

MERCY
PARTNERS

ANNUAL REPORT 2020

MERCY PARTNERS

ESTABLISHED AS AN ECCLESIAL

PUBLIC JURIDIC PERSON

14 NOVEMBER, 2008

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Acknowledgement of Country

We acknowledge the traditional custodians of the lands on which Mercy Partners Ministries are situated and pay our respects to the elders past, present and future for they hold the memories, the traditions, the culture and the hopes of Indigenous Australia. We give thanks for the continuing vitality of Aboriginal and Torres Strait Islander peoples and culture, and pledge ourselves to walk forward together in solidarity for a better future.

MERCY PARTNERS MISSION AND VALUES

Our mission

To contribute to the emergence of a world where the healing, liberating and life-giving mercy of God is experienced.

The expression of our mission

We express our mission by safeguarding the ministries entrusted to our care, helping them to function effectively within the overall mission of the Catholic Church and in accordance with their founding charism.

Our values

We share with our ministries these core values: compassion, justice, respect and hope.

Compassion

Those who show compassion, enter into another's experience and are moved to respond. They engage with the poor, vulnerable and disadvantaged people of our world.

Justice

Those who show justice, live and promote right relationships with God, self, neighbour and creation. They uphold human rights, accept their responsibilities to one another, and strive to provide fair access to the world's resources for all people.

Respect

Those who show respect, honour the integrity and diversity of creation. They recognise the unique dignity of every human being as created in the image and likeness of God. Empowered by the Spirit, they are called to be co-creators of the new creation.

Hope

Those who show hope, live the resurrection story by trusting in the transforming power of God. They persevere through difficulties, act with integrity, and serve with joy.



Sr Catherine Reuter rsm
(Stewards Chair)

Leader, Sisters of Mercy
Brisbane Congregation



Sr Eveline Crotty rsm

Leader, Institute of Sisters of Mercy of
Australia and Papua New Guinea



Sr Margaret Endicott rsm

Member, Institute of Sisters of Mercy of
Australia and Papua New Guinea

A MESSAGE FROM THE STEWARDS

As required by the Canonical Statutes and the Constitution of Mercy Partners, the Stewards of Mercy Partners resolved to approve the Annual Report to Rome.



Sr Mary Franzmann pbvm
Leader, Queensland Presentation Sisters



Ms Margery Jackman
Mercy Associate, Institute of Sisters of
Mercy of Australia and Papua New Guinea



Sr Catherine White mfic
Australian Leader, Institute of the
Missionary Franciscan Sisters of the
Immaculate Conception

THIS ANNUAL REPORT for the year 2020 confirms that Mercy Partners continues to expand the aged care, religious and formation, health, education, charitable and community services entrusted to it within the ministries of the Roman Catholic Church. The Stewards confirm that Mercy Partners Council continues to successfully undertake its objectives to:

- continue the mission of Jesus Christ and assume responsibility to further the aged care, religious, health, education, charitable and community service ministries entrusted to it within the ministries of the Roman Catholic Church
- ensure through its governance policies and practices that each of the works for which it is responsible operates in conformity with the teachings, discipline and laws of the Roman Catholic Church
- continue to build on the charisms and sound traditions of the Stewards within the Roman Catholic Church.

Sr Catherine Reuter rsm
Chair, Mercy Partners Stewards
on behalf of the Stewards of Mercy Partners
15 April 2021

Mercy Partners is responsible for governance, oversight and support for incorporated ministries of the Roman Catholic Church entrusted to its care.

A MESSAGE FROM MERCY PARTNERS

I AM PLEASED TO REPORT that Mercy Partners continued to gather momentum during 2020 and further developed the alignment between its Mission and canonical responsibilities.

The Stewards of Mercy Partners ensured the operations of Mercy Partners were in accordance with the Mission and teachings of the Catholic Church and the aspirations of the founding Charisms.

Regular communication between Council and the Stewards ensured this collaborative and effective relationship was further enhanced. Council also met with the Stewards three times during the year to ensure the Stewards were fully informed of all pertinent matters in the governance of Mercy Partners ministries.

Councillors, Executives and I worked tirelessly on behalf of Mercy Partners to further relationships with Bishops, Sisters and other Church entities. We continued to collaborate with our ministry leaders, attending functions such as education ministry Commencement Masses, ministry AGMs and other milestone celebrations in addition to governance and formation events hosted by Mercy Partners for ministry leaders.

Mercy Partners Council remained cognisant of the significant pressures on our services, our staff and the people we serve in the uncertain times which resulted from the global COVID-19 pandemic. The second half of 2020 was an especially challenging time for our education, health, aged care, community, family and disability services ministries. Schools implemented systems to provide a replacement of face-to-face classes with online delivery, while there were restrictions on our aged care, community services and access to our private hospital services.

We applaud our people as they continue to fulfil the Gospel mission, reaching out with compassion, justice, respect and hope to their communities in innovative ways.

As projected, the One Mater Project came to fruition on 1 July 2020. This significant undertaking created the largest not-for-profit healthcare provider in Queensland. Mater hospitals in North, Central and South East Queensland transitioned to a single Mercy Partners ministry, Mater Misericordiae Limited.

In future, Mercy Partners Aged and Community Care ministries will also undergo a review to determine the most appropriate structural framework as the industry readies itself for the outcomes of the Royal Commissions.

I commend Mercy Partners Formation Team, led by Director of Formation Dr Caroline Thompson and assisted by Formation Professional Support and Program Coordinator Ms Libby Blom, as they pivoted this year to deliver two online Retreats, a first for Mercy Partners.

Additionally, the Formation Team produced a series of video resources for Boards which complement the Partners in Mission booklet series, two of which were delivered to Chairs at Mercy Partners Leaders' Gathering earlier in the year.

Mercy Partners Place was opened and blessed in a moving ceremony on 13 February. We were especially grateful to Bishop Ken Howell for commemorating this landmark occasion with us. The purchase of Mercy Partners new home in late 2018 was made possible by the generous establishment funding gifted by the Congregations that have placed ministries into Mercy Partners care.

In 2020, we were privileged to celebrate a number of occasions, including Charism feast days and Mercy Partners Christmas celebration, at Mercy Partners Place. On 1 December, the Blessing of the Crib heralded a truly joyous start to the liturgical year as attendees generously supported a gift-giving tree for families in the care of Mercy Community Services South East Queensland's Romero Centre.

What began in 2008 continues to evolve, grow and adapt to the changing needs of the Ministries we support and the communities we serve. For every relationship in which we engage, Mercy Partners focuses on open communication, trust, sacrifice and mercy. With time and attention each day for Christ, we continue to grow stronger.



Dr Ricki Jeffery

Chair
Mercy Partners Council

MERCY PARTNERS COUNCIL

Mercy Partners Councillors are experts in their respective fields and are highly regarded by the Church. Nominated to Council by either the Stewards or Council, the names and backgrounds of Councillors in office during 2020 are as follows:



DR RICKI JEFFERY

PROF D (TRANS DISC STUDIES);
APPOINTED JULY 2014; ELECTED DEPUTY
CHAIR OF COUNCIL IN DECEMBER 2017;
ELECTED MERCY PARTNERS COUNCIL
CHAIR AUGUST 2018; CHAIR OF THE
NUDGEE TRUST

Dr Ricki Jeffery is former Diocesan Director of Centacare, Catholic Diocese of Rockhampton and has held director positions on the boards of Family Relationships Services Australia, Central Queensland Medicare Local and Capricorn Helicopter Rescue Service. She previously held the position of Chair of the Board of Directors of St Ursula's College Ltd. She currently sits on the Community Services Industry Reform Council and is a Director of the Community Services Industry Alliance Board.

