

# ANNUAL REPORT

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68TH EDITION



2017



BETHANY CHRISTIAN CARE





# BETHANY CHRISTIAN CARE

## OUR MISSION

By the grace of God, to provide quality, holistic care with a distinctive Christian emphasis, covering the full spectrum of seniors' accommodation and care needs.

## OUR VISION

Serving and honouring the Lord Jesus Christ by serving our senior citizens.

## OUR PHILOSOPHY

We are committed to quality, and believe in an holistic approach to care consistent with the words of Christ: *"I have come that they may have life, and that they may have it more abundantly."* (John 10:10)

Further, "bearing our residents' burdens" lies at the heart of our care provision. *"Bear one another's burdens and so fulfil the law of Christ."* (Galatians 6:2)

## OUR FACILITIES



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## OUR BOARD



John Melville  
**CHAIRMAN & TREASURER**  
(Buderim Assembly)



Trevor Yarrow  
**DEPUTY CHAIRMAN**  
(Kuraby Assembly)



Simon Fawssett  
**SECRETARY**  
(Village Avenue Assembly)



David McKee  
**BOARD MEMBER**  
(Wavell Heights Assembly)



John Skinner  
**BOARD MEMBER**  
(Wavell Heights Assembly)



Ross McCorkell  
**BOARD MEMBER**  
(Kuraby Assembly)



Kent Gellatly  
**BOARD MEMBER**  
(Grovely Assembly)

## OUR MANAGEMENT



Bruce Curtis  
**CHIEF EXECUTIVE OFFICER**



Michael Harding  
**OPERATIONS MANAGER**



Francois Oosthuizen  
**FINANCE MANAGER**



Wayne Mills  
**CARE MANAGER**  
The Plains  
(and Senior Care Manager, Bethany)



Dafni Brown  
**CARE MANAGER**  
Beth Eden



Delia Grubb  
**CARE MANAGER**  
Janoah Gardens





# CHAIRMAN'S REPORT



The Gospel of Luke records a certain point in the life of the Saviour when *"He set His face to go to Jerusalem"*. (Luke 9:51)

Having come into the world, at the behest of His Father, to 'save' people (verse 56), He utterly devoted Himself to that mission, and, at around the age of 32, with the final stretch of His journey to the cross before Him, He stepped forward with steadfast determination and purpose (as conveyed by the words *"He set His face"*).

Our prayer is that we will follow His example of steadfastness as we pursue what we believe is our God-given mission of providing care to the elderly.

This is consistent with the exhortation of the Apostle Paul to the church at Corinth to *"be steadfast, immovable, always abounding in the work of the Lord, knowing that your labour is not in vain in the Lord"*. (1 Corinthians 15:58)

As a Board charged with the governance of Bethany Christian Care, we need Divine strength and grace to remain 'steadfast' and to be 'always abounding', conscious, as we are, that we fail to live up to this high benchmark, much less measure up to the perfect example of our Lord and Saviour.

God continues to be *steadfast* in His faithfulness to us as an organisation. The year 2016/17 has been a good one, and we thank Him for bringing us through the year with encouraging outcomes across virtually every aspect of our operation.

The major achievements/ milestones include:

- continued strengthening of our Christian emphasis, and evidence of God's hand in blessing (including in salvation and/or interest in spiritual issues, as well as the encouragement

of His people);

- positive tracking of key performance indicators such as clinical/ care standards and resident/ staff satisfaction;
- appointment of a (permanent part-time) Clinical Governance Adviser;
- maintenance of full accreditation of all three of our Aged Care Facilities;
- completion of the improvement project for The Plains Aged Care Facility and some village common areas;
- Divine leading in preliminary investigations for our proposed development at South Redbank Plains South site (adjacent to Christian Community Ministries' Staines Memorial College, and in the 'Greater Springfield' growth corridor to the south-west of Brisbane);
- effective response to continuing changes in the aged care space;
- identification/ progressing of a workable strategy to realise our desire to provide home care services to residents of our retirement villages;
- consistent achievement of over-90% occupancy across all three sites' 'independent living' and 'aged care' accommodation;
- continued good reputations of our Facilities in their respective communities; and
- the organisation's healthy financial performance.

