



2020 – 2021 Annual Report

Life. Just the way you love it.

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Mr Ron Proud – Nubeena
Ron receiving his Quilts of Valour and Korean War
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Huon Regional Care is proud to be a contemporary, responsive, values-based, charitable community organisation.

We provide southern Tasmania with high quality aged residential, in-home, respite and rural 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 volunteers, our key partnerships with other providers, our Board of members/directors, and our ongoing engagement with our communities.

Message from the Chair



So much has occurred in the past months it is hard to believe that it is only twelve months since the last report. It definitely seems much longer than a year. The COVID-19 lock downs and restrictions in 2020 were certainly testing times for our residents, their families, and our staff, and it is at this point that I must congratulate everybody for their support and co-operation as we progressed through the many restrictions placed on everybody during this period. Residents and their families were understanding and tolerant and our staff were very professional in their approach to the situation. Unfortunately, the impacts associated with this world-wide pandemic are not over yet, more and more issues and side effects of this contagion continue to come to the fore. As you can appreciate, it is difficult to predict what further restrictions and/or regulations may be forthcoming in the months ahead. This said, I wish everybody the best of health as we continue to work together as a team to overcome any future concerns that we may have to confront in regard to COVID-19 as we move into

the future.

Huon Regional Care did at one point go through what could have been a destabilising period when, our CEO, Mr Barry Lange suffered a serious health issue which resulted in an extended period of sick leave. Fortunately, our executive staff rose to the occasion and kept the business on track and running smoothly enabling the Board to identify and employ a very qualified interim CEO in Mr Richard Sadek. Richard came to us with many years of experience in the aged care business having been the CEO of Southern Cross Care for many years. During his stay in the position Richard integrated extremely well with the Board, executive, all levels of staff, residents and interested third parties, ensuring that the high level of professionalism and care provided at Huon Regional Care was maintained at all times. On Barry's return to work at Huon Regional Care, Richard worked closely with Barry for a period of time allowing for a smooth transition back into the CEO role particularly in areas involving some proposed project works and policy changes that had occurred over the period of Barry's extended sick leave. Thank you, Richard, for your excellent support, professionalism and guidance through this period of time.

The Royal Commission into Aged Care have earlier this year handed down their interim report along with a comprehensive list of recommendations to the Federal Government. The outcomes from this report and the forthcoming Government response(s) will have a significant impact on the provision of aged care across Australia and we must be prepared to act responsibly as each item comes to the fore. I envisage that there may well be some legislative changes resulting from the Commission recommendations so we must remain vigilant in our duties enabling Huon Regional Care to continue in the provision of quality service to all residents in our care.

Staff at Huon Regional Care are aware of a cultural review process being conducted within Huon Regional Care under the guidance of Ms Janis McKenna from Elm Consulting. From all reports it

would appear that this project is proceeding very well with input from all levels, as we continue to maintain Huon Regional Care as an Employer of Choice within the aged care community. Well done to all involved as this highlights the commitment we have in caring for our residents and clients.

I wish to thank the Board for their dedication and commitment to the organisation as they continue to work diligently in ensuring that Huon Regional Care is providing proper clinical care and governance to our residents. A difficult task in the light of the changing aged care environment brought about by the Royal Commission. Not an easy task when you consider that many of these changes come with a financial cost and risk, challenges that must be addressed head on, as failure to meet either clinical or financial changes drastically impact on the operation and viability of the organisation.

At the Board level we saw some changes to the structure with some of our long-standing members retiring after many years of dedicated service to our organisation. I would therefore like to thank Mr John Sangster, the outgoing Chairman for his dedication and leadership and also Mr Jos Driessen for their many years of participation on the Board of Huon Eldercare Limited. Both members will be sadly missed, and I am sure the rest of the Board join me in wishing them all the very best in their future endeavours. The current Board is, I believe a good mix of experience and skill sets which are much needed in today's aged care not for profit environment.

Robert Dick

Chair

Our lovely Dover staff
keeping up to date with
Infection Control training



Congratulations to Grahame
Dudgeon who completed this
jigsaw at Franklin in five days!

According to Jim's wife
Elaine, this was the first
time that Jim has cooked!
Pretty good effort for a
beginner.



