

Annual Report 2022

Norman Rowland
Warrigal's founder
1921-2022



**Then
& Now,
Here for
Good**

Warrigal

Inspiring communities
for older people

Then and Now, Here For Good

How fortunate we are to operate our services on such beautiful land across NSW and the ACT. I acknowledge our First Nations peoples and pay my respects to their elders. Warrigal is an Aboriginal word and we began in 1967 on Mt Warrigal.

This year, we lost four of our pioneers, who worked as diligent volunteers for this inspirational organisation. Two of them – Norm Rowland and Brian Mackander – were at the very first committee meetings. They were representing Lions and Apex clubs, who had worked with other community organisations and Shellharbour Council for years to establish the first aged care home between Mt Kiera and the Victorian border.

Their pioneering work was later enhanced by many wonderful women, including Betty Uren and Janet Walsh, who also sadly passed away this year. They worked tirelessly to create a caring and happy Mt Warrigal Rest Home. Blue Haven Aged Care in Kiama was also established in those early days in a collaborative venture with Warrigal.



Even though these pioneers are no longer with us, their legacy continues. Many older people regularly contribute to Warrigal through planning, advice, encouragement, prayer, and giving feedback after using our services. They've seen the organisation become bigger and stronger in recent years, with:

- 25 services at 15 locations across NSW and ACT
- 1846 staff and 365 volunteers
- \$152.36 million of annual revenue, and
- \$730.66 million in total assets.

Warrigal's services, size and footprint has changed dramatically over the years, but when it comes to core values and beliefs, we're still the same. We honour our pioneers by remaining a charity. We stay committed to meeting community needs through the provision of affordable services and places. We remain 'owned' on behalf of the community by 35 community volunteers. And we continue to be governed by an impressive group of 8 volunteer Board members.

This ethos of volunteerism and community commitment is in our DNA. It runs through the whole organisation and will guide us through the next stages of change and growth.

One of the biggest changes on Warrigal's horizon is the retirement of our CEO, Mark Sewell. Mark has been here for over 20 years, 14 of those as our very successful CEO.

Many of you know him well, as he's consistently been available to every person in Warrigal. In addition to strong relationships with the Board, executive and management teams, he also has enduring relationships with many other people inside the organisation. And across the community he has left an unforgettable impact, working tirelessly for the good of Warrigal, older people, and the not-for-profit sector.

He leaves Warrigal a bigger, stronger and better organisation. We are in a strong financial position, we have a new strategic plan Towards2030, and we're ready to implement positive government led aged care and retirement village reforms in the coming years.

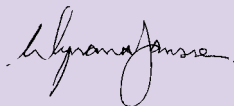
In preparation for the next phase of Warrigal's future, the Board and I have embarked on a rigorous public process of selecting a new CEO. We've been fortunate to have a large pool of successful and talented leaders eager to step into the role. This allowed us to be extremely selective and choose the best person possible to succeed Mark.

The Board is excited about the appointment of Jenni Hutchins as our new CEO. Jenni is a registered Psychologist and a graduate Company

Director on several important boards, with qualifications in business and people management from Harvard Business School. She comes to Warrigal after an impressive history of leadership in several not-for-profit and government roles, most recently the CEO of Big Fat Smile. We have selected Jenni from a very impressive group of candidates and are confident Jenni is the right person to succeed Mark, and lead us into a positive and strong future. I hope you get to know Jenni during her inaugural Warrigal year 2022/3.

Whatever that future holds, one thing is certain. Warrigal will continue to ensure older people across our communities live their best lives – on their terms. As we provide more and more housing and services for the rapidly increasing 'baby boomer' generation, we will remain passionate about responding to their aspirations.

What a great mission we collectively have. Thank you for being part of it.



Wyn Janssen
Warrigal Chair.



Jenni Hutchins

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CEO Report

In my final year as CEO of Warrigal, I've had the honour of seeing all people across Warrigal work harder than ever to navigate the pandemic.

After keeping everyone safe from COVID-19 in 2020 and 2021, this year had a tumultuous start. Community protection standards were dropped just in time for Christmas/New Year events. This undoubtedly caused the devastating second wave of the pandemic and led to nearly all our homes having serious outbreaks. More than 890 staff and 895 residents contracted COVID in 2022.

The good news is that the high rates of vaccination and our team's diligent infection control practices have protected Warrigal during the recent third wave, which appears to be waning quickly.

Let us all hope and pray the pandemic will soon be over. Because then, Warrigal can return to being the open, integrated, place of happiness and connection we were well known for before protecting vulnerable people from COVID had to become our daily obsession.

Now, more than ever, we're eager to grow bigger and better, so we can continue surviving whatever comes our way. 1000 beds was the target and we have exceeded that by several hundred.

Our managers have impressed everyone with their willingness and



capability to be adaptive, including becoming acquisition and integration specialists. They assessed, acquired and integrated Christadelphian, BUPA and IRT homes into the Warrigal Team.

Our most recent acquisition has been the Multicultural Aged Care home at Warrawong. Eager to ensure the home's survival, their Board approached Warrigal and asked us to bring it into the Warrigal family. We've now started to operate their 100 bed home and maintain the housing, care and jobs for the good people there.

This is why being big and strong is vital. It means we can help important services like these continue to operate. During 2023 it will be carefully and completely integrated into The Warrigal Way.

Our new strategic plan called Towards2030 requires us to offer more villages and home care services, as this is what older people want Warrigal to do. Consequently, a large modern village – comprising over 120 apartments – is being planned for Warrigal Warilla.



This will deliver the kind of accessible apartments and services that our Older Persons Advisory Group has told us they want in the future.

To make this exciting redevelopment possible, existing services there will have to close. The early closure of the Warilla care home in May 2022 was a difficult decision to make. Even though it's been an important part of the local service system for 38 years, the timing was right to close it now, as we were able to relocate all residents and staff to our other local homes. This means they were all able to stay at Warrigal.

Two other villages are also being built with the final stage of 24 apartments currently under construction at our award-winning village at Warrigal Shell Cove, and the plans are being finalised for an impressive, and affordable, 60 villa village at the well-known former Catholic Church site at King Street and Bradman Avenue Lake South.

Since the Aged Care Royal Commission, the government has increased its focus on older people and their care services. The previous and current federal governments have been implementing an extensive array of reforms that will deliver:

- better funding levels through an independent and easier process for aged care staff
- increased staffing levels with higher wages too, and
- better transparency for public confidence through star ratings and other measures.

These are welcome changes and will help Warrigal with our vision for older people and staff in our communities.

Frontline staff and volunteers are the real heroes at Warrigal. Their dedication and compassion has been extraordinary.

New industry leading recruitment initiatives have attracted and welcomed many new wonderful people into Warrigal. These initiatives focussed on values and customer service skills, and equipped our newest team members to deliver outstanding service. They're quickly learning that aged care work is challenging, but the most satisfying human service work of all. The resilient humour and amazing stories from the people we support is the daily inspiration needed to do this important work.

As I enter my own retirement this year, I've been able to glean wisdom and good advice from so many people who have lived the ageing journey ahead of me. Those who have been able to plan ahead and embrace each stage as it comes seem to do life very well.

Looking back after 20 years of work at Warrigal, I'm grateful for the opportunity I've had to be part of this wonderful community of passionate people of all ages. People who are here for good, and keen to ensure older people can live great lives.

