



# 2018 - 2019 Annual Report

Life. Just the way you love it.



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Huon Regional Care is proud to be a contemporary, responsive, values-based, charitable community organisation.

We provide southern Tasmanian regional communities with high quality aged residential and in-home health care services. Our current footprint includes Hobart, the Huon Valley, the Tasman Peninsula, Kingston & Channel and other areas of southern Tasmania.

Critical to our success is the dedication and support of our staff, our Auxiliaries, our volunteers, our key partnerships with other providers, our Board of Directors, and our ongoing engagement with our communities.



# Snapshot

## Huon Regional Care services provided in 2018-2019



**41,073 days**  
residential aged care



**807 nights**  
of respite care



**27,224 hours**  
home care services



**3,454 nights**  
rural health patient care



**over 138,000**  
tasty meals



**2,267 hours**  
garden & maintenance help



# Chair Report



Huon Regional Care celebrated its 50th Anniversary on 5 July 2019, having opened in 1969. Over the years the organisation has serviced the needs of the Huon Valley and has extended its services to include three facilities at Franklin, Dover and Nubeena on the Tasman Peninsula and the communities of Southern Tasmania. We are proud to provide care for more than 350 residents and clients and employment for over 300 Tasmanians.

The past year has presented a number of challenges for the sector, chiefly involving the growth of competition in Aged Care providers, customer's having a wider choice of their Home Care Package providers and the need to reduce reliance on Government funding.

The Royal Commission into Aged Care Quality and Safety was established on 8 October 2018 with the interim report to be handed down on 31 October 2019. The board welcomed the Royal Commission and sees this as a great opportunity for all aged care providers to improve the quality of care and services provided to residents and clients. The Board approved an early written submission made to the Royal Commission in February 2019. This was the opportunity for the board and organisation to present our views on where the Commission could focus its attention and in particular what areas should be changed and how they might be changed.

In addition, the new Aged Care Quality Standards were launched on 1 July 2019 with the requirement that all aged care providers will now be assessed and must be able to provide evidence of their compliance with and performance against the Quality Standards from this date. The commitment of the board is to support the organisation to provide person centred service delivery to align with the expectations of the

**3.8 million**

people in Australia are  
aged 65 years & over

**282,000 people**

use residential aged care  
in Australia

**65%**

of aged care users utilise  
home care services

**\$18+ billion**

is spent on aged care in  
Australia each year



government and the community as the spotlight is on the standard of care being provided to all older Australians.

In 2019-2020 we welcome five new Directors to the Board of Huon Regional Care after a successful, Australia wide recruitment process. Our board is now fully transitioned to a skill based model with the new members bringing a mix of governance, finance, risk, health, and Information Technology skill sets. I welcome wholeheartedly these new members.



The Board would like to extend our heartfelt thanks to the many benefactors whose contributions have a positive impact on the work we do in caring for the aged and notably the Huonville Auxiliary whose small volunteer group continue to raise funds to enable the purchase of much needed items to add to our resident's levels of comfort and enjoyment in their home.



In closing I would like to express my thanks to the Board, Barry Lange (CEO), management and the many committed employees who make up the Huon Regional Care family for their contribution to the organisation throughout the year. Your assistance and input has been greatly appreciated and has been essential to good governance and strategic outcomes.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke.

Jos Driessen  
**Chair**

# CEO Report



It is my pleasure to present the 2018-2019 Annual Report as Chief Executive Officer for Huon Regional Care in this, our 50<sup>th</sup> year of operation. Management, staff, volunteers and the Board should be proud of their achievements during the past year; we have continued to maintain our excellent care standards and deliver caring, quality services to both our residents and home care clients, in the face of an ever changing and demanding sector.

2018-2019 has been a year of transformation for the organisation, with senior management implementing the Transformation Plan, Business and Marketing Plan and our Workforce Development Plan.

The past year has presented many challenges not only for our organisation, but the Aged Care sector as a whole. Discussion around the sector's image, staffing ratios, occupancy levels and the tightening of government funding are all areas we have identified as a key focus. It is worth noting that sector benchmarking reports show us 45% of aged care facilities are operating at a loss. While all geographic locations reported a decline in results, the outer regional, rural and remote locations have significant financial concerns. Competition within the sector has increased, notably in the area of Home Care, and our organisation has examined our work in this area and spent time implementing our growth strategy through our new Transformation and Business and Marketing Plans. We have also launched our rebranded look which will be instrumental in the growth of the business.

Our management team collaborated with staff to develop a new set of organisational values. This aligned with our Strategic Plan objectives whilst referencing the new Aged Care Quality Standards. The values were rolled out across the organisation by a series of interactive workshops with staff over a six month period.

We continue to face pressures in the human resource area, particularly with attracting and recruiting appropriate aged care workers to both the sector and regional areas. It is acknowledged that this is an issue for not only regional areas in Tasmania, but throughout Australia. Huon Regional Care continues to partner with education and training organisations to assist to close this skills gap.