Of course, good outcomes are the product of a *team* effort, and we pay tribute to:

- our dedicated staff – without them, irrespective of their category of work, we would neither be delivering services nor engaging in Christian ministry;
- our care management team – without our care managers and their support personnel, we would lack the clinical leadership so necessary for quality care outcomes;
- our senior management team – the leadership of



CEO Bruce Curtis, and the management oversight of he and his team, namely Operations Manager Michael Harding and Finance Manager Francois Oosthuizen, assisted by Senior Care Manager Wayne Mills, have been key to our success; and

- my fellow Board members – no organisation can succeed without good governance, and we are blessed to have directors with a diverse array of strengths/ skills, as well as an unswerving commitment to the organisation and its ministry, performing their service, as they do, “*heartily, as to the Lord...*” (Colossians 3:23) In April, we farewelled veteran Board member and long-time Treasurer Peter Hughes, to whom we again pay tribute – his experience (of no less than 50 years, going back to the organisation’s formative years) is greatly missed. And we welcomed two new Board members – Ross McCorkell and Kent Gellatly, both of whom are proving to be assets to the Board.

Special mention should be made of the contribution of our wonderful band of volunteers. They do “make a difference”, and we thank them for enriching the lives of our residents and giving of their time and talents (many in the spirit of Colossians 3:23 mentioned above) to assist in operational areas.

Then there are those who donate to our Pastoral Support Fund. We thank Assemblies and individual Christians – even some residents and staff – who have been generous donors to this Fund, the purpose of which is to financially support our pastoral/ spiritual endeavours (for which we receive no government funding). Gifts totalling \$8,925 were received during 2016/17, compared to \$5,498 the year before.

Our Pastoral Support Officer continues to visit each Facility to bring God’s Word to residents, and is ably assisted in his activities by an enthusiastic and dedicated team of on-site pastoral volunteers.

Christian residents and Christian staff generally, also play an important role in maintaining ongoing witness for the Lord, and spiritual care to those who are His. Notwithstanding the individual and collective efforts of all involved, the need is great, and we are always delighted when the Lord raises up others to help in our ministry for Him.

We want to thank our many stakeholders – well over 1,000 of you (comprising 480 residents, their relatives, 220 staff and 70 volunteers) – for choosing to be part of the Bethany Christian Care family.

If you are new to our family, *welcome*. If you are a resident, we are truly *honoured* that you have chosen one of our Facilities as your “home”.

In conclusion, please join with the Board and management in praying that:

- God will richly bless all associated with Bethany Christian Care – His presence and help are crucial to the well-being of so many of our people;
- He will continue to protect and prosper our ministry – it is *His* work, and we are but His servants;
- the love of Christ will pervade each Facility - and that people’s lives will be touched accordingly;
- we – Board and management – will rely on, and receive *Divine* guidance and empowerment; and
- the ministry’s outcomes in the year ahead will glorify Him.

On behalf of the Board



**John Melville**  
**Chairman**  
**Bethany Christian Care**







# CHIEF EXECUTIVE OFFICER'S REPORT



A name given to our Saviour was 'Emmanuel' – 'God with us.' (Matthew 1:23) He who is God became human, lived 'with us' in our world, and ultimately fulfilled His mission in coming here – that of dying for our sins.

Before He left to go back to heaven, He uttered what is often called the 'Great Commission' which ends with these fantastic words: "*and lo, I am with you always, even to the end of the age.*" (Matthew 28:20) What this means is that we have the assurance of 'God with us' – and 'always' – in any venture motivated by the interests of His Kingdom.

It was such motivation which saw the inception, way back in 1949, of Bethany Christian Care. Our desire is that the modern-day Bethany Christian Care will continue with the same motivation, and for as long as that continues to be the case, we have 'God (no less!) with us'. What strength and confidence that affords!

In the past year, we have not only *needed* His presence with us, but we have *sensed* it in no small measure. We thank Him for His faithfulness.

Examples of His faithfulness can be seen in this report, which contains my management-perspective reflections on the past year of our operations, complementing, I trust, the governance-orientated Chairman's report (which precedes mine in this publication).

It has been a year of good outcomes and continuous improvement in virtually all operational areas.

Commencing with the spiritual (because it is the most important aspect of our ministry), we have seen further consolidation of our Christian emphasis. This has occurred through development

of a new set of organisational values (designed for easier staff apprehension), careful staff recruitment, targeted orientation/ training, and a more proactive approach to Christian witness.

Further, we strive (albeit sometimes imperfectly, I acknowledge) to ensure that Christian/ spiritual considerations shape our policies and decision-making.

