Lutheran Services

There for you

Annual Report 2026





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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Bishop's message



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



Lutheran Services exists to serve

As a ministry of the Lutheran Church, we seek to bring Christ's love to life through practical care, support, and service. We do this because the Christian faith shapes how we live and how we care for others.

Across Queensland, Lutheran Services provides care and support that touch the lives of thousands of people each year. In these ministries, we continue the church's mission of serving our neighbours with compassion, dignity, and hope. The biblical witness reminds us of God's unwavering love and care for all people and the hope he promises. This profound truth lies at the heart of all we do: We serve because God first served us.

The breadth of this work reflects the vision and commitment of those congregations whose faith gave rise to Lutheran Services and whose legacy continues through its ministry today.

I wish to express my sincere gratitude to the staff and volunteers whose dedication, professionalism, and compassion make this service possible. Through their work, Lutheran Services continues to be a visible expression of Christ's care within our communities.

May this annual report serve as both a reflection on the year that has been and a reminder that our service to others is grounded in God's love for us, revealed in Jesus Christ.

Chair's foreword

Jennifer Danslow
Chair, Council for Lutheran Services



It is a privilege to present my first report to you as Chair. Thank you to Dr Leena Vuorinen for her 14 years of service, the past four as Chair. In my 12 years with Council, I have witnessed great progress for Lutheran Services supporting those we serve.

To be chosen by the Cabanda Care Board to continue the legacy of the aged care service that was built over 40 years in Rosewood is a great honour and endorsement. We both saw a close alignment in our values and model of care. We are both respected providers and employers, dedicated to the regions and communities we serve. We look forward to continuing the Cabanda legacy and tradition. (See page 49.)

Congratulations to our sites celebrating milestones this past year:

- **South Burnett Community Services** in Kingaroy – 10 years
- **Tabeel Retirement Living** in Laidley – 20 years
- **Zion Retirement Living** in Gympie – 30 years
- **Trinity Community Services** in Bundall – 50 years
- **Cooinda Aged Care** in Gympie – 60 years
- **Salem Aged Care** in Toowoomba – 90 years

More than 100 people attended the Salem 90th. A highlight of the day was the launch of the Salem Origin Story. (See page 43.)

Five years ago, Lutheran Services was chosen to transition the stewardship of Cooinda Aged Care in Gympie. We celebrated Cooinda's 60th with many of the previous management committee in attendance. Cooinda today continues to thrive. (See page 42.)

We were delighted to welcome Dr Allie Ernst as Executive Director of our newly established Mission, Identity and Culture branch. This new role will further articulate our fundamental legacy and distinctive identity – and strengthen how this shapes our organisational practice, work culture and the care we provide. (See page 39.)

The inaugural Lutheran Services Staff Awards were launched to celebrate how our people live our core values and make a difference every day. I was delighted to be part of the judging panel and attend the awards presentation. It is humbling and inspiring to hear our people acknowledge their colleagues. (See page 46.)

Thank you to my fellow Council Members for their dedication and support. Anna Renner continues as Vice Chair – as an experienced registered nurse and practising clinical care coordinator, Anna fulfils our clinical care experience requirements under the new Aged Care Act. Dr John Neldner is now Secretary. Cheryl Steinhardt, Theresa Stolz and Pastor Edwin Shoesmith continue as Members. We thank Andrew Spyropoulos for his service over the past seven years. And we are delighted to welcome Dr Darryl Muller to Council.

My thanks to CEO Nick Ryan and his leadership team for their stewardship, collaboration and dedication. It is an honour to work with such compassionate, professional and committed people delivering such valuable work.

May God continue to bless Lutheran Services, its staff and those they serve.

CEO's report

Nick Ryan
Chief Executive Officer



Lutheran Services recorded a surplus of $6.8 million for the 2026 financial year, supported in part by the acquisition of Cabanda Care. Alongside this, revenue increased to $241.1 million for the year. Our earnings before interest, tax, depreciation and amortisation increased 35% to $22.3 million. Notwithstanding this surplus, there remain ongoing challenges, with government revenue falling short of the actual cost of delivering aged care services. This reinforces the need to strengthen our financial foundations, supported by a strong first year of our New Horizons Strategic Plan.

As a not-for-profit organisation, our growth is reinvested in the people and places we serve, and in those who deliver our service. We invested $21 million in maintaining and improving our communities, buildings and infrastructure throughout the year.

Our continued profitability attests to the stewardship of our Council and Executive Team, and the steady growth of our service provision. I am delighted to welcome Jennifer Danslow as our new Chair. Jenny has served as a Council Member since 2013 and as Secretary from 2019. I am deeply grateful for Jenny's guidance, wisdom and good grace. Our heartfelt thanks to Dr Leena Vuorinen who stepped down as Chair last year.

Contributing to our growth this year was our selection as the new manager and owner of Cabanda Care – a community-owned and operated aged care service in Rosewood. We were humbled and honoured to be chosen by the Cabanda Board from a field of respected aged care providers. We officially welcomed Cabanda Care to Lutheran Services in April 2026. (See page 49.)

The 2026 financial year marked the first year of our New Horizons Strategic Plan. The Cabanda partnership sees our renewed vision, mission and goals off to a great start. To support our New Horizons, we have remodelled our organisational structure as a five-branch matrix:

- Aged Care
- Community Services
- Mission, Identity and Culture
- Enterprise Transformation
- Corporate Support Services.

Under the stewardship of a streamlined, better aligned executive team, this new organisational structure emphasises our service delivery, unique culture, and business growth and sustainability.

Multiple initiatives were delivered throughout the year, including an enterprise resource planning platform, home care client management system and cloud-based phone platforms.

Rev Dr Russell Briese, Director of Chaplaincy and Ministry Development, and I undertook a study visit to Germany in October 2025 – to better understand how the German Lutheran Church delivers its social ministries, and how we may build enduring models of care. One of the first providers of services for those in need, the Lutheran Church today is among the largest providers of health care, aged care and community services in Germany. (See page 41.)

In the following pages, you can read more about these and many other achievements. My heartfelt thanks and congratulations to our more than 2,500 people who served more than 5,500 Queenslanders across more than 20 sites over the past year. It is a privilege to work with such a capable and closely aligned team of people delivering such vital service.

Rich blessings.

About Lutheran Services

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 2,500 people served more than 5,500 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 purpose

Lutheran Services exists to serve. Serving others is at the heart of Christian faith.