Dr Jeffery brings to Council a working knowledge of education, and primary health and community services delivery in regional areas. She is also recognised for having particular expertise in building capacity to meet challenges in a conscious and intentional way for ministries operating in regional Australia.



DR DARYL HANLY OAM

DUNIV (QUT); MED LEADERSHIP (ACU),
MED ADMINISTRATION (QUT), BA, BED
(UQ), ATCL, FACEL; APPOINTED TO MERCY
PARTNERS COUNCIL MAY 2015; TRUSTEE
OF THE NUDGEE TRUST

Dr Daryl Hanly OAM, completed fifty years as a teacher in 2014. As an employee of Education Queensland for thirty-seven years, Dr Hanly served sixteen years as a principal of secondary schools. He was then the inaugural Director of the Education Department's Centre for Leadership Excellence for five years. For two years, Dr Hanly was Director of Education Queensland International, which exposed him to international contexts and a variety of leadership models. For the final thirteen years, he was the first lay principal of St Joseph's Nudgee College Brisbane, a year 5-12 Catholic Boarding School for boys.

During his career, Dr Hanly has held a number of key executive positions at state and national levels, including National Chair of the Catholic Principals' Association. He currently chairs the St Leo's College Council and the Youth+ Foundation.



MS DIANNE HEARN

MRE (LOYOLA, CHICAGO), MBA (UNE) BA
(UQ), CERT TEACH (BCAE), DIP THEOL (IFE);
APPOINTED TO MERCY PARTNERS COUNCIL
JULY 2014; APPOINTED FORMATION
COMMITTEE CHAIR IN JANUARY 2017;
TRUSTEE OF THE NUDGEE TRUST

Ms Dianne Hearn has worked in education, adult faith formation and human resource management at a senior level in various Catholic organisations including the Catholic Education Office Diocese of Rockhampton, the Catholic Education Office Archdiocese of Brisbane, St Vincent's Hospital Sydney and the Catholic Education Office Diocese of Parramatta. She has served on numerous Catholic boards and committees including the St John of God Board, Marist Youth Care Board, NSW Professional Standards Resource Group and NSW Systemic Schools Employment Relations Committee.

Most recently Ms Hearn has been a Director of Organisational Change Consultants, a national consulting group specialising in organisational reviews, strategic and business planning and human resource services. The company has worked extensively with Church-based service organisations, particularly within the Catholic tradition.

Councillors cont'd



MR LESLIE JONES

BCOM AND ADMIN VICTORIA UNIVERSITY OF WGTN NZ, CA, MAICD; APPOINTED TO MERCY PARTNERS COUNCIL NOVEMBER 2013; APPOINTED MERCY PARTNERS TREASURER NOVEMBER 2013; TRUSTEE OF THE NUDGE TRUST

Mr Les Jones served as a Grant Thornton Audit Partner from January 1985 to December 2009 where he had wide involvement with not-for-profit organisations. During his time at Grant Thornton, Mr Jones was head of Assurance Services and was the Office Managing Partner for five years. Internationally, Mr Jones was an active member of the international firm's risk management, client acceptance and audit technology groups.

Mr Jones has been a director of various not-for-profit organisations. He is currently a director of Brisbane Housing Company Ltd and Chair of Mercy Partners Finance, Audit, Risk and Investment Committee. As a Grant Thornton Audit Partner, Mr Jones has contributed to the Professional Education Program for the Australian Institute of Chartered Accountants as both a group leader and a member of the Institute's Education Committee.



MR KIERAN MCCARTHY

BA(HONS) LLB (UQ) ACC SPEC (FAMILY LAW); APPOINTED TO MERCY PARTNERS COUNCIL SEPTEMBER 2013; APPOINTED MERCY PARTNERS COUNCIL DEPUTY CHAIR AUGUST 2018; TRUSTEE OF THE NUDGE TRUST

Mr McCarthy is a nationally-recognised Accredited Specialist in Family Law with over 25 years' experience and brings to Council strong networks throughout the State of Queensland and interstate. He is a Director of Naughton McCarthy Family Lawyers and Mercy Partners representative on the Association of Ministerial Public Juridic Persons (AMPJP). Mr McCarthy also sits on the Board of Brigidine College, Indooroopilly.



MS CATHERINE PARKER

LLB (QUT), GRADCERTAPP (CORPORATEGOV), GIA, GAICD, LLM (QUT), MBA (UNISA), GRADCERT PSYCHRISK (ACU); APPOINTED TO MERCY PARTNERS COUNCIL SEPTEMBER 2020; TRUSTEE OF THE NUDGE TRUST

Mercy Partners Stewards appointed Ms Parker to Mercy Partners Council in September 2020. Ms Parker is a lawyer, and experienced risk management and governance executive. Her desire to make a tangible difference has seen her engage with a number of not-for-profit enterprises including Lourdes Hill College, where she served as a Director and Chair of the Governance and Risk Committee. Ms Parker works with YMCA and has been active in their Youth Parliament program.

MERCY PARTNERS COUNCIL MEETINGS

The number of meetings of Mercy Partners Council held during the year and the number attended by each Council member is displayed in the table below.

Council Member	Council Meetings	
	Attended	Eligible to Attend
Dr Daryl Hanly	9	11
Ms Dianne Hearn	10	11
Dr Ricki Jeffery (Chair)	7	11
Mr Kieran McCarthy (Deputy Chair)	8	11
Mr Leslie Jones	10	11
Ms Catherine Parker	2	2
Mr Peter Pearce	10	11

EXECUTIVES



MR PETER PEARCE

METH&LEGSTUD (CSU), MPUBSECMGT (GU), GRADDIPSOCS (QUT), ASSOCIPBUS (QUT); APPOINTED TO MERCY PARTNERS COUNCIL OCTOBER 2019; TRUSTEE OF THE NUDGE TRUST

Mr Pearce's association with Mercy ministries covers the past 20 years, first with the former Mercy Family Services board and subsequently with the board of Mater Health Services (now Mater Misericordiae Limited) in Brisbane. He has been active in charities and not-for-profit governance for 40 years, mostly in the social and community services and health services arenas, and is a keen student of the unique requirements of charity governance, particularly as that applies to the religious corporation. Mr Pearce is a Fellow of the Australian Institute of Company Directors and the Governance Institute of Australia.



CHIEF EXECUTIVE OFFICER

Mr John Leahy DipComm (UK), DipBMan (UK) was appointed CEO of Mercy Partners in October 2019. Mr Leahy was previously engaged as Project Manager, One Mater and played an integral part in the development of the One Mater Project plan.

Prior to this Mr Leahy had completed some eighteen years working in the Catholic Health and Aged care sectors in Queensland, New South Wales and Victoria. His roles have included Director Finance and Administration, Regional Chief Executive Officer Queensland and Chief Executive Officer Aged Care Services. Preceding this, he was with Mayne Health Group in a financial management role.