I thank God for every Christian staff member, resident and volunteer – they broaden the organisation's overall Christian witness and testimony, and serve as an important adjunct to our Pastoral Support Officer's ministry to our three Aged Care Facilities and their residents. Hundreds have been ministered to over the past year, and we earnestly pray (and I invite you to join with us in this) for the salvation of those without Christ and for the spiritual encouragement of His own.

One of the ways by which we seek to point people to Christ is through our care – not just *what* we do but *how* we do it. Care delivered the 'Bethany way' with love and compassion, is not only touching and heart-warming, but it speaks volumes of the love of our Saviour.

However, it must be *good* care and, while we sometimes slip up (not least because of the human factor), I am gratified to report that our three Facilities' clinical/ care standards have, on the whole, been satisfactory or better, backed up by full three-year accreditation by the Australian Aged Care Quality Agency. This is to the great credit of our Care Managers and their care and support teams.

A recent initiative was to create a permanent part-time position of Clinical Governance Adviser. The appointee, Sue Weller, is a former Quality Agency auditor. Through Sue's auditing and oversight of clinical performance, as well as of care-related

complaints, we (board and management) are better acquitting our clinical governance responsibilities, and, above all, laying a foundation for progressive improvement to care standards and outcomes for residents.

Enhanced financial performance has continued apace in 2016/17, and without detriment to quality of care/ service. Our healthy financial situation has allowed us to fund the past year's circa-\$4m improvement project at The Plains, as well as sundry operational improvements benefitting all Facilities. The greater portion of our cash reserves will be required for the upcoming development of our Redbank Plains South site (for which pre-planning investigations are still underway, pending appointment of a project manager). Future cash-consuming upgrades at Janoah Gardens and Beth Eden have been slated for the longer term (as per our current strategic plan).

As I write, we are in the throes of implementing a new arm of service delivery, namely the provision of home care and wellness services to the residents of our retirement villages (possibly extending, ultimately, to the suburbs surrounding our villages). As we are yet to become an 'approved provider' of home care (under the *Aged Care Act*), this long-planned service offering to our 'independent living' residents is being facilitated by, and in partnership with home care provider River Healthcare.

The above achievements/ initiatives (whilst only microcosmic of a big and eventful year) are the product of a team effort, and I would like to pay tribute to the many who have played a part.

Firstly, I thank each member of our staff family for providing good care and service to our residents (and their loved ones), and in a way which reflects so well on our organisation. It is a well-known fact that staff in aged care work hard.

Our staff family is no exception, but most are also extremely loving, caring and dedicated. Many passionately share our Christian objectives, and champion our values.

I neither overlook nor underestimate the contribution of our loyal band of volunteers – it has been truly invaluable. To each one of you, I say a heartfelt 'thank you'.

Then there are the managers, coordinators and supervisors across our three Facilities, with some having three-site responsibility. Overall, they have ensured good outcomes in their 'departments', and I want to thank them for their commitment to high standards.

At Senior Management Team level, I am thankful for the unfailing support of colleagues Michael Harding (Operations Manager) and Francois Oosthuizen (Finance Manager). Along with the Senior Care Manager and Care Management Team leader Wayne Mills, they have performed their roles with skill and professionalism. To a person, they really care about Bethany Christian Care and our residents, and are devoted to the Lord and to His interests in our ministry.

And last but not least, I acknowledge the support of the Board led by Chairman John Melville. It is a fine Board which, under God, strives to follow 'good governance' principles, to make each Board Meeting 'count' in terms of benefit to the organisation and its residents, and, above all, to glorify the Lord.

*"...that in all things He may have the pre-eminence."*  
(Colossians 1:18)

**Bruce Curtis**  
**Chief Executive Officer**  
**Bethany Christian Care**







# THE PLAINS

RETIREMENT VILLAGE











# Janoah Gardens



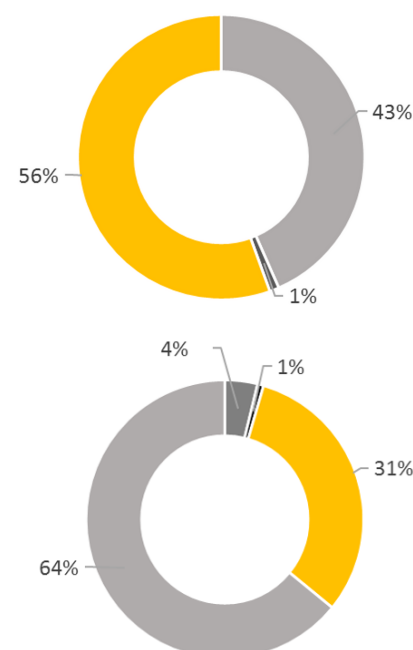
# FINANCIAL SUMMARY

## (AS AT 30 JUNE 2017)

### ABRIDGED BALANCE SHEET

	2017	2016
WHAT WE OWN	\$'000s	\$'000s
Financial Assets	49,702	43,375
Receivables	1,219	1,149
Property, Plant & Equipment	63,508	61,617
<b>Total Assets</b>	<b>114,429</b>	<b>106,141</b>

