



# Annual Report 2016-17





## Investing in the future of Tasmanian healthcare services

Huon Regional Care is a not-for-profit, community-owned, charitable organisation. The majority of our funding is granted by the State and Commonwealth Governments. Our financial stewardship of these resources enables us to provide healthcare services in Tasmanian

communities that are able to adapt to changing healthcare needs, and that will be sustainable for the long-term. Huon Regional Care also provides employment to people living in regional areas of Tasmania, further benefiting the economy of the communities we serve.

### Our Promise

- Exemplary Customer Service
- Qualified and Professional Staff
- Individually Customised Services

### Our Purpose

Developing and delivering high-quality health and aged care services.

### Our Values

- We respect the individual
- We act with integrity
- We are open and honest
- We act with empathy and compassion

# 2017 Achievements

## Tasman Community Health Service

In October 2016, Huon Regional Care acquired the Tasman Community Health Service in Nubeena. This service rests under a tripartite Multi-Purpose Service agreement with the Commonwealth and State Government. In addition to the aged care residential beds and sub-acute beds, this service provides Community Care and allied health services.

## Rural Primary Health Program

Primary Health Tasmania announced Huon Regional Care as one of the five Tasmanian organisations that have been funded to provide primary healthcare services in the rural communities of Tasmania. This new Australian Government-funded program focuses on improving the health and wellbeing of people living with chronic conditions in rural areas.

## Regional Medical Practices

Four community medical practices were included into Huon Regional Care this year - the Bothwell Medical Practice (in partnership with the Central Highlands Council), the Franklin Medical Practice (providing a service for older persons' health and care for people with chronic health conditions, and the Medical Practice on Bruny Island. The Tasman Medical Practice at Nubeena was also acquired extending our GP services to include the Tasman Peninsula.





# Letter from the Chairman



Resilient and adaptive governance,  
successfully driving the strategic  
transformation of Huon Regional Care

Huon Regional Care is facing a period of significant change. We have transformed our governance model and business strategies to enable us to continue to support those who need us most.

Huon Regional Care is committed to developing and delivering high-quality health and aged care services in Tasmanian communities.

In light of today's changing economies in the sector, it is crucial that we keep our attention fixed on our Promise, our Purpose, and our Values. As such, it is vital that we employ business strategies that will enable a workable balance between service delivery and long-term financial sustainability.

The way the Federal Government funds Home Care services is now well entrenched. Rather than providing block funding to providers, the Government now allocates funding to the consumers to enable them to select the services they need from a service provider of their choice.

Huon Regional Care supports this change. Consumers now have the ability to choose services which will best meet their needs and enhance their quality of life. However, this shift means that not-for-profit organisations like ours must form an intelligent response to the new rules of community care funding.

Based on our observation of changes elsewhere, including overseas, Huon Regional Care is now preparing to meet the governance and business challenges of a far more 'commercial' business environment.

Specifically, we need to take into consideration the emergence of an increasing number of private operators offering health and aged care services with profit as their primary objective.

To compete in this increasingly open market while also ensuring we can continue to provide services to those most in need, Huon Regional Care needs to become as business savvy and operationally efficient as possible.

As part of our strategy to adapt and move with the changing climate of health and aged care funding, we have transitioned our business from an Association to a Public Company Limited by Guarantee under the Corporations Act. This has ushered in significant governance and functional changes that will significantly increase the resilience of our business model moving forward.

As a community-owned charitable organisation, Huon Regional Care is cognisant of the fact that when compared to people living in urban centres, residents of rural areas frequently need to travel to access health services. In general, rural areas receive a smaller share of overall health spending and face significant challenges in access to healthcare.

In December 2016, Primary Health Tasmania announced five Tasmanian organisations that have been funded to provide primary healthcare services in the rural communities of Tasmania. As a result of our successful tender submission for this funding, Huon Regional Care was chosen as one of these five organisations.

This new Australian Government-funded program focuses on improving the health and wellbeing of people living with chronic conditions in rural areas.

Huon Regional Care will work closely with doctors and other health professionals to provide coordinated care to people with chronic conditions and support them in staying healthy and out of hospitals.

This team-based service model means that regional communities will have improved access to a broad range of multi-disciplinary healthcare services. This flexible healthcare takes into consideration each person's unique needs, concerns and choices.