Our identity

As part of the Lutheran Church of Australia Queensland District, we seek to draw from, express and add to the life and mission of the Church. Lutheran Services has grown out of the dreams and hard work of our founding Lutheran congregations.

Our vision

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

Our values

Innovation

We work together to continuously improve our services.

Empowerment

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

Kindness

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

Integrity

We act with honesty and accountability in all interactions.

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

Community Services

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

Service stream key

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



Strengthening our service in the western corridor

Contributing to our growth this year was our selection as the new manager and owner of Cabanda Care – a community-owned and operated aged care, retirement living and home care service in Rosewood. (See page 49.)

2026 highlights

OUR COMMUNITIES

5,500+
Queenslanders served

1,400+
aged care residents

560+
retirement living residents

OUR ORGANISATION

$21m+
invested in enhancing our communities

$6.8m
surplus

$241m+
revenue

700+
in-home support clients

280+
people with a disability

130+
women and children

2,500
people employed

20+
communities

195+
volunteers – 19,240+ volunteer hours

90
people with a mental health concern

1,780+
young people

570+
community health/wellbeing clients

NURSE PRACTITIONERS

Advanced clinical care, closer to home

Five years after Lutheran Services introduced its Nurse Practitioner program, the model has grown into an important part of clinical care across our residential aged care services.

What began in 2021 with one Nurse Practitioner has grown to a team of six Nurse Practitioners supporting 11 aged care homes, alongside a Nurse Practitioner Candidate and credentialled Diabetes Educator. The program gives residents timely access to advanced clinical care, supports continuity of care and provides valuable clinical guidance and education for our teams.

The model was introduced to strengthen access to consistent, expert nursing care, particularly in regional communities where access to GPs and other health services can be limited. Nurse Practitioners can assess, diagnose and treat a range of health conditions on site, helping residents receive the right care sooner and, where appropriate, avoid unnecessary hospital transfers.

Nurse Practitioner Jenny Townsley says the role combines advanced clinical care with a whole-person approach.

'No two days are the same. I could be assessing a resident with a suspected stroke … then ordering tests and medication for a chest infection, providing wound care, conducting a falls review and more,' she said.

But it is also about taking the time to listen. One resident told her: 'I value your input in my health care journey because you listen to me and look at the whole of me.'

Service leaders are also seeing the benefits of having advanced clinical expertise embedded within their team.

Kylie Williams Service Manager Salem Aged Care Toowoomba, says the program is helping residents experience better care and avoiding hospitalisation.

'It helps keep the residents settled and builds relationships. We have the availability to offer higher clinical knowledge consistently week on week,' she said.

At Wahroonga Aged Care in Biloela, Care Manager Amanda Hicks says access to a Nurse Practitioner is particularly valuable in a regional community.

'Our concerns can often be escalated and reviewed more quickly rather than waiting for a GP. It's also a source of highly skilled clinical guidance and support for our team. We can work alongside each other and build confidence in decision making and shared learning,' she said.

Six Nurse Practitioners

11 aged care homes

Reduced hospitalisations

Increased health outcomes



Growing our own clinical expertise

The success of the Nurse Practitioner program has also created new opportunities to grow advanced clinical capability within Lutheran Services.

Funding from the Australian Government and Country to Coast Queensland is supporting a ‘grow your own’ Nurse Practitioner Candidate pathway.

Existing team member Regina Huang is Lutheran Services’ first Nurse Practitioner Candidate, combining postgraduate study with supported clinical practice, mentoring and on-the-job learning.

‘The Candidate program allows me to immerse myself in the clinical space while benefiting from financial support, mentoring and learning on the job,’ Regina said.

‘It’s great that Lutheran Services supports and upskills our nurses. I want others to know that if you want to do it, it’s achievable.’

Lutheran Services is now exploring opportunities to extend the Nurse Practitioner model into retirement living and home care, building on five years of experience to strengthen continuity of care and access to advanced clinical expertise for more older Queenslanders.

May 2021	Lutheran Services employs its first Nurse Practitioner (NP)
June 2021	Pilot begins at **89** bed service
2022	Pilot expands to two more services
June 2024	**Second** NP recruited
January 2025	NPs total **five**
March 2025	CCQ funding to the NP program in Gympie and Biloela to explore a Commonwealth funded model
June 2025	CCQ funding to expand project to include a NP candidate role within aged care
August 2026	NP total **six** across **11** homes, a Diabetes Educator and one NP candidate





SUPPORTED INDEPENDENT LIVING

Living independently, with the right support

'Graceville gives me the help I need to live in my own home, which I greatly appreciate.'

JAN

For Jan, the right support means being able to continue living in her own home on the Sunshine Coast, with her toy poodle Jaxon by her side.

Through Graceville Centre, Lutheran Services provides Jan with NDIS-funded support tailored around her life, helping her stay independent, connected and confident at home and in her community.

'Graceville gives me the help I need to live in my own home, which I greatly appreciate,' Jan said.

'They've cooked meals for me and taken me places, from seeing the Christmas lights and going to the Graceville Art Show to travelling to Brisbane for a doctor's appointment. If I have to go to hospital, they make sure everything's taken care of at home.'

Just as important to Jan is the familiarity of the team around her.

'We know each other well. We always have a cuppa and a chat.'

'From the first time we met, it was like I'd known them for years. Jaxon loves them too, and he's a tough judge! They'll even take him for a walk if we haven't been out.'

Jan's niece Kylie works alongside the Graceville team to help Jan live the life she chooses.

'We all know each other and check in regularly,' Kylie said. 'They make sure she's happy and all is well. If something's not right, they let me know.

'They genuinely care for Jan. They bring friendship as well as support.'

That combination of practical support, trusted relationships and skilled care is central to Graceville Centre's approach.

Graceville Case Manager Daniel Miller says support is designed around each person's goals and circumstances, whether they live in one of Graceville's supported accommodation homes or, like Jan, in their own home.

'Support can include day-to-day help at home, attending appointments and staying connected with the community,' Daniel said.

'But ultimately it is about building capability, confidence and independence.'

For Jan, that means having the support she needs while continuing to enjoy her own home, her community, the people she knows and, of course, life with Jaxon.

Aged Care

Lutheran Services provides residential aged care, home care services and retirement living communities for older people at numerous locations across Queensland.



Together with the Lutheran congregations that founded us, we've been serving people and communities since 1935. The services, care and accommodation we provide encourages those we serve to pursue the life they hope for and the communities we are part of to thrive.

