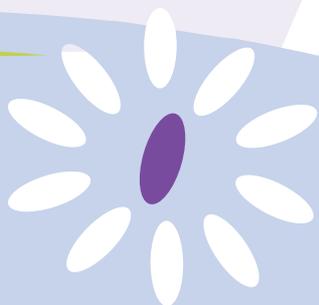


Centacare: Catholic Diocese of Rockhampton  
**STAKEHOLDER REPORT**  
2011-2012



# Vision

To be the first choice provider of professional community services in the Diocese of Rockhampton.

# Mission

To share in the healing ministry of Jesus by providing professional community services to enhance the wellbeing of individuals and families.

# Values

We value:

- Our Christian ethos and the principles of Catholic social justice.
- People, positive relationships and teamwork.
- Achieving results for our consumers and being accountable for our actions.
- Creative thinking and responsive, innovative service delivery.
- Efficient organisational systems and effective stewardship of resources.

## Overview

Centacare is the official social service agency for the Catholic Diocese of Rockhampton. We serve all without regard to race, age, gender, religion or economic circumstance. Our Mission is to share in the healing ministry of Jesus by providing professional community services to enhance the wellbeing of individuals and families.

This annual Stakeholder Report gauges and reports the performance of Centacare as a whole and individual programs against our Strategic Plan for the term 2011- 2014. The Strategic Plan provides the organisation with direction in realising our vision to be the first choice provider of professional community services in the Diocese of Rockhampton.

This financial year was very eventful for Centacare as we witnessed major strategic changes within the organisation at both management and service delivery levels.

A snapshot of Centacare and our program streams follows.

## Organisational Report



*In 2011-2012, Centacare bid farewell to Donna Forbes, our Community Care Program Manager, after 18 years of service. During her tenure, initially as the Bundaberg Centre Manager and later as the Diocesan Program Manager, Donna saw the Aged Care services expand as Transcare developed its own program, and Community Aged Care Packages (CACP), Neighbourhood Care and the Community Options Program combined into one large service. During Donna's tenure, Centacare saw the Community Care Services Program grow from a \$1 million program to a \$5 million program across the Diocese. Donna was a part of all the shifts and changes the team underwent through compliance imperatives, increasing statutory responsibility and increased accountability. As her journey with Centacare came to an end, we celebrated Donna's gifts and recognised her many contributions to Centacare and her significant impact on clients, volunteers, staff and the wider community. We pray for grace, courage and dignity as she moves into the blessings and challenges of her new world.*

## Demonstrating our organisational commitment to our Stakeholders, Centacare:



- ▶ **Made considerable progress in demonstrating our commitment towards increasing the recognition of the Catholic identity of Centacare.** The creation of the Mission and Innovation Manager role was the first step in this process and Kate Venables was appointed to this newly created position. During the course of the year, work commenced the with design and development of new policy, procedures and guidelines for mission, formation, stewardship, hospitality, reflections and prayers in meetings.
- ▶ **In partnership with Capricorn Community Development Association, co-hosted a DisabiliTEA in August 2011.** This event aimed to raise awareness and provide opportunity for discussion about the proposed National Disability Insurance Scheme (NDIS). The event was part of the “Every Australia Counts” campaign, and Centacare is a supporter of this drive to change the way people with disabilities and their carers are supported by the Australian community. Participants in the DisabiliTEA included people with disabilities and their families, local politicians, government agency representatives, service providers and business people from the Central Queensland community.
- ▶ **Continued our respectful engagement with current and potential partners.** This included meeting with the Central Highlands Regional Council for informal discussion regarding the Community Plan for that region; continued engagement with Mercy Health and Aged Care at a number of levels; both formal and informal engagement with NGOs in the Central Queensland region and beyond; and maintaining contacts with Centacare/CatholicCare organisations and other Catholic services across Australia.
- ▶ **Established regular communication with other NGOs that provide services to our client group.** This was achieved through engagement with the Central Queensland Primary Care Partnership (CQPCP), a range of forums in Bundaberg and Blackwater, and outside of the region through forums intended to ready the sector for change. These activities have helped ensure relationships with other organisations are robust enough that Centacare can approach them as collaborators and sources of knowledge.
- ▶ **Engaged with key Peak Bodies in the area of Community Care: National Disability Services (NDS) and Aged Care Queensland (ACQ).** This engagement included staff participation in NDS professional development aimed at readying the sector for a National Disability Insurance Scheme. Activities ranged from senior manager strategic issues to frontline staff training aimed at assisting with changes to service delivery models. Centacare engaged Aged Care Queensland as part of its review of its Aged Care Services.