I hope to see many of you as I begin the next chapter of my life. All the best.



Mark Sewell
CEO

Warilla Celebration



Warrigal Warilla staff, volunteers and contractors joined together in May as we held a celebration to honour the 38 years of the care home's operations after it closed.

Attendees enjoyed a night of great food, laughter, and sharing memories as we heard many inspiring stories that made it such a wonderful place.

Leading For Good

– Our Executive Team



Ben Marsh

Executive Leader
– Finance and
Administration

- Finance
- Community Relations
- Customer Relations
- Payroll

Craig Smith

Executive Leader –
Service Integrated
Communities

- Residential Care
Homes
- Village Services
- Home Services
- Club Socials
- Operational Quality and
Compliance Team
- Wellness and Lifestyle

Alissa Walsh

Executive Leader –
Service Innovation
and Development

- Strategic Partnerships
- Technology Solutions
- Commissioning
- Company Secretary

Peter Hutchinson

Executive Leader –
Property Services

- Asset Maintenance
- Property Development
- Sustainability

Penelope Batman

Executive Leader –
People and Culture

- Culture
- Employee Relations
- Organisational
Development
- Talent Management
and Recruitment

Mark Sewell Chief Executive Officer

- Company Secretary

In Good Hands

– Our Board of Directors



Wyn Janssen

**Chairperson
Independent Non-Executive
Director
Ex Officio Member of all
Committees**

Mr Janssen was appointed a director in 2012 and became Chairman in 2016. He is retired and has worked in commercial financial roles for over 40 years; the last 20 were as Regional Finance Director for a multinational corporation. He was previously a director, and Treasurer, of Warrigal Care from 1997 until 2009, resigning from that role to take up an overseas assignment. He holds degrees in Commerce and Education as well as an MBA. He is a member of CPA Australia and a Fellow of the Australian Institute of Company Directors. He is a charter member of the Rotary Club of Illawarra Sunrise.



Roger Downs

**Deputy Chairperson
Independent Non-Executive
Director
Member of Business Risk
and Audit Committee**

Mr Downs was appointed a director in 1997. Mr Downs is retired and holds degrees in Commerce and Law and a postgraduate diploma in Management. He is a director of Illawarra Credit Union Ltd and a board member (and Chair of the Planning Committee) of Justice Health and Forensic Mental Health Network.



Wayne Morris

**Independent Non-Executive
Director
Chairperson of Business
Risk and Audit Committee**

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS and AM (Harvard). Mr Morris was appointed a director in 2009. He is a retired CEO and currently acts as a voluntary business consultant to various community, charity and church organisations. He is also on the boards of Illawarra Performing Arts Centre Inc, Living Sound Broadcasters Ltd, Southern Illawarra Church of Christ, Wollongong City of Innovation Ltd (trading as Destination Wollongong), Wollongong Conservatorium of Music Ltd and Wollongong Symphony Orchestra Ltd.



Margaret Collins

Independent Non-Executive Director

Member of Business Risk and Audit Committee

Mrs Collins was appointed a director in 1997. She has over 33 years' experience in the financial services industry and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is a retired Financial Planner. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



Philip Thompson OAM

Independent Non-Executive Director

Chairperson of the Planning Development and Sustainability Committee

Mr Thompson was appointed a director in 1999. He is a retired Local Government Engineer and was a former Chairperson of a community consultative committee for the Hanson Quarry, Bass Point. He has held voluntary positions with the Salvation Army Red Shield Appeal, was the Association of Apex Clubs NSW State President and Illawarra District Governor. Mr Thompson's Order of Australia Medal in 2011 was for his contribution to Aged Care and Apex, and is currently the Treasurer for the Illawarra Order Of Australia Committee.



Judy Mullan

Independent Non-Executive Director

Member of the Care Governance Committee

Professor Judy Mullan was appointed a director in 2000. She is the Academic Director: Research within the Graduate School of Medicine, the Academic Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and the Deputy Director for the Illawarra & Southern Practice Research Network (ISPRN). Judy has a degree in Pharmacy and the Arts, and a Ph.D. in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia.



Helen Newman

Independent Non-Executive Director

Chairperson of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed a director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to postgraduate nursing studies, and a Graduate Diploma in Nursing (Critical Care). She is a member of the Australian College for Infection Prevention and Control.



Nicky Sloan

Independent Non-Executive Director

Member of Planning Development and Sustainability Committee

Mrs Sloan was appointed to the Board in 2021. She is normally the CEO of Community Industry Group Ltd, but is currently the Interim General Manager Industry & Workforce Development at the new aged care peak body, Aged & Community Care Providers Association (ACCPA). Mrs Sloan is Chair of the Board of Wollongong Conservatorium of Music and a Director of Regional Development Australia Illawarra. She is an Honorary Fellow of the University of Wollongong, is studying for a degree in Dementia Care, holds a degree in Community and Environment, a degree in Marketing, and a Diploma in Project Management.



Mark Sewell

Company Secretary

Mr Sewell, MBA, B.Soc Sci, AIMM, GAICD, was appointed to the position of Chief Executive Officer and Company Secretary in April 2008. He was the Deputy Chief Executive Officer of Warrigal Care from 2001 and previously held management positions with the NSW Government Departments of DADHC, DoCS and IAHS. He has been a member of the Minister for the Illawarra's Community Advisory Panel and is on the Illawarra Business Chamber Advisory Council. He is a director on a number of non-profit boards and is national Director, NSW counselor and regional chairperson for Aged and Community Services Australia.

All Good Things

Supported **4035**
older people across
all our services:

1880 in Residential Care
(**1202** women, **678** men)

671 in Community Villages

1308 in Home Services

176 in Warrigal Social



7 Awards

recognising our
commitment to
ensuring older people
**live their best lives,
on their terms**



Provided
employment for
1846

people. Supported
by **365** dedicated
volunteers completing
31,926 hours of
volunteer work



25
essential services at
15
locations across
NSW and the ACT

Achieved
\$152.36M
in total revenue



Welcomed **372**
residents, their
families and
155 staff at
Warrigal Wollongong
and Links Seaside
by Warrigal.



As Good As Gold

– This Year's Awards

This was another year of community and industry recognition for Warrigal. We feel privileged to have the unwavering support of customers, staff, volunteers, business partners and the community, who all support us to provide such a high level of service for our older people.



WINNER

Provider of The Year

For our outstanding leadership, management, workforce culture, innovation, communication and excellence in the aged care sector



WINNER

Community Connections

For our regional community rally to highlight the pressing need for wage justice for aged care staff



SILVER

Silver Award

For our 2021 Annual Report, which was assessed as being clear and transparent



WINNER

Excellence in Workplace Culture

For our commitment to inclusivity, people empowerment and being an employer of choice



WINNER

Outstanding Community Organisation

For our achievements in improving the social, cultural and environmental wellbeing of the community



HIGHLY COMMENDED

Excellence in Innovation

For our innovative commitment to continuity of care with the Special Care Unit, Safe Visiting Areas and Connect-19 Program



WINNER

Excellence in Large Business

For our effectively driven growth and our ability to demonstrate the specific strategies implemented to achieve business success and/or resilience

From Then to Now

– Our History

1960s

1964

Shellharbour Lions Club identified the need for a provision of safe services for older people.

