services, and highlighting the sort of people who love working here, is helping attract like-minded and passionate employees.

*'Leaders play a critical role in fostering a positive workplace culture, setting the tone for interactions and communication, valuing our people and building trust. It's great to be able to support our people to do what they love and thrive in their roles.'*

We are also using different strategies to get a pipeline of talent – you can read more in the story on the following page.

Our refreshed induction process connects people across our divisions and locations, while introducing our vision and values, culture and ethos. It allows our new starters to hear how we talk about ourselves, what we think is important, and what we have in common regardless of our role.

We were excited to launch our "Love Being a Leader" program, which includes a six-month leadership induction program and a leadership hub of resources and curated training content.

Our team is committed to caring for others – so we want to make sure they are supported to take care of themselves too. This year we implemented a workplace wellbeing program, '5 to Thrive', providing resources, tools and information to support the financial, emotional, social/community, occupational and physical health of our people.

We also continue to focus on making sure our workforce is safe, compliant, and meeting legal requirements. More than 100 safety ideas were shared by staff during Safe Work Month, highlighting our team's commitment to creating a safer and more supportive workplace for everyone.

**Nicole Rasmussen**  
Executive Lead  
People and Culture



We employed some **2,200** people



**80%** female



**30%** are visa holders



**600+** with us **5+** years



## A warm welcome for new nurses and carers

**Recruiting nurses and carers can be challenging in the aged care sector – especially in regional and remote communities.**

So we started thinking differently about showing people the opportunities, benefits and rewards of joining our team. And our innovative recruitment strategies are paying off – we have reduced our reliance on agency staff, giving us a more stable, consistent team and lowered agency costs by 80%.

A centralised recruitment process helps attract people who best fit our culture and who align with our values and ethos.

Since 2022, 113 nursing students have benefitted from the valuable opportunity of a final year clinical placement in aged care, thanks to our Transition to Practice program. After experiencing our culture and care first-hand, we

welcomed 30 of our 2024–25 student nurses back into our team after graduating!

Visa sponsorships, and attractive relocation and sponsorship packages, have helped us fill 66 vacancies for nurses and carers – the majority in regional and remote locations – and build a pipeline of talent who are prepared to relocate to join our team.

Our overseas nurses are greeted by a warm and welcoming experience when relocating with their families – be it fresh fruit in their new home or a teddy bear on their child's bed. It's just another way we are helping our people, those we serve, and our regional communities to thrive.

*'The house had been prepared by the team with everything we needed including groceries, and books and colouring-in pencils for the children. We were so thankful.'*  
- Shiha, Registered Nurse, Wahroonga Aged Care

## Our organisation

# Customer, Marketing and Product



**Lutheran Services' strong reputation and brand embodies the wonderful work of our people, and the experience enjoyed by our residents and clients.**

Our profile has been amplified over the past year through growing social media channels, media thought leadership, and expanding stakeholder engagement.

We are proud to offer care and services that are highly regarded and sought after. Our sales and marketing initiatives continue to maintain above industry average occupancy levels for residential aged care and retirement living.

This is largely thanks to our Client and Community Advisor (CCA) team, who work as trusted advisors – helping people navigate aged care, home care and retirement living. Our CCA team connected with more than 90 community events in the past year. We also welcomed over 60 new residents and clients into our residential aged care, home care and retirement living communities each month.

Digital marketing and social media continue to drive our brand recognition, reputation, and community engagement. More people are visiting our website and online enquiries have never been higher.

*'Our reputation is built on what people remember most. We influence this through our media stories, social platforms, events and advertising – and it's been a great year. But at the heart of it all are the people delivering our services. There's never a shortage of inspiring stories, messages of gratitude or life-changing experiences. We're honoured to amplify them so more can experience the incredible work of our people.'*

Customer, Marketing and Product (CMP) led the Residential Aged Care Pricing project, reviewing 1,070 refundable accommodation deposits (RADs) to ensure our pricing is competitive and sustainable. Benefits are expected within three years, supporting occupancy, reputation, and long-term viability.

Our events portfolio continues to grow, seeing us stage at least one event every month. Over the year we supported more than 181 stakeholder engagement activities. Significant anniversaries and milestones were celebrated with clients, residents, families, staff, and congregations and communities.

Our 250+ communications supported these events plus facilitated operational activities and change throughout the year – including our Lutheran Identity, staff and leader inductions, new wellbeing program – 5 to Thrive, Enterprise Agreement and digital transformation.

We also continued to honour our history through the Origin Stories project, which you can read about in the following story.

