

# ANNUAL REPORT 2022-23





Burnie Brae acknowledges the traditional custodians on whose lands we walk, work, and live, including those of the Turrbul and Jagera nations, and pay our respect to their Elders past, present and emerging. We acknowledge the important role Aboriginal and Torres Strait Islander peoples continue to play within our community.

Burnie Brae is committed to being an inclusive organisation. We recognise that we work across diverse communities and welcome and encourage participants from all backgrounds and experiences. We strive to embrace the diversity of people from all ages and genders, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse groups, the LGBTIQ+ community, people seeking asylum, refugees and people living with a disability.



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## CEO's Message

**It was a proud moment this year when our organisation won the 2022 Leading Aged Services Australia Excellence in Aged Care Services Award. This prestigious award is not only just recognition of the unique model of community-focused care that is Burnie Brae, but more importantly acknowledgement of the dedication of our amazing and incredible workforce.**



We were honoured to have the Hon. Anika Wells MP Minister for Aged Care and Minister for Sport open our new facility at 18 Kuran Street in February 2023.

This facility provides a workplace that supports staff collaboration, is designed as a hybrid working space between home and office and affords a professional environment to meet with clients.

With a keen eye towards the future, we engaged KPMG to conduct an analysis of our service provision and business model to guide the development of a new five-year strategic plan.

This was a truly collaborative exercise that included input from the board, staff, clients, and members. The result was a redefinition of our four key focus areas to: focused growth, sustainable business, customer-led service improvement, and operational excellence. More about this strategy can be found on page 6-7 of this report.

Burnie Brae introduced a new operating model to ensure business sustainability because of aged care sector funding changes and to prepare for the Australian Government's 2025 launch of its Support at Home program.

We will need to increase our focus on service delivery in a sustainable manner and ensure that back-office support is streamlined to support clients and members. To achieve this, our workforce was reduced by 10 percent, primarily in our management and back-office areas. On behalf of the board and the senior leadership team, I would like to acknowledge the stress and uncertainty this has created for our staff, clients, and members.

Changes were made to the allied health business model with the closure of our allied health presence at Enoggera and Fitzgibbon to consolidate the operations at Chermside and the move to provide physiotherapy

services in-house and as an at-home service.

It was pleasing to see that our home care services grew strongly throughout the year, enjoying a more than fifty percent growth in the number of home care packages being delivered.

As we move into a new financial year, I want to acknowledge the resilience of our staff. They demonstrate an unwavering dedication and commitment to our clients, members, and each other in the face of an ever-changing aged care sector environment.

I am most thankful to the leaders and the board who steered Burnie Brae to make it an exemplary, much respected, community organisation.

**Andrew Watson**  
Chief Executive Officer

## Chairman's Message

**The motto of Burnie Brae is *community, connection, care*, which sums up the ongoing and overriding point of difference that the Burnie Brae Board of Directors shares with, and emphasises to, its staff and management.**



We live this motto through the care extended to our clients and members as they enjoy the activities provided by the organisation every day.

As board chairman, I offer my respect and thanks for the continued support and effort given by the other board members, which is time given freely as volunteers to govern this organisation.

I know the board is heartened by the rapport between staff and volunteers, which mirrors Burnie Brae's ideal, to provide a sense of community for clients and members; a safe, friendly ambience where everyone shares a mutual connectivity.

On behalf of the directors, I acknowledge the tremendous dedication of the leadership team as it tirelessly strives to ensure Burnie Brae's clients and members are cared for in a welcoming haven.

This past year has seen its share of challenges. However, I am proud to say that, once again, it's the sense of community and care that has carried Burnie Brae through trying times.

I welcome the opportunity to acknowledge the leadership of our CEO, Andrew Watson, who has continued to consolidate the work of Burnie Brae by encouraging a sense of unity and belonging where everyone feels part of a family of like-minded people.

I am sure that this Burnie Brae family will carry the organisation and its neighbouring community to even greater heights in the coming year.

**Neville Mew**  
Board Chairman



*I am proud to say that, once again, it's the sense of community and care that has carried Burnie Brae through trying times.*

# Strategic Plan 2023–2028

Anchored by an ambition to be a provider of choice for consumers and employees, we developed a new five-year strategic plan.

Partnering with KPMG, a robust process, which included state analysis, stakeholder engagement, market research, and internal focus workshops, resulted in a consolidation of our vision, mission and values, and four new areas to direct our focus and measure our achievements.

## Key strategic insights

Four key strategic insights informed the development of our plan:

- 01** Government policy is aligned to age-in-place at home. The home care market demand will grow. Providers that deliver complex clinical care will be competitive.
- 02** A strong employee value proposition is essential to attract and retain a skilled workforce.
- 03** Data-driven insight technology must support operational efficiency and improve customer service.
- 04** Market relevance, point of difference, and organisational agility is crucial to remain competitive.

## Key enablers

Five elements to enable success were identified:



### Our vision

An empowered and connected community of older adults living their best lives.



### Our mission

To be a leading provider of holistic and accessible health, lifestyle, and wellness services, evolving around the needs and expectations of our community.



### Our values

- Collaboration
- Compassion
- Integrity
- People-focussed
- Quality

## Our four key focus areas

These areas articulate where and how our focus aligns with the organisational vision.



