

Ballarat Community Health

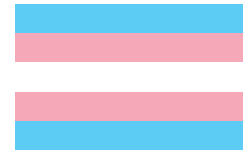
Annual Report
2021/22



Ballarat Community Health Ltd ACN: 136 362 993 ABN: 98 227 492 950

We at Ballarat Community Health recognise and celebrate the diversity of the community within which we work. We acknowledge and respect the Traditional Owners of the Lands and Waters where we provide services, the Wadawurrung, Dja Dja Wurrung, Djab Wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples. We acknowledge the important place of all Aboriginal and Torres Strait Islander people who live in our area as the First Peoples of Australia and pay our respects to Elders past, present and emerging.

We welcome and work with people of every age, life stage, race, ability, gender identity, sexual orientation, religion, cultural and linguistic background, and financial status. We are working to improve the health and wellbeing of every person in our community no matter their circumstance.



Contents

Chair & CEO report	2
Playing a pivotal role in our regional communities	4
A driven desire to maximise impact	6
A commitment to safe, effective, connected person-centred care	11
A sustainable health and wellbeing service	12
Our people, our greatest strength	15
Our statewide commitment to the most vulnerable	16
Thank you to our partners	21
Our Board & Executive team	22



Chair & CEO report

Once again, as COVID extends into another year, BCH has continued to be resilient and bold in pursuit of equitable and quality health care for all.

The pandemic, and its associated pressures, is having a direct and profound impact on the health and wellbeing of the most vulnerable, at-risk members of our community. We know, and evidence supports, that people in this cohort experience significant barriers to accessing health care, resulting in inequitable health outcomes. BCH recognises this and continues to offer a diverse range of client services accordingly. We purposefully engage and collaborate widely to support these at-risk communities.

BCH supports, on average, more than 2600 people per week through 78 different individual and group programs, ranging from health promotion, prevention, and community initiatives, through to complex individualised treatment and support programs. There has been consistent growth in demand for services, particularly in medical services, mental health, family violence counselling, and alcohol and drug treatment services.

Throughout this report we highlight the work of BCH in, and for, our community. Our primary areas of impact for the last year can be captured in this brief snapshot:

- BCH is engaging, on average, with 1 in 10 people across Ballarat and surrounding regions
- Over 75% of clients engaging with BCH services were from the 3 lowest socio-economic postcodes in the Ballarat region, showcasing our commitment to the most vulnerable
- Our client numbers show broad and growing service reach (only 8% of clients used services which spanned both Community Health activities and GP services)

- BCH has played a pivotal role in our community during COVID - supporting almost 700 people in high-risk accommodation settings, seeing 5000 people tested and 17,000 people vaccinated

These responses to community vulnerability and need demonstrate that BCH, and the broader community health platform, has a vital role to play in Australia's health care landscape. Critical in our response to community need is BCH's ongoing advocacy for greater upstream investment and early intervention services to address the social determinants of health and reduce the burden of illness experienced by our community.

Truly safe, effective, connected, person-centred care is built upon an integrated and inclusive service approach with collaboration at its heart. Pivotal to our approach are our partners in care, which we recognise and thank, along with our local Aboriginal and Torres Strait Islander communities, the broader health, government, community, education and justice sectors, CALD communities, and commercial partners in our region. We extend our deepest appreciation to all who engage with BCH and look forward to working beside you into the coming years.

BCH continues to operate in a rapidly changing and challenging health services environment, characterised by ongoing reforms of the community health platform, aged care and mental health. We also recognise major ongoing strategic developments such as the formation of Grampians Health, subsequent local public health units and health service partnerships in our region. Collectively we recognise the challenge we have together in addressing the social determinants of health, reducing demand on acute services, and improving health workforce recruitment and retention, especially in General Practice.

In facing these challenges and opportunities, BCH continues to strategically plan and strive for greater impact on the health and wellbeing of our community. We continue to seek efficiencies to

maximise our spend on essential health and wellbeing service delivery. We also know that some decisions made in the past 12 months have been challenging for our community, such as the closure of our medical services at Smythesdale. These decisions are extremely difficult for the Smythesdale community, we acknowledge; however, to maintain safe, effective and sustainable health services these decisions are often essential. The health indicators and diverse demand for services will continue to challenge BCH leaders and health leaders more broadly in our region. That said, we are committed and embrace this challenge to deepen our impact through co-design, collaboration and listening to our community.