## Demonstrating our organisational commitment to our Stakeholders (continued)



- ▶ **Took a number of steps to demonstrate our dedication to ensuring satisfied, even delighted customers.** A new Personal Behaviour Support Plan was developed for Disability Support Services around the person centred approach to service delivery. Work was also carried out with the input of our clients to develop individualised care plans that ensure they receive tailored services that are both responsive and innovative. Processes and procedures were developed to streamline service delivery, making it more accountable and efficient. Our dedicated workers continued to go in to client homes to support independence and respect their human dignity.
- ▶ **Hosted a variety of client social outings and events during the year.** In Bundaberg, our staff organised Hoy, musicals, games, arts and crafts, scrabble groups, men's only outings, picnic in the park, mystery tours, luncheons, 50+ fitness groups and cooking solo workshops. Our Rockhampton staff organised Centacare at the Cinemas, tours of Blackwater Interpretive Centre and Coal Museum, beach trips to Yeppoon and Emu Park, gardening group activities, Mother's day morning tea and Father's Day sausage sizzle.
- ▶ **Provided respectful services to families in the region.** The Family and Community Support Services Team consisting of counsellors, educators, domestic violence workers, family intervention service workers, family support workers, and family dispute resolution practitioners provided 1,995 families with assistance via 5,200 support sessions. This included 99 families from Family Relationship Centres who were able to avoid post-separation child care arrangements through the court system. Feedback from clients has shown that across the entire service range, 92 to 100% of clients were satisfied with the services they received, felt they were treated with respect and would recommend Centacare to others. Client surveys have been implemented in a more formal process to ensure we are collecting feedback from a greater number of clients. Staff efforts to provide as much face-to-face support as possible to clients across the Diocese, complemented with follow up and phone support services, resulted in an exceptional level of service delivery during this period.
- ▶ **Engaged with the 'Better Futures, Local Solutions' project that was introduced in Rockhampton in October 2011.** This intentional place based project involves the Department of Human Services engaging with the community services sector to provide better opportunities for young parents in receipt of Centrelink benefits, to take up economic participation and move out of the welfare cycle. Centacare also has a place on the Communities for Children committee.

## Demonstrating our organisational commitment to our Stakeholders (continued)

- ▶ ***Made significant strides in our journey towards increasing the recognition of our Catholic identity.***  
The newly appointed Mission and Innovation Manager presented a session for the Diocesan clergy at their Council of Priests in February 2012 and worked closely with the Coordinator at the Office for the Implementation of the Pastoral Plan to develop and deliver a new training program for Working with Children and Young People Policy, across the Diocese. Centacare promoted its services in parish pew bulletins across the Diocese and commenced sharing of mission practices with other agencies and organisations. By the end of the financial year, we were sharing with Centacare Cairns.
- ▶ ***Engaged with Catholic Social Services Australia (CSSA) and Queensland Alliance in the Mental Health area; with YANQ in the youth area; and with the international Partnership Brokers Association.***  
The engagement with CSSA enabled us to work with other Catholic agencies from across Australia to look at how Mental Health Services were currently funded and delivered, in order to start preparing for changes in this area.
- ▶ ***Actively engaged with the Rockhampton Refugee Health Reference Group.*** This group was established in response to an emerging need to provide services to humanitarian refugees in the absence of government funding.
- ▶ ***The Family Life Education program expanded its audience with a new school being added to the list of service requests.*** Positive feedback continued to be received from across the Diocese for Parent Education Sessions that were held.