### Focused growth

Grow our impact and footprint so that we can meet the needs of even more older Australians.



### Sustainable business

Deliver services in an efficient and sustainable way so that we can continue to grow our offering and impact.



### Customer-led service improvement

Innovate our product and service offering and deliver experiences that marry consumer needs and preferences.



### Operational excellence

Build our people, leadership, technology, and data capability to enable seamless and integrated experiences that support both our consumers and workforce.

# Summary of 2022–2023 Strategic Plan Achievements

## 01 – Focused growth

Initiative		Achievement	Status
1.2	Grow our home care package and allied health disciplines and footprint in the Brisbane Region.	Home care packages have grown by more than 50%.	In progress, on track.
	Integrate allied health into the home care package offering and create opportunity for ‘top up’ fee for service for all consumers.	Work has commenced on the integration of an allied health fee for service.	
		The allied health operating model was changed to include an internal focus on physiotherapy as well as exercise physiology and massage services.	

## 02 – Sustainable business

Initiative		Achievement	Status
2.2	Evaluate the services that do not create value for Burnie Brae. Consider de-commissioning or finding innovative ways to make products viable and/ or reduce risk to Burnie Brae. This includes considering a more strategic way to leverage government funding, restructuring or outsourcing products and services.	Hairdressing moved from paid employees to an outsourced rental agreement.	In progress, on track.
		Changes were made to the allied health business model with the closure of the allied health presence at Enoggera and Fitzgibbon to consolidate the operations at Chermside.	
		Respite services expanded to include respite outings.	
		Café operations were evaluated and restructured for sustainability.	
		The Commonwealth Home Support Programme (CHSP) services were evaluated, and delivery models, including back-office support structure, amended to remain sustainable.	

Initiative		Achievement	Status
2.4	Update our brand architecture to ensure our brand aligns to our business model and proposition to consumers, employees, and volunteers.	A new brand architecture was developed to leverage the Burnie Brae reputation and promote the holistic model that encompasses the services that it delivers. Implementation is expected over the course of the current plan to 2028.	In progress, on track.

## 03 – Customer-led service improvement

There are no strategic initiatives in this focus area that required progress in the 2022-2023 financial year.

## 04 – Operational excellence

Initiative		Achievement	Status
4.1	Develop an information and communication technology and digital strategy that enables Burnie Brae to understand how systems and technology will support its overall objectives and enable Burnie Brae to proactively plan and invest.	Work on this initiative commenced late in the financial year. Priority is to replace the care system service by next financial year due to the current system being end-of-life in 2024.	In progress, on track.
4.4	Conduct a review of our operating model to ensure that we have the right people, processes, and technology needed to deliver our services in an efficient and sustainable manner.	A new operating model was introduced to ensure business sustainability because of aged care sector funding changes and to prepare for the Australian Government’s 2025 launch of its Support at Home program.  To increase the focus on service delivery and the need for more operational staff, management and back-office support was reduced by 10%.	In progress, on track.
4.5	Build our governance capability and maturity by developing a fit-for-purpose governance framework.  We will ensure our board has the right skills, experience, and qualifications to govern Burnie Brae effectively.	To address the Aged Care Quality and Safety Commission requirements by December 2023, additional board members with skills in areas of workplace health and safety, risk management, and finance were recruited.  Operational team reporting has been improved to include regular and industry-aligned presentations to the board.	In progress, on track.



**The end of the Covid-19 pandemic brought significant relief to Burnie Brae enabling the resumption of normal operations and a legacy of adaptation to changes in consumer behaviour and remote work practices.**

One such change was the renovation of the 18 Kuran Street premises in February 2023 to provide a hybrid workspace for employees to combine their ‘in the office’ and ‘work from home’ experience.

Unfortunately, along with many other organisations, Burnie Brae was impacted by the national economic downturn and the increases in the cost of living this year. And, as an added disruption, some significant changes in the government’s aged care funding model.

To remain viable, we reviewed the staffing model in 2023 and made some difficult, but necessary, decisions for the business to retain a strong position and ensure sustainability.

At the close of this financial year, Burnie Brae is in a solid position to continue to provide a meeting place for the community overseen by an organisation that prides itself on excellent service, care and compassion for its members and clients.



**End of Life Directions  
for Aged Care**

End of Life Directions for Aged Care (ELDAC) is a national specialist palliative care and advance care planning advisory service funded by the Australian Government Department of Health and Aged Care.

The ELDAC project is conducted by a national consortium of seven partners: Queensland University of Technology, Flinders University of South Australia, University of Technology Sydney, Aged and Community Care Providers Association, Australian Healthcare and Hospitals Association, Catholic Health Australia, and Palliative Care Australia.

This service provides resources to equip care providers with skills and information to help older Australians receive high-quality end-of-life care. It has supported Burnie Brae to improve and develop end-of-life planning policies, procedures, training, staff support and more.

Through the ELDAC Linkages Project, Burnie Brae received a \$20,000 grant through the Queensland University of Technology to support its engagement with ELDAC.



**Leading Aged Services Australia (LASA)  
Excellence in Age Services Awards 2022**

**Burnie Brae is honoured to have won the LASA Organisation Award in 2022 from five worthy finalists.**

This award recognises an organisation that has continuously showcased excellence through an initiative or contribution that improves the lives of older people through the delivery of care and services.

