

# ANNUAL REPORT

2018 - 69th EDITION



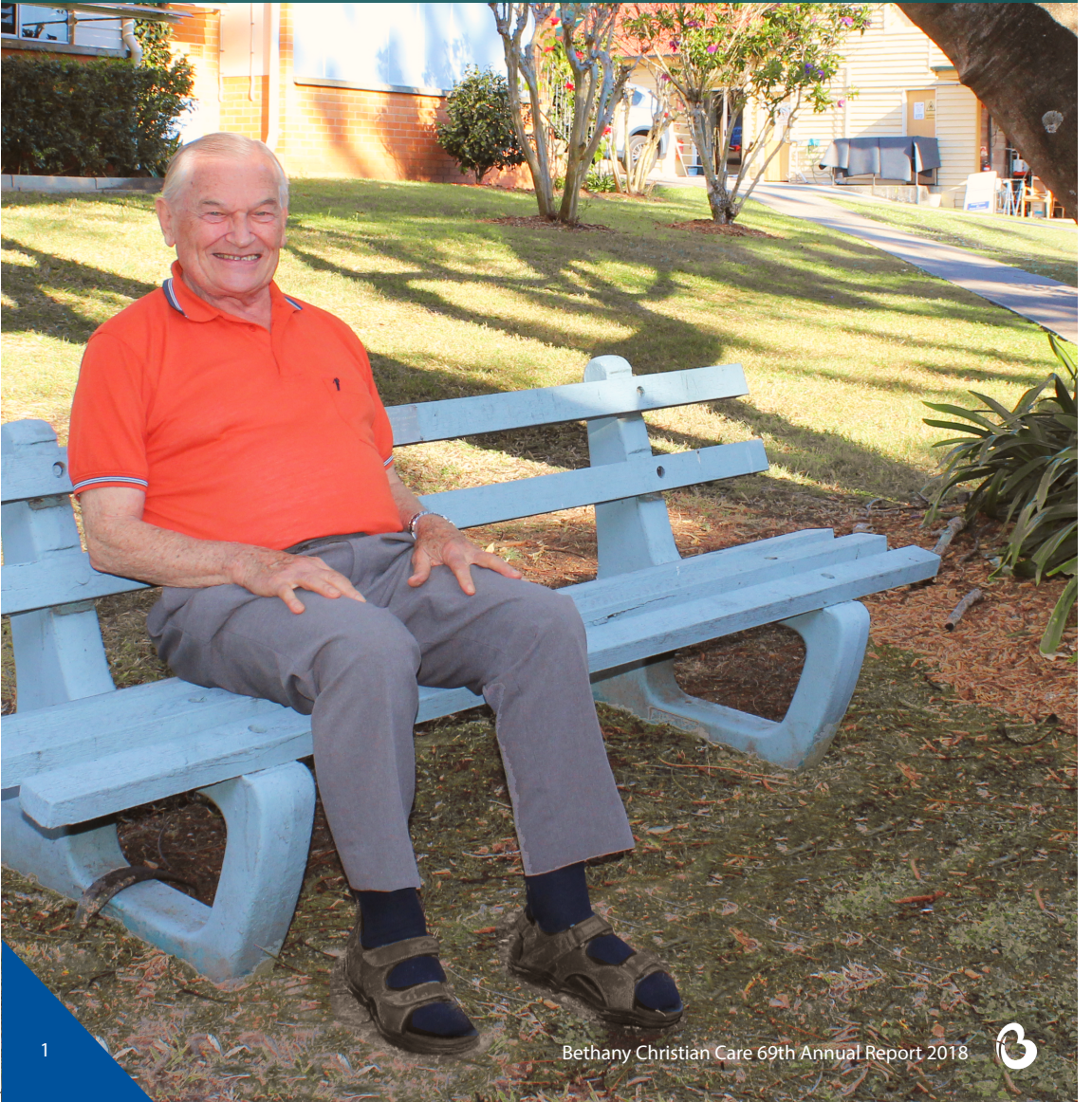
**Bethany**  
CHRISTIAN CARE





## OUR VISION

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





## OUR FACILITIES



### **The Plains (Eight Mile Plains)**

120-bed Aged Care Facility, 74 Independent Living Units and 24 Serviced Apartments



### **Janoah Gardens (Manly West)**

36-bed Aged Care Facility, 84 Independent Living Units and 20 Serviced Apartments



### **Beth Eden (Graceville)**

60-bed Aged Care Facility and 25 Independent Living Units



### **Redbank Plains South (under development)**

100-bed Aged Care Facility and, to be built in stages, approximately 200 Independent Living Units and Serviced Apartments.