Much work has been done throughout 2025 in support of the new Aged Care Act, which commenced in November, and Support at Home – the Australian Government's new in-home aged care program.

Our teams committed considerable time and resources planning for the changes and implementing a wide range of initiatives.

Despite the many changes and challenges, the service and care we provide to our residents and clients continues without disruption. Most importantly, they see the same familiar faces and receive the same reliable support.

In April 2026, Cabanda Care in Rosewood joined the Lutheran Services family, expanding our opportunity to serve and deliver care based on connection.

You can read about our aged care services in the following pages.

Kerrie Storey, Executive Director – Aged Care

> *'I am incredibly impressed by and proud of the level of care, compassion and commitment demonstrated by our Aged Care team. Despite the ongoing changes to regulations and requirements, our people put the experience and wellbeing of our residents and clients at the heart of all they do.'*

Residential Aged Care

Lutheran Services provides residential aged care across 12 sites, comprising close to 1,100 beds.

These special places were built through the dreams and hard work of our founders to provide care and support for the elderly in their communities. Many were the first service of their kind in their region; some remain the only local aged care provider today. In many cases, they are the largest provider and employer in their region.

Residential aged care for some **1,400** people **98%** occupancy – above national average

Respite care services for some **260+** people

12 communities from Biloela to Toowoomba

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

Six Nurse Practitioners servicing 11 aged care homes; one Nurse Practitioner Candidate; one Diabetic Educator



Home Care

Our Home Care teams deliver a broad range of services and programs that are greatly valued by older people living independently, as well as their families and communities.

Over the past year considerable time and resources went into planning for and implementing Support at Home – the government's new in-home aged care program. All the while, our teams continued to assist clients around the house and garden, and help with daily activities, attending appointments, nursing and health care, enabling people to continue living happily and safely in their own homes.

In-home support for **700+** people

Community health/wellbeing programs for **570+** people

Serving **11** regions

Building knowledge and connections in Home Care

Christine Hawkins joined Lutheran Services Home Care team in July 2025 to provide dedicated support for people enquiring about our Support at Home services.

Working closely with prospective clients and their families, Christine helps people navigate the aged care system, understand available services and funding options, and connect with the right Care Partner to meet their needs.

The role has exceeded expectations, improving the customer experience and strengthening our ability to connect more older Australians with the support they need to continue living independently and safely in their own homes.

'The position now is all about advocacy. It's a hold-your-hand, walk-beside-you role. I'm in constant contact with families too, because our support also needs to be right for them,' she said.

'I talk to a range of people – from those who don't know where to start with aged care, to those with a level of support approved. We assist people who need a little help staying in their homes, to end-of-life clients.

'A lot of the time, I'm just helping people, and they are so grateful. Not every provider has this role. I think it's unique to Lutheran Services.'



Creative Engagement

Our Creative Engagement teams work closely with our aged care residents to develop engaging activities tailored to their unique needs and interests.

Programs meaningfully involve participants in activities such as art, craft, music, performance, storytelling, gardening and much more. They remain a fundamental part of our commitment to enhancing resident quality of life and building staff capabilities and are central to our vision of supporting those we serve to pursue the lives they hope for – building connections, meaning and purpose.

Two certified dementia guides

16 qualified dance movement practitioners

Training for **170+** aged care staff in creative practice

Movement, music and connection

Creative engagement is also helping residents stay active.

Through **DanceWise**, residents take part in accessible dance classes using gentle seated movements and familiar music.

The program is designed to support mobility, balance and cognitive function while encouraging creativity, confidence and social connection.

Classes can be adapted for residents living with dementia, Parkinson's disease, the effects of stroke, arthritis or limited mobility, helping more people participate in a way that works for them.

Residents have embraced the program.

'I enjoy the music and feel less stiffness after attending class.' John

'I enjoy the music, laughter and chatting with others!' Janet

Programs such as **Laughter Boss** and **DanceWise** demonstrate how creative engagement can become part of everyday care, helping residents stay connected to who they are, enjoy meaningful experiences and share moments of joy with the people around them.





Getting serious about fun

Smiling, dancing and laughing may look spontaneous, but at Lutheran Services they are increasingly part of an intentional approach to care.

Over the past year, our Creative Engagements team has continued to explore research-supported approaches that strengthen relationships, encourage movement and imagination, and create moments of shared joy for aged care residents.

It is an approach closely connected to the Lutheran Services Model of Care and Service, supporting individuality, purpose, belonging and wellbeing alongside high-quality clinical care.

One example is **Laughter Boss**, a training program helping aged care team members use humour and playfulness to build stronger connections with residents.

Clown Doctor practitioners partnered with Lutheran Services to share techniques and principles from their Laughter Care program, giving team members practical ways to bring play, curiosity and humour into everyday interactions.

Creative Engagement Lead Natalija Pearn said the program celebrated the human side of care.

'The techniques give our team members permission to connect with residents in a playful way,' Natalija said.

'It reminds us that connection doesn't always need to be serious. There can be joy in simply being present, listening and laughing together.'

The benefits extend beyond the moment itself. Humour and playful engagement can help reduce stress, lift mood and strengthen relationships, while also supporting connection and enjoyment for team members.

Retirement Living

The Retirement Living team continues to invest and innovate to build connection and engagement at Lutheran Services' 11 villages.

The communities are home to more than 400 households and range from cosy cottages in rural settings to high-rise apartments on the city fringe. Our unique and carefree living environments remain in high demand by residents.

400+ retirement living households

97% occupancy – above national average

11 communities

39 settlements



Creating connections

A new online portal is helping connect and engage Retirement Living residents at Immanuel Gardens in Buderim. The tool gives residents and families easier access to village information and updates – building trust and transparency in communication.

Clay Perel, Immanuel Gardens' Retirement Living Manager, is excited by the potential of the portal.

'There are two reasons why people come to retirement living – security and community. Anything we can do to support community, reduce social isolation and encourage friendships is important. And this tool is another way of connecting people.

'The portal is designed to be a one-stop shop for residents, promoting activities, providing newsletters, who's who in the zoo, resident stories, alterations and additions, and operating hours.

'For example, families can look at the activities programme in the portal and encourage their loved one to participate.

'It ties into our values, ensuring families are involved and informed, and residents are supported and heard; they feel safe and a sense of belonging in our community. They can access information whenever they need it, allowing them to stay informed and make decisions independently.'