**Australian Catholic University  
– Aged Care Workforce Alliance**



Burnie Brae was invited alongside select providers and the Australian Catholic University to create a national alliance to address aged care provider workforce issues.

The three-year project, which is still in the preliminary establishment phase, has a goal to draw on peer expertise to ‘simplify, standardise and share’ Its mission is to engage and empower the workforce by sharing models and a life-long learning hub and aims to become a trusted advisor to government and the community to drive change.

**Aged Care Research & Industry Innovation  
Australia – Innovator Training Program**



The interactive, online Innovator Training Program is designed to provide tools and skills to use available knowledge and evidence to solve a workplace problem.

A Burnie Brae case manager was successful in joining the 10-week program and received a \$2000 grant to work on a redesign of care model using evidence-based and best practice research. The result was a new care model proposal, which is incorporated in the 2023-2028 strategic plan and will be reviewed during 2024.

**Independent Health  
and Aged Care Pricing Authority  
(IHACPA) consultation**



This year Burnie Brae participated as a stakeholder in IHACPA’s development of its consultation paper. This annual process ensures the Pricing Framework for Australian Residential Aged Care Services, and IHACPA’s pricing advice, remains relevant, appropriate, and evidence-based, and reflects changes and developments occurring across the aged care sector.



# Financial Overview 2022-2023

**Burnie Brae is guided by a mission of community benefit – to provide exemplary services to the aged care sector.**

Our central financial goal is to achieve 'profit for a purpose': whereby we strive for financial gain and apply those earnings to the community benefit.

As we navigate an ever-changing landscape that principally encompasses three essential tiers: workforce, regulation, and technology, we have an eye on long-term fiscal viability achieved through a business model centred on efficiency.

As can be seen by the table below, Burnie Brae remains in a solid financial position of growth, whilst maintaining a healthy ratio of assets and liabilities and continuing to attract a steady revenue of government grants. The 15% increase in employee expenses indicates the value we place on our workforce to deliver the best outcomes for the community.

	2020-2021	2021-2022	2022-2023
Turnover	17.07m	17.3m	20.17m
Total Assets	17.67m	17.4m	14.11m
Total Liabilities	3.26m	2.10m	2.00m
Government Grants	7.74m	7.38m	7.88m
Total Employee Expenses	9.90m	9.95m	11.78m
Accumulated Funds	14.40m	15.29m	12.11m



## Board of Directors



**Neville Mew**  
Chairman



**Anne Copeland**  
Non-Executive Director



**Carolyn Robinson**  
Non-Executive Director



**Belinda Llamas**  
Non-Executive Director



**Belinda Sutherland**  
Non-Executive Director

## Senior Leadership Team



**Andrew Watson**  
Chief Executive  
Officer



**Aynsley Johnson**  
Community Services  
Manager



**Amanda Mundy**  
Quality and Compliance  
Manager



**Connie Gao**  
Finance  
Manager



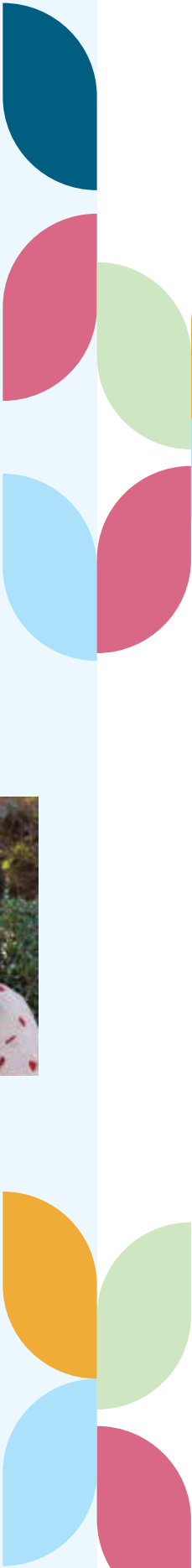
**Cindy Hayer**  
Human Resource  
Manager



**Karen Stewart-Smith**  
Healthy Connections  
Manager



**Andrew Christopher**  
Information & Technology  
Manager





# Member Services

Our members are the heart and soul of Burnie Brae. We are privileged to provide social, health, educational and recreational activities, and regular events that align with our vision to connect a community of older adults living their best lives.

## Activities

Three new activities were introduced in 2022-23: **writer's group, cribbage, and core and balance.**

## Education programs

- Restoring breath and balance.
- CHSP Information session on social support group funding through My Aged Care.
- Accessing My Aged Care program presentation.
- R U OK Day presented by Ahead Psychology.

## Centre events

The events held at the centre are tailored to suit the interests of members. Held regularly throughout the year, each event has seen attendance figures close to capacity. Three particularly well-subscribed sessions this year were about downsizing your home, effective estate planning, and a welcome back for Roly Sussex who spoke about the history of forms and meanings of words, folk etymologies and what they tell us.

Not all events are of a serious nature. Lots of fun and creativity was had with drumming and mindfulness programs, watercolour painting classes, and songs of great piano men.

## Project Pantry

Project Pantry is a monthly food support initiative for eligible aged and disability pensioners who are given two to three frozen meals in addition to their monthly hampers.

This year saw the average monthly attendance rise by 29% to 75 people.

This valuable service would not be possible without the assistance of loyal volunteers who help source and sort food supplies, pack hampers, service clients, and coordinate deliveries and drivers.