## Demonstrating our organisational commitment to Monitor, Evaluate and Innovate, Centacare:

- ▶ *Continued to gather related information and consider the impact of the Australian Government's not-for-profit reforms.* Further advancements in this financial year included the appointment of the NFP Reform Implementation Taskforce Chair, the establishment of the NFP Sector Tax Concession Working Group, and the announcement of an outline of the staged introduction of the rollout of the reforms.
- ▶ *Has been involved in discussions about the Productivity Commission reports into 'Disability Care and Support' and 'Caring for Older Australians'.* Both of these reports herald structural changes in the way people with disabilities and older Australians are supported by the community. Emerging policy will change the way service organisations operate and services are delivered. This change will be most significant for Centacare in our Aged Care space. As our Disability Service is emerging we are able to develop services to align with the new environment. The changes to both funding and the way services are delivered will require a shift in the way we plan and deliver services. In March 2012, Centacare began a process of review to determine its response to the challenges of the change in the Aged Care service system.
- ▶ *Worked with Queensland Alliance for Mental Health (Qld Alliance) to map current services and interactions between organisations providing supports to community members with mental health issues.* This also helped to identify potential new linkages and partnerships that could improve the way resources are used to assist clients. The outcomes of this consultation were presented at the Mental Health Whole-of-Sector Day.
- ▶ *Partnered with Centacare Townsville and CQUniversity to work on a research project.* The findings of this project were published in the Australasian Dispute Resolution Journal in November 2011. The article was called 'Mapping the violence: An analysis of domestic violence presenting to Family Relationship Centres at intake and assessment'. The research focused on the family dispute resolution issues and needs of persons attending the FRCs that had experienced domestic violence.
- ▶ *Contributed to sector development and research, as a part of the Queensland Compact Workforce Subcommittee.* This work demonstrated the economic contribution of the Health and Community Services Industry to the Queensland economy.

## Demonstrating our organisational commitment to Monitor, Evaluate and Innovate (continued)



- ▶ **Worked closely with the Youth Affairs Network Queensland (YANQ) to implement the Communities of Practice Leaders Action Networks (CPLAN) project across the state.** CPLANs were established to enable the sector, at a regional level, to identify workforce development needs and sector issues.
- ▶ **Worked with the Workforce Development Network to trial the Workforce Council's Staff Exchange Program.** This program provides opportunities for workers to visit other services and learn from their peer's experience and expertise. This promotes the strengthening of individual, organisational and sector capacity and helps in exploring potential partnerships. Centacare saw this as an opportunity for providing career and professional development when resources are scarce.
- ▶ **Began the process of reviewing our Aged Care Services in preparation for the upcoming government reforms.** This process included looking at external drivers and demographics to determine where demand will come from in the future. The engagement process included discussion with service users, other providers and Peak Bodies. The Aged Care Services review is an opportunity to both monitor and understand government policy and frameworks and prepare for changes to the industry, and to map community needs against the services we already deliver.
- ▶ **Carried out audits of our Community Care programs in Blackwater and Mackay.** The Blackwater Community Care team undertook their first audit process with the assistance of Centacare teams across the Diocese. The team received great results from the auditors which has been a step in the right direction in regard to improving service delivery within the wider community. The Mackay Community Care team successfully underwent a Quality Audit. The feedback from the auditors was mostly positive and the team worked collaboratively over the following months to address the suggestions provided by the auditors. Ongoing work with advocacy bodies in our regional sites has also been creative and unique to ensure individual client needs were met.