Community Services

We deliver community services across four broad areas of need:

- disability support services and supported accommodation
- domestic and family violence refuge, support services and housing assistance
- mental health support programs
- youth and family support programs.

These community services are a foundational part of our organisation. They play a vital role in the many Queensland 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. Today, we continue to respond to the major social issues facing the Queensland communities where we work.

You can read more about our community services in the following pages.

Justin Savaille, Executive Director – Community Services



> *'I am continually inspired by the resilience of the people we support and the dedication of the teams who walk alongside them. It is an honour to lead Community Services and to see our values lived out every day through practical care, compassion and hope. At a time when community need is increasing, I am proud to work with passionate people who are committed to making a genuine difference in the lives of some of the most vulnerable members of our community.'*

Disability

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

We continue to work with many of the same individuals and families who have turned to our services for many years. 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 **280+** people with a disability

16 supported accommodation units

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

Trinity was one of the first services of its kind in Queensland, and today helps around 45 individuals and families in the Gold Coast region. Services include NDIS individual support, group-based supports, supported independent living and short-term accommodation. Trinity provides three supported living home units and delivers 24/7 support at two community share houses. The Trinity headquarters and hub in Bundall provides wellness, lifestyle and creative engagement programs for many regular participants.

Social enterprise ‘Adeptly’ builds skills and connections

The Keystone Centre in Logan has launched a garden maintenance social enterprise. Aptly called ‘Adeptly’, the new initiative builds valuable skills for participants, while delivering dependable services for the leafy local community.

The social enterprise provides supported employment and valuable engagement – strengthening connections and breaking down barriers. On the tools is a keen team of Keystone crew members – Denis, Andre and Jacob. Denis says he values the experience – and the cash!

‘It’s good to work and earn my own money. I enjoy the work – doing and learning new things, going new places, and working with my Keystone mates Andre and Jacob. Every day is different. I do the whipper snippering and some leaf blowing. It’s good work and we have a good time.’

Keystone Case Manager Darren Budini has been central to setting up Adeptly and getting the garden maintenance operation up and running – putting the team together, equipping them with the right gear and building their skills to do the work well and safely. And he continues to drive Adeptly today, supporting the Keystone crew on the road and in the field.

‘I’m hugely proud of our Adeptly team – Denis, Andre and Jacob. They’ve helped build the social enterprise as much as anyone. And they carry the operation today. Their effort and determination are awesome. They’re totally committed. They’re doing good work in the community, making new connections, learning new skills and earning money in the process. The sky’s the limit!’

Whipper snipper wizard Denis explains the name ‘Adeptly’ reflects both the dependable services provided and the skills gained for participants.

‘The name means skilled. So we learn the skills to do the work and be good at the job. And we’re also providing skilled services to our customers. We had five jobs to do for one customer yesterday – it was a big day. We only got through four – doing a good job takes time – but we’ll catch up on the next visit.’

Adeptly is off to a great start. They have more work than the current Keystone crew can manage. So team manager Darren is now looking to recruit new supported workers.



‘To do more work and be more responsive to customers, we need more good people like Denis, Andre and Jacob. We’re looking for more supported workers to join us – people who may be new to Keystone. It’s a great opportunity for introducing new clients to Keystone, as well as a great supported work opportunity for participants.’

Domestic and Family Violence

The Mary and Martha's domestic and family violence program and refuges provide a safe haven and support for women and children escaping violent, abusive and coercive environments.

Mary and Martha's has helped to rebuild many lives since it began in 1980. We launched a second refuge in 2023.

In the past year, we helped around 20% more women and children compared with the previous year.

We continue to explore opportunities to extend our programs to meet growing needs and housing challenges.

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

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

Five community extension properties

Assisted housing support for **25** women living independently

13 staff

A warm welcome and new beginning

A mother and five children were welcomed into our refuge seeking safety and support having fled a violent home environment.

It was quickly identified that this family would benefit from having more space than the refuge could comfortably provide at the time. So the Mary and Martha's team rallied to make ready one of our extension properties.

Our extension properties are community-based residences that enable us to extend support beyond the refuge environment. They provide a safe and secure setting where women and children can continue to access tailored support services, while building independence, strengthening community connections, and progressing towards long-term safe and sustainable housing.

The larger property provided the extra space, comfort, stability and security to support family's wellbeing and recovery. But perhaps best of all – and again thanks to the extraordinary efforts of our team – the family was reunited with their beloved pooch.

Program Manager Shannen Simmons says it's a bright new beginning for all. 'Seeing the children have space to settle, the family regain a sense of security, and their much-loved dog finally come home with them was a wonderful outcome – and a reminder of the difference safe, appropriate housing can make.'



Mental Health

Mental health care is a vital part of the work we do at Lutheran Services.

In the early 1970s, the Elizabeth Court hostel and Nambour Welfare Industries sheltered workshop – the origins of our Graceville Centre in Nambour today – were the first services of their kind in Queensland. They sought to provide a more comprehensive and compassionate approach to mental health care and support – a tradition that continues at Graceville today.

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 – such as our Transitional Recovery Program, which helps people transition from hospital care, and our Dialectical Behaviour Therapy (see the following story).

We also provide supported accommodation in several locations. We maintain our traditional commitment to individual outcomes, personal growth and wellbeing.

Programs, therapies and transitional accommodation for around **90** people

Three community homes



Sharing life changing life skills

Now in its eighth year, Graceville's Dialectical Behaviour Therapy (DBT) program continues to deliver – in the words of one of our many enthusiastic participants – 'life changing results'.

DBT is a structured, evidence-based therapy designed to help participants manage emotions, improve relationships and reduce self-destructive behaviours. 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 skills development groupwork with individual therapy. This is backed up with 24/7 phone support. In the past year, 24 people took part.

The Graceville DBT program receives no government funding and is subsidised by Lutheran Services and Graceville fundraising activities. Participants pay a small weekly fee to participate – typically a fraction of the cost elsewhere.

Kelli Renata first took part in Graceville's DBT program in 2023. She found the program so beneficial, she did it again in 2026. Kelli kindly shares her story...

Looking at my life three years ago, you'd have said I had it all. Happy family. Corporate career. Good income. Nice house. Then, while trying to hold it all together, everything began to fracture. It was deeply painful.

I sought help to better manage the life changing things happening. I was referred to the Graceville DBT program – by professionals who thought I could benefit from the new skills. They were right.

I didn't know much about DBT at the time, but I was open to help and new ideas. I knew I had to change something. I had to have an open mind and stop overanalysing. So I embraced the DBT program and process – with a bunch of people I'd never otherwise have met.