Message from the CEO

It is my pleasure to present the 2020-2021 Annual Report as Chief Executive Officer for Huon Eldercare Limited trading as Huon Regional Care (HRC). 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 by delivering caring, quality services to both our residents and home care clients. Huon Regional Care holds full Aged Care Quality and Safety Commission (ACQSC) accreditation within the organisation. The most recent being the accreditation review for the Franklin facility, which was conducted in early 2021, and continues its proud history of successfully obtaining the maximum three (3) year accreditation.



The delivery of quality care has been entwined with the reality of severe financial losses. HRC is not alone, with over 70 percent of providers in the aged care sector suffering financial losses.

The Royal Commission into Aged Care Quality and Safety handed down their final report on 26 February 2021 with the Royal Commissioners calling for a fundamental reform of the aged care system. The aged care sector is undergoing monumental change, some have already been implemented with many more to come in 2022, 2023 and 2024.

The Royal Commission Final Report contains 148 recommendations, below are some of the key issues -

- A new Aged Care Act that puts older people first, enshrining their rights and providing a universal entitlement for high quality and safe care based on assessed need.
- An integrated system for the long-term support and care of older people and their ongoing community engagement.
- A System Governor to provide leadership and oversight and shape the system.
- An Inspector-General of Aged Care to identify and investigate systemic issues and to publish reports of its findings.
- A plan to deliver, measure and report on high quality aged care, including independent standard-setting, a general duty on aged care providers to ensure quality and safe care, and a comprehensive approach to quality measurement, reporting and star ratings.
- Up to date and readily accessible information about care options and services, and care finders to support older people to navigate the aged care system.
- A new aged care program that is responsive to individual circumstances and provides an intuitive care structure, including social supports, respite care, assistive technology and home modification, care at home and residential care. In particular, the new program will provide greater access to care at home, including clearing the home care waiting list.

- A more restorative and preventative approach to care, with increased access to allied health care in both home and residential aged care.
- Increased support for development of 'small household' models of accommodation.
- An Aboriginal and Torres Strait Islander aged care pathway to provide culturally safe and flexible aged care to meet the needs of Aboriginal and Torres Strait Islander people wherever they live.
- Improved access to health care for older people, including a new primary care model, access to multidisciplinary outreach services and a Senior Dental Benefits Scheme.
- Equity of access to services for older people with disability and measures to ensure younger people do not enter or remain in residential aged care.
- Professionalising the aged care workforce through changes to education, training, wages, labour conditions and career progression.

Internally, the past year has presented many challenges for our organisation. In the latter part of financial year, the corporate and administration structure was reviewed to identify cost effective measures. This resulted in a number of redundancies from this area, and I would like to thank the affected staff for their service and wish them well with their next endeavours.

Unfortunately, throughout this time period I had a long period of personal leave following a serious medical episode and surgery. I would like to acknowledge the contribution of Brenton West (Chief Operating Officer) who was appointed Acting CEO in my absence, and following Brenton's resignation in January 2021, Richard Sadek who was appointed by the Board. Both did a commendable job in challenging and changing circumstances and made my return in April 2021 seamless.

Competition within the Home Care sector has increased. Home Care services are delivered throughout Southern Tasmania, with a footprint that covers suburbs in Hobart, Tasman Peninsula, Bruny Island, the Channel and Kingborough, and of course the Huon Valley. We continue to be brokered by many other Home Care service providers due to our outreach and presence in regional areas.

A HRC Trust and Culture framework has been commissioned from Elm Consulting which will be instrumental in the way we conduct our business. A leadership team consisting of representatives from all of the facilities and Home Care has been established to support the implementation throughout the organisation. As part of the process the Board, Executive Management, managers and staff collaborated together to develop a new set of organisational Values, Vision and Purpose, which is aligned with the 2020 - 2025 Strategic Plan. The HRC Trust and Culture framework will be rolled out across the organisation in mid 2022. Additionally, creative videos have been developed for education and awareness to support the implementation.

Attraction of appropriate aged care workers remains a challenge across the sector, not just locally. A number of peak bodies are investigating attraction of workers to the sector and lobbying the Government at a State and Federal level over a number of issues. A number of initiatives have been engaged at a local level to enhance the reach for recruitment and HRC continues to partner with education and training organisations for skilled staff and work placements. While some programs

were impacted by COVID-19, we welcomed University of Tasmania (Utas) nursing students to our facilities this year and we hope that this exposure ignites a desire to remain working in the aged care sector.