We welcomed 53 University of Tasmania students to our facilities this year in the hope that this exposure will ignite a desire to remain working in the sector. As a result two of those students have returned as Graduates to continue working with Huon Regional Care, a great outcome of this partnership.

The bushfire emergency in January and February this year had a significant impact on the business. During this time, due to safety concerns, we were unable to accept new admissions at both our Franklin and Dover Facilities. In addition, extra costs were incurred for staff overtime to cover those who were unable to work due to personal risks along with the requirement to ensure equipment and stocks were more than adequate for keeping our facilities defensible and safe. During this difficult time our staff went above and beyond that required to ensure residents, Home Care clients and their families were kept safe and informed. By implementing our Emergency Response Plan and Business Continuity Plans we were able to keep our facilities working



as normal, with minimal disruption to the care of residents and home care clients. I am incredibly proud of the work our staff do not only during emergency situations, but every day to ensure that our residents and clients come first. We received thanks from our resident's families, on both our quality of care and safety and our open communication with families over this difficult period. Mention should also be made of the excellent work our Tasmanian Fire Service and Rural Fire Volunteers and indeed all emergency services provided over the event.

Huon Regional Care welcomed the opportunity to make a voluntary early written submission to the Royal Commission into Aged Care Quality and Safety in February this year. This was an opportunity for our organisation, supported by the Board, to submit our views on areas the Royal Commission would be focusing on, including those we considered needed to be changed, along with our suggestions as to how those changes could be implemented. We look forward to the interim report being released on 31 October 2019.

The new Aged Care Quality Standards came into force on 1 July 2019. The organisation is partaking in a whole body of work to ensure compliance with the standards. This involves utilising a range of self-assessment tools, re-writing the entire organisation's policies and procedures to reflect

# CEO Report continued

the changing standards and providing education sessions for staff, management and the Board on how they can work to comply with the new standards. The standards provide a framework of core requirements for quality and safety. Our aim as an organisation is to go beyond these core standards to provide a higher quality of care and services for our residents and clients.

The Board supported my appointment as a member of our peak body, Aged and Community Services Australia (ACSA), Tasmanian Divisional Council. This has given me the opportunity on behalf of Huon Regional Care to take part in discussions around industry concerns and improvements.

Over the course of the year Huon Regional Care has maintained its excellent record in accreditation. The Aged Care Quality and Safety Commission has conducted visits to assess our facilities and home care program. Huon Regional Care is proud of its excellent record and maintains full three year accreditation at its Dover and Franklin sites.

After only receiving 1.4% indexation funding increase from the Commonwealth, there have been challenges in operating the business without a financial loss. However we proactively invested in staff education, information technology improvements, including vastly improved Wi-Fi access to three facilities, upgraded our servers, nurse call and phone systems. In addition, continuous building improvements to all facilities were ongoing.

I would like to thank and acknowledge the vital fundraising work done throughout the year by the Huonville Auxiliary. A small band of extremely dedicated volunteers work tirelessly to provide funds for the purchase of many items to enrich the quality of life for our residents. There is a very real challenge in rural and regional areas to keep such organisations alive, due to a marked decrease in those willing or able to give their time to assist.

In closing as I look back on Huon Regional Care's accomplishments and reflect on the lessons learnt, I am confident we are well placed to continue to provide the high level of quality service to our people who entrust us with their care.

## Accreditation Snapshot

### Franklin:

Assessment contact - 4 Oct 2018  
Assessment contact - 19 Feb 2019

**Accredited until November 2020**

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### Dover:

Assessment contact - 26 Sep 2018  
Assessment contact - 10 Oct 2018  
Assessment contact - 20 Feb 2019

**Accredited until October 2021**

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### Home Care:

Assessment contact - 20 Jun 2019

**Accredited until August 2020**



Barry Lange  
Chief Executive Officer



# About Huon Regional Care

Founded by Dr O.T. Kyle, Huon Regional Care, known in those days as Huon Eldercare, opened in Franklin on the 5th of July 1969. The late Dr O.T. Kyle realised the need for an aged care facility in the Huon Valley, and with the support of the community and the Huon District Eldercare Association, a six bed nursing home, seven assisted living units and a matron's flat was completed that year.

Since those humble origins, Huon Regional Care has evolved into one of Southern Tasmania's most well respected aged care facilities, caring for clients in three locations, Franklin, Dover and Nubeena. Employing over three hundred locals, the organisation has also become a valuable asset to the wider Tasmanian community.



# Purpose, Vision, Values

Huon Regional Care leads with courage, through integrity; and accountability; we strive to achieve the very best for our people, and the people we care for, empowering the individual.

Huon Regional Care's Purpose, Vision and Values are woven into the fabric of our existence; building individual, team and organisational attitudes; driving our culture.