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## OUR BOARD



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



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



**Simon Fawcett**  
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  
(Wavell Heights Assembly)

\*Ross McCorkell elected Chairman from 4/10/18

## 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)



**Jodie Shannon**  
CARE MANAGER - Beth Eden and  
Janoah Gardens





## 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





# CHAIRMAN'S REPORT

As a Board, we operate, like all Christians do (or should), with faith in God. The Apostle Paul wrote "*For we walk by faith, not by sight.*" (2 Corinthians 5:7). Such a faith recognises that, while we are flawed and fallible, our God is all-sufficient. It also recognises that the future – with all its unknowns – is in His hands.

With aged care becoming an increasingly-complex business, we derive our confidence from a God who is truly awesome in wisdom and power. This is the same faith and confidence which enabled our past Boards to deal with the many and varied challenges which have dotted our history since the work's inception in 1949. For all those Boards, it was a journey of faith – as it is for us in this the modern era.

The key, then, is not so much our governance prowess (as important as that is), but *faith in a faithful God!*

Indeed, He *has* been faithful to us in 2017/18 – both as a Board and as an organisation. The year has been marked by encouraging outcomes across most aspects of operation and service delivery, as well as

in the development/ expansion space, for which we give Him the glory.

The major achievements/ milestones include the:

- various evidences of God's presence, power and blessing as we continue our efforts to prioritise 'the spiritual' in all that we do;
- positive tracking of key performance indicators such as clinical/ care standards and resident/ staff satisfaction;
- maintenance of full accreditation of all three of our aged care facilities;
- commencement of planning/ design for our aged care/ retirement living development at Redbank Plains South (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 aged care regulation;
- commencement of home care services, through partner River Healthcare, to residents of our retirement villages;
- continued good reputations of our Facilities in their respective communities; and
- organisation's healthy financial performance.

While most of our 'independent living' and 'aged care' accommodation has enjoyed pleasing occupancy levels, concerted action continues with a view to improving performance in weaker areas.

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

- our dedicated staff – without them, irrespective of their level and work category, 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 – 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, and who perform their service “heartily, as to the Lord...”. (Colossians 3:23)

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 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 \$6,130 were received during 2017/18, compared to \$8,925 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 (mostly on-site) pastoral volunteers.

Christian residents and 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 (comprising residents, their relatives, staff and 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 continue to rest, in faith, upon God, and enjoy His guidance and empowerment;
- the ministry’s outcomes in the year ahead will glorify Him;
- the development at Redbank Plains South will proceed smoothly, and that, from its very commencement, this (our fourth) campus might evidence the hand and blessing of God; and
- we will be able, under God, to build our Board/ management capacity in response to organisational growth and increasing complexity in the aged care space.

On behalf of the Board

John Melville  
CHAIRMAN OF THE BOARD

1 September 2018

# CHIEF EXECUTIVE OFFICER'S REPORT

The final Psalm (no. 150) begins and ends with praise to the Lord for who He is intrinsically: *"Praise the Lord!"* (verse 1) and *"Let everything that has breath praise the Lord. Praise the Lord!"* (verse 6).

In verse 2 of the Psalm, the praise turns to what He has done. *"Praise Him for His mighty acts..."* (Psalm 150:2a)

As we look back over another year, we have cause to praise Him on both fronts. We praise Him for *who He is* – simply because He is worthy! And we also praise Him for *what He has done*, because, in the words of another Psalm, *"The Lord has done great things for us, and we are glad."* (Psalm 126:3)

This is not to say that the past year has been easy – there have been many challenges, but the Lord has brought us through and, what's more, we have seen His hand in so many areas and issues. Examples can be seen in this report, which contains my *management* reflections upon the year 2017/18, 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 most operational areas, and of forging