HRC has been working with the Tasmanian Health Service (THS) towards meeting the National Safety and Quality Hospital Standards (NSQHS) for the Public Hospital Beds (Rural Health) that we operate in the three facilities. I would like to acknowledge the support that THS have provided while we work through the NSQHS internal audits in preparation for the actual accreditation process, which is significantly different to an aged care accreditation process.

HRC are currently in negotiation with THS for a revised Funding Agreement for the Public Hospital Beds (Rural Health) to replace the one currently in place until 2023. Since the 2018-2023 Funding Agreement was signed, costs have risen significantly, and it has led to the current Funding Agreement not being sustainable for the organisation. I take this opportunity to thank the THS for their willingness to discuss a revised Funding Agreement, all going well this will be in place from 1 July 2022. As details become available, they will be communicated to the community.

The COVID-19 pandemic has dominated once again, and while it has presented challenges, it has also highlighted the resiliency, commitment and skill of our staffing group. At the same time, it is extremely important to acknowledge the impact the pandemic has had on our clients, residents and their families and friends.

In Tasmania we have been removed from the full brunt of the pandemic at this stage, though we still remain vigilant and follow all Public Health Directives. There will come a time when the borders open and we are confident that we are well placed to meet any changes that may come.

I would like to pay tribute to all Huon Regional Care staff who go above and beyond on a daily basis for our residents and home care clients, they continue to be our greatest strength by providing high quality care in a committed and dedicated way that is an asset to the organisation.

I acknowledge and thank the board directors/members of Huon Eldercare Limited, their knowledge, skills and expertise are essential to the organisation. The strategic capability and governance is well placed for Huon Regional Care. Under the board's guidance the organisation has the capability to rise to the challenges as a key aged care provider in Tasmania.

In closing, I look back on Huon Regional Care's accomplishments throughout 2020-2021 and reflect on the lessons learnt, I am confident HRC is well placed to continue to provide the high level of quality service to our stakeholders within prudent financial stewardship.

Barry Lange

Chief Executive Officer

Governance structure

Board governance

Huon Regional Care is a community-owned not-for-profit charitable organisation listed as a public company limited by guarantee under the Corporations Act 2001 (Cth) that operates autonomously with a Board. Huon Regional Care promotes and provides health, residential, housing, community, allied health and aged care services in Southern Tasmania.

Governance is the way Huon Regional Care is directed and controlled. Huon Regional Care is committed to best practice in management and governance.

Finance, Audit and Risk Management committee

The role of the Finance, Audit and Risk Management (FARM) Committee is to support the Board of Directors in the effective discharge of its duties in relation to the management of Huon Regional Care, in particular:

- Financial accounting and reporting;
- External and Internal audit;
- Risk management;
- Corporate Governance;
- Legislative and regulatory compliance.

It will also support the Board in the assessment and delivery of its major infrastructure investments.

Clinical Governance committee

The role of the Clinical Governance committee is to support the board of directors of Huon Eldercare Limited in the effective discharge of its duties in relation to the clinical management of Huon Regional Care, in particular:

- monitor that care is delivered to the Aged Care Quality Standards;
- ensure aged care accreditation standards are being met;
- ensure National Safety and Quality Health Service (NSQHS) Standards are being met;
- monitor clinical performance indicators to measure clinical performance;
- identify, review and mitigate impediments and risks from a clinical assurance perspective including safety, access and quality
- ensure all clinical staff employed by Huon Regional Care have the appropriate skills and knowledge required to fulfil their roles and responsibilities

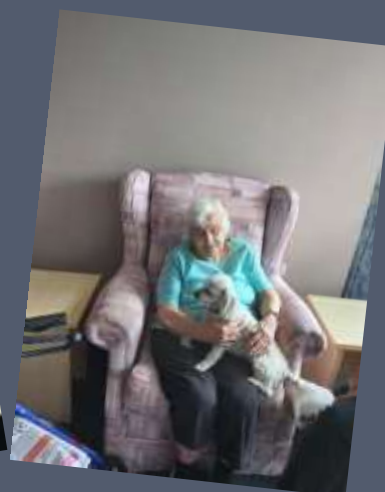
- provide strategic advice within areas of expertise on clinical issues and advancements, in the pursuit of continuous improvement and excellence

The key objectives of the committee are to actively review and provide clinical assurance, advice and recommendations that inform delivery of clinical care services. In particular, the committee plays a leading role in ensuring the organisation delivers best practice clinical care by overseeing that the organisation is always seeking to continually improve safety and quality services.