## Demonstrating our organisational commitment to Monitor, Evaluate and Innovate (continued)



- ▶ ***Was involved in a variety of innovative new projects during this term.*** In Bundaberg, this included the Smart Assistive Technology (SAT) project, Broadband for Seniors program and the Bundaberg Seniors Safety Expo. The SAT project is an exciting initiative funded by HACC to assess the benefits of smart assistive technology or aids in promoting independence. A significant amount of consultation and demonstration of equipment was undertaken with local and state organisations. In total we had 45 participants commence as part of the project, 20 with robot technology including vacuum cleaners, floor scrubbers and lawn mowers, 11 with personal emergency monitoring alarms, 11 with iPads and 3 with oxygen concentrators. The Broadband for Senior's Kiosk gave clients the opportunity to discover how the Internet can have a positive impact on keeping in touch with friends and family and offer access to the wealth of information available online. The Kiosk provided users with access to a volunteer tutor to assist with training in basic computer skills as well as on basics such as using the Internet, email and Skype. Bundaberg Safety Expo was organised with funding from Proceeds of Crime to bring safety and security education to seniors in the region. Around 900 seniors attended the event and feedback received was very positive.
- ▶ ***Demonstrated a concerted effort to combine the 'family relationships' and 'community support' service delivery areas into one staff team.*** This provided staff with a better knowledge of the services that could be offered to clients and be utilised to provide clients with better access to the services they require.
- ▶ ***Focussed on the revitalisation of the Domestic Violence and counselling services in Emerald and Central Highlands.*** This has made an important and valuable contribution to the well being of local residents. With the goal of delivering high quality customer support, ACCESS Counsellors faced challenging conditions to provide services to our local mining community members.
- ▶ ***Delivered programs such as 'Leaps and Bounds'.*** This program assists school children with their self-esteem, coping better with change, and effective participation in community. They were extremely well received by both the children and the schools.

## Demonstrating our organisational commitment to Monitor, Evaluate and Innovate (continued)



- ▶ **Began working with the Internal Stakeholder Group (ISG) to build capacity in effective partnering.** Early mapping work was conducted across the organisation to measure the effectiveness and value of the various networks, partnerships and forums in which staff participate. This assisted in establishing their perceived value (prior to partnering training) and their 'real' value (after training). This internal mapping led to different forums being attended with clearer goals and processes in place.
- ▶ **Realised opportunities to work more broadly with the sector to solve problems and strengthen our communities.** As a result, Centacare commenced working with YANQ to implement their state-wide C-PLAN, the Central Queensland Partnership Brokers Community of Practice to build and maintain effective partnering capacity across Rockhampton, Gladstone and the Central Highlands, and the Rockhampton Refugee Health Reference Group to find solutions to service access issues within current resources. Centacare secured funding from Perpetual Foundation (use the wording they requested) to promote the value of financial planning to enable a planned transition into community or other aged care services, empowering individuals to make decisions about their future before the need arises.
- ▶ **Was involved at the strategic level in preparing for the implementation of the National Disability Insurance Scheme.** The team attended national events to ensure Centacare has clarity around the government policy and framework for this structural change.
- ▶ **Trialled a new form of promotion at the Stockland Shopping Centre in Rockhampton for the Natural Family Planning service.** A stall was set up to provide information and resources to prospective clients. As a result, the service gained a good number of new clients and distributed promotional information packs on both on the program and other Centacare services.
- ▶ **Obtained a small grant from the nib Foundation to assist funding the development and evaluation of the If Only program.** This program focuses on the use of power and control in relationships, the effects this has on family members and strategies to create positive family relationships based on equality and respect.