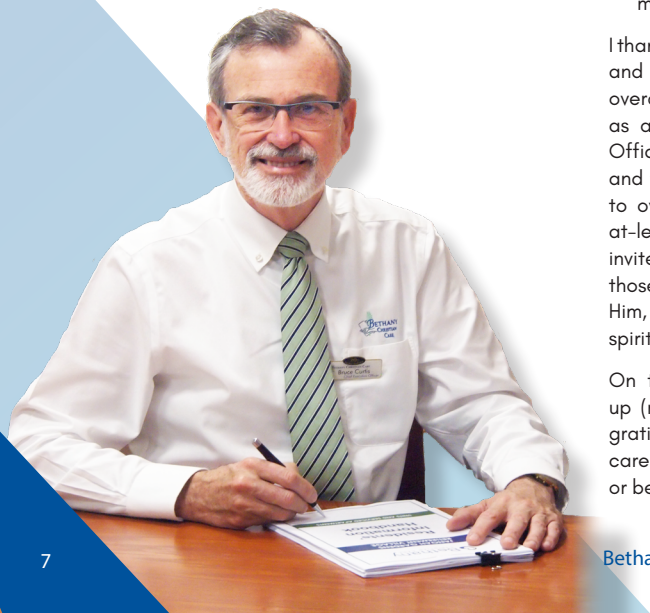
ahead with the biggest strategic issue on our plate – the development of our Redbank Plains South site.

Commencing with the *spiritual*, because it is the most important aspect of our ministry, we continue to see consolidation of our Christian emphasis. For example:

- our new set of values (developed with a view to easier staff apprehension) are now, more tangibly, permeating the organisation (albeit with more work to be done);
- we have appointed 'values champions' at each Facility;
- through careful staff recruitment, we are strengthening the 'on-the-floor' Christian presence and witness (via life and word);
- orientation/ training majors on 'who we are' as an organisation (including reinforcement of our values), and what that means for staff in a practical, day-to-day sense.
- we are more proactive in spreading the Gospel;
- our oft-repeated mantra, *"Care delivered the 'Bethany way' with love and compassion"*, is used to point people to the love of our Saviour.
- 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, in most cases, on an at-least-weekly basis). We earnestly pray – and I invite you to join with us in this – for the salvation of those without Christ (some having professed faith in Him, for which we are deeply thankful), and for the spiritual encouragement of His own.

On the *care* front, 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 Wayne Mills and Jodie Shannon and their care and support teams, as well as our Clinical Governance Adviser Sue Weller, a former Quality Agency auditor.

The pleasing *financial* performance of recent years has continued in 2017/18, and without detriment to quality of care/ service. It has also enabled us to fund higher-than-average EBA wage increases for staff, helping us to maintain market competitiveness in the section of the sector in which we sit.

Of course, the greater portion of our cash reserves will be required for our Redbank Plains South development (which, with the February 2018 appointment of a *project manager*, and last month's *architect* appointment, is now 'all systems go'). Upgrades at Janoah Gardens and Beth Eden, which have been slated for the longer term (as per our current strategic plan), will also require financing, to the maximum extent possible, from cash reserves.

During the year, and in partnership with home care provider River Healthcare, we began offering home care services to residents of our retirement villages, fulfilling a long-time strategic objective.

As I look ahead, change and challenge are certain to be our constant companions! There are big changes afoot on the regulatory front (foremost among which is a completely new accreditation system with a much greater consumer focus). *Internal* changes are inevitable as the Redbank Plains South development takes hold, and as we put in place the 'building blocks' for organisational expansion which will occur with the advent, in 2021 (God willing), of this our fourth campus (and, moreover, one of substantial size/ population).

This report gives me the opportunity to *publicly* 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 can 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. As an attendee at each and every one of its meetings, I can attest to the Board's commitment to the organisation and its ministry (and to 'good governance' principles), its motivation to serve (and, moreover, on an entirely *honorary* basis), its focus on the people who live with and work for us, and its eye to the glory of God in all it does.