Graceville put together a diverse group and supported us to work together. Everyone in the group is different, but incredibly supportive and respectful. That diversity makes it work. Background and age don't matter.

It's amazing how people gel and make new discoveries. You might be out of your comfort zone, but you share a common goal. And that changes how you connect and communicate – something I've often struggled with.

It's natural to compare your experience to other people. You might assume that your situation is more severe or not as serious as some people. But it's how you deal with it that matters. I came to appreciate that my situation is my own. And it's OK to be the way I am and feel the way I do.

I found the program so beneficial – I enjoyed the process so much – I'm now completing my second round. I wanted to do it again without my initial confusion and stress – reinforcing what I'd learnt. I was able to settle a lot of the skills and take more in. Apparently, many people do DBT more than once.

I recommend DBT to family and friends. I think it can benefit anyone, at any stage in their life. You don't need to wait for the wheels to fall off like I did! Stress makes everything tougher to manage. It's good to have the skills before you know you need them.

As a mother of three boys, and a single parent, it's understandable I'm not immune to the stresses of parenthood! But I'm definitely a better parent today. We're a happier, stronger family. I think DBT should be taught in schools. There should be DBT parenting groups. I wish I'd had DBT earlier in my life.

I came to understand the corporate world wasn't for me anymore – as big a part of my life as it was. I was burnt out. Now I have a new career as a support worker and I absolutely love it. You get to give more than you take. You earn more than money. It's so fulfilling.

I'm not sure where I'd be now without DBT. I don't think I could have made that change without the insight and skills I gained. I have a new career, a new outlook and a new life. I'm more patient and accepting. I'm less reactive and analytical. I have new skills and positive coping strategies.

This is a very personal story – and it was a very difficult time – but it has a positive outcome. I want to be an advocate for DBT. Mental health challenges can happen to anyone at any time. I went through a lot to get here, but I'm happy where I am now. I embrace the present moment. I'm grateful for what I have and what I've been through. I'm in a much better place today. Graceville and DBT helped me get here.

So I don't just recommend doing DBT – I recommend doing it twice!

Youth and Family

We work with young people in a welcoming, engaging and holistic way to promote positive development and create new opportunities, while strengthening families and communities.

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

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 around 200 young people in the past year. You can meet one of our remarkable recent graduates in the following story.

Support programs for **1,780+** young people

40+ group programs

Two service locations in Moreton Bay and Logan regions

30+ staff

Compass provides new direction

Now in its third year of funding with the Department of Youth Justice, Intercept's Compass program continues to go from strength to strength.

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.

Some 60 young people have completed the Compass program to date. Compass is delivering extraordinary results, providing new direction, skills and pathways for our young participants. It is also rewriting the narrative for young people, youth justice and crime prevention – youth crime is on the decline in this region.



Building bridges for young people in Logan

The Bridges Reconnect program has been delivering amazing outcomes for young people and their families throughout Logan and southern Brisbane since it began in 2000.

The early intervention program for young people experiencing family conflict strengthens connections with family, education and the community.

Ella Rose first came to Bridges as a teenager tackling some big challenges. Today, five years on, she is doing amazing things.



Ella - Bridges Reconnect graduate - shares her story...

I would like to share how much Bridges Reconnect has supported me – and how much I've grown because of that support.

I first connected with Bridges Reconnect when I was 14, during one of the most challenging periods of my life. I was experiencing homelessness, struggling with alcohol and other drug use, living in a home impacted by domestic violence, and managing ongoing health and long-term mental health challenges.

From the very beginning, my support worker – the lovely Tina – made me feel seen and understood – something I hadn't experienced before. Tina and Bridges Reconnect helped me take the step into rehab, find crisis accommodation, access emergency relief, return to school, explore future pathways and connect with other services.

But beyond the practical support, Tina and Bridges Reconnect were a constant presence – they listened, supported and advocated. During this time, I was also diagnosed with a rare tumour in my leg, which significantly impacted my mobility, my capacity – my everything. For a time, I lost hope. Tina and Bridges Reconnect held hope for me when I couldn't. No matter what was going on, they listened and supported, without judging. They never gave up on me. They were there when I needed it the most. They did more than I ever asked.

Moving on from Bridges Reconnect was a big step for me. It was difficult moving on from my one consistent source of support – one that had made me feel safe, seen and understood. But thanks to that constant support through everything, I was OK. Tina and Bridges Reconnect didn't just support me in the moment – they helped build my capacity to support myself. They gave me the skills, knowledge and confidence to stand on my own, find my own way and recognise when I need to reach out for help.

I'm now 19. I work as a residential youth worker with Karakan. I also volunteer with Lifeline and contribute to youth voice and advisory spaces including the Logan Youth Action Group, Brisbane South Primary Health Network and the Metro South Youth Advisory Council.

While I still navigate ongoing challenges, today I have the tools to manage them. One person taking the time to listen to you – to believe in you and advocate for you – can change the direction of your life. For me, that person was Tina. Stories like mine highlight the importance of services like Bridges Reconnect in communities like Woodridge.

Our organisation

Mission, Identity and Culture



Lutheran Services continues to be shaped by the faithful vision, values and witness of our founding congregations.

From our beginnings in Toowoomba in 1935 to the communities we serve today, our ministry remains grounded in diakonia – the call to serve: to care for people with grace, dignity, respect and honour. Inspired by Jesus, who came 'not to be served, but to serve,' we hold fast to the conviction that no person is ever unwelcome or unseen. Every person is known and loved by God.

The 2025–2026 year marked an important step in strengthening Lutheran Services through the formal establishment of the Mission, Identity and Culture branch, as part of the New Horizons structure. The creation of new roles has expanded our capacity to build our Lutheran identity through chaplaincy and pastoral care, intentional connection and collaboration with congregations, and by building a values-driven culture shaped by our Lutheran identity and ethos.

Building on the significant work of the Directorate of Chaplaincy and Ministry Development, this structure supports our intentional approach of care for the liturgical and spiritual life of the organisation, engagement with local parishes, leaders and entities of our church, and the intentional stewardship of our Lutheran culture and identity.