**Our Purpose**      **Contributing to the dignity, meaning, and comfort of people who require support**

**Our Vision**      **To be the first choice in aged and community care in Australia**



## We Value:

## Making a Difference:

We put people first  
We exceed expectations  
We are always looking for better ways to do things  
We work collaboratively as a team

## Empathy

We endeavour to understand what someone is feeling  
We are patient and listen  
We support people with kindness

## Excellence

We take responsibility for our decisions and actions  
We take ownership, we follow through  
We take pride in our work  
We find learning opportunities in our mistakes

## Integrity

We behave ethically and honestly  
We show respect to everybody  
We do the absolute best we can

## Courage

We forge ahead even when it's tough  
We embrace change and welcome diversity  
We ask for help when we need it  
We speak up when something needs to be said



# Acknowledgements

Huon Regional Care (Huon Eldercare Ltd) is a community-based, not-for-profit, registered charity, and a public company limited by guarantee under the Corporations Act 2001.

Huon Regional Care partners with and receives funding from the Crown, through the Tasmanian Health Service, to provide these services:

- provision of up to twelve (12) inpatient beds for the admission, treatment and care of patients with stable medical conditions who are managed by General Practitioners authorised to admit patients to Huon Regional Care campuses in the Huon Valley.
- provision of additional support services to the co-located Tier 2 medical practice based at Dover/Esperance. The Tier 2 status requires Huon Regional Care to provide clinical and accident/emergency room support for the GPs to provide 24/7/365 days emergency stabilisation.

Huon Regional Care (Huon Eldercare Ltd) acknowledges the support of:

- the Crown through the Tasmanian Health Service.
- the Australian Government Department of Health (Commonwealth).
- the Tasmanian Government Department of Health.

Huon Regional Care (Huon Eldercare Ltd) is supported by Primary Health Tasmania under the Australian Government's Primary Health Networks Program. The Delivery of Integrated Primary Health Services in Rural Tasmania (PHTAS-737459) is supported by funding from Tasmania PHN (Primary Health Tasmania) through the Australian Government's PHN Program.

For the provision of services at Tasman Multi-Purpose Service, Huon Regional Care (Huon Eldercare Ltd) acknowledges the support of:

- the Crown through the Tasmanian Health Service.
- the Australian Government Department of Health (Commonwealth).
- the Tasmanian Government Department of Health.





# Financials

## Huon Eldercare Ltd (Trading as Huon Regional Care)

ABN 63 683 694 146

### Statement of Comprehensive Income

For the Year Ended 30 June 2019

	2019	2018
	\$	\$
<b>Income</b>		
GP Medicare Claims	957,541	1,356,841
Grants	143,142	828,023
Interest income	298,414	245,744
Other income	409,377	306,217
Residential & community care	13,246,372	13,260,059
Rural health	3,459,957	3,195,550
Rental income	226,308	243,400
<b>Total Income</b>	<b>18,741,111</b>	<b>19,435,834</b>
<b>Less: Expenses</b>		
Administration and management fees	934,458	745,452
Consumables	1,427,970	1,360,372
Depreciation	807,131	789,767
Employee benefits	14,588,536	15,224,893
Other expenses	308,274	237,584
Property overheads	1,295,465	1,030,141
<b>Total Expenses</b>	<b>19,361,834</b>	<b>19,388,209</b>
<b>Net surplus/(deficit) for the year</b>	<b>(620,723)</b>	<b>47,625</b>
<b>Other comprehensive income - -</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>(620,723)</b>	<b>47,625</b>

# Huon Eldercare Ltd (Trading as Huon Regional Care)

ABN 63 683 694 146

## Statement of Financial Position

For the Year Ended 30 June 2019

	2019 \$	2018 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	4,302,279	4,360,816
Trade and other receivables	1,457,711	1,240,939
Financial assets	8,181,683	7,278,539
Prepayments	46,478	46,865
<b>TOTAL CURRENT ASSETS</b>	<b>13,988,151</b>	<b>12,927,159</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	12,627,644	12,537,380
<b>TOTAL NON-CURRENT ASSETS</b>	<b>12,627,644</b>	<b>12,537,380</b>
<b>TOTAL ASSETS</b>	<b>26,615,795</b>	<b>25,464,539</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,067,185	834,946
Employee benefits	1,863,513	1,860,562
Unexpended funds	992,638	937,986
Other liabilities	7,410,368	5,928,231
<b>TOTAL CURRENT LIABILITIES</b>	<b>11,333,704</b>	<b>9,561,725</b>
<b>NON-CURRENT LIABILITIES</b>		
Employee benefits	161,336	161,336
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>161,336</b>	<b>161,336</b>
<b>TOTAL LIABILITIES</b>	<b>11,495,040</b>	<b>9,723,061</b>
<b>NET ASSETS</b>	<b>15,120,755</b>	<b>15,741,478</b>
<b>EQUITY</b>		
Accumulated surpluses	15,120,755	15,741,478
<b>TOTAL EQUITY</b>	<b>15,120,755</b>	<b>15,741,478</b>



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ABN 63 683 694 146



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**Just the way**  
**you love it.**