May all of us – Board and management – be able to say, in the language of the Psalmist: "O Lord, truly I am your servant..." (Psalm 116:16)

"Let this mind be in you which was also in Christ Jesus who...made Himself of no reputation, taking the form of a bondservant..." (Philippians 2:5,7)

Bruce Curtis  
CHIEF EXECUTIVE OFFICER

1 September 2018



# THE PLAINS

## EIGHT MILE PLAINS



# JANOAH GARDENS

## MANLY WEST





# BETH EDEN GRACEVILLE



# REDBANK PLAINS SOUTH (UNDER DEVELOPMENT)



Our site







## 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)

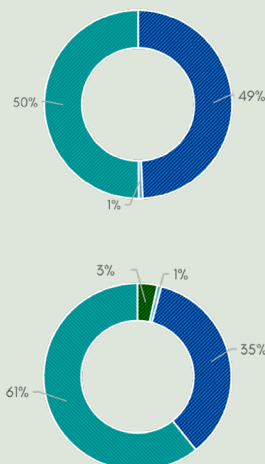


# FINANCIAL SUMMARY

## (AS AT 30 JUNE 2018)

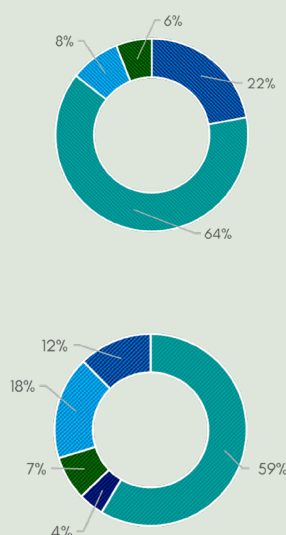
### ABRIDGED BALANCE SHEET

	2018	2017
<b>WHAT WE OWN</b>	\$ '000s	\$ '000s
Financial Assets	61,344	49,702
Receivables	890	1,219
Property, Plant & Equipment	62,424	63,508
<b>Total Assets</b>	<b>124,658</b>	<b>114,429</b>
<b>WHAT WE OWE</b>	\$ '000s	\$ '000s
Payables	2,786	2,863
Employee Entitlements	566	526
Accommodation Bonds	28,595	23,636
Ingoing Contributions	49,327	48,252
<b>Total Liabilities</b>	<b>81,274</b>	<b>75,277</b>
<b>TOTAL NET ASSETS</b>	<b>43,384</b>	<b>39,152</b>



### ABRIDGED INCOME STATEMENT

	2018	2017
<b>WHAT WE EARNED</b>	\$ '000s	\$ '000s
Residents	4,865	4,760
Government	13,995	13,298
Other Income	1,857	1,607
Loan Income	1,326	1,332
<b>Gross Revenue</b>	<b>22,043</b>	<b>20,997</b>
<b>WHAT WE SPENT</b>	\$ '000s	\$ '000s
Nursing & Other Staff	10,423	9,610
Food	767	677
Domestic & Catering Staff	1,321	1,290
Other	3,104	3,099
Depreciation	2,197	1,983
<b>Total Operating Costs</b>	<b>17,812</b>	<b>16,659</b>
<b>SURPLUS/ DEFICIT FOR YEAR</b>	<b>4,231</b>	<b>4,338</b>





### HEAD OFFICE

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EIGHT MILE PLAINS QLD 4113

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☎ (07) 3841 5088  
✉ [bethany@bethanycc.org.au](mailto:bethany@bethanycc.org.au)

### THE PLAINS

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✉ [theplains@bethanycc.org.au](mailto:theplains@bethanycc.org.au)

### JANOAH GARDENS

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MANLY WEST QLD 4179

☎ (07) 3900 4700  
☎ (07) 3348 7199  
✉ [janoah@bethanycc.org.au](mailto:janoah@bethanycc.org.au)

### BETH EDEN

19 Bell Terrace  
GRACEVILLE QLD 4075

☎ (07) 3725 6400  
☎ (07) 3278 1478  
✉ [betheden@bethanycc.org.au](mailto:betheden@bethanycc.org.au)

### REDBANK PLAINS SOUTH

*(Under Development - Aged Care  
Facility/ Retirement Village)*

245-263 School Road  
REDBANK PLAINS SOUTH QLD 4301  
✉ [bethany@bethanycc.org.au](mailto:bethany@bethanycc.org.au)

### 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.

### To Benefit our Residents:

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