## Demonstrating our organisational commitment to Workforce and Organisational Development, Centacare:



- ▶ ***Grew from 172 to 195 employees (130 full time equivalent).*** Our efforts to retain staff in the previous financial year paid off with a significant decrease in our employee turnover to 30% during this term compared with 34% in 2010- 2011.
- ▶ ***Continued the Cadet Accountant program with the appointment of a new Cadet Accountant to the Finance Team.*** The participant from the previous year, after successful completion of the program, moved into an accounting role within the organisation. This program is an important part of Centacare's succession planning within the Finance Team and is contributing to the development of finance professionals within the community sector.
- ▶ ***Embarked on a traineeship program within the Administration Team.*** The program will run for 12 months, ending in March 2013. There are five participants completing their Certificate IV in Administration, while working full time as members of the Administration Team for the 12 month period. The program has been run at two of our Rockhampton sites, the Bundaberg site, the Emerald site and the Mackay site.
- ▶ ***Expanded its Corporate Services team with the creation of two new roles, ICT Worker and Communications Specialist.*** This will support the growing ICT and communication needs across the Diocese.
- ▶ ***Created two new groups to support organisational development.*** The Internal Stakeholder Group and the Quality Management System (QMS) working group were formed.
- ▶ ***Held the Annual Corporate Services Conference with staff from across the Diocese in attendance.*** The aim of this conference was to improve staff leadership skills, find the barriers that thwart creativity, clearly define objectives and goals, improve processes and procedures, improve organisational productivity, identify the team's strengths and weaknesses and improve the ability to problem solve.
- ▶ ***Held the annual Community Care Conference.*** This event, held at the Bundaberg Brothers Club, was attended by 107 participants who travelled from across the Diocese. The event gave the attendees the opportunity to build stronger working relationships and to enhance communication and co-operation across the Diocese. The conference was designed to engage staff in thinking about the future, the need for well functioning community care programs, the need for appropriately qualified and competent staff, the road ahead to position ourselves as the provider of choice in all our local communities and the implementation of independence and resilience-focused models of service delivery.

## Demonstrating our organisational commitment to Workforce and Organisational Development (continued)



- ▶ ***Held the second Family Relationship Services Annual Planning Forum in September 2011.*** The focus was on continuing to develop a common framework of best practice and sharing practice wisdom. The forum covered an overview of organisational and program delivery changes, a staff centred planning exercise, communication mapping, a presentation from the Corporate Services Manager about the impacts of the modern award, a seminar on working with difficult clients and colleagues, and an inspirational discussion on the mission of Centacare. The annual awards were presented to staff at the forum for best practice, innovation and creativity, commitment and consistency. Staff from each service area also attended the FRSA Conference in November that focussed on show-casing best practice.
- ▶ ***Utilised opportunities to work with the broader Health and Community Services Industry. This included sharing knowledge, increasing capability and applying the learning from research in areas such as investigating possibilities for social enterprise, and developing knowledge and skills in planning for a future workforce and effective partnering.***
- ▶ ***Implemented its “Work as a learning laboratory” process. This initiative encourages staff to lead from wherever they are in the organisation and to be able to try new ways of working without fear of ‘not getting it right’.*** Staff are encouraged to innovate, secure in the knowledge that mistakes are acceptable as they are part of the learning and development process.
- ▶ ***Commissioned an Aged Care Services Review in preparation for government reforms.*** A consultant was engaged to undertake an independent, objective and evidence-based approach to assess current aged care services so that we are competitors in the marketplace in 2014 and beyond. The Community Care Team will work with the consultant to develop a strategy to guide the development of Centacare Aged Care Services in the Catholic Diocese of Rockhampton.
- ▶ ***Participated in various education and professional development training opportunities.*** These included cultural awareness, social role valorisation, consumer participation, non-violent crisis intervention, critical incident stress diffusing, protective behaviours, person centred approach and mental health. Some members of the Mackay Community Care Team completed their Certificate III in Home and Community Care.

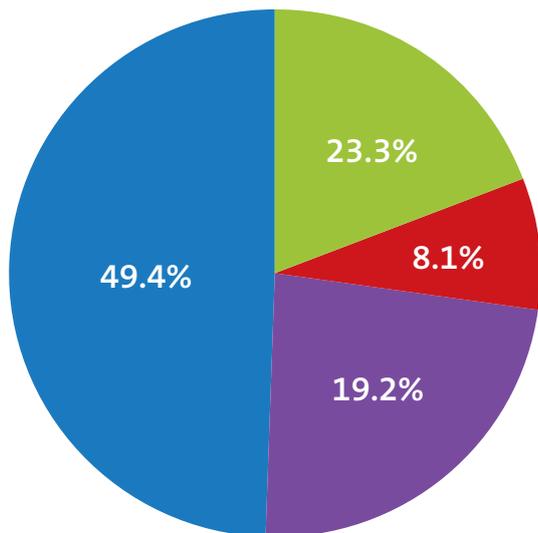
## Demonstrating our organisational commitment to Workforce and Organisational Development (continued)