Allie Ernst, Executive Director - Mission, Identity and Culture

> *'I am profoundly grateful for the dedication, care and service that I see Lutheran Services staff deliver every day. Lutheran is who we are, serve is what we do. That does not mean that we are only by Lutherans for Lutherans. Everyone is welcome. In establishing the Mission, Identity and Culture team we are intentional about being inclusive by design. We are building a culture of care and service that everybody can inhabit. We are intentional about ensuring that our values of kindness, integrity, empowerment and innovation flow through all that we do. We are intentional about ensuring that our Lutheran identity remains the heartbeat and core of Lutheran Services.'*

Chaplaincy

Chaplaincy remains central to the life and ministry of Lutheran Services.

In the past year, 20 chaplains served across residential aged care and community services, providing pastoral and spiritual care to residents, clients, families and staff. Chaplaincy has been established at Cabanda Rosewood, our newest addition to Lutheran Services.

The introduction of a Community Service Chaplain was a significant development, offering staff support in the domestic and family violence context and extending chaplaincy across to the community services portfolio. Monthly reporting and use of the client management system have also strengthened visibility, consistency and integration of chaplaincy across the organisation.

We are grateful to our congregations, volunteers and partners for their continued support of this important ministry.

First Community Services chaplain recruited, focusing on staff support

19 Aged Care chaplains serving **1,400+** residents

$27,600+ raised by the Lenten Appeal

10 volunteer hospital chaplains serving in hospitals

23,700+ hours of pastoral care provided



Church Engagement

The establishment of the Church Engagement Lead role strengthens connections between congregations, pastoral care, organisational life and our shared Lutheran heritage. This role was established in response to the New Horizons Strategic Plan and as a further development of the faithful and thoughtful work of the previous Directorate of Chaplaincy and Ministry Development. Jo Corney commenced in this role in May 2026, bringing dedicated focus to nurturing our relationships with local parishes, LCAQD partners, peer organisations and the wider church.

A key focus has been the continuation of the Origin Stories project, including St Paul's Caboolture, St Andrews Tallebudgera and Trinder Park Aged Care. These stories celebrate the faith, sacrifice and service that shaped our ministries and connect us to the mission that continues to guide our work.

We are grateful for the ongoing support of parish volunteers, congregations and LCAQD partners whose contributions through prayer, service and the annual Lenten Appeal enrich our communities and sustain our ministries, chaplaincy and pastoral care. This shared work reflects the vision of 'one church, one purpose, many ministries' and strengthens our capacity to provide holistic care that brings Christ's love, hope and compassion to those we serve.

Intentionally building our culture based on our identity

We are focused on ensuring that our foundations – our identity, Lutheran ethos, and our values, are understood and shape our interactions, our decisions, and the lives we touch. Who we are is central to what we do. Who we are matters. Lutheran is who we are. Serve is what we do.

> *Culture at Lutheran Services is not something we describe – it is something we live every day.*
>
> **Leesa Mitchell, Culture & Values Lead**

We are strengthening a shared understanding of how identity, purpose, our Model of Care and Service, and values shape everyday decisions and experiences. We are developing intentional strategies to embed values-led behaviours that support dignity, belonging and meaningful care. As one team member reflected, 'Every decision is guided by the belief that our residents' voices matter most, ensuring each person feels seen, heard and respected.'

This work is helping build a consistent and intentional culture across Lutheran Services that supports people to lead and serve with confidence, stay connected to shared purpose, and deliver care that reflects who we are.



Study visit to Germany

CEO Nick Ryan and Director of Chaplaincy and Ministry Development, Rev Dr Russell Briese, undertook a study visit to Germany in October 2025.

Their aim was to explore how the German Lutheran Church delivers its diaconal social ministries, and gain a better understanding of these foundational models of care.

The German Lutheran Church was one of the first expressions of what became the welfare state, providing services to those in need.

Today, it's one of the largest non-government providers of health care, aged care and community services. Pastor Russell completed his PhD in Germany in the 1990s.

We continue to explore these enduring models of care, and maintain these conversations and networks in Germany.

A year of anniversary celebrations

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.

Lutheran Services today is the product of the dreams and hard work of our many founding Lutheran congregations and communities in Queensland whose care, leadership and service shaped the ministries we continue today.

In the past year we have commemorated milestone anniversaries across our services:

- **South Burnett Community Services** in Kingaroy – 10 years
- **Tabeel Retirement Living** in Laidley – 20 years
- **Zion Retirement Living** in Gympie – 30 years
- **Trinity Community Services** in Bundall – 50 years
- **Cooinda Aged Care** in Gympie – 60 years
- **Salem Aged Care** in Toowoomba – 90 years









Our Origin Stories project continues to strengthen our connections with the congregations that built the services we operate today and provide our people with a sense of our history and identity.

The Origin Stories project explores, documents and shares the proud histories and inspirational stories behind our many services and sites.

Two aged care services - St Andrews Aged Care and Retirement Living in Tallebudgera and Salem Aged Care in Toowoomba – were presented with their origin story during the year.



Salem Aged Care – 90 years

In December 2025, we honoured Salem Aged Care's 90-year journey and the growth of Lutheran Services today. What began as a service for four residents in Toowoomba has grown into a not-for-profit organisation employing more than 2,500 people serving more than 5,500 Queenslanders across more than 20 sites.

Very few aged care homes can claim a history spanning nine decades – it speaks to the strength of the community and the dedication of so many people over generations.

The milestone anniversary was celebrated with a thanksgiving service, the presentation of the Salem Origin Story chronicling its history, a community morning tea and family fun day for residents, families, staff, volunteers and congregational partners.



St Andrews Aged Care's origins celebrated

The St Andrews Aged Care Tallebudgera Origin Story was also completed during the year and returned to the community where so much of it first began.

Current and former congregation members, residents, families, staff and community leaders came together to share their memories and honour the people whose faith, vision and hard work helped establish St Andrews Aged Care.

Driven by a bold vision for an interconnected community of education and faith, St Andrews took on a remarkable shape:

The gathering provided an opportunity to reflect on the people, faith and community spirit that helped establish St Andrews more than 30 years ago, while recognising the values that continue to shape the community today.

While the event looked back on the history of St Andrews, it also celebrated the people who continue to bring that story to life each day through acts of care, service, friendship and connection.

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

Celebrating our history through shared foundations

Corporate Support Services

'We established Corporate Support Services to enable the delivery of our new strategic plan. I'm proud to lead a team dedicated to supporting our business growth and development over the coming five years. Our division consolidates and delivers the organisation's administrative and support functions.

Over the last 12 months we've faced and overcome the challenge of embedding our digital transformation to contemporise our services. We've established new ways of working, developed plans to meet the needs of the business into the future and consolidated our teams through the appointment of key leadership positions within the branch.'