By partnering with existing service providers in the community, Huon Regional Care is utilising a network of new and existing community resources and infrastructure that will allow people access to the care they need where and when they need it. Specifically, our organisation will provide care for people with heart disease, lung disease, musculoskeletal disorders, and diabetes (supporting Diabetes Tasmania)<sup>6</sup> in the Huon Valley, Bruny Island, and on the Tasman Peninsula.

Our operational team for this project includes General Practitioners, community nursing and allied health staff, non-government health professionals, researchers and community pharmacists.

On the whole, our organisation is undergoing a period of financial realignment so that we may implement a model of care that will make a significant

contribution to the health and wellbeing of regional communities.

To deliver on our Promise of exemplary healthcare services, we have taken a concentrated approach to following our Strategic Plan. Though this plan was initially developed in 2015, it remains relevant today to ensuring the resilient and adaptive governance that will successfully drive our organisation's strategic transformation. In following the strategies and actions laid out in this plan, we are ensuring the long-term sustainability of Huon Regional Care.

The many recent changes in the health and aged care sector have resulted in the necessity of a new way of thinking and working in order to meet these challenges in a financially sustainable way. At the same time we are intrinsically committed to maintaining quality health and aged care services that will adapt to and meet the ever-increasing need of Tasmanian regional communities.

Our Board continues to be inspired and directed by our core Promise, Purpose and Values, striving to create improved services through developing enduring service provider partnerships, expanding our professional relationships, and maintaining strong community connectivity.

I wish to thank my fellow Board Members, the CEO, all the staff and volunteers, and our Auxiliaries for their dedication and commitment to this organisation.



**Jos Driessen**  
**Chairman**



# Letter from the CEO



## Huon Regional Care – a bold vision for innovative, integrated healthcare

Huon Regional Care continues to grow as a leading Tasmanian provider of integrated, team-based healthcare and community services.

This year we have, out of necessity, responded to a fundamental paradigm shift in the health and aged care sector.

We are facing a period where we will need to continue to review our operational structure. Resolute in our intention to continue to provide healthcare services, and regional employment, we are striving to create a bold vision of an innovative, financially sustainable, integrated healthcare model.

On the strength of our planning, the Executive Management Team are implementing astute business practices and efficiencies to ensure our organisation is well-equipped to face the challenges and opportunities of the future.

These sometimes difficult decisions are to lay the groundwork for Huon Regional Care to be an organisation that is resilient and sustainable well into the future. Part of this process has been balancing our commitment to our Promise, Purpose, and Values with a

new, more commercial way of thinking. The imperative is that we remain a successful participant in the ever-changing health arena, adapting proactively to funding fluctuations.

This year we have further developed our branding and marketing strategy. This move will improve our position in the emerging market of consumer-directed healthcare.

This is a time of opportunity. In line with our strategic goals, Huon Regional Care has pursued and completed mergers and acquisitions during these last twelve months. This expansion and diversification of services means we are well-positioned to take advantage of additional or alternate funding options.

In particular, we acquired the Tasman Community & Health Service at Nubeena on 1 October 2016. This new area rests under a tripartite Multi-Purpose Service agreement with the Commonwealth and State governments.

In addition to the aged care residential beds and sub-acute beds, the Tasman Peninsula service provides Community Care, and allied health services.



This year also saw the growth of our services to include four new community medical practices: the Medical Practice on Bruny Island, the Tasman Medical Practice, the Bothwell Medical Practice (in partnership with the Central Highlands Council), and the Franklin Medical Practice providing a service for older persons' health and care for people with chronic health conditions.



Part of the changing landscape means we will be strengthening our engagement with consumers. We will identify what matters to our clients and their communities the most, and deliver services that are responsive to these needs. As a result, we are looking forward to a bright future of working in partnership with these communities to make healthcare accessible, flexible, and coordinated in regional communities.

Economic longevity also means reviewing the way we work to build the goal of financial resilience into our strategic thinking.

We know that every dollar we save on overheads and operational functions is a dollar we can spend on improving healthcare outcomes for the people we serve. For that reason, we are transitioning our corporate structure to a more efficient business model. We continue to identify savings by introducing best-practice, cost-effective business practices and processes.

We have a new, trimmed-down executive structure and have consolidated corporate functions for all our facilities and services. Identifying and implementing operational efficiencies across the board will best position Huon Regional Care as a strong business with a robust business model.

Huon Regional Care is also committed to creating opportunities for the development - both professional and personal - of our staff. Being a Tasmanian 'Employer of Choice' is not only an external accolade, but also part of our organisational culture.