1967

Shellharbour Lions Club, Kiama Soroptomists, Rotary and Apex together formed a strong Board to create the Mount Warrigal Retirement Village. Our founding board members were Norm Rowland, Brian Mackander, Joan Pearce, Anthony Bilton, Ken Stuart, Reg Simpson and Harry Bush.

1970s



1976

Fay Smith was elected as the inaugural president of the first auxiliary. The home expanded to accommodate a safe and secure environment for another 28 residents.

1980s



1968

Enid Grant was welcomed as the first resident of the 10-bed "rest home" located on Native Dog Hill (Mt Warrigal). Mrs Enid Baker was the first matron. All other staff were volunteers. Funding came from community donations. The land was leased from Shellharbour Council.

1971

Warrigal was already forging ahead with expansion. Sixteen more older people joined. Local service clubs met furnishing and building costs.

1980s

Warrigal's solid growth was continuing with the opening of new homes and community villages throughout the Illawarra region including Arcadia Court, Rowland Court and Mt Warrigal. In 1981/2 Warrigal's future was secured as it was incorporated as a public company and became a registered charity. The Ladies Auxiliary opportunity shop in Warilla also opened for the first time.



1990s

1993

101 additional older people cared for in Warrigal Community Village Figtree and Coniston. Albion Park Rail welcomed 40 residents into the John and Margaret Land Hostel and the first 10 Units of Cluff Court. The village was named after the Mackander family, the hostel after John and Margaret Land and Cluff Court after Alan and Lorraine Cluff. 49 residents were welcomed to the Goulburn Residential Care Home then named Mirambeena Nursing Home. The Property Services Department at Oak Flats opened.

1994

With strong growth continuing in the Southern Highlands, 100 residents joined Queanbeyan Community Village (then called Kawaree Retirement Village). 42 residents moved into Linkside Residential Care home and 17 moved to Warrigal Community Village Bundanoon (known then as Linkside Gardens Retirement Village). Warrigal Administration Centre opened at Albion Park Rail.

1999

Warrigal Care became the registered trading name; a new logo and new corporate colours of blue and green were adopted.

1988/1990

Growth continued with 50 beds added to Mt Warrigal home. 30 residents welcomed to Rowland Court at Lake Illawarra, named in recognition of Norm Rowland, a former Chairman of the Board.

1983

Warrigal welcomed residents to the 12 Villa Warrigal Community Village in Arcadia Street providing greater protection and services.

1984/5

Strengthening the site where it all began, the original Mt Warrigal residential care home closed and was then re-opened with 50 new residents and named after Joan Pearce in recognition of her services to the Board and Auxiliary. An additional Warrigal Community Village also constructed known as Arcadia Court.

1991

Continuing to provide a safe space for older people, 16 units were constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman. A community day respite centre commenced at Lake Illawarra named after Beryl Lewis, a long serving member of the Board and Auxiliary.

1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed and Queen Beatrix Residential Care Home in Mackander Village opened with 41 residents. In a bid to protect even more older people out in the wider community, Warrigal Connect commenced operations.

1998

More solid growth when 56 additional units were completed at Cluff Court. Warrigal Connect (Warrigal Community Care) began in Queanbeyan.

2000s

2010s

As the might of social media took force, Warrigal has entered a new era with its state-of-the-art Shell Cove community and the introduction of its own social media presence #ExcitingTimes!

2006/2007

Land was purchased at Beach Street Wollongong to secure future expansion plans. Warrigal Connect services commenced at Illawarra, Goulburn and Queanbeyan. Stage one of Bundanoon's residential care home was completed for 45 people.

2010s

2011

Keeping the wider community safe, Community Connect expanded with the acquisition of AllCare In-Home Services. Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded.



2014

Goulburn Community Village officially opened including 36 new villas and 40 care suites. A substantial \$17M in funding from Restart NSW for the new Residential Care Home in Shell Cove was approved.

2015

2000/2001

Warrigal Care welcomed into its care the 17 residents of Pencomas Lodge Goulburn. Warrigal Connect began services in Goulburn. Warrigal Community Village Albion Park Rail opened its village community centre.



2008/2009

To provide even greater levels of care and protection, residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new 120 bed home at Goulburn and the sites sold. The Bundanoon home was expanded by 45 beds and Warrigal Connect Goulburn and Queanbeyan increased including specialised dementia home services. Warrigal Club Connect commenced in Goulburn and all services renamed to reflect location.

2013

With a commitment to the safety and care of residents, a new Philosophy of Care was developed. A new Strategic Plan called 'Towards 2020' was developed. An updated brand and new look purple 'Warrigal' was launched.

2015

Construction commenced at the Shell Cove marina with a new Flagship community at Shell Cove incorporating a state of the art residential care home, community village and an integrated community space called The Quay. Warrigal Community Connect Illawarra expanded its commitment to keep older people safe in the community having won the tender by Shellharbour City Council to take over services in the Shellharbour area.

2016

All 33 villas and 47 apartments sell off the plan at the new Warrigal Shell Cove village. Warrigal entered the Loss Prevention and Recovery Workers Compensation Scheme and obtained Australian Standard 4801 for its strengthened safety culture

2017

Substantial growth with construction of the Quay, Care Home and 33 villas at Shell Cove completed. Land parcel of approx. 3300sqm was acquired adjoining the villages. A DA was lodged in March 2019 for 24 new apartments. Building upgrades were made at our Coniston, Mt Warrigal and Warilla homes.



2017

Winner of the Aged & Community Services Association's Environmental Sustainability Award and the first aged care provider to achieve Gold Level membership with the State Government's Sustainability Advantage Program.



2019

Securing the future of aged care, completion of the \$32M flagship Queanbeyan residential care home representing a whole new approach to aged care living.



2022

Increased our services in Wollongong, welcoming Warrigal Wollongong, the Links Seaside by Warrigal from IRT and Multicultural Village Warrawong. Had to close Warrigal Warilla RCH.

We farewelled Norm Rowland, Warrigal's inspiring founder who passed away.

2020s

VIEW →
QR CODE



2018

Proving once again our strong commitment to **The Warrigal Way**, winner of the ACSA Aged Care Provider of the Year AUS. Warrigal was formally selected by Christadelphian Aged Care to take over ownership of their Ridgeview Aged Care Home at Albion Park, the home is now officially known as Warrigal Mount Terry.



2020

Keeping our residents safe, Bundanoon site evacuated with the January bushfires and then by March a full COVID-19 action plan was in place.

Sold the site at Corrimal St Wollongong after many attempts to achieve a development model in this location.



2021

Growing our reach and offering great lives for older people in Canberra, we welcomed two new sites into the Warrigal family. The acquisition of two residential care homes – at Calwell and Stirling – means we now have a strong presence in Canberra/Queanbeyan.