Mr Leahy has completed studies in finance and commerce in the United Kingdom and has undertaken additional studies in business management and organisational behaviour. He is an Associate Member Healthcare Financial Management Association (HFMA), and a Member of Brisbane Catholic Education Council.



DIRECTOR OF FORMATION

Dr Caroline Thompson EdD (ACU), MEd, BA, Grad Dip Teach, was appointed Director of Formation for Mercy Partners and commenced duties in February 2015.

Dr Thompson has worked extensively in secondary education and adult faith formation in Queensland and NSW, most recently for the Diocese of Lismore where she served as Principal, Assistant Principal, Religious Education Coordinator, Head of Curriculum and Leader of Pedagogy. She completed her doctoral studies in faith leadership in 2011 and has lectured widely on this topic in adult faith formation and leadership programs.

As Director of Formation, Dr Thompson occupies an executive position created to provide leadership and strategic direction for formation opportunities offered by Mercy Partners. She coordinates and facilitates delivery of Mercy Partners Formation for Board members, Executive, senior staff and others interested in being part of the mission of Mercy Partners.

Dr Thompson is a member of GAICD, the Catholic Health Australia Mission Committee, the National Catholic Education Committee Mission Committee, the Xavier Theological Foundation Reference Group, the Parramatta Sisters of Mercy Mission Committee and is a leader of the Mission Leaders Community of Practice and the Mercy Mission Formation Network.

STRATEGIC AND OPERATIONAL PRIORITIES

Strategic Priorities 2020–22

Following their Strategic Planning Day in late January, Council approved Mercy Partners new Strategic Priorities 2020–22 document. The five priorities are:

1. Responsible sponsorship
with increasing numbers of ministries
2. Council's capacity to support ministries
3. Leadership capacity for Mission
4. Identity and relationships
with the wider Church
5. Development of social Enterprise Ministry

These strategic directions inform Mercy Partners decision making processes and activities throughout the year.

SPONSORSHIP AND MINISTRIES

Mercy Partners is charged with the responsibility to ensure, through its governance policies and procedures, that each of the Ministries of Mercy Partners acts in conformity with the teachings, discipline and law of the Roman Catholic Church.

In order to assist Boards of ministries to understand the role of Council, in 2020 Mercy Partners Council spent time succinctly articulating its purpose..

To continue God's mission, Mercy Partners provides:

- » **governance**, oversight and support for incorporated ministries of the Catholic Church entrusted to our care
- » **formation** in personal spirituality, governance, mission and Catholic identity for Ministry Boards and Executive leaders. This also includes collaboration between ministries to respond to existing and emerging needs.

Mercy Partners Council promotes the idea of a communion of charisms to inspire people working in the Ministries to both understand and embrace their roles within the Church. It is the responsibility of Mercy Partners to ensure that all leaders continue the work of the Religious Congregations' charisms and encourage collaboration and positive relationships between Ministries.

During 2020, the Council worked with ministry Boards to appoint new Directors who are committed to the Catholic governance of works of the Church. This is a key responsibility of the Council and one undertaken with great diligence. Council continued to carry forward initiatives to support the renewal of Council and Board leadership.

In addition, the reporting process from ministries to Council was further refined, ensuring Council received quarterly reports from ministries in health, aged care and community services and half yearly reports from education ministries.

To assist Boards understanding of their canonical and civil responsibilities, Council distributed a further two handbooks for Directors in the Partners in Mission series at the 2020 Board Chairs' Forum in February. The booklets, which discuss leadership succession and expectations of ministry directors and key executives, form part of the induction program for new Board Directors.

These topics were investigated in greater depth in the accompanying video series, Governance for Mercy Partners Ministry Leaders and Boards. The series included a number of interviews which captured and shared wisdom and experiences from Steward representatives and Congregational members.

Chairs were encouraged to utilise this exciting new resource with their Boards. The resources proved to be very popular and, as a result, there will be further versions produced over the coming year.

In 2020, Council continued to share a summary of key Council news with Ministry Boards through its monthly e-publication, Council Matters. Council Matters supports Council's focus of engaging with ministries, which is part of Mercy Partners 2020 – 2022 operational plan.

In addition, Mercy Partners produced its quarterly publication, Mercy Partners NEWS, which enabled Executives to share news from Council with a wider Church audience. Ministries also contributed to the publication, sharing updates on their many mission-based community outreach projects.

Mercy Partners also embraced the use of social media platforms such as Facebook and LinkedIn to further disseminate information in real time to our ministries. This medium has proven to be a very popular platform for daily updates from our ministries and inspirational reflections from Mercy Partners Formation and the wider Catholic community. Plans are underway to expand and update our LinkedIn and website presence in 2021.

In early 2021, the Aged Care Royal Commission final report was released and contained well over 100 recommendations. There has been no decision by government, at this time, regarding which recommendations would be adopted, put into government policy and legislated and/or regulated over the coming year.

The final report was a follow on from the interim report which was released in late 2019. However, the final report does contain some detail around the model of clinical care and, in particular, highlights the need for a regulated time of direct care hours per resident as well as regulating that a portion of the hours must be provided by a registered nurse. This will have a financial impact on all of our aged care ministries. Those located in regional areas may struggle to find adequately qualified nursing staff to meet these proposed regulatory targets. This will not be a unique problem for Mercy Partners aged care ministries alone as it will be an industry wide issue.

In relation to Community Care, the report highlighted that some 100,000 elderly Australians who have been assessed as being eligible for a home care package are waiting more than two years to receive the funding for the package. A significant increase in government funding will be required to rectify this situation. Due to the economic impact of the COVID-19 pandemic, all governments in Australia are significantly fiscally restrained.

‘Leadership of a Catholic organisation is an invitation to become a partner in mission ...’

– *Partners in Mission: A Handbook for Directors*, p1

MISSION AND FORMATION

Mercy Partners Council continued to support Formation for Board and Executive ministry leaders. Leaders were provided with opportunities to deepen their understanding of their own ministry's founding Charism, while developing an awareness of Mercy Partners identity and building relationships with other ministry leaders.

Formation plays an integral part in all Mercy Partners events. Council-sponsored face-to-face and online occasions such as regional gatherings, formation retreats and within-ministry workshops delivered opportunities for leaders to meet together. In addition, Mercy Partners supported formation within ministries by providing an annual prayer resource for Boards along with regular Facebook prayers and reflections, and the fortnightly reflection, *Mercy Moments*.

Two events in particular, the Pastoral Care and Mission Leaders' Gathering and the Formation Retreats, focused on key learnings from St Francis' second encyclical *Laudato Si': on care for our common home*.

In March, a group of vibrant and enthusiastic Pastoral Care and Mission Leaders met at Mercy Partners Place where they were inspired by Chris Hill's strategies, successes and learnings for leaders on his implementation of environmental sustainability across a number of organisations. This event provided a great opportunity for Mission and Pastoral Care Leaders to share initiatives in formation and mission enrichment across our ministries.

Our Mission Leaders are a vital link between Mercy Partners Formation and the ministries. They also fulfil a critical role for mission enhancement and Catholic identity within each ministry.

Two well-attended Formation Retreats were held online in June, and focused on *Igniting a Re-enchantment with the Sacred*. Facilitator, Margie Abbott rsm, led participants through the intricacies of *Laudato Si'* and explored how to deepen their understanding of this seminal work.