This year we have partnered with the University of Tasmania to provide scholarships for our nursing staff. Our investment in building the skills and learning of our people is just as valuable as other, more tangible and easily quantifiable assets. It also ensures we continue to deliver on our Promise of qualified and professional staff.

In order to secure employment of our staff, we will soon begin work on a single enterprise agreement. The goal is that all our staff - no matter where we employ them - will be able to rely on a consistent employment structure across all Huon Regional Care sites and services.

Every member of staff here does amazing work, every single day, in the challenging and exacting world of healthcare. They are passionate about excellent health outcomes for our clients. I wish to thank all those who have supported the Executive Management Team in balancing business and health imperatives in such a way that we are able to provide these outcomes.

Huon Regional Care has ably met the challenges of 2016-2017. We will continue to creatively explore new possibilities and healthcare innovations – embracing the changes to come.

Barry Lange  
Chief Executive Officer



# Health Services

## The move to Consumer Directed Care in the health and aged care sector is rewriting the rules...

Provision of primary health and aged care continues to present many challenges as the reforms in the sector require a shift from the welfare medical model paradigm to a consumer-driven competitive market place.

Despite the challenges of this changing landscape, our highly skilled clinical team has embraced these changes as an opportunity to demonstrate a strong commitment to the provision of innovative, quality health and social care solutions for people living in the regional communities that we serve.

Our organisation's strategic direction has resulted in expansion and clinical redesign of aged care, primary health, and community health and social services to regional locations throughout Southern Tasmania. Our integrated services and multidisciplinary team-based approach to care enables people to access a range of services within their own communities across the continuum of care.

**RESIDENTIAL AGED CARE** is provided in our facilities at Franklin, Dover and Tasman. Our residential facilities continue to provide high-quality residential, respite and end-of-life care.

Our facilities are in high demand with our bed occupancy continuing to be in excess of 95%.

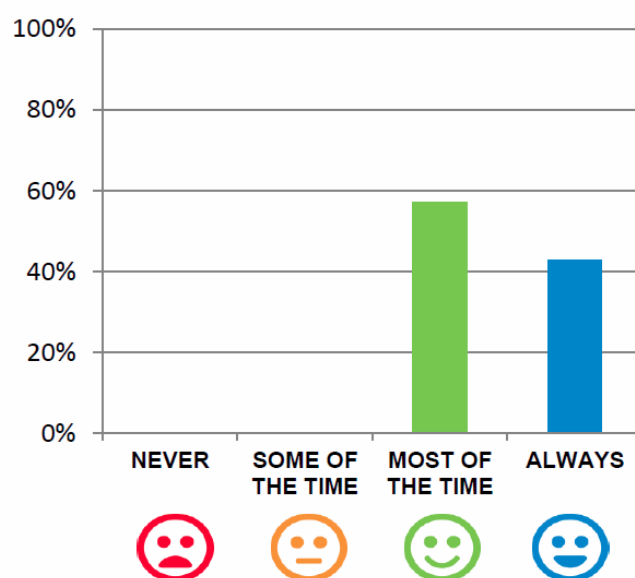
The demographics of people entering these services are significantly changing. In general, people accessing our residential services are requiring a higher level support at the time of admission and are remaining in care for a shorter length of time. In addition, 61% of our current resident population have a formal diagnosis of dementia and 85% of residents have cognitive impairment.

These changing demographics create challenges for our workforce and pressures on the cost of providing care.

In August 2017, our Franklin facility completed a Quality Agency re-accreditation audit of the four standards covering management systems, health and personal care, resident lifestyle and the physical environment.

For the first time this year, the audit included a Consumer Experience Report comprised of responses to core questions asked during interviews with care recipients.

### Do staff treat you with respect?



In addition to the standards, 44 expected outcomes were met, confirming three years' accreditation. Our facilities at both Dover and Franklin also had unannounced and supported visits, with each facility found to be compliant with all outcomes reviewed.

The feedback from the assessors was very positive. They were very impressed by the innovative programs we are providing, staff attitudes and relationships with the residents.



## Multidisciplinary, team-based care an exemplary model of care...

**SUB-ACUTE HOSPITAL CARE** enables people requiring restorative care, rehabilitation or low acuity hospital care to receive care in their local communities, and to reduce the burden on the tertiary health care facilities. These services are provided in our Franklin, Dover and Tasman facilities. We have achieved our target Key Performance Indicator (KPI) of greater than 85% occupancy, and these services continue to deliver high-quality, evidence-based care.