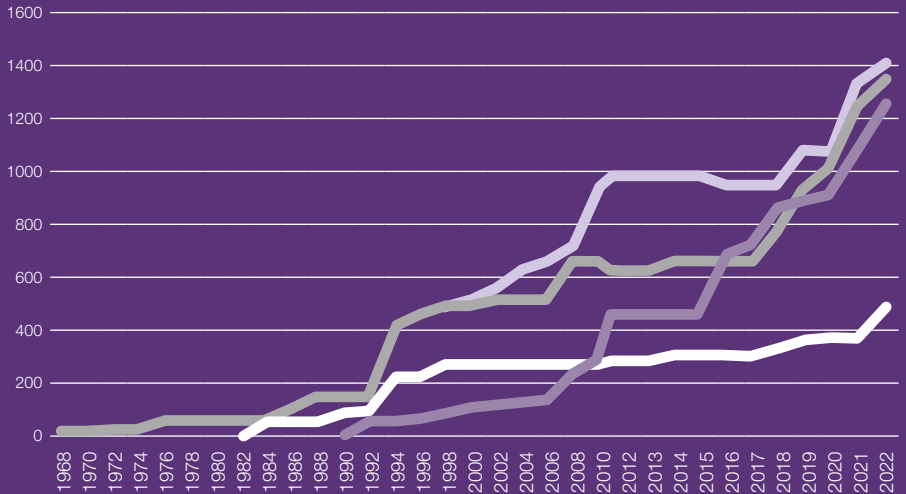
Winner of the ACSA Aged Care Provider of the Year AUS.

Developed our future strategy called Towards2030.

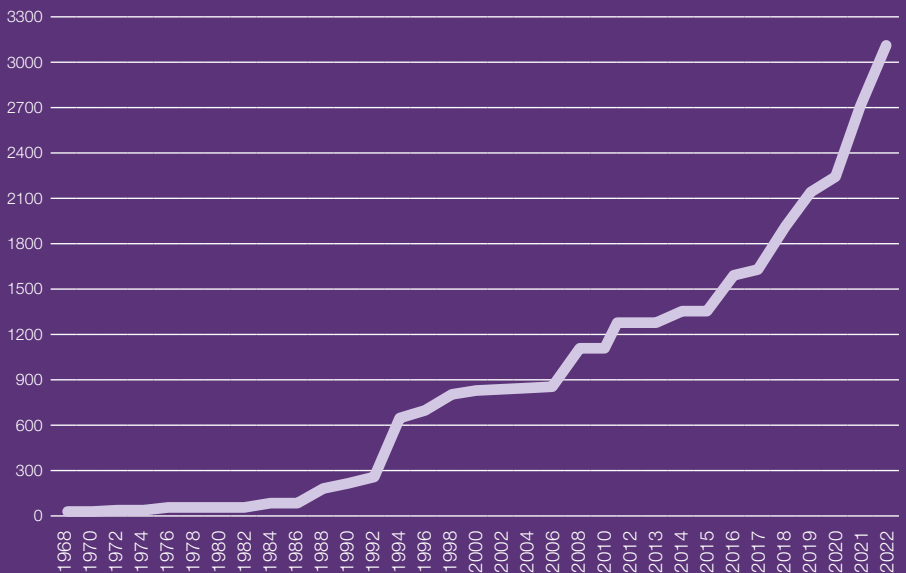
Growth Then and Now

History of Service Growth by Service Types

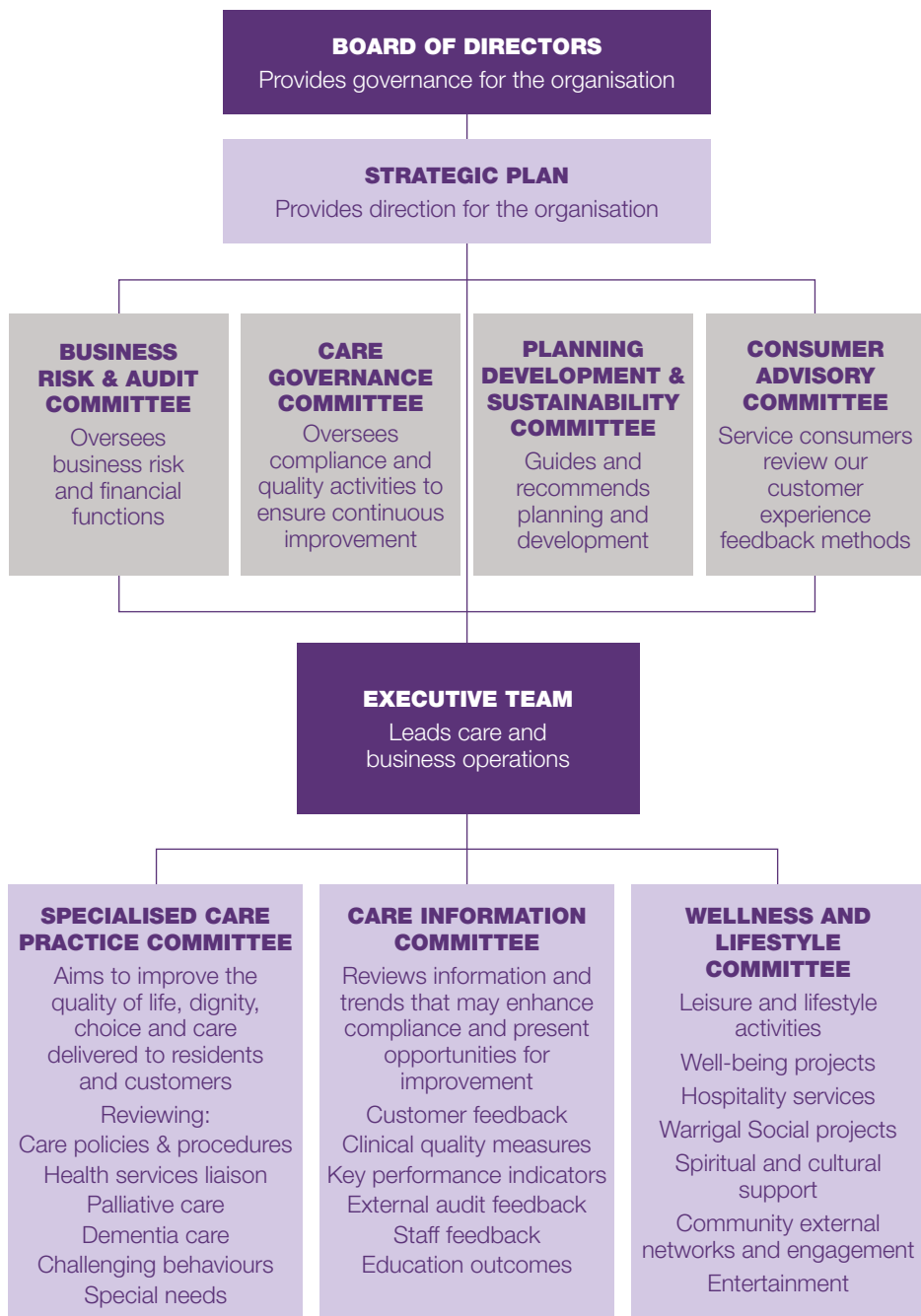
- Total Allocated bed licences (incl. provisional and operational)
- Operational bed licences
- Home services
- Community village



All Services Combined Growth History



A Good Framework



Our New Strategic Plan – Towards 2030

Strategic Direction #1:

Our customers will have confidence in us



Our intent: We will provide an outstanding experience for all older people, including those with complex care needs. We will earn the trust of their carers and families, and the communities in which they live, by working with them, in partnership with other quality providers when needed, and by being transparent in our dealings with all who entrust us to operate services, and advocate for them on their behalf.