**Melody Nalatu**  
Executive Lead  
Customer, Marketing and Product



Maintained above industry average occupancy, with **97%** in aged care and **96%** in retirement living



**5,334** new enquiries from prospective residents and clients



LinkedIn following grew by a **third**; Facebook reached **30,000+** people each month



**35** positive media stories reaching **3.8 million** people



**2+ million** views of new brand video



## Origin Stories

**The Lutheran Services Origin Stories project has been enthusiastically embraced by our congregations, communities, staff and stakeholders since it began in 2022.**

The project was developed by CMP, in collaboration with LCAQD Ministry and Mission, to explore and document the rich histories behind our services, honouring and celebrating the people and congregations that founded them.

Over the past 12 months, another two Origin Stories – Tabeel Aged Care and Trinity Community Services – were presented back to congregations and communities. St Paul's Aged Care, Salem Aged Care and St Andrews Aged Care stories are also in train.

Queensland District Bishop Dr Mark Vainikka sums up the project:

*'Stories have a unique power to shape and inspire, and the Origin Stories project brings the grace of God alive in the narrative of our Church. Stories of how our congregations founded these services are deeply formative, grounding Lutheran Services in the Church's mission to serve. As we celebrate the origins of these ministries, we honour the legacy of those whose faith and hard work have made a lasting impact. This project strengthens our connections and reminds us that Lutheran Services embodies our Church's purpose of participating in God's mission to the world.'*

You can explore the Lutheran Services Origin Stories here: [lutheranservices.org.au/origin-stories/](https://lutheranservices.org.au/origin-stories/).

## Our organisation

# Property and Assets



Property and Assets is focused on delivering and sustaining welcoming, high-quality, safe and adaptable places for our people and those we serve to live, work and connect.

We invested some \$18.2 million in maintaining and improving our communities, buildings and infrastructure over the past year.

We continue to refurbish our independent living units to ensure they remain market competitive and offer our residents comfortable, convenient and secure homes. Revitalisation projects are also ongoing across our residential aged care sites. You can read about the latest improvements at Immanuel Gardens on the next page.

Future-proofing our sites for safety and continuity of care is a high priority. Generators are installed at all our aged care sites, preparing us well for the impacts of Cyclone Alfred. With fuel drop offs organised in advance, services were able to operate largely as usual when power was lost.

Our 24/7 emergency response partners supported all sites across the business and responded to incidents and property damage throughout the weather event. This arrangement meant only one phone call was needed for immediate assistance – streamlining and expediting make-goods and repairs.

*'I love having the opportunity to reimagine how community services and aged care looks and how the built environment can enhance the lives of our residents, clients and teams. We're creating more than just buildings and property ... they're homes, workplaces and communities.'*

We continue to engage regularly with the Department of Transport and Main Roads regarding the Logan and Gold Coast Faster Rail project, which requires the resumption of a portion of land at our aged care services at Trinder Park. The wellbeing, safety, and quality of life for our residents and staff is at the heart of these discussions.

Our voices are being heard and considered during the design phase of the project – with thought given to the potential impact on our environment, experience, and services. We will continue to work with the government and contractors to achieve the best result possible for everyone at Trinder Park.

We are committed to creating and maintaining resilient, efficient and welcoming environments for our residents, clients, and staff and look forward to continuing to evolve to meet the changing needs of our people, clients and residents.

**Charles Grady**  
Executive Lead  
Enterprise and Digital Transformation



Welcoming living environments for **1,300+** aged care residents including the completion of the Wattle wing refurbishment at Immanuel Gardens



Maintenance of around **400** independent retirement/supported living units and community homes



Rewarding workplaces for some **2,200** staff



**\$18.2 million** invested in enhancing our communities



## Renovations revitalise Immanuel Gardens

**More residents at Immanuel Gardens Aged Care at Buderim are enjoying refreshed rooms and facilities with the completion of stage two of The Terrace refurbishment.**

Residents in Wattle experienced the excitement and benefits of our extensive renovation and expansion project, moving back into their revamped rooms in June.

Wattle certainly got more than a lick of paint! Twenty resident rooms were refurbished and updated to ensuite rooms.

Residents were delighted to move back into their improved rooms after moving out for the renovation and are enjoying the new beds, furniture, curtains and privacy of their own bathroom.

*'There were big smiles as residents moved to their freshly renovated rooms in Wattle at Immanuel Gardens Aged Care.'*

Decorated in beautiful greens and blues, the hues reflect Buderim's position overlooking the coast and backing onto the bush.

Stages three and four will complete the full refurbishment of The Terrace and will be completed over the coming 18 months.