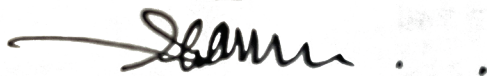
In closing, we thank all our BCH staff and volunteers for their resilience, adaptability, and innovation that ensured we continued to deliver person-centred health and community services for our community. This is a testament to our culture, which is one of our cornerstones at BCH. We thank all the leadership team (Management Team and Executive) for your continued focus on quality service delivery whilst creating the future for BCH. We thank our Board of Directors for their governance and oversight over the past year.

We look forward to the future, perhaps in a landscape which isn't so influenced by the pandemic. Regardless, BCH will be present and positioned to continue supporting our community.

On behalf of BCH, we recommend this Annual Report to our members, stakeholders, staff, clients, and our community.



Paul Ryan, Board Chair



Sean Duffy, Chief Executive Officer



PICTURED: Board Chair, Paul Ryan and CEO, Sean Duffy at the Ballarat Community Health site in Lucas, a hub for primary care and other health and wellbeing services in the Ballarat region.

Playing a pivotal role in our regional communities

- BCH engages, on average, 1 in 10 people across the communities we serve
- 15,000+ clients are engaged in a BCH community health activity or GP service, the majority from disadvantaged communities

COVID demonstrated community health's expertise and capability to reach high risk people and communities.

We worked hard during the height of the pandemic to reach people, families and communities, providing vaccinations, testing, and delivering support.

BCH played a pivotal role during the pandemic with over 17,000 people vaccinated, 5,000 people tested, and key

COVID messages delivered through social media receiving over 110,000 hits.

Our High Risk Accommodation Response (HRAR) team led the work to reach people who might not have otherwise been able to access care at that time.

The BCH HRAR team came along and offered me support and help at my door. It was good and it was easy.

HRAR COVID vaccination client

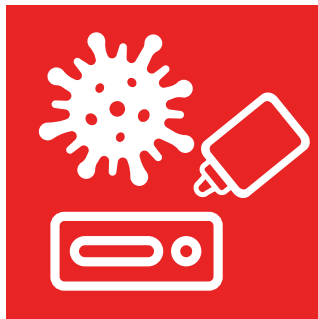
VACCINATIONS

19,914



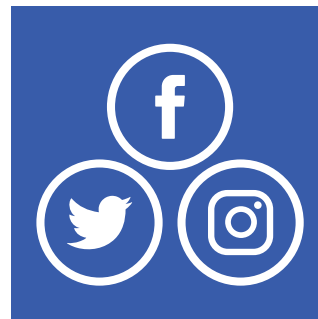
TESTING

5,022+



COVID SOCIAL MEDIA HITS

110,000



HIGH RISK PEOPLE REACHED

661



INFO & ACTIVITY PACKS

2,050



*We've successfully
advocated for funding
of Alcohol and
Other Drug Nurse
Practitioner positions.*

*Read the case study
online*



PICTURED: Marie Degrazia,
AOD Clinical Liaison &
Withdrawal Nurse, is playing
a key role in advocating for
AOD Nurse Practitioner roles in
community health.



A driven desire to maximise impact

PRIMARY CARE

Our skilled team of GPs, nurses and other highly qualified clinicians ensure our clients have access to quality multidisciplinary care with linkages to Allied Health and Social Support services at BCH, as well as other external specialist services when needed.

My doctor is the most caring and compassionate doctor I have ever had and I feel very lucky to have her as my GP. She has been there every step of the way on my healthcare journey...and is a wonderful support to me!

BCH client

2,492 New care plans developed
(Including chronic disease management plans)

2,617 New mental health care plans developed

20,973
Total GP consultations
(6,543 Telehealth consultations)



MENTAL HEALTH

BCH mental health supports range from community connection, wellbeing and prevention programs to more severe challenges that require one-to-one support. Our programs cater to all community members and their families/loved ones and run during and after business hours to ensure accessible for all.

600+ Clients entered BCH via the HeadtoHealth system

40+ Clients accessed Service Navigation since implementation in January 22

10+ local agencies working in the Suicide Postvention area.