STRATEGIC OUTCOMES

1. Provide guidance and navigation support enabling easy access to services at Warrigal
2. Strengthen and create connection with customers and within communities
3. Offer a range of services to transition through to meet our customer's different choices as they age
4. Partner with value-add businesses and service providers to deliver holistic support
5. Enhance offerings and inclusive services to serve more diverse customers

KEY RESULT AREAS

Customers and their families are aware of us
Customers choose us
Customers are satisfied
Customers and their families tell others about us
People are supported regardless of socioeconomic status

Strategic Direction #2: Our services are seamless & highest quality



“

Our intent: We will offer a wide range of services, within different environments, and high quality tiered (base + self-funded) support and service models. We will provide significant support systems in people's homes including in community villages, while ensuring that those in residential care have access to quality living, along with quality health and social supports. Everyone deserves safety and happiness.

”

STRATEGIC OUTCOMES

1. Continue to strengthen the performance of our compliance with safety and quality standards
2. Within each service type, diversify the service offerings (e.g. psycho-social supports, allied health, transport, home maintenance, dementia, subacute/rehab care)
3. Modernise physical environments to ensure they are comfortable, safe, beautiful and sustainable
4. More technology enabled point-of-care customer service and care service delivery
5. Enhance easy seamless transition between service offerings

KEY RESULT AREAS

We meet demand
People are happy
People are safe
Customers have choice
Services are seamless
Technology is beneficial

Strategic Direction #3: Our managers, staff and volunteers will be capable and engaged



Our intent: We will continue to grow our workforce, including volunteers, to meet growing customer and community needs and expectations. We will strengthen our skills base so our people are highly competent and socially engaged, using technology, while preserving our Warrigal team culture, and being the first choice for people seeking meaningful work.



STRATEGIC OUTCOMES

1. Promote a one team culture – The Warrigal Way
2. Provide opportunities for learning and growth to build fulfilling careers in Aged Care
3. Attract and retain great people using innovative programs
4. Provide the environment for people to flourish and be their best selves
5. Introduce innovative systems and technology to support our workers

KEY RESULT AREAS

- Our people are highly engaged
- Our people are high performers
- Our people are capable
- People want to work for us

Strategic Direction #4: Our organisation will have sustainable growth



“

Our intent: We will operate a sustainable and reliable organisation that our communities recognise is ‘here for good’ because it invests in serving more people in more ways. This means meeting people’s needs at an acceptable cost, having strong revenue sources, and harnessing technology and business efficiencies.

”

STRATEGIC OUTCOMES

1. Define service offerings and costs, so that customers can differentiate between base and value-add options
2. Improve digital enablers, including single portable customer records, contemporary customer interfaces, smarter processes that enhance speed, quality and reduce costs
3. Optimise ethical governance to provide assurances required in a more regulated system and streamline policies and procedures to improve service consistency
4. Continue to act as leaders in environmental and development sustainability and ethical service systems practices
5. Strengthen financial sustainability, by increasing predictability of revenue streams and optimising value derived from assets

KEY RESULT AREAS

We are growing
We have a social license
Overheads are optimised
Environmentally sustainable

How we performed this last year ...



Strategic Direction 1 Our customers

At Warrigal, we exist so that older people live their best lives on their own terms. We support older people by helping them create the connections and communities they love.

It is a privilege to have our customers and residents place their trust and confidence in us to provide a place they can call home.

Our Customer Experience Program includes strategies to build long and positive relationships with residents as they grow older. We want them to know our interactions with them are not transactional. Rather, we're committed to truly understanding who they are, and honouring their right to live their lives on their terms.

Warrigal captures customer experience feedback in the following ways:

- **Our Older Persons Advisory Group (OPAG):** The OPAG comes together bi-annually to provide advice on our policies, processes and services, from an older person's perspective
- **Aged Care Quality and Safety Commission accreditation visits:** Feedback from these visits is captured in site action plans, and used for continuous improvement
- **Complaints and compliments registers:** All homes participated in consumer experience interviews that were arranged by the Commission and conducted by an independent





third party. These interviews capture valuable insights from our residents about the quality of services they receive. Content is reviewed by the Commission, who identify trends, and review in conjunction with Warrigal's responsiveness and strategies for addressing concerns

- **Resident meetings:** Feedback from residents and families is vital to creating positive change, and this year we specifically wanted to know how we could best provide support to residents as the pandemic continues into its second and third year. 'Tell Us What You Think' feedback forms were available at all sites and we held regular village meetings on-site and on zoom with executives and the CEO.
- **Letters, social media and village walks:** We continue to invite residents and families via a hard copy letter to email us with feedback, we've increased our social media activity because we know it's a very effective way of getting real-time feedback.

Resident engagement

Our resident meetings discuss activities, theme days, food menus and also provide feedback on clinical indicators. These forums provide a specific channel to update residents on Covid-19, current status, changes to public health orders, and any changes to visitation or general industry news.

We're focused on providing an outstanding experience for all older people, and earning the trust of their carers and families, which means actively seeking their feedback. This year we contacted relatives of customers and residents to obtain feedback on the quality of care, spiritual and cultural needs, and suggestions on how we can improve.

Village residents out and about

With the change to Covid-19 related restrictions this past year we were delighted to offer events and outings

again in 2022. One of the highlights was the Mothers' Day Lunch at Panorama House where 50 women (and men) were treated to a lovely day out as well as receiving a thoughtful gift. The NSW Premier's Seniors Concert was also well attended and enjoyed by all, along with many other concerts, including Oh What a Night, Robertson Brothers, Mirisia, World of Musicals, Ten Tenors, and Lamplighters Choir. Our Southern Highlands Villages have enjoyed many exciting outings, including a Historic trip to Gunning, a history trip to Tarago, and an art and shopping trip to Federation Square.



Village regulatory requirements

The NSW Retirement Villages Act was amended to include a 10 year Asset Management Plan for every village. Our team worked with consultants to ensure the Plan meets the new Legislative Amendment. Our residents were informed of these changes and the Three Year Asset Management Plan is available to residents.

Pizza Day – Stirling



We love to provide our residents with fresh food options – including fun interactive cooking days! Residents at Warrigal Stirling enjoy their new pizza oven, enjoying time together making their own pizzas with their favourite toppings.

Links Seaside Birthday



Our Links Seaside by Warrigal community village has its own restaurant, serving delicious fresh food to villagers by the talented chef on-site. Alva chose to spend her 95th birthday in style with friends, enjoying a fresh lunch and sparkling wine.

In Good Taste

At Warrigal the food is healthy, nutritious, and made fresh at every location. Every year, more than one million meals are provided to Warrigal residents by professional catering companies that employ a team of chefs and dieticians. This means our residents enjoy delicious, wholesome meals cooked from scratch on site.

The Links Seaside by Warrigal has its own bar and restaurant, offers meals worthy of fine dining venues, and can cater for a variety of functions, including wine tasting events.

Onsite cafes are a vital part of the vibrant social and dining experience. They provide a range of options for lovers of coffee and tea with the benefits of socialising in the community hub. Some of our cafes are run by volunteers, others by our contract catering partners, and all

are thriving hubs, often used by our managers and staff for meetings. They are a place where families and visitors can meet with residents, build relationships and socialise.

It's important for us to know the food preferences of our residents and customers, so we frequently ask for their feedback through forums and surveys. Knowing what our customers like helps us to offer a range of hot and cold meal choices throughout the day.

Warrigal is proud of our compliance record. All NSW sites currently hold an A rating from the NSW Food Authority. Our homes in ACT are not rated but are fully compliant.



Strategic Direction 2

Our Services



To provide seamless services of the highest quality, Warrigal has engaged in significant programs and projects in the last year as we modernise the physical environment, upgrade technology to improve care, and strengthen safety and quality standards.