Meetings of the board

Member/director name	Number eligible to attend	Number attended
John Sangster	3	2
Robert Dick	7	7
Frank Barta	7	7
Natasha Whish-Wilson	7	7
Joanne Sabena	7	7
Meghraj Thakkar	7	7
Paula Wriedt	7	7
Jos Driessen	6	6
David Hay	7	6

Our favourite furry visitors



Board members/directors



Robert Dick **Chair**

Robert spent four years on the Board of Huon Valley Financial Services and the Huon Business Enterprise Centre Board, with two of these as its Chair. Robert was a member of the Huon Valley Health Advisory Committee, and served four years both on, and Chair of, the Huonville Township Development Committee for Huon Valley Council. Robert also served on and acted as Deputy Chair of the Huon Valley Disability Access Advisory Committee for three years.

Robert was the State President of RSL Tasmania and is a member of the RSL National Board of Directors. He was Deputy National President, RSL Australia in 2016 and the National President RSL Australia Sept 2016 to Jul 2018.

Robert has participated in governance training courses covering the subjects of Governance for Directors, Finance for Directors and Strategy and Risk Management, all conducted by the Australian Institute of Company Directors.

Robert is a member of the Australian Institute of Company Directors and is also a member of the Institute of Community Directors Australia.

Frank Barta **Deputy Chair** **Chair - Finance, Audit and Risk Management committee**

Frank was appointed to the Huon Regional Care Board in August 2019 and chairs the Finance, Audit and Risk Committee. He is currently a board member of the Tasmanian Community Fund, non-executive director of Southern Waste Solutions, and sits as an independent member on Hobart City Council's Audit and Risk Panel. He also provides consultancy advice to Local Government. He was a non-executive director of Tasplan Superannuation until November 2019 and a non-executive director of Quadrant Superannuation prior to its merger with Tasplan. Frank was the chief financial officer of Clarence City Council for 25 years until November 2018.

Frank has worked on a range of professional committees and voluntary boards.

Frank joined the board of Huon Eldercare Limited in 2019 and is the Chair of the Finance, Audit and Risk Management committee.





Natasha Whish-Wilson
Company Secretary
Public Officer

Natasha is the Chief Risk Officer for BGE Ltd, trading as Bank of us, Tasmania's only customer owned bank. She is responsible for the Compliance & Risk Management functions for the company.

Natasha has more than 20 years' experience in banking and financial services and has held several Executive and Senior Management roles.

Prior to this, Natasha was employed as a Police Officer at Tasmania Police and has extensive experience in the Forensic and Criminal Investigation fields.

Natasha joined the board of Huon Eldercare Limited in August 2019 and has the role of Company Secretary, Public Officer and serves on the Finance, Audit and Risk Management Committee.

Joanne Sabena
Chair – Clinical Governance committee

Over a 30-year career Jo has held senior executive positions within healthcare and has 12 years' experience in ASX-listed not for profit and private organisations in both Aged Care and Retirement living sectors. In addition, Jo has a strong commercial and clinical management background complimented by academic study. She has served on board audit, risk and clinical governance committee for various organisations including Opal Aged Care. She is a member of the AICD.

Jo joined the board of Huon Eldercare Limited in August 2019 and is the Chair of the Clinical Governance committee.



Jos Driessen
Non-executive Director

Jos managed a family apple and cherry growing, packing and exporting business for twenty years.

Previous to that, Jos was Chairman of the Tasmanian Fruit Growers Association, and was also on the National Board of Apple and Pear Australia Ltd.

A dedicated community member, Jos has been the Chairman of the School Board of Sacred Heart, Geeveston and was involved on the committee of Riding for the Disabled, Kingborough.

Jos joined the board of Huon Eldercare Limited in 2009, he served on the Clinical Governance Committee and retired on 8 June 2021



John Sangster
Non-executive Director

John spent thirty years with an international mining group as development metallurgist.

Upon retirement, John spent six years as a Bed and Breakfast owner/operator.