# Out and about program

Throughout the year, members enjoyed visits to cultural and arts events, which are resoundingly applauded as 'thoroughly enjoyable.'

On the ticket this year was the Queensland Ballet; several musicals including 9 to 5 the Musical, The Wizard of Oz, and Hamilton the Musical; Christmas in July; Toowoomba's spectacular Carnival of Flowers; a meet and greet with the Governor of Queensland; high tea at Parliament House; and a visit to the Supreme Court.



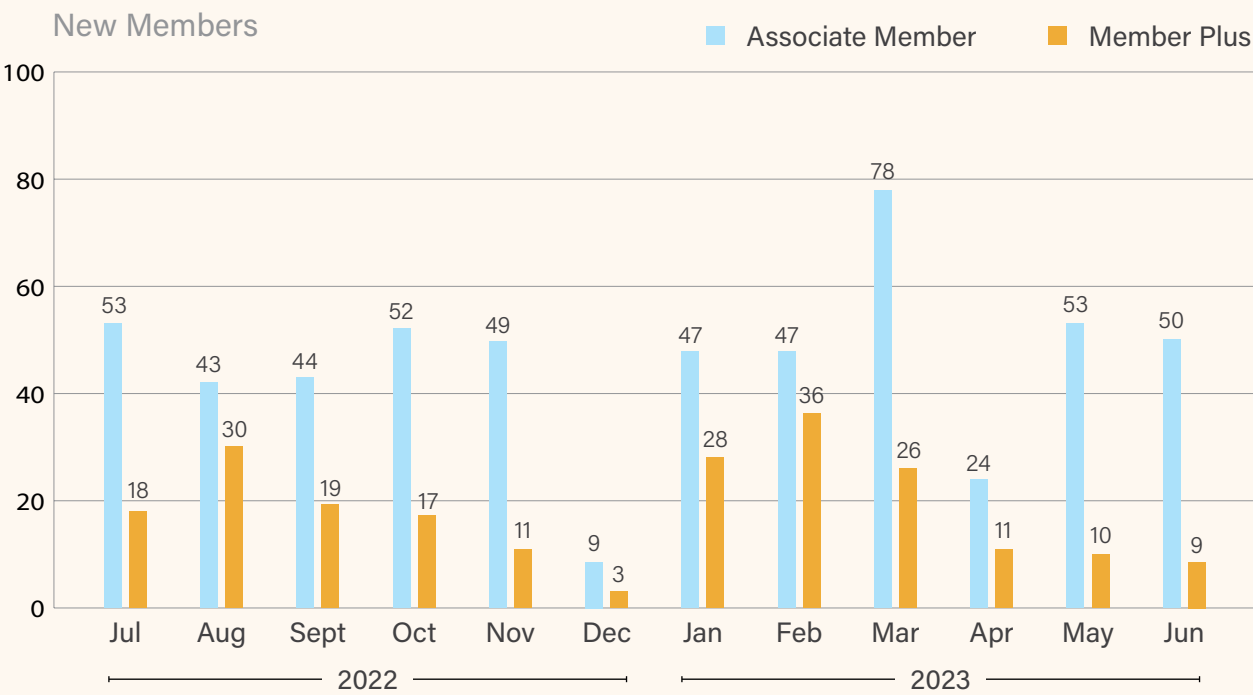
## GOLD program

Members that are creative and crafty enjoyed a variety of lessons and activities that included: organic hand scrub making, tie dye, mandala art, lino cut on paper, introduction to pottery, making fabric paint, and paint-and-chat.

## Membership

A strong growth in new membership was recorded this financial year. **A total of 767 new members were welcomed to the Burnie Brae community.**

549 Associate Member	218 Member Plus	767 new members signed up
5,849 Associate Member	2,576 Member Plus	8,425 total membership





# Technology Training Program

**In the 21st century it's nearly impossible to function without a basic understanding of technology. There is so much to be gained from being 'online' to, not only access services, but to explore interests and connect with friends and family.**

The Covid-19 pandemic affected attendance in 2022, but during the first half of 2023, the 'first time' technology training attendance increased by 33% to 10 a month. While between 45 and 50 people regularly attend lessons given by enthusiastic volunteers in the centre's newly dedicated tech space.

A recent change has been the introduction of a \$5.00 co-contribution fee from attendees to help fund resources for technology training activities.

Master classes delivered this year included: e-books, in partnership with Brisbane City Council; creating photobooks; how to set up an email address; how to manage emails; and how to navigate online grocery shopping.



# Client and Member Engagement



**A new initiative this year was to employ a client engagement officer to assist members and clients navigate the available aged-care services.**

Approximately 80 personalised meetings were conducted each month and about five individual or small group tours of the centre are held each week.

In addition, seven community information sessions were held on how to navigate the Australian Government's My Aged Care service, the support that Burnie Brae offers, and CHSP. Common topics covered include: aged care funding, social isolation, dementia, carer support, elder abuse, financial strain, and community connection.

A promotion campaign for members to use CHSP Social Support Group-funded activities commenced on 1 March 2023.

The Client and Member Engagement Office reached out to local groups that bring older people together to promote Burnie Brae services. Three potential partnership opportunities resulted with Rode Road Chermside West Garden Club, Bridgeman Downs Baptist Church Widows' Group, and the Aspley Garden Club.