Aged Care Reform

The findings and recommendations of the Royal Commission into Aged Care Quality and Safety (Royal Commission) initiated a process of change and

improvement across the aged care sector. Warrigal welcomes the aged care reforms and is actively engaged and committed to the reform agenda, which will continue for the next few years. In aid of the Royal Commission reforms, during the past year we have taken a systematic and organisation-wide approach by reviewing our current activities, identifying any gaps and progressing change where needed.



Our Residential Care Homes at a glance



211
RESPITE CARE
RESIDENTS
average stay **23** days

1669
PERMANENT CARE
RESIDENTS
average stay **860** days

MOST COMMON LANGUAGES SPOKEN



English



Italian



Macedonian



German

A high level task force has been meeting on a regular basis to consider each Royal Commission recommendation together with Government policy changes. The nature of the reforms impacts every aspect of our organisation and requires consideration of policies, procedures and administrative processes.

Safety in Our Homes

Safety is vital in everything we do at Warrigal, and our Residential Care team works consistently and closely with our internal quality and compliance team to maintain high quality care. We also provide individual care plans to ensure culture and dignity of risk are captured.

Warrigal uses an external benchmarking system in the form of QPS/Quality of care surveys, measuring clinical indicators and seeking feedback on the quality of care being provided.

Some examples of actions and improvements that have been introduced or further enhanced as a result of QPS audit findings:

FALL PREVENTION

- Introduced Keep an Eye on Me Program (KEMP)
- Introduced wellness programs to improve residents' strength and balance, including gym activities and walking groups

- Enhanced focus on allied health professionals attending organisational falls related meetings
- Included Physiotherapists in Clinical Leadership Forum sessions, providing a consistent organisational approach to falls prevention and management

WOUND MANAGEMENT

- Reviewed Skin Injury Prevention and Wound Care Policy and Procedure, and replaced with 2 separate policies to provide clearer information
 1. Skin Integrity Policy and Procedure
 2. Wound Care Policy and Procedure and Wound Photography Guidelines
- Included further guidance to accurately stage pressure injuries and categorise skin tears. Improved information recorded in the care plan about pressure injury risk assessments and management

REPORTING

- Introduced a new audit program for our Incident Support Line Officers to conduct audits of progress notes and incident forms to ensure all incidents are recorded and reported as required
- Expanded quality and clinical risk meetings to discuss other clinical risks items

Real World Games – Albion Park Rail



Our fantastic physio team at Warrigal Albion Park Rail engage residents by incorporating games into their exercises. They completed the 'Real World Games', a friendly competition involving completing everyday activities in order to build strength and coordination skills.

Craft Partnership – Shell Cove



Warrigal Shell Cove customers enjoyed a community partnership with Frasers Property and Shellharbour Anglican College, as students from the college art club visited the care home to complete a fun lantern decorating activity and learn a new skill together.

Good and Proper

The provision of safe and quality care and services, with a focus on resident/customer outcomes and their experiences, is core to our purpose. Our quality and compliance framework is the consistent structure that Warrigal uses to measure against regulatory requirements and standards.

Our Care Governance Committee is responsible for monitoring the Clinical Indicator data and results at each residential care home, as well as home care services customers. They use this data to measure care and services compliance and outcomes. Our results are then benchmarked against the industry.

Any incidents are investigated thoroughly and the outcome is based on the individual circumstances of each situation and the person's right to exercise choice. Decisions and actions are analysed to see what steps can be taken to prevent the incident from reoccurring.

Each year the Aged Care Quality and Safety Commission undertakes a number of independent audits and this year these audits were conducted on-site, via phone call and MS Teams to make allowances for Covid-19 related restrictions to on-site visits.

The following independent audits were undertaken throughout the year:

INFECTION CONTROL AND COVID-19 RELATED VISITS OR PHONE CALLS

- 2 July 2021 – Mt Warrigal, Warilla
- 12 July 2021 – Bundanoon
- 28 July 2021 – Queanbeyan, Home Services Illawarra, Home Services Goulburn, Home Services Queanbeyan
- 23 August 2021 – Warilla
- 31 August 2021 – Albion Park Rail, Coniston, Mount Terry, Mt Warrigal, Shell Cove, Warilla
- 1 September 2021 - Stirling
- 13 September 2021 – Bundanoon



- 20 January 2022 – Coniston
- 8 February 2022 – Albion Park Rail, Bundanoon, Coniston, Mount Terry, Stirling, Shell Cove, Warilla, Home Services Goulburn, Home Services Queanbeyan
- 9 March 2022 – Albion Park Rail, contact regarding flood preparedness; Coniston, contact regarding flood preparedness; Warilla, contact regarding flood preparedness
- 1 June 2022 – Goulburn
- 9 June 2022 – Calwell

Audit findings were satisfactory with any identified opportunities for improvement actioned.

ANNOUNCED VISITS BY THE AGED CARE QUALITY AND SAFETY COMMISSION

- 27 August 2021 – Mount Terry assessment contact request for documentation
- 17 September 2021 – Mount Terry assessment contact to discuss documentation
- 24 September 2021– Shell Cove assessment contact
- 02 November 2021 – Goulburn assessment contact
- 21 February 2022 – Queanbeyan assessment contact
- 10 May 2022 – Albion Park Rail assessment contact

All audit findings were satisfactory.

RE-ACCREDITATION VISITS BY THE AGED CARE QUALITY AND SAFETY COMMISSION

- 3-6 August 2021-Stirling Re-Accreditation Audit. All requirements were met
- 15-18 February 2022 Bundanoon Re-Accreditation Audit. Not met includes: 1(3)(a), 1(3)(b), 2(3)(d), 2(3)(e), 4(3)(a), 4(3)(b),7(3)(a)
- 24-26 May 2022 Coniston Re-Accreditation Audit. Not met includes: 1(3)(d), 2(3)(e), 3(3)(a), 3(3)(g), 7(3)(d), 8(3)(d)
- 8-10 June 2022 Mt Warrigal Re-Accreditation Audit. Not met 3(3)(a)

NDIS COMMISSION RE-ACCREDITATION

NDIS Commission re-accreditation is being undertaken by a third party auditor. Stage 1 involved a desktop audit which was completed on 23 and 24 June 2022. Stage 2 involved an audit in the relevant homes on 24 and 25 August which resulted in the required standards being met.

Serious Incident Response Scheme

All Priority 1 and 2 incidents are reportable to the Aged Care Quality and Safety Commission. For the period 1 July 2021 to 30 June 2022 Warrigal submitted:

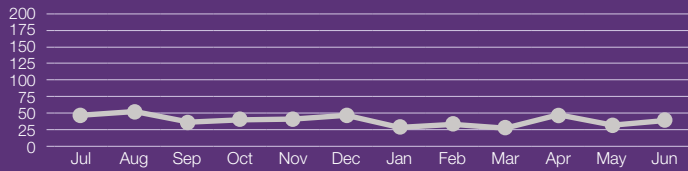
- 117 Priority 1 notifications, of which 83 have been closed.
- 166 Priority 2 notifications, of which 91 have been closed.

All incidents are reviewed by our Care Governance Committee.