Commencement of After Hours support programs
March 2022



HEALTH PROMOTION

7 Schools signed to Go for Green school garden, healthier eating and sustainability projects

Farms to Families monthly markets hosted in Sebastopol



19 Early Childhood Services and Schools signed up to the Achievement Program (10 ECS and 9 schools)

Redeployment of roles (triage, food relief, contact tracing) to support COVID response



8,000 kgs of food redistributed via



Food Access Network coordinated food relief state funding **\$130,000** for Ballarat & Grampians

Member of Vic Health Food Relief Charter Design Advisory Group

16 organisations recruited to take action against gambling harm

ALCOHOL & OTHER DRUG (AOD) SERVICES

Lead agency in Orticare network, creating better access to treatment for people experiencing opioid use disorder.

Worked closely with Monash University, to develop Pharmacy Assistant training series webinar for Pharmacy Guild's national platform.

43 Participants completed course: Drink Drive Education

71 Participants completed course: Drug Drive Education

100 Participants completed course: Intensive Driver Education

28 Participants completed course: Pre-Interlock Removal

You made us feel very comfortable to talk about what got us to the position we were in and reflect on the why!

AOD, Drink Drive Behaviour Change program client

Work undertaken to expand pharmacotherapy treatment services in the Grampians Loddon Mallee e.g., Addiction Medicine Specialist clinic at BCH, AOD Nurse Practitioner clinics in Ballarat, Bendigo, Maryborough, Echuca and Mildura. These clinics commence in 2022/23 to improve access to treatment for patients in our catchment.

YOUTH & CHILD SERVICES

Demand for youth mental health services has increased year to year and often results in higher demand when compared to available services. In addition, Covid-19 has added another layer of complexity in the way we support and provide services to young people in the community.

Headspace Model Integrity Framework (hMIF) accreditation achieved



WRAP Clinic commenced focusing on children in Out of Home Care and delivering Paediatric and Nursing consultations to this vulnerable group



Jan 22 Youth Specialist Homelessness Support Worker commenced

660 Occasions of service delivered in the Neuro Paediatric clinic

109 Occasions of service in the Vitamin D clinic

To tackle increased demand and target early intervention, headspace Ballarat introduced The youth Mental Health Internship - Wait Time Reduction (WTR) program. The WTR program involves expanding service delivery to include a range of creative and virtual options (groups, online programs & virtual reality) to assist individualised treatment modalities

ALLIED HEALTH

Provides high quality allied health intake, cardiac rehabilitation, dietetics, exercise physiology, physiotherapy, podiatry and social work.

This year:

Aged Care Quality Standards Accreditation achieved with no recommendations - reflecting a brilliant, dedicated group of clinicians



Commenced transition planning for Support At Home both internally and with Grampians CHSP Service Provider Networks

Successful recruitments

2 physiotherapists, **2** dietitians, **3** podiatrists, **2** intake officers, **1** exercise physiologist, **1** psychologist & **2** speech pathologists



Speech Pathology collaboration with La Trobe University to provide transgender voice clinic

Analysis of Cardiac Rehabilitation program to explore expansion for clients under 65 years of age and for heart failure clients

Outstanding performance of School Readiness Team (Speech Pathology, Occupational Therapy & Psychology) to build capability of kindergarten educators and families to support children's learning in key learning areas

*Shared stories from
people with a lived
experience*

*Read the case study
online*



PICTURED: Andrew Penny,
Community Engagement
Officer at headspace Ballarat
and project lead of Share
These Stories, an anthology of
lived-experience mental health
accounts brought together to
help people facing mental health
challenges to feel less isolated.



Layers of country

As part of Ballarat Community Health's commitment to Reconciliation, Aboriginal and Torres Strait Islander artists with a connection to the Ballarat region were invited, and the successful artist commissioned, to create an artwork to furnish the outdoor reflective space at our Cooida site (Wendouree).

The artwork featured, Layers Of Country, is an installation work by proud Gunditjmara, Yorta Yorta and Barkindji man and renowned Ballarat based artist, Josh Muir, who passed away in February 2022. BCH wishes to express our condolences to Mr Muir's family (pictured) and Community.