SPONSORSHIP EVENTS

For Mercy Partners, the development of relationships within and across ministries is essential. As described in *Mercy Partners Theological Framework*: "The building of partnerships cultivates a diversity of gifts and charisms, embracing lay leadership, and creatively responds to the changing needs of many ministries". Hence, Mercy Partners

Council annually sponsors functions across ministries and across geographical areas.

The Council was delighted to be able to share our new facility, Mercy Partners Place, and its award-winning Prayer Garden as we hosted some of these events throughout the year. Our Prayer Garden is a special place set aside for reflection, contemplation and worship. The beautiful garden celebrates the three charisms at the heart of Mercy Partners: Presentation, Franciscan and Mercy. The garden features a prominent statue of each of the modern-day charism founders, along with a brushed concrete cross installation from the commissioned Connected artwork by indigenous artist, Bianca Gardiner-Dodd.

Three successful events took place in February and March this year prior to our move to an online event format in accordance with Queensland State Government health directives. These events, the Board Chairs' Forum, Central Queensland Leaders' Gathering and Mission Leaders' Gathering offered ministry leaders the opportunity to connect and collaborate while Regional Leaders' Gatherings provide a platform for leaders to report on their ministry's initiatives, with a particular focus on mission.

In the second half of the year, we had the privilege of celebrating Presentation Day, Mercy Day and the Feasts of St Clare and St Francis in the Prayer Garden with representatives from our ministries' three founding Congregations. Mercy Partners also hosted a Christmas function for our ministry leaders which included a Blessing of the Crib by 2020 Leader of the Stewards representatives, Sr Catherine White mfc. There was an overwhelming response from attendees, who were invited to bring gifts for families in the care of the Mercy Community Services South East Queensland's Romero Centre.

In a new development for Mercy Partners, our Formation Team adopted an online delivery format for our popular Retreats which were presented this year by *Laudato Si'* animator and eco-spirituality educator, Sr Margie Abbott rsm. Participants were immersed in key aspects of *Laudato Si'* through a program of reflection, discussion and time for contemplative prayer.

Mercy Partners Council also sponsored ministry leaders to undertake partnership opportunities including the Ministry Leadership Program (MLP) which has historically been sponsored by Catholic Health Australia (CHA). This experience has provided much more than formation for each candidate as they have enjoyed building camaraderie with Catholic leaders across Australia. Mercy Partners will

NUDGE TRUST

The Nudgee Trust provides grants to ministries sponsored by Mercy Partners. These grants enable ministries to extend the range or depth of mission as they provide critical support to those most vulnerable in our community.

History

The Nudgee Trust was established on 8 October 1869 with the original objective of the Trust being “the maintenance and support of a Roman Catholic Benevolent Asylum”. This broad term covered a range of activities as follows:

- an orphanage
- an Industrial and Reformatory school
- a House of Mercy for females of good character
- a House of Refuge for the reformation of females of abandoned character
- a hospital for the sick
- an asylum for the incurable and superannuated persons.

In the early days, many of the objectives were delivered. For example:

- St Vincent's Orphanage opened in 1867
- a teacher training college opened in 1894
- a house was established for young women who were not able to cope with secondary school education and a nursery for the infants.

During the nineteen-nineties, work progressed to amend the Trust objects both in scope and language. As a result of much work, a successful cy-pres application was sealed at the

Brisbane Supreme Court on 23 November 2000. The cy-pres application amended the Trust to be worded as follows:

The Trustee holds such lands “upon Trust for the provision and maintenance of facilities, resources and programs for the purposes of providing assistance, support, accommodation and counselling for children, adolescents and adults in need, including the intellectually and physically disabled and the aged and infirmed.”

The 2000 cy-pres also re-affirmed the Corporation as Trustee of the Nudgee Trust and varied the powers of the Trustee so that land could be sold as required subject to the proceeds of any such sale were invested for the purposes of the said Trust.

The Trustees of the Nudgee Trust resolved in the early 2000s following a successful cy-pres application to recycle unutilised assets, in the form of surplus land, into an income generating corpus of funds. Over time this generated around \$35M in capital that generates income to support mission.

Transfer to Mercy Partners

In 2018, the Sisters of Mercy Brisbane Congregation successfully applied to the Courts to transfer the Trustee role to Mercy Partners, with Mercy Partners acquiring responsibility as trustee for the foundation on 1 January 2019.

Mercy Partners held two grant rounds in 2020, making disbursements and commitments of just over \$1M to support education, Indigenous family services, refugees and the vulnerable elderly and to support crisis counselling in the wake of the COVID-19 pandemic.

continue to support the MLP through sponsorship of additional candidates for the next cohort of participants and acknowledges the work of CHA and Catholic Social Services Australia (CSSA) with regards to this excellent formation opportunity.

ADMINISTRATION AND COMMUNICATIONS

Mercy Partners maintains a small secretariat to support the work of Council's key initiatives in governance and formation. Functions of the secretariat include receiving and preserving key documentation, coordinating Council events, monitoring Council's financial resources and preparing digital and Council publications.

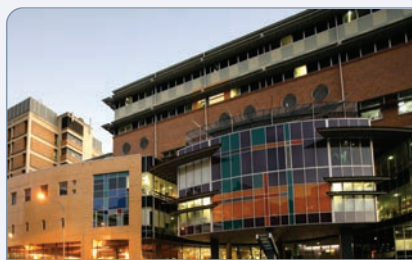
Alison Hutton is Executive Assistant to the CEO, Anna Gardiner has the role of Office Coordinator and Finance Administration, and Libby Blom fulfils the role of Formation Professional Support and Program Coordinator. Sheryl Rowse takes carriage of communications, graphics and IT support while Administration Assistant, Jodi Walsh, maintained Mercy Partners Controlled Documents register and assisted with general office duties until her departure in May

MINISTRIES SPONSORED BY MERCY PARTNERS

Mercy Partners
sponsors ministries in
the fields of education,
health, aged care and
community welfare.

Ministries currently sponsored by Mercy Partners

- » Mater Misericordiae Limited
- » Mercy Health and Aged Care Central Queensland Limited
- » Mercy Community Services North Queensland Limited
- » Mercy Community Services South East Queensland Limited
- » All Hallows' School Limited
- » Mount Alvernia College Limited
- » St Patrick's College Townsville Limited
- » St Rita's College Limited
- » St Ursula's College Limited



Mater Misericordiae Limited



Mercy Partners embraces three distinct charisms from the Religious Congregations who have transferred their education, health and aged care and community services ministries to our PJP. This communion of Mercy, Presentation and Franciscan traditions brings a richness to Mercy Partners, a wealth of knowledge and experience which is shared across Mercy Partners ministries.

AGED CARE, COMMUNITY, FAMILY AND DISABILITY SERVICES GOVERNANCE ALIGNMENT PROJECT

During 2020, Mercy Partners Council held ongoing discussions with our aged-care and community services ministries as we worked our way towards harmonisation of systems, processes, policies and procedures among our aged-care and community services ministries. It is anticipated that discussions between ministry leaders and Mercy Partners Council will continue in 2021 as we collaborate to standardise operations in these vital Catholic ministries.