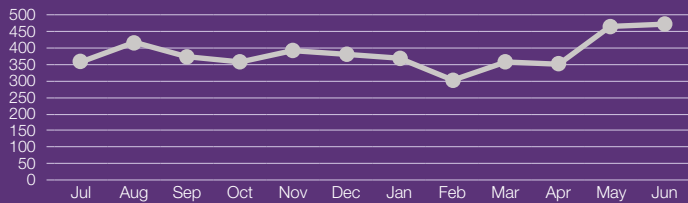
Clinical Indicators



Behaviours



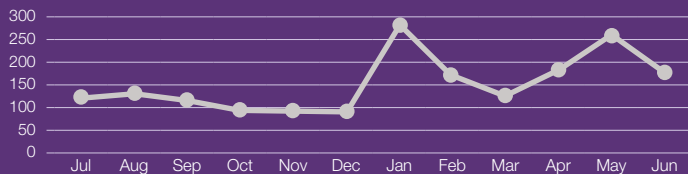
Falls



Falls increased in the homes during outbreaks as residents initially were not attending exercise classes and physiotherapy sessions which resulted in their physical condition and mobility deteriorating during this period. Warrigal also welcomed the addition of another home with data additions in April, May and June.



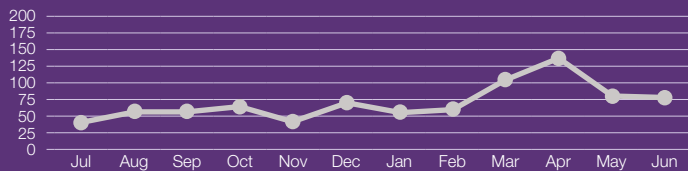
Infections



The respiratory infection rate increased in Jan & May as a result of an increase in COVID-19 cases. In addition there were other infections including gastroenteritis and rhinovirus.



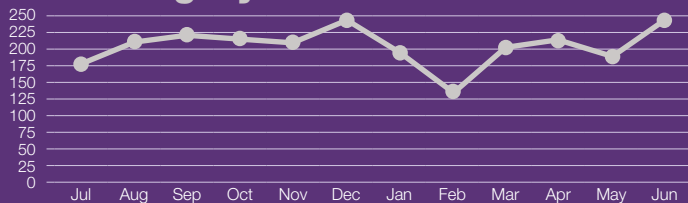
Medication



Medication errors and incidents increased due to the increased use of agency staff who were unfamiliar with the systems used for medication management. The main types of errors related to delays in re-ordering and other process related errors.



Skin Integrity



Skin Integrity issues related to falls, bumping into objects, and outbreaks with isolation and diminished mobility during these times

All Well and Good

Our Village Communities

We are proud that more than 700 residents live independently across ten villages at Warrigal. Our Shell Cove and Queanbeyan Villages also offer Serviced Apartments and six of our villages are situated alongside our Residential Care Homes. This year, as part of our community connection and affordable housing initiatives, we offered units for rent at Warilla, Figtree and Albion Park. The units were leased via a local real estate agency.

We encourage our village residents to take ownership of their village meetings, and run their own programs and events that cater to their specific and unique needs.

Our team is committed to working alongside the residents, ensuring they:

- Feel connected to Warrigal and each other
- Have the opportunity to discuss their needs and feel heard
- Feel safe at all times.

Our residents also have access to a number of services, including a telehealth system, to provide reassurance that support is always available, and only a button push away.



On 14 July we held a Combined Villages Lunch Event. On the day we had people from all ten villages as well as many from our team turning up for the fun too. The Figtree Follies (residents of our Figtree Village) provided entertainment on the day.

In July, NSW Fair Trading audited Figtree Community Village to assess compliance of the mandatory documents on village entry, village operations and village departure. We're extremely pleased with the result, the Assessors determined that 'Warrigal's compliance was of an extremely high standard, something to be proud of and the best they've seen so far.'



NAIDOC Week Celebrations

Our villages celebrated NAIDOC Week in early July. This year, the theme was 'Get Up! Stand Up! Show Up!', a message to encourage communities to come together and champion positive systemic change.

Celebrations included Indigenous craft sessions, First Nations trivia, Aboriginal culture and history lessons. At Goulburn, a local Aboriginal dance group was invited into the care home to perform a cultural dance for residents and staff.

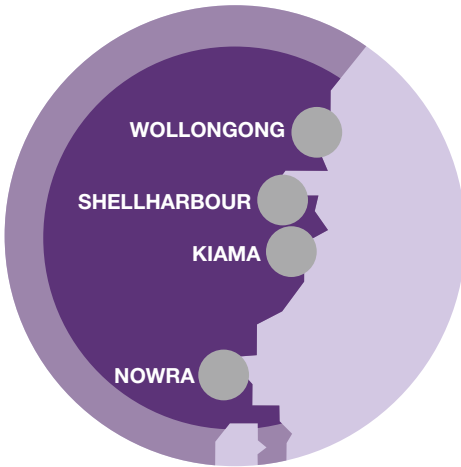
It is a privilege to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander peoples, and we acknowledge the traditional owners of the land where we work and live.



Help at home – Home Services

In the last year, Warrigal Home Services provided assistance to 1484 customers.

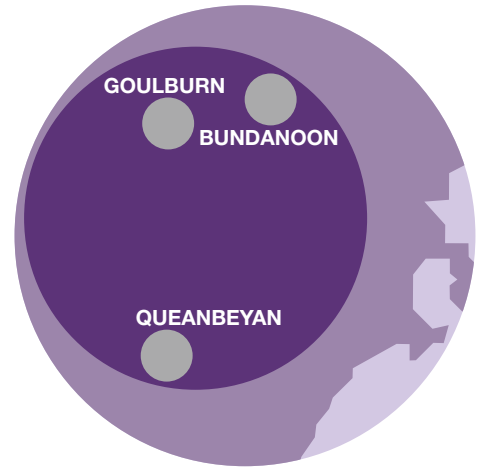
Illawarra



Total Customers: 961

142	Warrigal Social (CHSP Group)
222	Warrigal Home Services (Home Care Packages)
57	Warrigal Home Services (Private and Brokered Service)
463	Warrigal Home Services (CHSP Individual)
77	Warrigal Home Services (Veterans Home Care)

Southern Highlands



Total Customers: 523

34	Warrigal Social (CHSP Group)
177	Warrigal Home Services (Home Care Packages)
85	Warrigal Home Services (Private and Brokered Service)
147	Warrigal Home Services (CHSP Individual)
80	Warrigal Home Services (Veterans Home Care)

Home Services Reform

As part of our response to the Royal Commission, Warrigal implemented a Home Services Reform and Growth Program, an initiative focused on building strong foundations to grow our home care services. The Program has four projects:

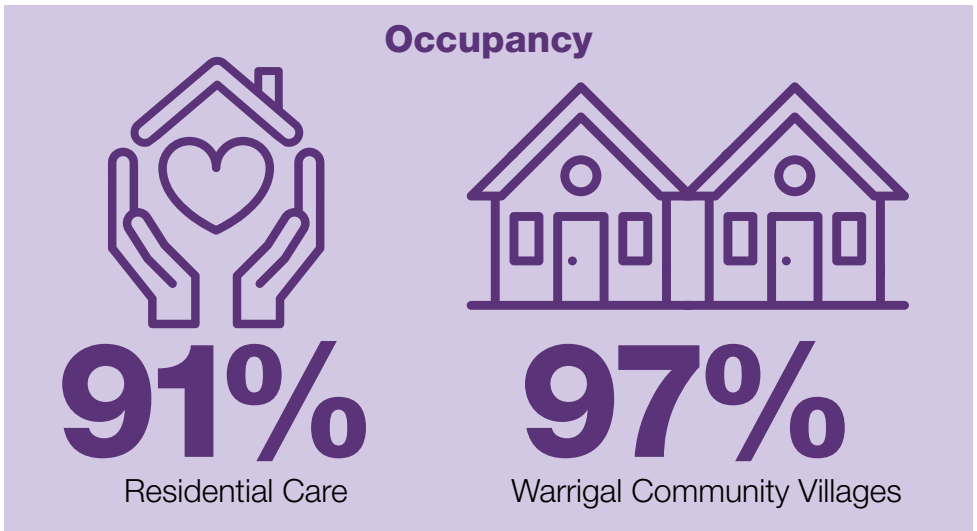
- Optimising the home services care management system

- New enquiry management and process improvement
- Regular performance reporting to guide strategic and operational decisions
- A communication strategy to ensure we're providing the right information to the right customers, at the right time, through the most appropriate channels.