Charles Grady, Executive Director of Corporate Support Services



Our new Corporate Support Services team incorporates:

- Commercial
- Customer, Marketing and Communications
- Information and Communications Technology
- People Services
- Property and Assets
- Quality and Risk.

Information Technology

We continue to invest in the technology, structure and processes to support our people, clients and residents, while exploring new technologies to support our strategic growth. The culmination of our technology and digital transformation launched in 2025 with several systems going live which continue to be embedded across the organisation.

- ✓ Enterprise resource planning system
- ✓ Home Care online client management system
- ✓ Medication management platform
- ✓ Digital phone system

Customer, Marketing and Communications

The Customer, Marketing and Communications team continued to strengthen our businesses by building on our strong reputation and brand, and creating a consistently exceptional experience for those we serve.

- ✓ **5,334** new enquiries from prospective residents and clients
- ✓ **74** new residents and clients onboarded each month
- ✓ Positive media stories reaching 3 million people
- ✓ **120,000+** new website visitors
- ✓ **70+** events

Quality and Risk

A dedicated Quality and Risk department was established in 2025 to provide objective oversight of our operations and independent support for our services, residents and clients. In line with our five-year plan, we are strengthening our approach to governance – emphasising both the quality of care we provide and the quality of life of those we serve.

This increased focus on quality and risk strengthens are potential for growth – and our legacy as a respected partner, provider and employer.

Property and Assets

We invested $21 million in maintaining and enhancing our communities, buildings and infrastructure in the past year. This continued investment ensures our properties are welcoming and rewarding places for our residents and staff. It also ensures our properties remain competitive in the market.

Our refurbishment and expansion continue at Buderim's Immanuel Gardens, with The Terrace scheduled for completion in late 2026.

A refurbished nurses' station, roofing and awnings, retaining walls, access ways and bus shelter were also completed at Trinder Park.

Ongoing revitalisation projects continue across our aged care sites.





ANNUAL STAFF AWARDS

I LOVE WHAT *you* DO

Recognising the heart of who we are

We strive to be an employer of choice – to attract, retain and build great people. Our People Services team fosters a work environment where people love what they do, thrive and grow.

2025 saw the launch of the Staff Awards program, which celebrates the heart, skill and commitment of our Lutheran Services team.

More than 570 of our people were nominated by a colleague for recognition in the inaugural year, demonstrating our vibrant workplace culture.

Awards were presented to staff who exemplified our values of Empowerment, Integrity, Kindness and Innovation. There was also a High Performance Award and the Bishop's Award for embodying our Lutheran identity.

The program culminated in an awards dinner that let our people know how much we love what they do, and celebrating and recognising the people who go above and beyond in living our values every day.





Empowerment Award: Samantha Jones

For supporting people to live the life they choose, with dignity and independence.

'Samantha embodies what it means to empower others. Every decision she makes is guided by the belief that our residents' voices matter most.'

Care Manager at Cooinda Aged Care

Kindness Award: Jaiye Langston

For showing care and bringing hope and joy to others.

'She sees everyone as a person deserving of respect, warmth, and connection. She is a shining example of how small, everyday acts of kindness can make a lasting difference in people's lives.'

Administration Assistant at Cooinda Aged Care

Integrity Award: Adam Parker

For being honest, accountable and respectful in all interactions.

'Adam fosters productivity and positivity within the workplace, creating an environment where staff feel valued, trusted, and empowered to perform at their best.'

Service Manager at Immanuel Gardens

Innovation Award: Natalija Pearn

For finding new and better ways of doing things.

'Natalija's work is a shining example of how innovation can be deeply human. She's not just creative – she's courageous. Her work is a beautiful blend of innovation and compassion.'

Creative Engagement Lead

High Performance Award: Susan Dwyer

For consistently going above and beyond to deliver excellent results.

'Susan is highly results-focused, but she also makes sure the team feels supported and valued. The level of hands-on support, combined with trust in her team, has helped us consistently deliver high-quality outcomes.'

Regional Manager – North

Bishops Award: Sudip Tripathi

For embodying our Lutheran identity.

'Sudip is a beacon of integrity. He embodies honesty, compassion, and ethical conduct, treating every resident with respect and dignity.'

Personal Carer at Northridge Salem Aged Care



Samantha Jones



Natalija Pearn



Sudip Tripathi

Enterprise Transformation

The New Horizons strategy's ask is significant: to serve twice as many Queenslanders by 2030, while remaining true to who we are.

This year, that ambition moved from a plan to a beginning as Cabanda Care joined Lutheran Services, and the operating foundations for growth took shape. There is a long way to go, and the work belongs to many. What Enterprise Transformation brings is the discipline to do it well.

Deepak Oberoi
Executive Director
Enterprise Transformation



Foundations for sustainable growth

Behind the visible milestones, this year has been about laying the foundations that make growth viable. We have matured our practice that will guide investment in systems and data over the decade ahead, and stood up the portfolio governance – through industry leading frameworks – that ensures every initiative is sequenced, resourced, and accountable for the outcomes and benefits it promises.



Cabanda Care joins Lutheran Services

In April 2026, Cabanda Care in Rosewood officially became part of Lutheran Services – the first acquisition under New Horizons, and a meaningful step toward our 2030 ambition of serving more people in more communities.

Cabanda has provided residential aged care, retirement living, and home and community support to the Rosewood region since the 1980s, with a reputation for personalised, compassionate care and deep local connection. After a thorough independent review of potential partners, the Cabanda Board chose Lutheran Services – recognising not only our scale, governance and quality, but a shared commitment to regional communities, a values-aligned model of care, and a strong track record of preserving local identity through transition.

The Cabanda legacy remains through its name, services, staff, and community connections. What changes is the wider network now supporting them – and the opportunity for closer connection between Cabanda and the ministry of St Matthew's Lutheran Church Rosewood. We are stewarding this transition with the care it deserves: making Cabanda more sustainable for the long term while honouring everything that has made it valued in its community for nearly four decades.





Governance and leadership

Council for Lutheran Services

TThe 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.



Jennifer Danslow
Chair



Anna Renner
Vice Chair



Dr John Neldner
Secretary



Dr Darryl Muller
Member



Rev Edwin Shoesmith
Member



Cheryl Steinhardt
Member



Theresa Stolz
Member

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

lutheranservices.org.au/governance-and-leadership

Executive Leadership Team

The Lutheran Services Leadership Team comprises a diversely specialised, highly qualified and passionately committed group of professionals who lead the organisation and more than 2,500 staff in day-to-day operations.