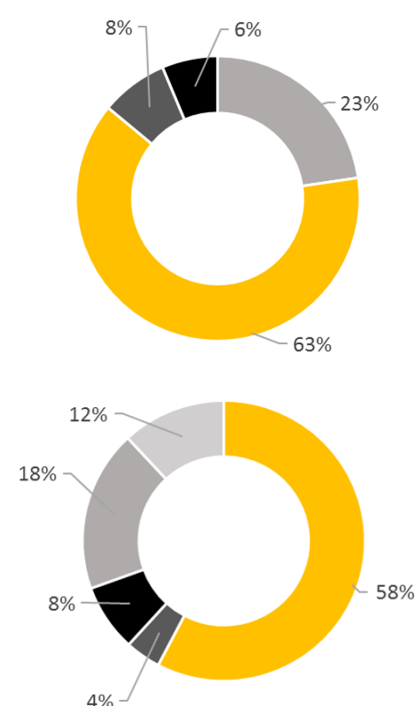
WHAT WE OWE	\$'000s	\$'000s
Payables	2,863	2,645
Employee Entitlements	526	479
Accommodation Bonds	23,636	20,455
Ingoing Contributions	48,252	47,748
<b>Total Liabilities</b>	<b>75,277</b>	<b>71,327</b>
<b>Total Net Assets</b>	<b>39,152</b>	<b>34,814</b>



### ABRIDGED INCOME STATEMENT

	2017	2016
WHAT WE EARNED	\$'000s	\$'000s
Residents	4,760	4,706
Government	13,298	12,036
Other Income	1,607	1,630
Loan Income	1,332	1,469
<b>Gross Revenue</b>	<b>20,997</b>	<b>19,841</b>

WHAT WE SPENT	\$'000s	\$'000s
Nursing & Other Staff	9,610	9,159
Food	677	714
Domestic & Catering Staff	1,290	1,602
Other	3,099	2,900
Depreciation	1,983	1,919
<b>Total Operating Costs</b>	<b>16,659</b>	<b>16,294</b>
<b>Surplus/(Deficit) for year</b>	<b>4,338</b>	<b>3,547</b>







## HEAD OFFICE

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EIGHT MILE PLAINS QLD 4113  
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F: (07) 3841 5088  
E: BETHANY@BETHANYCC.ORG.AU  
W: WWW.BETHANYCC.ORG.AU

## THE PLAINS



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EIGHT MILE PLAINS QLD 4113  
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## BETH EDEN



19 BELL TERRACE  
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F: (07) 3278 1478  
E: BETHEDEN@BETHANYCC.ORG.AU

## JANOAH GARDENS

### Janoah Gardens



11 AUDELL STREET  
MANLY WEST QLD 4075  
T: (07) 3900 4700  
F: (07) 3348 7199  
E: JANOAH@BETHANYCC.ORG.AU

## REDBANK PLAINS SOUTH

(PROPOSED AGED CARE/ RETIREMENT VILLAGE)  
245-263 SCHOOL ROAD  
REDBANK PLAINS SOUTH QLD 4301

## Organisational Facts/ Status

- Founded 1949.
- Registered with the Australian Charities and Not-for-Profits Commission (ACNC).
- Operates under "Letters Patent" pursuant to *Religious, Educational and Charitable Institutions Act 1861 - 1967*.
- Has links with local *Christian brethren assemblies* (sometimes called "Open Brethren" or "Christian Community Churches of Australia"), from which are drawn the organisation's Board and Corporation members.

## To Benefit our Residents

- Donations are tax-deductible.
- We are thankful for bequests.
- We have a Pastoral Support Fund (for gifts/donations).

## Like more information?

Please:

- Go to our website; or
- Ask our office (phone 3737 5080) for our '*Information Booklet*' which provides comprehensive information on Bethany Christian Care, its Facilities, and its services.