For further information about Josh Muir's art and life please visit www.aboriginalartdirectory.com

For further information and a copy of our Reconciliation Action Plan please refer to our website www.bchc.org.au



A commitment to safe, effective, connected person-centred care

In 2022 BCH was externally assessed as continuing to meet the following Standards, providing the quality tick of assurance to consumers and the local community of our organisation's commitment to deliver quality-focused services and care:

- o Royal Australian College of General Practitioners (RACGP) GP Practice Standards
- o Aged Care Quality Standards.

We also:

- Continued to embed the Victorian Clinical Governance Framework to continuously measure and improve our systems and processes and support the consistent provision of safe, effective, connected, person centred care. This enables clients to feel welcomed, respected, understood and supported in managing the issues they seek help for.
- Aligned organisation-wide practices to the Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework and continue to strengthen our knowledge and continuously improve our practices.
- Reviewed and updated our practices to align to the updated Child Safe Standards.
- Worked with our Reconciliation Action Plan Working Group internal and external members to develop our next Reconciliation Action Plan, as we strengthen and deepen our approaches and move from a Reflect to Innovate stage.

- Continued to improve the efficiency and effectiveness of our processes through digital transportation, expanding our use of digital forms, collaboration, automation, and analytics tools.

Implementation of Results Based Accountability (RBA) has remained a focus during 2021/22

Implementation of Results Based Accountability (RBA) has remained a focus during 2021/22. Our five launch teams commenced collecting data for BCH's minimum data set in October 2021. A key achievement has been the development of phase 1 of BCH's bespoke RBA dashboards. These visualise the data to enable us to answer our three RBA questions: How much did we do? How well did we do it? And, most importantly, is anyone better off?

Guided by the launch teams, the project working group is currently refining and validating the data and finalising the best approach for distributing our client survey. A roadmap (under development) will guide the next phase of the project, including expansion to other teams.

Our five Launch Teams are Exercise Physiology, AOD Counselling, Settlement Services, Forensic Mental Health, Podiatry.

A sustainable health and wellbeing service

Corporate Services Review

Corporate Services structures have been reviewed and renewed to help us understand where sustainability challenges exist, and ensure we are maximising our funding to benefit the communities that require assistance including:

- Replacing our telephony system to improve consistency & quality of communication
- Implementing shared ICT platform across the organisation and moved to cloud-based solutions to enable pivoting to online & remote work where necessary

Systems Reviews

We've undertaken a number of significant projects to position our organisation strongly for future opportunities and to enhance client experiences. These include upgrades to client management systems and finance systems as well as review projects which looked at opportunities to improve our impact in the community, improvements to how people access and how we deliver services, and the sustainability of our program areas.

We are continuing to build our Sustainability Plan and Capital Master Plan as our organisation grows and evolves. Into 2023 we will continue these processes, making our work more sustainable and our infrastructure offering better able to service the growing Ballarat community.

Thank you [BCH Customer Service Officer] for your patience, empathy and excellent customer service. You turned a stressful morning into a happy experience for me.

BCH client

*Go 4 Green at Our
Lady Help of Christians
Primary School*

*Read the case study
online*



PICTURED: Health Promotion Officers, Tameaka Lakey & Alexandra Bell, work with local schools to introduce health and wellbeing activities and practices to some of the youngest members of our community, ensuring health is a priority from a young age.





At BCH our staff are our greatest asset. We work to better their experience and make our workplace more welcoming and inclusive every day.

Our people, our greatest strength

Our staff are our greatest asset and, in 2022, BCH onboarded its first Executive Manager of People & Culture. We will continue to grow and support the best regional healthcare workforce in Victoria, building on the great work achieved in 2021/22.

- BCH conducted our 5th consecutive employee opinion survey now covering an 11-year period. Our results were very pleasing. We had an exceptional response rate of over 77%, and overall results described our organisation as a culture of success. 80% of staff stated that BCH was a truly great place to work. We continue to benchmark in all categories significantly higher than the norms for other Health & Community Care organisations. The survey gives us a valuable opportunity to understand any areas of concern within our teams and produce action plans to address them. It also allows us to understand what we are good at as an organisation, and further build on our strengths.
- With the onboarding of a new Executive Manager People & Culture, a new strategic capability comes into the team with the design of a new leadership capability program set to launch in 2022/23. People & Culture is helping to identify our employee value proposition and delivering programs to increase our attractiveness as an employer, whilst always focusing on great engagement, safety and compliance right across the organisation.
- People & Culture had a big role to play during COVID lockdowns this year and helped the organisation retain its critical services to the community. As an organisation we have learned so much during this time and we are improving our service because of it.