Nick Ryan
Chief Executive Officer



Tricia Davis
Executive Director – Aged Care (until April 2026)



Kerrie Storey
Executive Director – Aged Care (from April 2026)



Justin Savaille
Executive Director – Community Services



Allie Ernst
Executive Director – Mission, Identity and Culture



Deepak Oberoi
Executive Director – Enterprise Transformation



Charles Grady
Executive Director – Corporate Support Services



Melody Nalatu
Executive Projects Director

Financial performance

Lutheran Services recorded a surplus of $6.8 million for the 2026 financial year. As a not-for-profit organisation, our growth is reinvested in the people and places we serve, and in those who deliver our service.

Our revenue increased to $241.1 million for the year. Our earnings before interest, tax, depreciation and amortisation increased 35% to $22.3 million, contributing to future cash flows and providing a solid basis for future sustainability. Equity increased by 12% to $64.9 million. The cash position of the business has grown, embedding the potential for further growth.

Contributing to these results was our selection as the new manager and owner of Cabanda Care. Additionally, our investment portfolio has continued to perform well. These achievements have helped to transform a potential deficit position into a respectable surplus.

Throughout the year, we invested $21 million in maintaining and improving our communities, buildings and infrastructure. Once again, we have made considerable investment in our enterprise and digital transformation and other strategic initiatives.

During the year, the organisation successfully transitioned to the new Aged Care Act – the most significant regulatory and reform agenda in recent decades – together with the launch of the Support at Home program. These changes have seen strengthening consumer rights, provider accountability and the sustainability of aged care services becoming focus points.

Lutheran Services today is an efficient organisation committed to long-term sustainability in a challenging economic and regulatory landscape, and a highly competitive market.

Charles Grady
Executive Director
Corporate Support Services



$6.8 million surplus

$241.1 million
revenue up **17%**

$22.3 million
EBITDA up **35%**

$65 million equity
up **12%**

Financial results

REVENUE ($ MILLION)	2025 FY	2026 FY
Medicare/residential aged care	108.5	124.2
Resident fees	23.5	24.8
Government grants	9.5	9.1
Retirement living – deferred management fees	3.5	3.5
Home care	12.5	15.5
NDIS/disability support	11.2	11.2
Interest (including bonds)	7.8	8.4
Donations	0.1	0.1
Gain on acquisition	0	23.8
Other	30	20.5
Total revenue	**206.6**	**241.1**

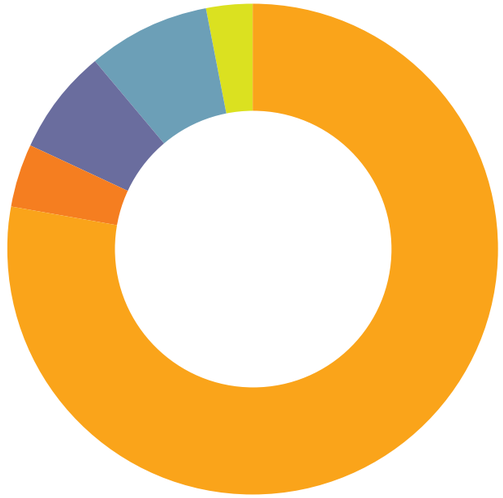
EXPENSES ($ MILLION)	2025 FY	2026 FY
Staff costs	147.7	172.2
Care costs – food, dining, clinical, pharmaceutical	16.4	18.9
Premises costs, utilities, repair and maintenance	11.4	12.6
Administration costs	10.9	11
Depreciation	12.7	14.8
Other	4.2	4.8
Total expenses	**203.3**	**234.3**
Surplus	**3.3**	**6.8**

Balance sheet

($ MILLION)	2025 FY	2026 FY
Total assets	325.5	369.5
Total liabilities	267.4	304.5
Net assets/equity	**58.1**	**65.0**

Revenue by sector

- **Residential aged care** **78%**
- **Retirement living** **4%**
- **Home care** **7%**
- **Community Services** **8%**
- **Other** **3%**



These summarised reports provide a snapshot of our 2026 financial year.

Our full audited financial statements will be available via the Australian Charities and Not-for-profits Commission from January 2027:

acnc.gov.au

Acknowledgements

Thank you to the many government departments, local councils, MPs, councillors, funding bodies, peak bodies, industry organisations, small businesses, community groups and congregations who supported our work and the communities we serve throughout the year.

Active Medical

All Seasons Florist

Amaroo Day Spa

Amora Hotel

Atlas McNeil Healthcare

Australia Zoo

Australian Department of Health, Disability and Ageing

Australian Department of Social Services

Banana Shire Council

Bendigo Bank

Bidfood Australia

Bunnings

Bunzl

CableComm

CCI Services

Coles

Crown Furniture

Culgoa Point Beach Resort

Culligan Australia/Waterlogic

Downtown Burgers

Driven

DV Connect

Ecolab

Erbacher's

Everyday Foundation

Fleetcare

Friends with Dignity

Fruity Life

Ginger Factory

GIVIT

Kmart

Lifehouse

LLL Australia

Logan City Council

Lutheran Church of Australia Queensland District

Lutheran churches and congregations

Lutheran Education Queensland

Lutheran Youth of Queensland

Mangrove Housing

Master Meats

Monash University National Centre for Healthy Ageing

My Supports

Nambour and District Lions Club

Nambour Community Centre

Nambour Friendlies Pharmacy

Nambour Men's Shed

Nambour RSL

National Disability Insurance Agency

NLE Commercial

Noosa Film Academy

Plainland Hotel

Procurement Australia

Productivity

Queensland Department of Education

Queensland Department of Families, Seniors, Disability Services and Child Safety

Queensland Department of Housing and Public Works

Queensland Department of Youth Justice and Victim Support

Queensland Health

Queensland Police Service

Queensland Primary Health Networks

Red Rose Foundation

RizeUp Australia

SecondBite

Staff of Queensland Department of Resources

Sunshine Coast Agricultural Show Society

Sunshine Coast Council

Telstra Health

Thread Together

University of the Sunshine Coast

Women's Health and Equality Queensland

Woombye Butchery

Zephyr Education

A big thank you to the many people who contributed to our annual Lenten Appeal benefitting hospital chaplaincy and Mary and Martha's Refuge.

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.

Lutheran Services

There for you



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