# Quality, Compliance and Facilities

## Serious Incident Response Scheme

This has been a significant year for the aged care industry, reflected in the time spent by the Quality and Compliance Team to ensure Burnie Brae was ready to implement each legislative reform as it was introduced.

The biggest impact was undoubtedly the introduction of the Serious Incident Response Scheme (SIRS) for home and community care.

Burnie Brae's incident management system was reviewed, training conducted across the organisation, and a SIRS team established. This fresh perspective on incidents saw improvements made at all service delivery levels leading to safer care of consumers.

Continuous improvements were made possible by Burnie Brae's Safety and Quality Improvement Committee, Diversity Committee, and Clinical and Quality Improvement Committee whose members are dedicated to driving safety and quality improvements across the organisation.

## Facilities management

The Burnie Brae buildings, grounds, and fleet vehicles are in tip-top shape thanks to our Facilities and Grounds Maintenance Team that works tirelessly to ensure the safety and appeal of Burnie Brae's facilities.

Big projects this year include the purchase and refurbishment of the corporate administration building and improving traffic flow and pedestrian safety in the Kuran Street car parks.







# Information Technology

During the development of the new strategic plan, information technology was recognised as a key focus area to support operational efficiency and improve the customer experience.

This year we upgraded the finance system to Microsoft's Dynamics 365 Business Central, a business management solution that automates and streamlines business processes and enables better reporting.

A technology infrastructure upgrade at 18 Kuran Street included the fit-out of video conferencing equipment to support the hybrid working from home/office model.

# Café Connect

This year was busy and productive for Burnie Brae's Café Connect demonstrated by a 33% increase in revenue.

The wonderful café and kitchen team served-up tasty meals, quick snacks, and the ever-important cup of coffee. Coffee remains the café's biggest seller, accounting for 32% of annual sales.

Theme days and events made the year extra special with the highlights being Octoberfest, Valentine's Day, St Patrick's Day, Christmas Day, and Mother's Day.

The catering kitchen provided healthy and delicious meals to Club Respite with a new menu proving popular with clients.

**Google reviews:**

★★★★★  
"Best little cafe around."

★★★★★  
"Beautiful fresh sandwiches, awesome salads and possibly the best chicken burger I've ever had. Thanks for the tasty lunches."



# Travel Connections

What a year 2022-2023 has been emerging from the pandemic. Covid-19 proved that 'without a travel agent you are on your own'!

Burnie Brae Travel Connections returned post-covid in January 2022 intending to build its members' confidence to return to travel. Using our many years of professional knowledge and experience we increased trust and sales to \$2.2 million.

One successful initiative to encourage and introduce new clients and members was by taking the office 'outside' to hold functions with our wholesale providers on the roof tops of communities such as The Atrium in Lutwyche and Estilo apartments in Chermside.



*I want to say that my holiday to Europe in June for my 'OMG' birthday was seamless from start to finish. Burnie Brae Travel Connections covered every intricate detail from start to finish, which was extremely comforting when arriving in to foreign countries and finding locals waiting for you to embark each part of my journey. Even my own luggage, which was lost, was tracked by the office and delivered to my door two weeks after returning.*

Kerri



# Transport Services

This team is an essential part of the Burnie Brae community providing a trusted, safe door-to-door transport service for shopping, appointments, and other activities. Our service accommodates people of all ages and needs, including disability access and mobility aids.

This year the team managed between 2000 to 3000 trips each month for an annual total of 30,325.

The new Orcoda transport system integration into the service resulted in an improvement in administrative efficiency.

The team was restructured, and a new team manager was appointed.

All our drivers attended new and improved training that focused on smaller groups and was redesigned to include driver's input and requests. Additional driver training is also given during the new monthly driver team meetings that include topics relating to safety and quality for older passengers and those with a disability.

Recently there has been an increase in the transport catchment area so Burnie Brae can support the Brisbane North and Caboolture community. This enables us to meet funding requirements and offer more support options for clients. The area covered now incorporates Albany Creek, Albion, Alderley, Arana Hills, Bald Hills, Boondall, Bracken Ridge, Brendale, Brighton, Clayfield, Deagon, Eatons Hill, Everton Hills, Hamilton, Hendra, Kallangur, Lawnton, Lutwyche, Northgate, Nudgee Beach, Sandgate, Shorncliffe, Strathpine, and The Grange.



*Very good service. Keep up the good work! Quite enjoy the company of the drivers, they are very friendly and helpful. Very efficient with getting to appointments.*

**Margaret**



*I can't go anywhere without Burnie Brae transport... I love coming to their Club Respite to meet great people and have fun!*

**Dianne**

*It is a credit to Burnie Brae that the transport staff are caring and supporting. They do not have an easy job dealing with traffic and weather conditions. For various reasons, i.e. pain etc. we may not be in the best of moods, but transport drivers never fail to cheer us up with their friendly smile and conversation.*

**Mervyn and Kathleen**



# Home Care Packages

A Home Care Package (HCP) is coordinated care and services to help people live independently at home for as long as it is safe and appropriate. Each HCP is tailored to support an individual's needs and goals. The caring and knowledgeable staff at Burnie Brae assist clients to navigate the HCP system and provides services for level 1-4 packages.