## Our organisation

# Enterprise and Digital Transformation

**Lutheran Services continues to invest in the technology, structure and processes to lead us to an innovative, sustainable and thriving future.**



Our digital transformation has delivered new systems – improving access, reporting and communication for our organisation, our people, and those we serve.

Our new online finance, HR and payroll system – Ci Anywhere – was prepared for launch on 1 July 2025, making it easier for our teams to process financial transactions, access financial data and process HR, payroll and finance requests. You can read more about this in the following story.

We also introduced a new client management system and single source of truth for our home care teams. The Nightingale system supports scheduling, service delivery, and documentation. This strengthens our foundations for quality, compliance, and care continuity – now and into the future.

Several new technologies were implemented to improve health care communication and information access. My Health Record is the national digital health record platform, and Folio is our new quality control program capturing feedback and helping manage risk. MedPoint was also launched to manage medications and prescribing online.

A system upgrade improved our telephone experience delivering high-quality voice capabilities. RingCentral is more modern, reliable and flexible, and provides insights to help enhance our customer service.

In addition, our network enhancement project was finalised, with the Zero Trust Network Standard giving our staff and residents faster and more secure internet access and significantly lowering setup times.

We continue to enact the 2022 Synod resolutions to incorporate as a new entity. This major governance transformation process will see the organisation transition from a Letters Patent Body Corporate structure to that of a Trust with an incorporated company as Trustee – New Lutheran Services Ltd.

This transition reflects contemporary governance standards and will formalise the way Lutheran Services functions as a separately incorporated faith-based charity delivering aged care and community services. We are well progressed and continue to work towards launching the new entity as soon as logistically and legally possible.

Lutheran Services is one of the first entities in Australia to attain registration as both a Public Benevolent Institution (PBI) and Advancing Religion through the Australian Charities and Not-for-profits Commission. This affords us tax concessions that enable us to invest in and improve our services to the community.

**Charles Grady**  
Executive Lead  
Enterprise and Digital Transformation

*'Our new systems are better supporting the way we work and care every day and leading us to a new era of managing and protecting our data, and supporting our residents, clients and staff. It is so rewarding to help the people of Lutheran Services focus on what matters most: exceptional services and care.'*

Charles



## System access anywhere, anytime

**Multiple digital transformation projects have been delivered over the past year including our new enterprise resource planning (ERP) system.**

The implementation of new cloud-based technology allows our people to access systems anywhere, anytime – a game-changer for frontline and flexible workforces such as ours.

After three years of configuring and feedback, Lutheran Services' new online finance, HR and payroll system – Ci Anywhere (CiA) – was tested, refined and prepared to go live by 1 July 2025. It replaces and upgrades existing systems, moving us into a new contemporary era of service delivery.

This is an incredible achievement for Lutheran Services and a key part of our digital transformation to better support the way we work and care every day.

The integration of the new systems delivers significant benefits for our people and business.

Platforms sharing data increases transparency and accountability, reduces duplication and manual data entry, and makes it easier for our people to do their job. So, our governance and reporting are more robust, and our people able to focus on other valuable, more rewarding work. Win-win!

# 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.

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 (until June 2025)



**Jennifer Danslow**  
Secretary (until June 2025)  
Chair (from June 2025)



**Andrew Spyropoulos**  
Vice Chair (until June 2025)  
Member (from June 2025)



**Anna Renner**  
Member (until June 2025)  
Vice Chair (from June 2025)



**Theresa Stolz**  
Member (until June 2025)  
Secretary (from June 2025)



**Cheryl Steinhardt**  
Member



**Pastor Andrew Koehler**  
Member (until June 2025)

## 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 some 2,200 staff in day-to-day operations.



**Nick Ryan**  
Chief Executive Officer



**Cara Benoit**  
Executive Lead  
People and Culture  
(until February 2025)



**Nicole Rasmussen**  
Executive Lead  
People and Culture  
(from February 2025)



**Rev Dr Russell Briese**  
Director of Chaplaincy and  
Ministry Development



**Tricia Davis**  
Executive Lead  
Aged Care and Quality



**Charles Grady**  
Executive Lead  
Enterprise and  
Digital Transformation



**Emma Hunt**  
Executive Lead  
Property and Assets  
(until April 2025)



**Thea Madigan**  
Executive Lead  
Finance



**Melody Nalatu**  
Executive Lead  
Customer, Marketing  
and Product



**Chris Seiboth**  
Executive Lead  
Community Services  
(until December 2024)



**Justin Savaille**  
Executive Lead  
Community Services  
(from December 2024)

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

[lutheranservices.org.au/governance-and-leadership](https://lutheranservices.org.au/governance-and-leadership)

## Our organisation

# Financial performance



**Lutheran Services strives to provide quality services to support those in need – and to build a robust platform that will enable us to do more good work for more people.**

With no borrowings, a \$300 million asset base and revenues of more than \$200 million, Lutheran Services is a substantial enterprise and sustainable organisation doing valuable work for many individuals, families and communities.