**MEDICAL SERVICES** is a new service type for Huon Regional Care. General medical practice services are currently being provided at Tasman Community & Health Centre, in a partnership arrangement with the Tasmanian Health Service at Bruny Island, and in partnership with the Central Highlands Council at Bothwell.

In addition, we have recently opened a medical clinic within our Franklin facility, targeted to provide medical care for older people and people with chronic complex conditions. Our multidisciplinary, team-based care is an exemplary model of care that is achieving high levels of patient satisfaction within these communities and importantly, is achieving positive healthcare outcomes for people receiving services.

We engaged a consultancy firm to provide a detailed analysis of our business practices, with recommendations for strategies we are currently implementing. These will ensure we provide quality, safe services that are sustainable and financially viable.



### RURAL PRIMARY HEALTH SERVICES

Our success in obtaining rural primary health services funding through a competitive tendering process has enabled us to provide targeted care for people with chronic complex health conditions.



As a result of this funding, we have been able to invest significantly in building capability and capacity in our workforce, developing and implementing innovative models of multidisciplinary care, and evaluating and researching the outcomes of our care. We are strongly committed to working collaboratively and partnering with existing services and organisations to ensure we are building capacity in our communities and not duplicating services.

### COMMUNITY CARE

Huon Regional Care, as a provider of consumer-directed care since its inception in 2012, is well positioned to continue to meet the challenges of reforms and rapid changes across all services within this sector.

We have strategically developed an innovative service model that enables older people who are socially isolated, frail, living with a chronic disease or multi-morbidity, or who have complex care needs, to access the health and social care they need along their continuum of care in the communities where they live.

## A suite of high-quality community care programs...

Our Community Care service enables a flex in and flex out model of care where people access the right care at the right time by the right service provider, as their care needs fluctuate or intensify.

The multiplicity of our services is a testament to both our ability and commitment to managing and providing a suite of high-quality, safe, effective community care programs.

Our community based services include:

- GP team based care in community, sub-acute care and residential aged care
- Community care – nursing, allied health, personal care, delivered meals, home care, transport, day programs and social support
- Veterans Home Care
- Coordination of Care
- Home Care Packages (levels 1 -4)
- Commonwealth Home Support Program
- Residential respite
- Permanent residential aged care
- Community and inpatient palliative care
- Community-based, affordable housing available for socially and financially disadvantaged individuals and couples

Our health and community leadership team have extensive experience, knowledge and skills in providing leadership and oversight of our community based programs.

We have a highly experienced, multidisciplinary team utilising a team-based person-centered approach to care with the aim of promoting independence, improving quality of life, health and psycho-social wellbeing of older people living in regional and rural communities in Southern Tasmania.

This team, through goal orientated, therapy focused support, provides short, medium and long-term support for older Tasmanians to reach their full potential while managing their own health and wellbeing to the best of their ability, and as their care needs change.

In July 2017, this service underwent a quality review by the Australian Government Aged Care Quality Agency and was assessed against the home care standards. We successfully achieved compliance with all standards.

This is a testament to our commitment to continuous quality improvement and the achievement of positive health and social care outcomes for the people receiving our services. This achievement contributes to our long-standing history of full compliance, successful accreditation and review against the home standards below.

- Australian Government Aged Care Quality Agency Home Care Standards and Residential Aged Care Standards
- National Quality Improvement Framework for Multipurpose Services
- Department of Veterans Affairs Community Nursing and Veterans Home Care Quality Management Framework

Further changes to the sector were implemented by the Australian government in February 2017. People requiring aged care packages now access these by applying for assessment via the My Aged Care website. When allocated a package, the client then chooses their preferred, approved provider. The challenge for our service in this process has been to assist our community to navigate through this highly-complex system of accessing care and services.



We successfully achieved additional funding in 2017 to expand our Commonwealth Home Support Program and the service types we offer throughout Southern Tasmania. This has been critical to enable us to continue to provide support and address unmet need for people living in the rural and regional communities that we serve.

The Bruny Island Respite Community House (BIRCH) was transferred to the management of Huon Regional Care community services in July 2017. The program and service is continuing to be operated to retain all existing services and programs, and we are privileged to be able to continue this valuable service in partnership with the Bruny Island community.

## EDUCATION AND TRAINING

Huon Regional Care has a very strong commitment to continuous, ongoing education, training and development for staff at all levels, and actively promotes learning opportunities for all staff.