The focus of our HCP team this year was review and recruitment to support growth in the service. We welcomed 120 new people and at the close of this financial year, had a total of 230 HCP recipients.

A focus group was held with HCP clients and representatives to determine a fee review and implementation.

More service improvements were the transfer of processing HCP claims through Services Australia to the Burnie Brae finance team, and a 15% reduction in the use of external contractors by delivering more care services with in-house personnel.

This year we welcomed the appointments of: a senior care coordinator, two care coordinators, a part-time service delivery coordinator, and a team manager (registered nurse).



*The care services my father-in-law, Des, receives through Burnie Brae, allows us to enjoy more quality family time, whether it's going out for a coffee or lunch. In the past, our time together was often consumed with everyday tasks like grocery shopping and running errands.*

**Carrie**



# Club Respite

**'Family' and 'friends' are two words synonymous with Club Respite. This year, despite a setback in attendance due to a resurgence of the Covid-19 virus, our staff and volunteers continued to provide happiness and, indeed, respite to many carers and their loved ones.**

The average daily attendance during the week was 33, while on Saturdays, an initiative introduced from client demand in the last financial year, we saw an average of 15 people come and join in the events and activities.

An exciting new addition this year was the Outing Program held during the week in addition to the in-centre program. Activities included: a mystery drive, picnic in the park, mini golf, bowling, and fishing.

Because of the new program, the team grew to include three part-time support workers and a lifestyle assistant.

Our clients chose to celebrate many cultural and special days including: the Melbourne Cup, NAIDOC Week, Harmony Week, Chinese New Year, and the British Cultural Day.

Activities that proved popular included: bingo, sit-down dance, cooking, digital mentoring, woodwork, bowling, and fishing.

Throughout the year, we provided 12,322 hours of centre-based respite support and, shared with our member's centre, we provided 22,826 hours of Social Support Group services.

Burnie Brae continued to provide centre-based respite services to three NDIS participants throughout the financial year. However, due to Burnie Brae's centre-based respite strategic focus surrounding aged care support/specialisation, it was determined that we would no longer provide this NDIS service type.

*Club Respite has become my second family. I love coming along and would be lost without the company of the friends I have made. The longer I come to Club Respite the more I appreciate everything that is offered to me. The staff are always wonderful and very helpful and caring.*

Grace





# Service Delivery

**Structural changes across the Service Delivery Team resulted in a more collaborative and consistent approach to ensure the successful delivery of in-home care and maintenance services to our clients.**

The senior service delivery coordinators provide leadership support and guidance across intake, review, maintenance, scheduling, and support workers. In 2023-2024, Burnie Brae’s own leadership course will commence to develop and grow its current and emerging leaders.

## CHSP

A short-term CHSP case management program was introduced because of an increasing need to support CHSP-funded clients that are in an interim phase as they wait for higher levels of aged care funding. During the year it was in operation it achieved improved care and services for 45 clients. Burnie Brae expected to fund this initiative by the Australian Government’s Support at Home program, however when this was delayed until 2025, our program was discontinued.

Across the service delivery program, our CHSP-funded program areas received an average of 180 referrals a month. Requests for allied health, centre-based respite, home maintenance, and social support were the highest requested care and services.

**We delivered:**

**21,932**

hours of domestic assistance

**366**

hours of flexible respite

**2,486**

hours of personal care

**17,430**

hours of individual social support

**19,839**

hours of home maintenance

**\$266,341**

of home modifications



# Student placements

We welcomed ten students studying Certificate III in various subjects including: individual support, psychology, human services, and social work. The students spent time with our coordinators, case managers, and care coordinators to learn about providing community support to older Australians. Our involvement gave the students real-life experience in community aged care that will create opportunities for potential future employment.

## Support worker mentoring

This year we placed 22 support workers on a 12-week mentor program to help them deal with some of the issues that come from this demanding position, improve retention rates, and fulfill our obligations to workplace health and safety.

New support workers are partnered with an experienced senior support worker. They connect weekly for the first four weeks, fortnightly for the next four weeks, and monthly for the final four weeks. While the meetings are generally informal, the mentors have a checklist to use as a discussion topic guide.

The program’s success will be measured by: support worker retention data, support worker satisfaction survey, and the number of support worker incidents reported.



*I am grateful for the wonderful service that Burnie Brae provides, for I just got out of hospital and you have simplified my situation so quickly for me. Burnie Brae is always very caring, takes the time to understand the situation. Burnie Brae staff are very polite and warm and friendly to work with. Nothing is ever too much.*

**Donna**



# Healthy Connections

## Healthy Connections is Burnie Brae’s award-winning exercise and allied health clinic.

Our competent clinicians provide assessment, diagnosis, and treatment of acute and chronic medical conditions, injuries, and disabilities. This multi-disciplinary team works collaboratively to ensure that practice is evidence-based to optimise positive healthcare outcomes. The service is delivered both within the clinic and home-based.

## Staff structure

The staff structure includes five Senior Exercise Physiologists, four Exercise Physiologists, a Senior Physiotherapist, two Physiotherapists, two Remedial Massage Therapists, and four administration staff members. The growth of the team at Healthy Connections was forecasted and executed as the demand for allied health services increased.