Lutheran Services recorded a profit of \$3.3 million for the 2025 financial year. This represents our third consecutive year of surplus and follows six years of losses prior to 2023 – the successful outcome of our return to surplus strategy developed in 2020. As a not-for-profit organisation, our growth is reinvested in the people and places we serve, and in those who deliver our service.

*All services at year end were profitable or breaking even – a considerable achievement given our highly competitive markets and narrow margins.*

Our revenue increased by \$14.3 million or 7% to \$206.6 million in the 2025 financial year. Our earnings before interest, tax, depreciation and amortisation was \$16.6 million, contributing to future cash flows and the overall health of the business.

Equity increased by 6% to \$58.1 million. The cash position of the business has grown, embedding the potential for further growth. Our investment portfolio continues to perform favourably.

While costs increased 11% from the previous year, our continued profitability attests to the prudent management of our business streams by our Council and executive team, and the steady growth of our service provision.

Again this past year, we have made considerable investment in our

business, systems, sites and services. Investment continued across numerous strategic initiatives:

- ongoing building refurbishment
- major upgrade and expansion projects
- enterprise and digital transformation.

Throughout the year, we invested \$18.2 million in maintaining and improving our communities, buildings and infrastructure.

Delivering our many enterprise and digital transformation initiatives has required substantial investment across the organisation. Streamlining and strengthening our administration and information platforms has delivered new efficiencies and will be a key enabler for future growth and sustainability.

The considerable work we have done in residential aged care – to underpin our traditional service standards, while improving the sustainability of our business model – has delivered significant improvements in our financial performance in this area. As residential aged care accounts for around 75% of our revenue, these refinements carry major potential for maintaining and improving our service and care.

All services at year end were profitable or breaking even – a considerable achievement given our highly competitive markets and narrow margins. Lutheran Services today is an efficient organisation and sustainable business in a challenging sector. While the economic landscape is challenging, we are well placed to consolidate our profitability and growth.

**Charles Grady**  
Executive Lead  
Enterprise and Digital Transformation



**\$3.3 million** profit, third consecutive surplus



**\$206.6 million** revenue up 7%



**\$16.6 million** EBITDA



**\$58.1 million** equity up 6%

## Financial results

| REVENUE (\$ MILLION)                         | 2024 FY      | 2025 FY      |
|--|--------------|--------------|
| Medicare/residential aged care               | 107.8        | 108.5        |
| Resident fees                                | 27.3         | 23.5         |
| Government grants                            | 10.2         | 9.5          |
| Retirement living – deferred management fees | 3.4          | 3.5          |
| Home care                                    | 10.9         | 12.5         |
| NDIS/disability support                      | 10.2         | 11.2         |
| Interest (including bonds)                   | 9.3          | 7.8          |
| Donations                                    | 0.1          | 0.1          |
| Other  | 13.1         | 30           |
| <b>Total revenue</b>                         | <b>192.3</b> | <b>206.6</b> |

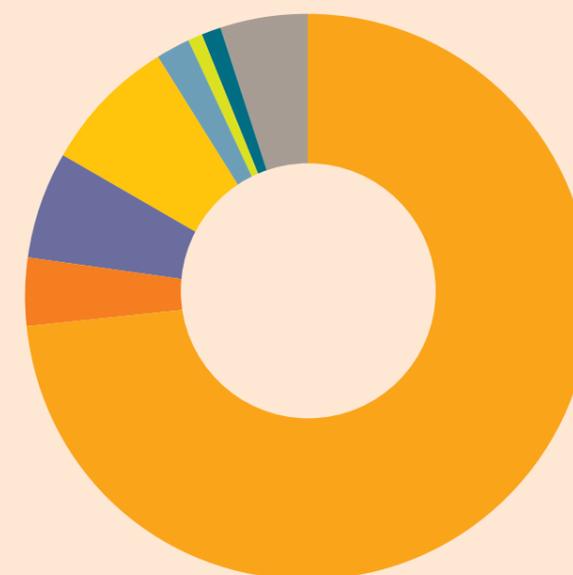
| EXPENDITURE (\$ MILLION)                            | 2024 FY      | 2025 FY      |
|---|--------------|--------------|
| Staff costs   | 136.8        | 147.7        |
| Care costs – food, dining, clinical, pharmaceutical | 12.0         | 16.4         |
| Premises costs, utilities, repair and maintenance   | 9.0          | 11.4         |
| Administration costs                                | 9.5          | 10.9         |
| Depreciation  | 12.2         | 12.7         |
| Other   | 4.4          | 4.2          |
| <b>Total expenses</b>                               | <b>183.9</b> | <b>203.3</b> |
| <b>Surplus</b>                                      | <b>8.4</b>   | <b>3.3</b>   |