BCH is a supportive and positive place to work. The flexibility of the work is brilliant and the genuine care the staff have for the community is amazing.

BCH staff member

Our team is incredibly supportive and collaborative in the way we work together to problem solve. We complement each other's skill sets and we are always brainstorming new and creative ideas and innovations.

BCH staff member

68

New employees onboarded



Headcount @ 30 June 2022

283



69

Students



1445

Placement days

39

Active volunteers



Our statewide commitment to the most vulnerable



ARRCH

Alliance of Regional & Rural
Community Health

The focus of ARRCH is to reduce health inequity in regional and rural Victoria by addressing the social determinants of health. Each of ARRCH's member community health organisations is an expert in the social determinants of health, a specialist in regional and rural health service delivery, and a service provider deeply connected and invested in its local community.

- 11 rural and regional Community Health Services
- Focus on reducing health inequity in regional and rural Victoria
- Addressing inequities across the social determinants of health
- Over 2,500 skilled professionals improving health outcomes in its local communities
- Thousands employed and working to boost their local economies

Through the Alliance of Regional & Rural Community Health, BCH is working with community health centres to address health inequality across rural and regional Victoria.

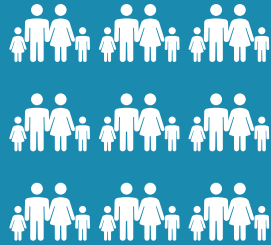


ARRCH statewide

- Over 170,00 clients
- Reaching 100s of postcodes in regional and rural Victoria
- Majority of ARRCH clients (60%) from "lowest socio-economic" postcodes
- 50%+ are pension recipients and/or health care card holders
- 15% clients participate in activities that address more than one social determinant of health
- Total Revenue \$245m+
- Workforce 2,500+
- Volunteers 600+

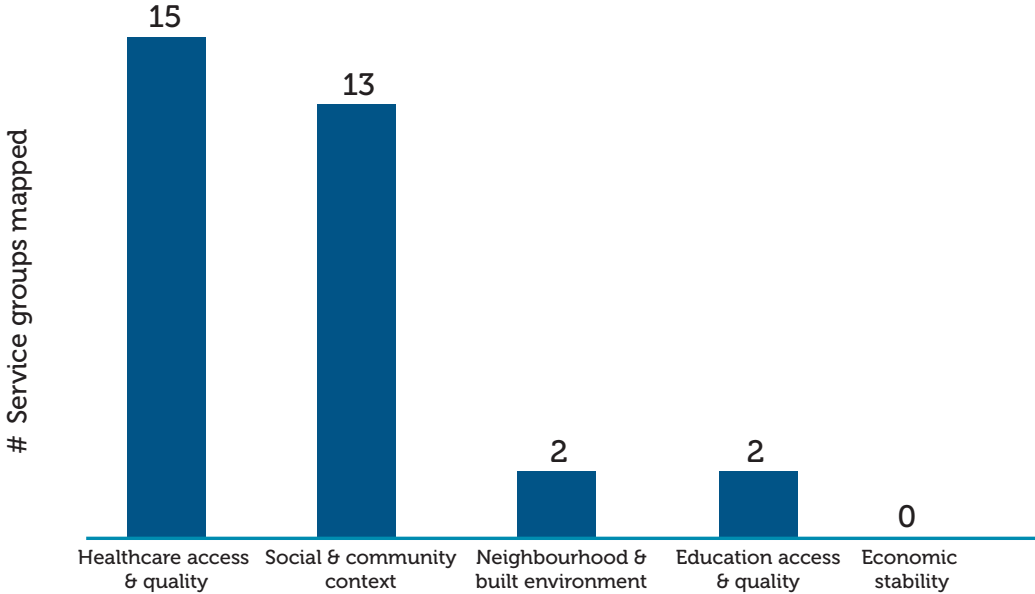


PICTURED: The CEOs of all 11 community health organisations who make up ARRCH, the Alliance of Regional & Rural Community Health.