We provide numerous opportunities for staff to attend in-house and external courses, conferences, seminars and workshops.

Our partnerships with external education and training organisations include the University of Tasmania and Tas TAFE. And our partnership with the University of Tasmania has enabled us to employ a whole-of-community facilitator to supervise student placements within our organisation and in the local community across a broad range of professional healthcare roles. These include: medical, physiotherapy, social work, nursing and pharmacy. This forms part of our strategy to address the shortage of allied health professionals in Tasmania.

Our partnership agreement with the University of Tasmania also enables our nursing staff to undertake postgraduate studies via scholarship. We also offer traineeships for carers each year as a recruitment and workforce planning strategy.

## COMMUNITY PARTNERSHIPS

Huon Regional Care highly values our partnerships with the communities in which we work and the opportunities to work collaboratively with professional service providers and organisations.

It is imperative that we continue to work together to provide integrated healthcare services to avoid unnecessary and costly duplication of services and that we ensure we continue to meet the unique needs of both individuals and the communities we serve.

In particular we have formed strong partnerships with: the Tasmanian Health Service; Diabetes Tasmania; our community advisory committees; National Heart Foundation; Arthritis Tasmania; local government in the Huon Valley, Tasman and Central Highlands; and general medical practitioners.

We are greatly appreciative of this support and collaboration that is critical to achieving better healthcare outcomes for people receiving services.



There is no doubt our staff are critical and key to our organisation's ongoing success.

I feel proud to be working alongside such a highly dedicated and committed team and would like to extend my thanks for their achievements and efforts throughout the year.

Pam Welsh  
Executive Manager Health Services



# Rural Tasmanian healthcare

## Our numbers

According to the Australian Bureau of Statistics, in 2011 40 percent of all Australians in the 70 to 74 year age group live outside Australia's capital cities, compared with just 25 percent of people aged 25-29.

These statistics suggest there are still a high proportion of older people needing access to health and care services in rural areas.

Regional areas of  
Australia have the  
highest proportions  
of people aged  
50 to 79 years

## Our people

Despite the significant challenges, there are many benefits to living and working away from major urban centres.

Overall, the staff in our rural and remote communities enjoy a high level of teamwork, camaraderie and job satisfaction without the hustle and bustle of the city.

Bringing high-quality healthcare to rural Tasmanian communities is our mission, our vision, and our purpose.



# Fundraising champions

Words do not adequately express how much we appreciate the kindness, generosity and hard work of our Auxiliaries, our volunteers, and the continued support of our Sponsors.

*Thank you*



## Huonville Auxiliary

This Auxiliary currently has thirty-one members – each passionate about contributing to the health and wellbeing of our residents at Franklin.

Fundraising events during the year included: a Trivia Night (\$2,626), a Morning Tea (\$725), and a Fashion Parade supported by ninety guests (\$2,788).

As always, the highlight of the year was their Annual Garden Walk - the 26th of its kind. Five beautiful gardens were visited in the Cygnet area by 350 keen Huon Valley gardeners. This event raised \$11,214.

During the year a total of \$17,736 was raised by this dedicated group for the purchase of items, both large and small, including Christmas gifts and three copies of the daily newspaper, which are enjoyed by all.

The major donations Huon Regional Care residents received were: a Carendo shower chair, a lifting machine, a bariatric bed, and two bariatric shower chairs.

Two members of the Huonville Auxiliary are to be congratulated in particular. Kerry Salmon for receiving the Outstanding Voluntary Service Award, and Graham Salmon for receiving the Voluntary Service Award from the Huon Valley Council.

The Auxiliary wishes to thank the Huon Valley community for their support.

## Geeveston Auxiliary

The Huon Regional Care Auxiliary in Geeveston began their fundraising year with a Melbourne Cup Lunch, which raised over \$2,550.

They then organised a Christmas Cake stall and raffle. One 'very special lady of Geeveston' stepped up to the challenge and the array of cakes, preserves and goodies was inspiring.

A further \$600 was raised at a sausage sizzle that the Auxiliary put on for the big Car Show in Geeveston.

Their Easter Raffle - which was boosted by a donation from the Southern Spinners - was a great success, as was their Easter Cake Stall. They were able to bank \$1,174 from this event alone.

Their last event in May was the Mothers' Day Cake Stall and Raffle, where they raised just under \$1,000.

The lovely members of this Auxiliary also donated funds towards the purchase of Christmas treats for the residents.