## Professional development

Following a strategic review, this year saw an emphasis placed on internal professional development. Some examples include:

- **‘PD Warrior’**, which is a world-renowned program aiming to increase the functional capacity for those with Parkinson’s Disease and is delivered via targeted exercise protocol and provision of client-centred education.
- **‘My Health for Life’**, a state government-funded initiative designed to help Queenslanders reduce the risk of developing chronic conditions such as type 2 diabetes, cardiovascular, and respiratory conditions.
- **‘Reformer Pilates’**, which improves posture, flexibility, and motor control.

## Mentorship programs

The senior exercise physiology and physiotherapy team have created a mentorship program. Each member of staff receives monthly sessions whereby both personal and professional goals, including clinical areas of interest, are discussed. This is facilitated through internal/external professional development courses to bring new knowledge back to Healthy Connections. The rationale is to expand knowledge base and drive evidence-based practice through competency for all staff members.

## Student practicum and tertiary affiliates

Burnie Brae is a sought-after contributor to university affiliates and delivers high-quality student clinical supervision. The process of encouraging a safe-learning environment with hands-on practical experience and ability to follow the client journey is what makes Healthy Connections unique. The duration of student placement is typically five weeks and throughout this time students will rotate between practitioners to maximise learning experience.

Healthy Connections provides practicum opportunities to exercise physiology students from University of Queensland, Queensland University of Technology, and the Australian Catholic University.

# Clinical programs

**The Neurobalance program** is in its second year and is designed for older adults that are experiencing a decline in mobility and cognitive processing. The program uses neural training through eye movements to improve motor function and balance. This year, 15 clients completed the program and all participants saw functional improvements with their balance. This popular program has an 80% class retention rate and waiting list.

**‘Pump it for PD’ program** is for clients with Parkinson’s Disease. This class commenced in September 2022 two days per week and welcomed 109 visits to the end of the financial year.

**‘Balance & Falls Prevention’** was established by the physiotherapy department at Healthy Connections. The program takes referrals from The Prince Charles Hospital and Royal Brisbane and Women’s Hospital. The program provides a period of re-enabling for people who have had a fall and have been discharged from hospital.

## Allied health statistics

Allied Health Discipline	Client Visits
Physiotherapy (October 2022 – 30 June 2023)	1,920
Exercise physiology	16,557
Remedial massage	2,582

## Exercise physiology

The continuation of exercise physiology for Healthy Connections saw a growth in the number of practitioners due to an increase in demand for services.

Exercise Physiologists conduct individual sessions, facilitate clinical exercise classes, and hold members sessions.

## Exercise physiology statistics

	Individual Appointments	Clinical Classes
Nine practitioners	6,572	9,985

## Physiotherapy

In October 2022, Healthy Connections began offering a combination of in-clinic and community physiotherapy services. There are three Physiotherapists that onboarded 130 clients, which were previously outsourced. Physiotherapists predominantly conduct individual sessions and do not take member sessions.

The service is funded by the CHSP, HCP, brokerage, Department of Veterans Affairs, NDIS, and private clients.

## Remedial massage

Services with remedial massage remain steady, with clients presenting to clinic from numerous funding methods.

# Burnie Brae Staff and Volunteers

This year has been difficult as Burnie Brae dealt with the challenge of change. What stood out was the commitment to the welfare of our people, despite a working environment that was less than predictable.

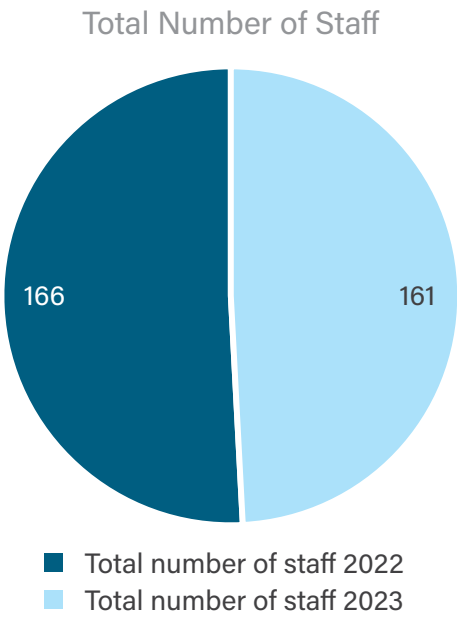
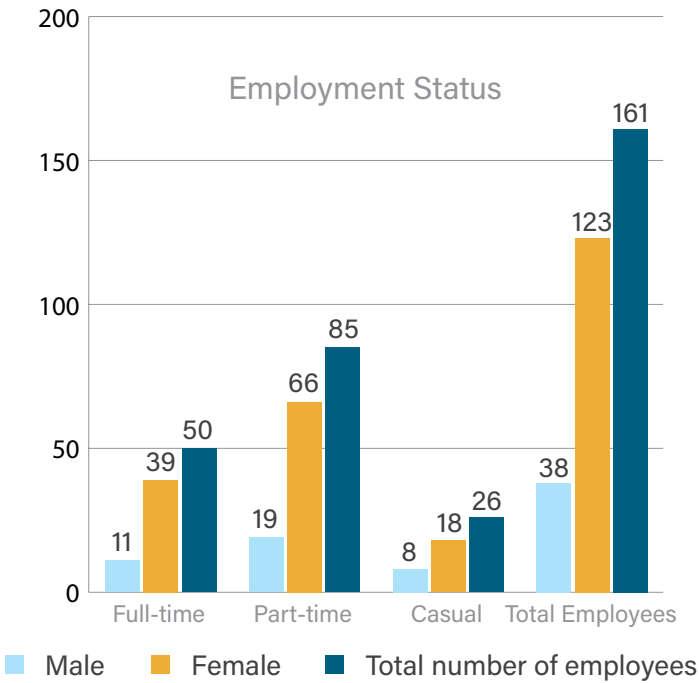
During the year, senior leaders made a point of sharing information and keeping people up-to-date, particularly in relation to the organisational restructuring that saw changes to some teams.