How we're reducing health inequity in regional & rural Victoria

Value Proposition	Reducing health inequity in rural and regional Victoria						
Purpose	To work across the social determinants of health to improve health and wellbeing for all						
How we do this	<p>Reach the most disadvantaged</p> <p>We prioritise health care access & community support to people who need it most</p>	<p>Relationship based</p> <p>We build relationships and connections across lifetimes & generations as we work with the complexity in peoples lives</p>	<p>Strong community connection</p> <p>We engage & support people on their terms, in their homes, in the community and other places where they feel safe and respected.</p>	<p>Agile & responsive</p> <p>With our partners we find a way to innovate to address the social determinants of health and community capability</p>	<p>Upstream investment</p> <p>We target the root causes of health inequities to reduce the social & economic burden on government & communities</p>		
Impact	 <p>People</p>			 <p>Local communities</p>		 <p>Policies & Systems</p>	

Social determinants of health



Workforces of all ARRCH members witness the hardship faced by individuals and families who experience health inequity. COVID-19 amplified and brought to the public's attention the consequences of health inequity, and highlighted that centralised, metropolitan-based communication, support and resources failed to reach those who needed it most. In addition, as the shadow mental health pandemic unfolds, the need for community health organisations to provide broad-based mental health support has escalated.

Covid 19 response statewide for ARRCH members

VACCINATIONS	TESTING	COVID SOCIAL MEDIA HITS	HIGH RISK PEOPLE REACHED	INFO & ACTIVITY PACKS	LANGUAGES
56,000+	43,000+	343,000+	4,426+	475+	10+

Ballarat's mental health services have been bolstered with the addition of an unusual (and furry) team member.

Read the case study online



PICTURED: Resident therapy dog, Ginny, and her handler Rachael Tracey, Mental Health Clinician, work from our Cooinda site and provide support to our clients in session or in the waiting room.



Thank you to our partners

Thanks to each of these partner organisations and funding bodies for their support throughout the 2021/22 year. Your support enables our purpose.

ActionHRM Pty Ltd	Golden Plains Shire Council
Alison Peipers Consulting	Grampians Community Health
AMES Australia	Grampians Health
Anglicare Victoria trading as St Luke's Innovative Resources	Harm Reduction Victoria
Annecto LTD	headspace
Ballarat and District Aboriginal Cooperative (BADAC)	Jane Measday Consulting
Ballarat Health Services	Karingal St Laurence Limited (genU)
Baptcare	Latrobe Community Health Service
Berry Street	Lets Get Care
Blue Fire Systems	Matt Ven Consulting
Cafs	mbm
Care Connect	Mercy Health
CatholicCare Victoria	Midsumma Festival Inc
Central Highlands Family Services Alliance (CHFSA),	Nazareth Care
Central Highlands Integrated Family Violence Committee (CHIFVC)	Orygen Digital
City of Ballarat	Perceptive Data
Coloured Lines	Primary Care Connect
Community-Owned Primary Health Enterprises	Quality Innovation Performance (QIP)
Complex Needs Brokerage Agreement	Sebastopol Mens Shed
Cotter Reid Architects Pty Ltd	Secure It Self Storage
Council on the Ageing (VIC) Inc (COTA VIC)	ShedBoss/Tony Gleeson Motors P/L
Dental Health Services Victoria	St Vincent's Hospital Melbourne
Department of Family Fairness and Housing (Victoria)	SUEZ Recycling & Recovery Pty Ltd
Department of Health (Victoria)	The Aligned Group Health - TAG Health
Department of Home Affairs (Commonwealth)	The Pharmacy Guild of Australia
Department of Social Services (Commonwealth)	Transgender Victoria
Department of Education and Training (Victoria)	UNITING Vic. Tas.
Department of Justice & Community Safety (Victoria)	Utilitise IT Pty Ltd
East Grampians Health Service	Veolia Environmental Services (Aust) Pty Ltd
Feros Care	VERTIV (Australia) Pty Ltd
Forpoint Solutions	Victorian Responsible Gambling Foundation
FOUR18	Villa Maria Catholic Homes Ltd
Global Health	Warrnambool Photography
Global Health Limited	Western Victoria Primary Health Network
Golden Plains Shire	Your Community Health

Our Board & Executive team

On behalf of the entire BCH community we wish to acknowledge and thank our Board Members and Executive Team.