The Geeveston Auxiliary has approved the purchase of a number of items for Franklin's Wellington Ward. These items include a large television and music system to enhance the health wellbeing of our residents living with dementia.

## Esperance Multi-Purpose Health Centre Auxiliary

The members of this Auxiliary based in Dover raise funds for the residents of the Huon Regional Care in Chapman Street, Dover.

Through a series of successful raffles, cake stalls, and a generous annual donation from a local resident, the Esperance Multi-Purpose Health Centre Auxiliary were able to donate:

- six dining specially modified chairs
- window furnishings for the dining room
- two fold-out tables for the lounge
- and \$2,000 worth of outdoor furniture for the courtyard area

much to the delight of the residents and staff at Huon Regional Care – Dover.

## Our amazing volunteers

During National Volunteer Week in May 2017, Huon Regional Care held an awards presentation to celebrate the generous hours donated by our volunteers. This year, the Connect Volunteer program is a new way of involving volunteers in the support of the people cared for at our residential homes at Franklin and Dover, as well as people who are receiving support in their own homes. Connect Volunteers will help link people with places, things and relationships that support a sense of wellbeing and meaning, and that help people remain actively engaged in their communities.

## Tasman Auxiliary

This year we welcomed the Tasman Auxiliary to Huon Regional Care.

This small but dedicated group raises funds via raffles, morning teas, and other community events to purchase items for the Huon Regional Care facility in Nubeena, on the Tasman Peninsula.

The Tasman Auxiliary has very close ties to the staff and residents at Nubeena, and their Christmas Raffle was drawn at the Tasman Community & Health Service Christmas party.

During the year, the Auxiliary replaced the water cooler in the Tasman Medical Practice, and raised funds towards the purchase of a new blanket warmer, as well as putting flowers and a new vase in the Medical Practice waiting area.

The Tasman Auxiliary also purchased some audio equipment for the residents' lounge, and are looking forward to their Fathers' Day Raffle in September.

## Thank you to our Sponsors of the Month

Huon Regional Care received sponsorship funding this year from: Huon Aquaculture, Phillips Civil Contracting, Kile Transport, Rotary Club of Huon Valley, Huon News, Harcourts Huon Valley, Duggans Tyre Centre, Huon Aquaculture, and Baker Wilson.





## Huon Eldercare Ltd

### Statement of Comprehensive Income for the year ended 30 June 2017

	2017 \$	2016 \$
<b>Revenues</b>	16,867,417	12,799,434
Consumables	(2,225,745)	(1,613,904)
Depreciation Expense	(770,218)	(748,707)
Salaries & Employee Benefits Expense	(12,039,825)	(8,307,556)
Other Expenses	(2,315,443)	(1,413,782)
<b>Surplus/(Deficit)</b>	(483,814)	715,485
<b>Other Comprehensive Income</b>	-	-
<b>TOTAL Comprehensive Income for the period</b>	(483,814)	715,485

### Statement of Financial Position as at 30 June 2017

	2017 \$	2016 \$
<b>Current Assets</b>		
Cash and Cash Equivalents	12,454,931	11,410,719
Receivables	1,050,816	786,061
Other Assets	25,487	24,109
<b>TOTAL Current Assets</b>	13,531,234	12,220,889
<b>Non-current Assets</b>		
Property, Plant & Equipment	12,519,695	12,563,704
<b>TOTAL Non-current Assets</b>	12,519,695	12,563,704
<b>TOTAL Assets</b>	26,050,929	24,784,593
<b>Current Liabilities</b>		
Creditors and Accruals	2,210,119	1,055,668
Bonds & Refundable Deposits	6,215,815	6,345,920
Employee Provisions	1,643,427	1,130,431
<b>TOTAL Current Liabilities</b>	10,069,361	8,532,019
<b>Non-current Liabilities</b>		
Employee Provisions	287,715	74,909
<b>TOTAL Non-current Liabilities</b>	287,715	74,909
<b>TOTAL Liabilities</b>	10,357,076	8,606,928
<b>NET Assets</b>	15,693,853	16,177,665
<b>Equity</b>		
Accumulated Funds	15,693,853	16,177,665
<b>TOTAL Equity</b>	15,693,853	16,177,665



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3278 Huon Highway  
Franklin TAS 7113

P. 03 6264 7100

E. [enquiries@huonregionalcare.org.au](mailto:enquiries@huonregionalcare.org.au)

W. [www.huonregionalcare.org.au](http://www.huonregionalcare.org.au)

ABN 63 683 694 146

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