Key changes that provided significant staff benefit:

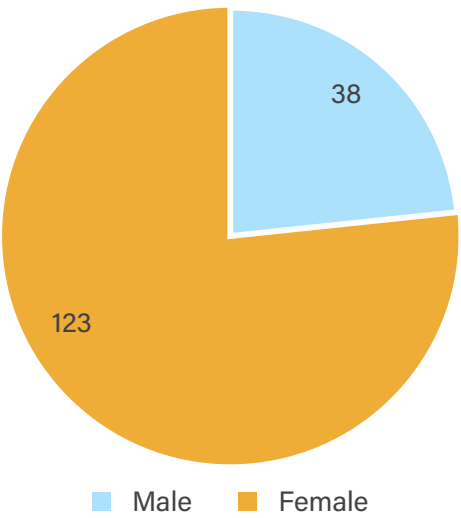
## Hybrid remote work:

Our new hybrid office fit-out helped Burnie Brae create a remote-enabled workforce, providing many staff with more flexibility whilst enabling ongoing productivity.

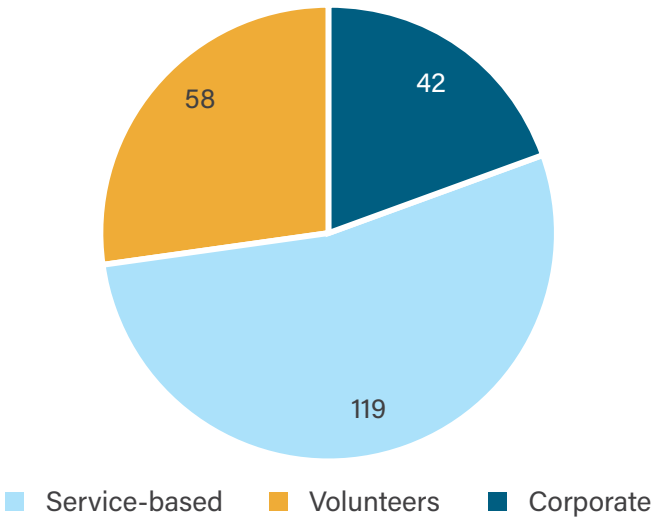
## Statistics



2023 Gender Breakdown



Staff & Volunteers



# Community Connections

## We would like to acknowledge our community connections:

- Aged and Disability Advocacy Australia
- Aged and Community Care Providers Association
- All About Living
- Alzheimer's Queensland
- Anglicare Southern Queensland
- Aspley Leagues Club
- Australian Catholic University
- BallyCara
- BlueCare
- Bolton Clarke
- PHN Brisbane North
- Care Connect
- Carers Queensland
- Centacare
- Co.As.It Community Services Ltd.
- CommuniQy Queensland
- Foodbank Queensland
- Footprints Community
- GOC Care (Greek Orthodox Community of St George, Brisbane)
- Griffith University

- HUR Australia
- Institute for Urban Indigenous Health
- Jubilee Community Care
- Kedron-Wavell Services Club
- Lions Clubs of Brisbane
- Loqui Speech Pathology
- Metro North Hospital and Health Service
- National Australia Bank
- Optus
- Orcoda
- Ozcare
- Thomson Geer Lawyers
- Queensland Aged and Disability Advocacy Service
- Queensland Health
- Australian Red Cross
- RizeUp Australia
- Royal College of Healthcare
- RWM Chartered Accountants
- RSL LifeCare
- Smith & Stanton Lawyers
- St Vincent's Care Services
- Suncare Community Services
- The Prince Charles Hospital
- Wesley Mission
- World Wellness Group

## Thank you to the following government bodies and representatives for their funding and support:

- Australian Government, Department of Health and Aged Care
- Australian Government, Department of Housing
- Australian Government, Department of Social Services
- Australian Government, Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Hon. Anika Wells MP (Minister for Aged Care, Minister for Sport) (Federal Member for Lilley)
- Mr James (Jimmy) Sullivan (Member for Stafford)
- Councillor Fiona Hammond, Brisbane City Council (Marchant Ward)
- Councillor Adam Allan, Brisbane City Council (Northgate Ward)

## Glossary

CEO	Chief Executive Officer
CHSP	Commonwealth Home Support Programme
ELDAC	End of Life Directions for Aged Care
HCP	Home Care Package
IHACPA	Independent Health and Aged Care Pricing Authority
KPMG	KPMG Australia – professional audit, tax, and advisory services
LASA	Leading Aged Services Australia
NAIDOC	National Aborigines and Islanders Day Observance Committee
NDIS	National Disability Insurance Scheme
SIRS	Serious Incident Response Scheme





**Burnie Brae**  
community, connection, care