MATER MISERICORDAE LIMITED

Mater Misericordiae Limited (MML), based in Brisbane, comprises several hospitals, health centres, a world-class research institute, an education division as well as pathology and pharmacy businesses all with one aim: to provide exceptional care. With more than 7,500 exceptional staff and volunteers and a commitment to clinical care, research and education, Mater is able to offer a comprehensive range of services to meet the needs of the community. The company has a number of thriving subsidiaries, including Holy Cross Services Ltd, Mater Research Ltd, Mater Education Ltd and Mater Hospitals Appeal Ltd.

Executive Chair is Mr Francis Sullivan AO, Dr Peter Steer is Group CEO with Ms Madonna McGahan fulfilling the position of Chief of Mission.

Mater is committed to a culture of compassion and care inspired by God's mission of mercy to help those in need. In the spirit of Catherine McAuley and her legacy which has been carried forward by the Sisters of Mercy, Mater embraces opportunities to provide healing and hope to the communities they serve.

ONE MATER PROJECT

On 1 July 2020, the One Mater Project came to fruition, creating the largest not-for-profit healthcare provider in Queensland. At this time, Mater Health Services North Queensland, Mater hospitals in Central Queensland and Mater hospitals in South East Queensland transitioned to a single Mercy Partners ministry, Mater Misericordiae Limited (MML).

This is a significant step for both Mercy Partners and Catholic healthcare in Queensland, as the new entity continues to maintain the mission of accessible and high-quality health care. In conjunction with its Stewards, Mercy Partners Council is exploring further options to ensure Mercy Partners remains relevant for current and future ministry needs..

In July 2019, Mercy Partners appointed a Foundational Executive Chair, Mr Francis Sullivan AO, to lead the process of merging the three hospitals under its care into a single Catholic health ministry. Mr Sullivan continues to serve as Executive Chair, leading a vibrant board of dedicated professionals, with Dr Peter Steer fulfilling the role of Group CEO. Ms Madonna McGahan is Chief of Mission for the organisation and ensures a rich program is available for all staff.



Mercy Health and Aged Care Central Qld



Mercy Community Services North Qld



Mercy Community Services South East Qld

MERCY HEALTH AND AGED CARE CENTRAL QUEENSLAND LIMITED

Mercy Health and Aged Care Central Queensland Limited (MH&ACCQL) delivers quality aged care, retirement living and community services to the communities of Rockhampton, Mackay, Bundaberg and Yeppoon. From July 2020, MH&ACCQL's health services were incorporated into MML and MH&ACCQL retained aged care services. The MH&ACCQL corporate office is located in Rockhampton.

In November 2020, Mercy Partners appointed Rowena McNally as Chair of MH&ACCQL and Fritha Radyk as CEO. Phillip Bauman served in the capacity of Mission Coordinator until his retirement in December.

MH&ACCQL continues to work closely with Mercy Partners Council and other Mercy Partners Community Services ministries to align systems, processes and clinical governance.

MERCY COMMUNITY SERVICES NORTH QUEENSLAND LIMITED

Mercy Community Services North Queensland Limited (MCSNQL) comprises an aged care facility, retirement village and the Safe at Home Program. In addition, MCSNQL provides two properties to Family Emergency Accommodation Townsville to house homeless families along with one property to the Townsville Multicultural Support Group for housing refugee families arriving in Australia. While small, the organisation continues in the spiritual tradition of its founders, the Sisters of Mercy, to provide a response to a need in the region for affordable services.

Sr Carmel King rsm leads an enthusiastic and committed Board of Directors. Ms Helen Perriman serves MCSNQL as Executive Officer and Mission Leader, while facility leaders Ms Michelle Yanner, Ms Laurell Miller and Ms Wendy Bleazard contribute greatly to the ministry.

MCSNQL continues to work closely with Mercy Partners Council and other Mercy Partners Community Services ministries to align systems, processes and clinical governance.

MERCY COMMUNITY SERVICES SOUTH EAST QUEENSLAND LIMITED

Mercy Community Services South East Queensland Limited (MCSSEQ) comprises family, aged-care and disability services.

MCSSEQ continues to fulfil its collective mission to support and inspire people in need to live healthy connected lives within inclusive communities throughout South East Queensland, Townsville, Cairns and northern New South Wales. It offers a comprehensive range of programs and services that cater for all ages, circumstances and seasons of life, in the key areas of Aged Care, Disability Services and families and young people.

Dr Lee-Anne Perry AM served as MCSSEQ Board Chair until June 2020, wherein she stepped down and Ms Rowena McNally was appointed. The CEO was Fritha Radyk and Director of Mission Integration was Shanelle Bennett.

MCSSEQ is driven by its organisational values and draws inspiration from the Gospel, the life of Catherine McAuley and the traditions of the Sisters of Mercy, to provide assistance where the greatest need exists in the community.

MCSSEQ continues to work closely with Mercy Partners Council and other Mercy Partners Community Services ministries to align systems, processes and clinical governance.



All Hallows' School



Mt Alvernia College



St Patrick's College



St Rita's College



St Ursula's College

ALL HALLOWS' SCHOOL LIMITED

All Hallows' School is a Catholic day school located in inner-city Brisbane. It offers an education alive with the charism of Catherine McAuley to girls and young women from years 5 to 12. The school has been at its current location overlooking the city of Brisbane since 1863, its historic buildings standing testament to an earlier pioneering age.

Adjunct Professor Iyla Davies OAM Chairs the Board of Directors. The Principal, Mrs Catherine O'Kane, leads an innovative and committed administration, while the Director of Mission is Ms Claire Easton.

MOUNT ALVERNIA COLLEGE LIMITED

Founded in 1956, the College offers a warm, engaging community where students are encouraged to follow their pursuits in academic, sporting, outreach, and cultural activities, whilst fostering their spiritual faith. Mount Alvernia College is committed to each student achieving her potential. As a College founded in the Franciscan tradition, Mount Alvernia endeavours to follow, in word and action, the example of Saints Francis and Clare of Assisi, in living the values of love, simplicity and joy. Values that are paramount to the College are respect for the individual and having a real relationship with Christ each day.

The school is guided by a Learning and Teaching Framework that provides a safe learning environment with six core principles at its helm: share practice, realise potential, forge connections, enable excellence, build resilience and engage learners.

Mr Michael O'Brien was the appointed Chair until June 2020 when Ms Therese Miller moved into the position. Dr Kerrie Tuite is the Principal. She provides exemplary leadership to staff and is active in state and national leadership networks and the Queensland Catholic Education Commission. The spiritual life of the school is guided by the Deputy Principal – Identity and Religious Life, Mr Richard Rogusz.

ST PATRICK'S COLLEGE, TOWNSVILLE LIMITED

St Patrick's College, Townsville Limited is a secondary day and residential Catholic college located in Townsville catering for the young women of North Queensland and beyond to Papua New Guinea. The College has a particular outreach to remote and Indigenous communities in North Queensland and is looking to build on its Mercy tradition of excellent education for girls into the future.

Sr Helen Mary Peters rsm Chairs a committed Board of Directors while Ms Amber Hauff is the Principal and leads an enthusiastic community committed to the education of young women. Ms Athena Costopoulos undertook her second year as Director of Mission.