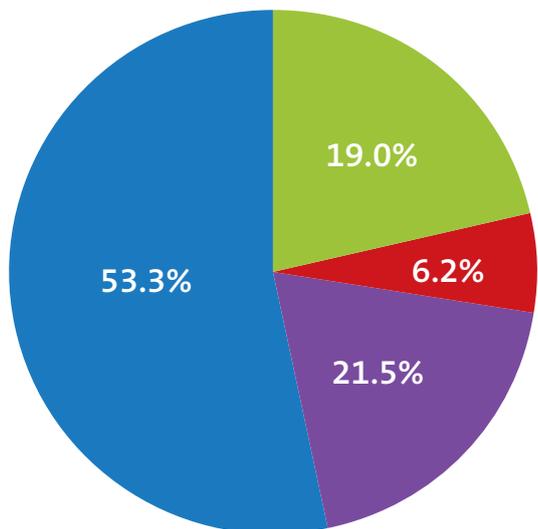
- ▶ **Recruited new staff to fill critical positions in the Community Care Program.** This included the role of Community Care Coordinator in Mackay and the Blackwater Community Care Team including a Community Care Coordinator, Client Care Officer and several other dedicated Community Care staff.
- ▶ **Witnessed an increase in staff competencies in the Family and Community Support Services stream with several Family Dispute Resolution Practitioners completing their national accreditation.** All Family Relationship Counsellors also completed their competencies, with renewals for ongoing staff planned within the next two years.
- ▶ **Provided weekly gospel reflections to staff that made direct connections between our mission and the gospel.** The Internal Stakeholder Group participated in focussed reflections that were based on the liturgical calendar, and wrote an interpretation of the Lord's Prayer from the perspective of their program, their culture and their life experience.
- ▶ **Reported against various measures in the Pastoral Plan to the Education Council and the Centacare Council.** The Pastoral Plan was also introduced to new staff as a part of the induction process and is now accessible to all staff.
- ▶ **Enrolled members of senior management in the Graduate Diploma of Catholic Leadership course at Australian Catholic University.** They successfully completed the first subject during this financial year.
- ▶ **Supported the Partnering Project Leader to achieve accreditation.** Victoria Homer submitted her final assessment and was accredited as a Partnership Broker by the International Partnership Brokers Association.

## Demonstrating our organisational commitment to Sustainable Business and Resource Management, Centacare:

Expense July 2011



Expense July 2012



- Witnessed an increase in income.** This included a 19.4% increase in investment income and a 108% increase in other income during this financial year.
- Established its Internal Stakeholder Group (ISG).** The ISG, established for the period of 2011–2014, is a part of the strategy to strengthen our Catholic identity, build our partnering and leadership capacity and ensure that a critical mass of key internal stakeholders are actively involved in realising the strategic intent of Centacare during 2011–2014.
- Participated in a number of local meetings, events and forums.** This included the Local Networking Group (LNG), Mental Health Interagency Community of Practice (MHICoP), Communities of Practice – Disabilities, Senior’s Week, Disability Action Week, Mental Health Week, Local and Regional Career Expos, NDIS forums and events including DisabiliTEA, Community Resilience workshops, GS Health Check and Co-production workshops, NDS Social Innovation Project and Skills To Enable People in Communities (STEPS) program as part of Acquired Brain Injury Outreach Service (ABIOS).
- Continued its participation in the Mental Health Interagency Community of Practice.** We also engaged with the consultation on the National Plan to Reduce Violence against Women and their Children in Emerald.
- Participated in the award winning Mental Health Interagency Community of Practice.** Centacare handed over the chair role, after laying the foundations. We have also been actively involved in the Central Queensland Partnership Brokers Community of Practice. This year the Mission and Innovation team co-presented at the Workforce Innovation Conference in Brisbane and shared the achievements and benefits of this learning group.

Centacare would like to thank and acknowledge the following stakeholders for their support:



**RioTinto**



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# Centacare: Catholic Diocese of Rockhampton



● Mt Isa



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