John is heavily involved in the Huon Valley local community and carries out various community work including being the Warden of the Anglican Parish.

John joined the board of Huon Eldercare Limited in 2008, he served as Chair from 31 October 2019 to 29 October 2020 where he retired from the board at this date.

David Hay
Non-executive Director

David has been involved in the Far South Tasmania community for many years.

Formally the Secretary/Treasurer of the Far South Community Association Inc., the Dover RSL and Ex-Servicemen's Club Inc. and the Esperance Masonic Lodge.

David joined the board of Huon Eldercare Limited in 2014 and serves on the Finance, Audit and Risk Management committee.



Meghraj Thakkar
Non-executive Director

Megh has over 25 years' experience working for clients in numerous industries including telecommunications, banking, transport, software, education, aviation, media and government.

He has worked all over the world in varying roles including as a Board Director, Executive Technical Advisor, Gateway Reviewer, Consultant and Author.

Megh has consulted for companies including the ATO, Telstra, Jetstar, Medibank, ANZ, Linfox, Queensland Health, Coles Myer and Toyota.

Megh joined the board of Huon Eldercare Limited in August 2019

Paula Wriedt
Non-executive Director

Paula has a wealth of experience ranging from 13 years in the Tasmanian State Parliament, 10 years as a senior Tasmanian Government Minister, over 9 years in the Not for Profit Sector and over 8 years in Local Government.

A passionate advocate about mental health issues Paula is an engaging public speaker and experienced media performer.

Paula is the Mayor of Kingborough Council and has also over the past nine years been heavily involved with Cystic Fibrosis Tasmania and is their Executive Officer.

Paula joined the board of Huon Eldercare Limited in August 2019.



Golf is a popular activity at Franklin



Frank creating a garden on the patio at Nubeena



Seated chair exercises at Franklin



Zumba at the very active Dover



Dover residents at the Top Shop cafe



Picnic at Lime Bay near Nubeena

Executive Management



Barry Lange
Chief Executive Officer



Herma Waters
Executive Manager Clinical Services



Fiona Reid
Executive Manager People and Culture



Robert Mair
Executive Manager Finance and ICT



Strategic Plan 2020 - 2025

Our Vision

Through our people, grow to be the most trusted aged care provider of choice for wellness and quality of life.

Our Purpose

To ensure all ageing Tasmanians can lead meaningful lives through the provision of high quality, safe and compassionate aged care services.

Our Core Business	Developing and delivering individualised health, aged and accommodation services	Our Organisational Charter	• A culture founded on our Purpose and Values • Individualised and innovative services that provide quality outcomes for our consumers • Nurturing, skilled, engaged and valued staff • Quality, evidence-based care and support • Respect for the environment in which we operate
Our Key Customers	Individuals that require health, aged and accommodation services and their families.		
Our Key Business Focus	Aged care services in the community, residential care services, affordable accommodation and sub-acute hospital services.		

Our Strategic Focus

Our People



Our workforce is valued, sufficient, skilled, and qualified to provide safe, respectful and quality care and services.

Grow and Foster a Culture of Trust

Workforce interactions with consumers and fellow workers are kind, caring and respectful.

Attract and Retain Talented Staff

Our workforce is planned to enable, and the number and mix of members of the workforce deployed enable, the delivery and management of safe and quality care and services.

Invest in, Empower, and Value Staff to Deliver Quality Safe Care

Our workforce is competent and our staff have the qualifications and knowledge to effectively perform their roles.

Build for the Future



Engage consumers, grow and develop services, and build strategic relationships so that Huon Regional Care will be acknowledged by aged and health care industries and the communities in which it operates.

Consumer Engagement

The extensive engagement and education of existing and future consumers, carers, families and communities in which Huon Regional Care operates.

Service Development and Delivery

Continue to develop and deliver a comprehensive range of customised quality aged and health care services and develop systems and processes to facilitate growth now and in the future.

Strategic Relationships

Develop mutually beneficial and targeted relationships.

Financial Governance



Build our financial strengths and improve financial performance to provide capacity for growth and investment in the future so that Huon Regional Care will remain a financially sustainable business.

Maximise Revenue Streams

Explore additional streams of revenue from existing business units and through external opportunities that align with our core business to increase overall revenue base and reduce our reliance on government subsidies.