ST RITA'S COLLEGE, CLAYFIELD LIMITED

St Rita's College, Clayfield Limited is a Catholic day school located in Brisbane's inner-north. It offers education to girls and young women from years 7 to 12. St Rita's College was established by the Sisters of the Presentation of the Blessed Virgin Mary in 1926 and the College was named after St Rita of Cascia who was canonised in 1900. Students are encouraged to live out Christian values in the spirit of Nano Nagle, the founder of the Presentation Sisters and St Rita of Cascia.

Mr Graham McManus is Chair of the Board of Directors. Mrs Dale Morrow has led the College community successfully as the first lay principal of this school in the tradition of the Presentation Sisters. The Assistant Principal – Mission in the college is Mrs Erica Qureshi.

ST URSULA'S COLLEGE, YEPPON LIMITED

St Ursula's College, Yeppoon Limited is a Catholic boarding and day school located in Central Queensland. It offers secondary education imbued with the College's Gospel values, to girls and young women. The college was established by the Sisters of the Presentation of the Blessed Virgin Mary in 1917, seventeen years after the first Queensland Presentation convent was founded in Longreach.

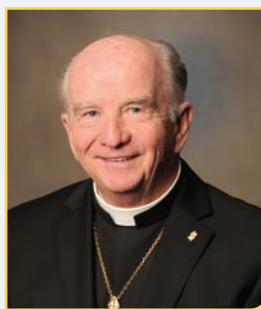
St Ursula's College provides a much-needed service to the Central Queensland community by providing boarding services.

Mrs Kerry Attwill is the appointed Chair, and Mrs Catherine Dunbar is the Principal. Mrs Attwill continues to bring strategic direction to the Board and Mrs Dunbar provides exemplary leadership to staff. Ms Deidre Pascoe is the Spiritual and Pastoral Director.

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RELATIONSHIPS

A key strategic priority for Mercy Partners Council is to develop its identity within the wider community and its relationships with Bishops and the broader Church. In 2020, Mercy Partners Council focused on sharing information and consolidating relationships with the Bishops, Congregation Leaders and other significant Church agencies.



Diocesan Bishops, from left: Brisbane Archbishop Mark Coleridge, Bishop of Townsville Tim Harris, Bishop of Rockhampton Michael McCarthy, Bishop of Toowoomba Robert McGuckin.

RELATIONSHIPS WITH DIOCESAN BISHOPS

Mercy Partners continued to foster positive relationships with the Bishops of Queensland. The support of the Bishops and their interaction with ministries in the diocese is much appreciated by both Council and ministries.

Council ensured the Bishops were invited to face-to-face meetings. Communication was further enhanced by sending to the Bishops notices of Mercy Partners events being held in their Diocese, while ministries also enjoyed the support of their local Bishops and regularly invited them to participate in ministry events. Additionally, the Bishops were supplied with copies of all Mercy Partners periodical publications throughout the year.

These interactions have been beneficial and are evidence of Council's desire to work closely with the Bishops of Queensland. .

RELATIONS WITH OTHER CHURCH AUTHORITIES IN AUSTRALIA

The establishment of the Association of Ministerial PJs (AMPJP) in 2017 signified a maturing of the PJs that have assumed sponsorship of ministries which have been set up over the past two hundred years to carry out the mission of Jesus in Australia. The PJs have collaborated to become a voice in the Australian Church and assume the role of a peak body to advocate for and promote the mission through the many Australian Catholic ministries in health, aged care, education and community services.

Mr Kieran McCarthy, Mercy Partners Deputy Chair, is a member of the AMPJP governance body. Mr McCarthy represented Mercy Partners at the annual AMPJP AGM which was held in August via Zoom.

Further interactions between Mercy Partners Councillors and executives with other Church authorities in Australia included:

- Ms Dale Morrow, Principal of Mercy Partners Ministry St Rita's College, was appointed as a member of the AMPJP Council's new Committee of Religious Institutes and Ministerial Public Juridic Person School Authorities Australia (CORMSAA).
- Throughout the year, Councillors and executives met with Sisters within Queensland to further deepen the relationship between Mercy Partners and the founding Congregations of our ministries.
- Mercy Partners CEO, Mr John Leahy, attended the biennial Catholic Social Services National Conference in February, while MML Executive Chair, Mr Francis Sullivan, presented a keynote at the conference.
- Councillors and executives attended a Shaping the Future of the Catholic Church symposium which was hosted by the Implementation Advisory Group (IAG).
- Mercy Partners Formation has also strengthened its relationship with other Australian PJs and many groups working in the Australian Church formation space.

COUNCIL COMMITTEES

Mercy Partners Council maintains two committees: the Finance, Audit, Risk and Investment Committee and the Formation Committee. Councillors acknowledge the invaluable contribution of these individuals who generously donate their time and expertise to assist the organisation in so many ways.

‘Mercy Partners Formation is cohesive and coherent from articulation to implementation.’

– Prof Br David Hall fms

FORMATION COMMITTEE

Mercy Partners Formation is committed to nurturing and supporting directors, executive and key staff in the ministries of Mercy Partners to reach their potential as confident, effective and enabling leaders of mission.

THE FORMATION COMMITTEE comprises people with particular insight into the charism and spirituality of the Presentation Sisters and the Franciscan Sisters as well as the Sisters of Mercy. This committee continues to facilitate the extension of Mercy Partners Formation Program. The committee met for five planning days during 2020.

Given the constraints imposed by the COVID-19 pandemic, 2020 was a quiet yet productive year. Mercy Partners Formation continued to support leaders (councillors, directors, executive and key staff) in their ongoing formation in mission, Catholic identity and governance as well as providing opportunities for spiritual enrichment and reflection.

The year began with a series of formation opportunities in February across Mercy Partners ministries including: a Board Chairs Gathering with Mercy Partners Council; a Pilgrimage Reconnection meeting involving those who had attended the 2019 Pilgrimage to Ireland and Italy; a workshop on strategic planning for mission for the Parramatta Sisters of Mercy; and Board formation sessions for St Patrick's College Townsville and Mercy Community Services North Queensland. These formation events involved over 75 leaders.

The Pastoral Care Leaders Gathering and Mission Leaders Gathering held in early March and focused on Laudato Si' were the last face-to-face formation events before the COVID pandemic hit and formation took on a different form as follows:

- The annual retreats for leaders were conducted electronically and featured
- Sr Margie Abbott rsm and reflections on Laudato Si'. These attracted over 50 leaders from across Mercy Partners ministries.
- The Laudato Si' Prayer Resource was issued to all Boards and leadership teams facilitating quality prayer experiences in meetings and other gatherings.

- The fortnightly leadership reflection Mercy Moment, as well as Lenten Moments and Advent Moments, continued to be distributed to a widening audience. This year the reflections centred around Laudato Si' on Care for Our Common Home.
- Facebook posts continued to provide prayers for significant liturgical and civil occasions as well as regular Laudato Si' updates and a series of prayers for the Season of Creation.
- The use of video updates for the celebration of key Mercy Partners charism days and celebrations.
- The development of an Environmental Action Plan and consultation for a Reconciliation Action Plan were undertaken during lockdown.