## Balance sheet

| (\$ MILLION)             | 2024 FY     | 2025 FY     |
|--------------------------|-------------|-------------|
| Total assets             | 309.5       | 325.5       |
| Total liabilities        | 254.6       | 267.4       |
| <b>Net assets Equity</b> | <b>54.9</b> | <b>58.1</b> |

## Revenue by sector

|                              |     |
|------------------------------|-----|
| Residential aged care        | 76% |
| Retirement living            | 4%  |
| Home care                    | 6%  |
| Disability                   | 5%  |
| Mental health                | 2%  |
| Youth and family             | 1%  |
| Domestic and family violence | 1%  |
| Other                        | 5%  |



# 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.

|  |                                    |  |   |  |  |
|--|------------------------------------|--|---|--|--|
| Active Medical   | Bunzl                              | The Ginger Factory                                 | NLE Commercial  | Queensland Health  | Sundale Community Foundation             |
| AGES Darling Downs Hospital and Health Service                                   | Buranda Housing Service Centre     | GIVIT  | Open Haven  | RASS Gold Coast Hospital and Health Service  | Sunshine Coast Agricultural Show Society |
| Amora Hotel  | Cablecomm                          | Gympie Woodworkers                                 | Productivity  | Red Rose Foundation  | Sunshine Coast Council                   |
| Atlas McNeil Healthcare  | Caboolture Bowl                    | Kmart Toowong                                      | QCC Hospitality Supplies  | RizeUp Australia   | TAFE Queensland                          |
| Australian Catholic University   | CAREPACT Metro South               | LCAQD Ministry and Mission                         | Queensland Firebirds  | Robin's Rose Quilters  | Thread Together                          |
| Australian Government Department of Health, Disability and Ageing                | Choice Aged Care                   | LLL Australia                                      | Queensland Government Department of Families, Seniors, Disability Services and Child Safety | Rotary Club of Ashgrove  | Tim Fairfax Family Foundation            |
| Australian Government Department of Social Services                              | City of Moreton Bay                | Lockyer Doctors                                    | Queensland Government Department of Housing and Public Works                                | SecondBite   | UniSC                                    |
| Baby Give Back   | Coles Nambour                      | Logan City Council                                 | Queensland Government Department of Justice   | Share the Dignity  | Women's Health and Equality Queensland   |
| Banana Shire Council   | Comcater                           | Lutheran Church of Australia Queensland District   | Queensland Government Department of Youth Justice and Victim Support                        | Sports Central Caboolture  | Woolworths Nambour                       |
| Berwah, Caboolture, Dakabin, Kilcoy, Morayfield and Tullawong State High Schools | Cooloola Potters                   | Lutheran churches and congregations                |   | Staff of Queensland Government Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development | Zephyr Education                         |
| Beyond DV  | Country to Coast Qld PHN           | Lutheran Education Queensland schools and colleges |   | Styling Station Milton   |  |
| Bidfood Australia  | Culligan Australia/Waterlogic      | Lutheran Youth of Queensland                       |   |  |  |
| Brisbane Domestic Violence Service   | Darling Downs and West Moreton PHN | Mangrove Housing                                   |   |  |  |
| Brisbane Lord Mayor's Charitable Trust   | Dementia Australia                 | Master Meats, Kawana                               |   |  |  |
| Brisbane North PHN   | DV Connect                         | Men's Shed: Nambour, Aspley                        |   |  |  |
| Bunnings: Cannon Hill, Indooroopilly, Maroochydore, Plainlands                   | Ecolab                             | Nambour and District Lions Club                    |   |  |  |
|  | ELDAC                              | Nambour Heights Butchery                           |   |  |  |
|  | Friends with Dignity               | Nambour RSL  |   |  |  |
|  |                                    | National Disability Insurance Agency               |   |  |  |

A big thank you to the many people who contributed to our annual Lenten Appeal benefitting our refuges and hospital chaplaincy.

Thanks also to our many suppliers and contractors, who are our valued partners in service and regularly go above and beyond.

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



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**Lutheran  
Services**

*There for you*