Align Growth Strategies with Financial Performance

Develop systems to ensure that any growth strategy includes minimum financial performance criteria.

Efficiency in Service Delivery

Develop strategies to ensure that services are delivered efficiently, and the cost of service delivery is minimised while maintaining quality outcomes.

Strategic Financial and Capital Management Plans

Renew the strategic financial management and capital management plans and ensure that they are aligned with overall strategic goals.



You've come to the right place

With the first foundation stone laid in 1963 in the Huon Valley; Huon Regional Care is a long-established provider of quality community and aged care services across Tasmania. You'll find us in three main locations: Franklin, Dover and Nubeena.

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

Our Vision **Through our people, grow to be the most trusted aged care provider of choice for wellness and quality of life.**

Our Purpose **To ensure all ageing Tasmanians can lead meaningful lives through the provision of high quality, safe and compassionate aged care services.**

Our Values:

Accountability **We are, and hold each other, accountable, and we demonstrate this by being responsible for and taking ownership of our actions.**

Belonging **We create a sense of belonging through contribution and acceptance.**

Compassion **We deliver high quality, compassionate care.**

Respect **Our partnerships with consumers, stakeholders and the community are built on dignity, diversity, and inclusion.**

Acknowledgements

Huon Eldercare Limited trading as Huon Regional Care 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 facilities 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 Limited) acknowledges the support of:

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

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

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

Seated chair exercises at Franklin



Kath on the sewing machine at Nubeena



Skittles at Franklin draws a large crowd



Jewellery tree created in Dover



Financials

Huon Eldercare Limited trading as Huon Regional Care

ABN 63 683 694 146

Statement of Comprehensive Income for the Year Ended 30 June 2021

	2021 \$	2020 \$
Income		
GP Medicare claims	1,131	639,579
Interest revenue	116,365	176,612
Other income	344,851	285,568
Residential & community care	15,561,518	14,389,904
Rural health	3,029,794	2,279,449
Rental income	258,781	310,475
Total Income	19,312,440	18,081,587
Less: Expenses		
Administration and management fees	1,294,716	838,005
Bad and doubtful debts	424,827	25,000
Consumables	1,755,977	1,436,561
Fringe benefit tax expense	25,304	148,814
Depreciation	898,823	857,476
Employee benefits	15,561,176	15,118,815
Other expenses	237,042	252,357
Property overheads	1,099,446	1,135,314
Total Expenses	21,297,311	19,812,342
Net surplus/(deficit) for the year	(1,984,871)	(1,730,755)
Other comprehensive income	-	-
Total comprehensive income	(1,984,871)	(1,730,755)

Huon Eldercare Limited trading as Huon Regional Care

ABN 63 683 694 146

Statement of Financial Position for the Year Ended 30 June 2021

	2021 \$	2020 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	8,268,089	7,499,215
Trade and other receivables	1,544,994	1,181,931
Financial assets	8,325,882	9,244,510
Prepayments	168,276	244,874
Other assets	126,646	178,407
TOTAL CURRENT ASSETS	<u>18,433,887</u>	<u>18,348,937</u>
NON-CURRENT ASSETS		
Property, plant and equipment	<u>12,152,491</u>	<u>12,314,146</u>
TOTAL NON-CURRENT ASSETS	<u>12,152,491</u>	<u>12,314,146</u>
TOTAL ASSETS	<u>30,586,378</u>	<u>30,663,083</u>
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	698,151	937,105
Employee benefits	2,036,737	1,941,633
Unexpended funds	1,187,206	2,070,110
Other liabilities	15,103,400	12,202,164
TOTAL CURRENT LIABILITIES	<u>19,025,494</u>	<u>17,151,012</u>
NON-CURRENT LIABILITIES		
Employee benefits	<u>155,755</u>	<u>122,071</u>
TOTAL NON-CURRENT LIABILITIES	<u>155,755</u>	<u>122,071</u>
TOTAL LIABILITIES	<u>19,181,249</u>	<u>17,273,083</u>
NET ASSETS	<u>11,405,129</u>	<u>13,390,000</u>
EQUITY		
Accumulated surpluses	<u>11,405,129</u>	<u>13,390,000</u>
TOTAL EQUITY	<u>11,405,129</u>	<u>13,390,000</u>



Huon Regional Care
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Life.
Just the way
you love it.