While actively planning formation opportunities using online media, Mercy Partners Formation also took the opportunity to digitise our governance formation resources through a series of video presentations designed to be used by Boards and Executive Leadership Teams within ministries. The Governance resources Partners in Mission 2 on leadership succession and formation of boards in Partners in Mission 3 focused on the expectations Mercy Partners has of Boards (reserve powers, canonical and civil responsibilities). These publications were used to develop eight videos including topics such as the nature of a PJP, canonical and civil responsibilities of Boards, stable patrimony, reserve powers and relationships with the wider Church. A similar video series for leaders on mission will be developed for 2021.

The Director of Formation met with new directors and leaders from all ministries to complete an induction process. There were thirteen inductees this year. This process is part of Mercy Partners new policy for formation of directors and key staff.

Mercy Partners Formation also used lockdown time to develop a new Prayer Resource on Ancient and Indigenous

Wisdom (for use in 2021) as well as joining online forums and faith sharing initiatives hosted across the Church in Australia.

Mercy Partners completed a review of its communication and publications in 2020 with subsequent plans to redesign the website and other materials to allow ministries effective access to formation materials including prayers, reflection materials, PowerPoints, Church documents and other charism-specific information.

Mercy Partners Formation Committee continued to meet in 2020 using Zoom enabling the provision of valuable advice and assistance to the Formation Team to continue.

In 2020, Mercy Partners Formation continued to be involved in the wider formation network in Australia, strengthening links with other PJPs and groups working in the formation space including:

- Australian Catholic University
- Institute of Sisters of Mercy of Australia and Papua New Guinea
- Catholic Health Australia
- Catholic Healthcare Ltd
- Sisters of Mercy Parramatta
- Edmund Rice Education Australia
- Mercy Health
- Mary Aikenhead Ministries.

The Director of Formation is currently a member of a number of national formation and mission bodies including:

- Catholic Health Australia Mission Committee
- National Catholic Education Commission Mission Committee
- Xavier Theological Foundation (ACU) Reference Group
- Mission Leaders Community of Practice Australia
- Sisters of Mercy Parramatta Stewardship Committee.

The Director of Formation, Dr Caroline Thompson, undertook a successful summative review in 2020 and has commenced a second five contract with Mercy Partners.

‘Mercy Partners Formation offers a wide scope of formation opportunities and resources which encompass the intellectual, relational and spiritual dimensions of human growth.’

– *A Heart for Mercy: Mercy Partners Formation*, p6

Formation Committee members



MS DIANNE HEARN
COUNCILLOR AND FORMATION
COMMITTEE CHAIR

Ms Dianne Hearn has worked in education, adult faith formation and human resource management at a senior level in various Catholic organisations including the Catholic Education Office Diocese of Rockhampton, the Catholic Education Office Archdiocese of Brisbane, St Vincent's Hospital Sydney and the Catholic Education Office Diocese of Parramatta. She has served on numerous Catholic boards and committees including the St John of God Board, Marist Youth Care Board, NSW Professional Standards Resource Group and NSW Systemic Schools Employment Relations Committee.

Most recently Ms Hearn has been a Director of Organisational Change Consultants, a national consulting group specialising in organisational reviews, strategic and business planning and human resource services. The company has worked extensively with Church-based service organisations, particularly within the Catholic tradition.



MS LISA EASTMENT

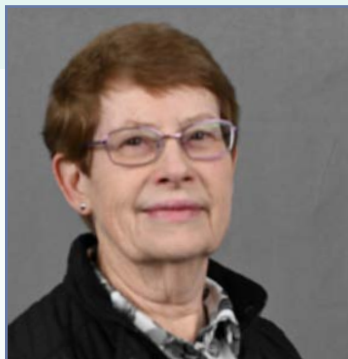
Ms Lisa Eastment was appointed to the committee in September 2018. She is currently Executive Manager – Mission at St Vincent's Private Hospital Brisbane. Her previous experience includes Mercy Community Services SEQ Director of Mission Integration and executive roles within the education and government sectors. Ms Eastment has significant experience as a not-for-profit board member. She holds a Master of Ethics and Law from Charles Sturt University, Master of Arts from Australian Catholic University leadership and is a member of the Australian Institute of Company Directors.



MR GEOFF GOWDIE

Mr Geoff Gowdie was appointed to the committee in October 2017. He had a significant leadership career in Queensland Catholic Schools before moving into Church administration roles for the Archdiocese of Brisbane and then to the position of Church Life and Mission Services Director for the Diocese of Townsville. He has served as the Executive Officer for the Centre for Church Life and Mission and then as Director and, subsequently, as Executive Director of Church Life and Mission. In 2014, he served as the Director – Corporate Services for the Queensland Catholic Education Commission (QCEC) and is currently the Executive Officer for the Presentation Sisters of Queensland. Additionally, Mr Gowdie is a tutor in Theology..

Formation Committee members cont'd



MS VICKI WARD

Ms Vicki Ward is a former principal of a Catholic secondary school in the Franciscan tradition. Since her retirement, she has worked with the Queensland Catholic Education Commission (QCEC) in the area of industrial relations and has undertaken many consultancy roles in Catholic schools and other organisations. She is also a Trustee of Kildare Ministries.



MS LANA TURVEY-COLLINS

Ms Lana Turvey-Collins was appointed to the committee in October 2017. She has studied in the areas of mission, theology and Church, and holds bachelor degrees in commerce and arts and a master's degree in development and human rights. Her present position is the Plenary Council Facilitator for the Australian Catholic Bishops Conference. Prior to this, Ms Turvey-Collins has worked with Catholic Mission since 2007, initially as the Diocesan Director for Sydney Archdiocese and Broken Bay Diocese, then with the national team in Zambia and more recently as the National Program Manager for Mission Formation and Professional Development with the national team in Australia. Prior to joining Catholic Mission, Lana worked with corporate businesses and their executive teams on leadership, implementation of vision, values and organisational culture. She has lived and worked in Zambia, Peru, Timor-Leste and Japan.



DR CAROLINE THOMPSON

Dr Caroline Thompson was appointed Director of Formation for Mercy Partners and commenced duties in February 2015.

Dr Thompson has worked extensively in secondary education and adult faith formation in Queensland and NSW, most recently for the Diocese of Lismore where she served as Principal, Assistant Principal, Religious Education Coordinator, Head of Curriculum and Leader of Pedagogy. She completed her doctoral studies in faith leadership in 2011 and has lectured widely on this topic in adult faith formation and leadership programs.

As Director of Formation, Dr Thompson occupies an executive position created to provide leadership and strategic direction for formation opportunities offered by Mercy Partners. She coordinates and facilitates delivery of Mercy Partners Formation for Board members, Executive, senior staff and others interested in being part of the mission of Mercy Partners.

Dr Thompson is a member of GAICD, the Catholic Health Australia Mission Committee, the National Catholic Education Committee Mission Committee, the Xavier Theological Foundation Reference Group, the Parramatta Sisters of Mercy Mission Committee and is a leader of the Mission Leaders Community of Practice and the Mercy Mission Formation Network.

‘The Church’s authorisation of Mercy Partners as a PJP give its activities a unique share in the authority of the Church and its mission.’

– Mercy Partners Theological Framework, p 12

FINANCE, AUDIT, RISK AND INVESTMENT COMMITTEE REPORT

Mercy Partners Finance Audit and Risk Committee is responsible for providing advice to Council on finance, investments, insurance and risk.