Paul Ryan

Paul has been a driving force in building our governance processes, leading BCH through significant growth and development over three terms as a Board Director. We thank Paul for his wisdom, leadership and support to our organisation.

Elected 23/10/13

Re-elected 08/11/16

Re-elected 21/10/19

Chairperson from 06/11/19 - current

Deputy Chairperson from 26/11/15 - 21/10/19

2013-2014 - Succession Planning & Evaluation Committee

2014-2015 - Succession Planning & Evaluation Committee

2015-2016 - Governance Committee (Chair)

2016-2017 - Governance Committee (Chair)

2017-2018 - Governance Committee (Chair)

2018-2019 - Governance Committees (Chair)

2019-2020 - Corporate Governance Committee and Quality of Care Committee

The 10 members of the Board of Directors are as follows:

Paul Ryan
(Chair)

Dr Megan May
(Osteo) (Quality of Care
Committee Chair)

Robert Hook AM

Stephen Bigarelli
(Finance & Audit
Committee Chair)

Rebecca Fraser

Mathew Muldoon

Dr Jessie Harman
(PhD) (Deputy Chair; &
Corporate Governance
Chair)

Joanna Hambling

Maria Palmer

A/Prof David Pierce

The Executive Group is as follows:

Sean Duffy
(Chief Executive Officer)

Ellery Hickson
(Executive Manager People & Culture)

Joanne Gell
(Executive Manager Client Services)

Danielle Walker
(Executive Manager Corporate Services)



PICTURED: Our Healthy Communities team are out and about every day, engaging people in new ways to help improve how we work, play and live; promoting health at every opportunity.

Financial summary

Ballarat Community Health Ltd. ACN: 136 362 993 ABN: 98 227 492 950

Statement of Profit or Loss and Other Comprehensive Income. For the year ended 30 June 2022.

	Note	2022	2021
		\$	\$
Revenue and income			
Grant revenue	2.1	18,321,686	20,411,207
Services revenue	2.2	5,248,871	4,942,754
Investment income	2.3	559,134	314,448
Other	2.4	46,774	69,695
Total revenue and income		24,176,647	25,738,104
Expenses			
Operating expenditure	3.1	24,249,158	22,087,513
Depreciation	4.4	1,139,312	824,111
Impairment expense	-		(3,333)
Finance costs		1,812	5,773
Total expenses		25,390,282	22,914,064
Surplus/(Deficit) for the year		(1,213,635)	2,824,040
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss			
Gain on revaluation of properties		3,932,739	
(Loss)/gain on the revaluation of equity instruments at fair value through other comprehensive income		(745,078)	791,748
Other comprehensive income for the year		3,187,661	791,748
Total comprehensive income for the year		1,974,026	3,615,788

Statement of financial position. As at 30 June 2022.

	Note	2022	2021
		\$	\$
ASSETS			
Current Assets			
Cash and cash equivalents	6.1	251,060	1,388,822
Receivables	5.1	1,169,108	663,839
Investments and other financial assets	4.1	8,087,442	8,470,104
Other assets	5.2	136,672	96,810
Total Current Assets		9,644,282	10,619,575
Non-Current Assets			
Property, plant and equipment	4.2	24,663,684	21,451,413
Right-of-use assets	4.3	-	70,603
Total Non-Current Assets		24,663,684	21,522,016
TOTAL ASSETS		34,307,966	32,141,591
LIABILITIES			
Current Liabilities			
Payables	5.3	1,433,556	1,452,233
Contract liabilities	5.4	728,589	277,563
Lease liabilities	6.2	-	73,801
Provisions	3.2	2,621,774	2,684,833
Total Current Liabilities		4,783,919	4,488,430
Non-Current Liabilities			
Provisions	3.2	666,813	769,953
Total Non-Current Liabilities		666,813	769,953
TOTAL LIABILITIES		5,450,732	5,258,383
NET ASSETS		28,857,234	26,883,208
EQUITY			
Financial asset revaluation reserve		374,384	1,206,630
Property asset revaluation reserve		5,297,726	1,364,987
Retained surpluses		23,185,124	24,311,591
TOTAL EQUITY		28,857,234	26,883,208



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