THE COMMITTEE HAS CONTINUED its work with Council to ensure the financial sustainability of Mercy Partners, providing advice on the policies project and investments. The committee’s ongoing collaboration with Mercy Partners Formation Committee has ensured further development and improvement of ministry governance.

The committee met four times during 2020 and provided advice to Council on a number of ongoing matters including analysis of ministry annual financial statements and recommendations regarding an investment policy, risk management, insurance and statutory compliance.

Additionally, there were three specific projects undertaken by Council for which the Finance Audit and Risk Committee provided support to Council:

1. Completion of the process of streamlining Mercy Partners hospital ministries into one ministry.
2. Commencement of a process to improve the delivery of aged care services and the cost of delivering those services by the three aged care ministries, through bringing them together under one board of governance.
3. Mercy Partners became the Trustee of the Nudgee Trust in 2019. The Trust is a pool of funds set up in a capital guaranteed trust with objectives. It is Mercy Partners responsibility to administer the trust in accordance with the Trust Deed. Mercy Partners Finance Audit and Risk Committee provided assistance and advice to Council regarding the operation and administration of this Trust.

Streamlining the hospital ministries into one health ministry involved considerable planning and resources. The completion of this process during the challenges faced by the hospital system as a result of the COVID-19 pandemic was a major achievement.

The progression of Mercy Partners aged care ministries to a single board of governance slowed during 2020 due to the restrictions and challenges of COVID-19.

The income stream generated by the Nudgee Trust enables Mercy Partners as the Trustee of that Trust to provide Mercy Partners ministries with financial support towards activities that fall within the objectives of the Nudgee Trust.

The Financial Statements for 2020 demonstrate the continued financial stability of Mercy Partners in 2020 returning to an operating and cash flow surplus. The audited financial statements show that Mercy Partners is able to meet its canonical and financial obligations.

Finance Committee members



MR LESLIE JONES

TREASURER, COUNCILLOR
AND FINANCE, AUDIT, RISK AND
INVESTMENT COMMITTEE CHAIR

Mr Les Jones served as a Grant Thornton Audit Partner from January 1985 to December 2009 where he had wide involvement with not-for-profit organisations. During his time at Grant Thornton, Mr Jones was head of Assurance Services and was the Office Managing Partner for five years. Internationally, Mr Jones was an active member of the international firm's risk management, client acceptance and audit technology groups.

Mr Jones has been a director of various not-for-profit organisations. He is currently a director of Brisbane Housing Company Ltd and Chair of Mercy Partners Finance, Audit, Risk and Investment Committee. As a Grant Thornton Audit Partner, Mr Jones has contributed to the Professional Education Program for the Australian Institute of Chartered Accountants as both a group leader and a member of the Institute's Education Committee.



MS GABRIELLE POWER WEST

Ms Power West's career was in secondary education. She held positions as a teacher of accounting and economics, head of department, deputy principal and principal. In recent years, she worked at the Queensland Catholic Education Commission (QCEC) in the role of Director of Corporate Services until her retirement in January 2017.

Currently, she is a Trustee Director on the Board of the Australian Catholic Superannuation and Retirement Fund (ACSRF), a member of the Remuneration Committee and the Insurance Claims and Dispute Resolution Committee of ACSRf, a member of The Cathedral of St Stephen and St Patrick's Finance Council and Vice President of the New Farm Probus Club. Ms Power West was appointed to the Mercy Partners FARI Committee in February 2014.



MR STEVEN WRIGHT

Mr Wright is the Director in charge of income, credit and insurance products for Morgans Financial Limited (Morgans) with 30 years' experience in banking and financial markets. He joined Morgans (then ABN AMRO Morgans) in 2002.

His primary responsibilities include managing the group's cash, bond and hybrid business, increasing investor awareness and understanding fixed interest and income-based investment products. Mr Wright has been instrumental in building the growth of the group's use of debt, hybrid and interest rate products during this time and is becoming a dominant participant in this sector.

He provides specialist advice to the not-for-profit sector and private foundations and works closely with a range of corporate and financial services sector borrowers looking to raise debt and hybrid capital. He is a member of Morgans' Risk and Governance Committee and its Information Systems Advisory Board. Mr Wright's previous experience includes domestic and international portfolio management responsibilities with Queensland Investment Corporation (QIC) and IOOF (now Perennial Investment Partners). Prior to this time, he worked with National Australia Bank in its global treasury and corporate banking divisions.



MS JOAN MACKAY

CONSULTANT

Ms Mackay contributes to the committee as a consultant, providing financial reports and advice to the Treasurer and FARI Committee. In her career she has been a school Business Manager, an officer in Queensland Catholic Education Commission, a Director of Catholic Superannuation and Retirement Fund, and Director and Chair of Catholic School Boards in Brisbane.



CHIEF EXECUTIVE OFFICER

Mr John Leahy DipComm (UK), DipBMan (UK) was appointed CEO of Mercy Partners in October 2019. Mr Leahy was previously engaged as Project Manager, One Mater and played an integral part in the development of the One Mater Project plan.

Prior to this Mr Leahy had completed some eighteen years working in the Catholic Health and Aged care sectors in Queensland, New South Wales and Victoria. His roles have included Director Finance and Administration, Regional Chief Executive Officer Queensland and Chief Executive Officer Aged Care Services. Preceding this, he was with Mayne Health Group in a financial management role.

Mr Leahy has completed studies in finance and commerce in the United Kingdom and has undertaken additional studies in business management and organisational behaviour. He is an Associate Member Healthcare Financial Management Association (HFMA), and a Member of Brisbane Catholic Education Council.

‘Living out the mission of Mercy Partners entails collaborating with others at every turn.’

– *Mercy Partners Theological Framework*, p 21

CONCLUSION

In 2020, Mercy Partners Council continued to serve the mission of the Church through sponsorship of Mercy Partners health, aged care, community services and education ministries.

‘The mission of Mercy Partners ties the activities of its members to the very heart of the Church.’

– *Mercy Partners Theological Framework*, p 22

DURING 2020, Mercy Partners Council continued to serve the mission of the Church through sponsorship of Mercy Partners health, aged care, community services and education ministries. We acknowledge the great trust the founding congregations placed in Mercy Partners and pledge to continue the work of the Sisters and the great affection they had for their ministries. All ministries are thriving and remain committed to the mission of Jesus to serve all in a spirit of compassion, justice, respect and hope.

Mercy Partners continues to see steady growth and expansion in our ministries. Council is aware of the responsibilities involved in the governance of ministries that have been transferred from religious institutes and takes proper care to ensure their Catholic identity is preserved and ongoing viability is protected.

Significant milestones and events during 2020 included:

- the culmination of the One Mater Project which saw the formation of Mercy Partners new health ministry, Mater Misericordiae
- the opening and blessing of Mercy Partners Place, a new home for Mercy Partners
- the development of important new Partners in Mission video resources for ministry leaders.

Mercy Partners Stewards provided advice and support to Council to ensure the ongoing viability of ministries within the mission of the Catholic Church. Furthermore, Council's relationship with the Bishops of Queensland and other Church agencies demonstrated its commitment to contribute to the wider mission of the Church in Australia.

COMPASSION JUSTICE RESPECT HOPE



Mercy Partners Place, 142 Flower Street Northgate, Queensland 4013



07 3267 5840



info@mercypartners.org.au



mercypartners.org.au



facebook.com/mercypartnersaustralia