Operational services at each location for 2021-22

Location	Operational				
	1	2	1 + 2	3	4
Queanbeyan	118	12	130	0	54
Goulburn	140	25	165	0	36
Bundanoon	62	28	90	0	12
Shellharbour	382	89	471	0	236
Canberra	216	72	288	0	0
Wollongong	185	29	214	66	193
Totals	1103	255	1358	66	531

1. Residential Care Homes (Mainstream)
2. Residential Care Homes (Dementia Care)
3. Provisional Allocations
4. Community Villages



Strategic Direction 3

Our managers, staff and volunteers



We know that when we have people who are highly engaged and capable, older people have the best chance of living their best lives on their own terms.

This year we've initiated several programs, projects and events to attract and retain highly competent and socially engaged staff who align with the Warrigal team culture, known as The Warrigal Way.

Recruitment

Our recruitment team has been busy attending 6 employment, apprenticeship and training expos in the Illawarra, Southern Highlands and ACT this year. They met with young people, and those looking for a career change, to show the rewarding aged care career Warrigal provides.

Casual Conversion Project

Given the ongoing need to have a stable and supportive team, Warrigal has been actively encouraging casual employees to convert to permanent part time and full time. As a result, we've successfully converted 144 employees to permanent employment, decreasing our casual workforce to 18% (down

from 22% in FY21), an average of 10 conversions per month since May 2021.

Enterprise Agreement

In collaboration with the Health Services Union (HSU), the New South Wales Nurses and Midwives Association (NSWNMA) and the Australian Nursing and Midwifery Federation – ACT Branch (ACT ANMF) we have negotiated a new, single Enterprise Agreement across the organisation. We engaged our employees through a survey to find out what employment terms and conditions are important to them. A historic harmonisation and uplift strategy has been implemented.



Employment Programs

Warrigal offers a number of employment programs to provide opportunities to those seeking a meaningful career in aged care.

KICK START



Kick Start is an entry level employment program for those with no experience who are wanting a new career in aged care. The program was developed in partnership with TAFE NSW and is underpinned by an in-house training program. It will lead to permanent, full time employment with Warrigal. Kick Start was trialed in the Illawarra and the first cohort commenced training in June. Kick Start provides participants with the essential training they need to succeed in aged care and also provides a pathway for a nursing career in health and aged care.

PACIFIC/AUSTRALIA LABOUR MOBILITY SCHEME BRINGS STAFF FROM THE SOUTH PACIFIC

Covid-19 created huge demand for additional employees to support and keep residents and customers safe through the pandemic. Warrigal engaged with the Australian Government's Pacific Australia Labour Mobility (PALM) scheme, a three-to-four year aged care training program for people from the Pacific Islands, to help address labour shortages.

The PALM program is in partnership with the Department of Foreign Affairs and Trade (DFAT) which meets the cost of training the employees.



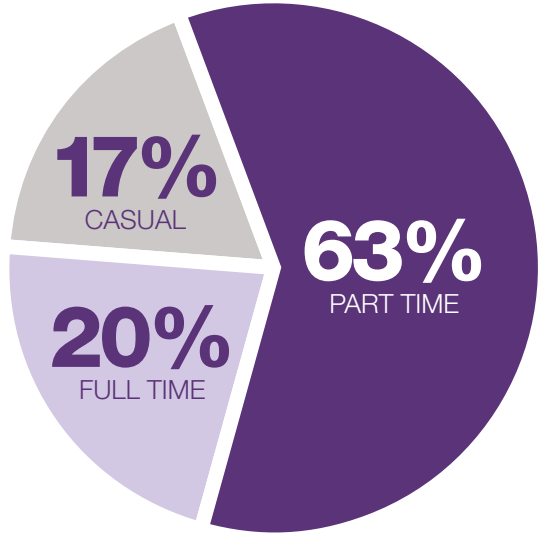
We welcome Pacific Islander employees to our team by offering employment, training and housing opportunities. We currently have PALM employees working in Warrigal's Aged Care homes in regional NSW at Bundanoon, Goulburn, Queanbeyan and Shell Cove, and are working towards formal DFAT approval to allow recruitment into our other homes.

Good Growth



1846

TOTAL NUMBER OF STAFF



Warrigal celebrates International Nurses Day

Every year, Warrigal celebrates International Nurses Day by celebrating together with fun photo props, messages of thanks from colleagues and residents, and chocolate treats.

We believe our nurses and carers across NSW and the ACT should be celebrated every day for the amazing work they do supporting older people to live great lives, and put in place staff initiatives to show our appreciation.



The Warrigal Way culture

The Warrigal Way, including our four signature behaviours, underpins everything we do, and is inextricably linked to our vision and purpose.

The positive culture we've created is vital to having an engaged and capable workforce. It's been intentionally cultivated to ensure we work collectively, and focus on building connection and achievement.

To keep the Warrigal Way contemporary, we launched a refreshed culture program at the end of 2021, which included an additional culture behaviour about safety and quality.

All our new recruits are introduced to the Warrigal Way in their week-long onboarding session. We completed 9 leadership and 13 employee culture onboarding sessions. We provide participants with insights on the science of working wisely, the benefits of working

collectively, and what participating in the Warrigal Way culture program looks like.

Assessing our Culture

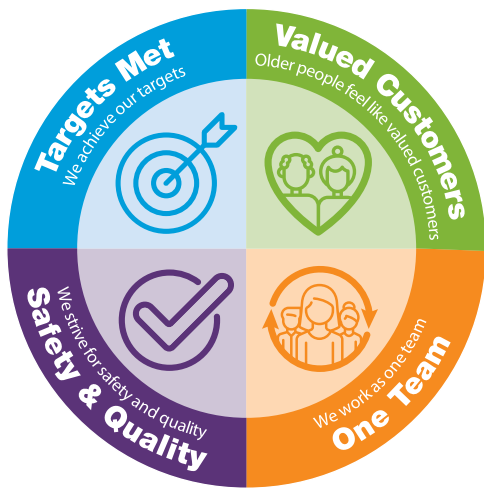
We regularly measure culture through a check-in survey for our employees and leaders. We measure these two groups separately, because Warrigal understands the impact leaders have on their teams. The check-in, delivered each quarter, measures the degree to which our team of employees demonstrates and exhibits the four signature behaviours.

The check-in is designed to be short, simple and easy to navigate on a mobile device.

All site leaders have access to their own individual culture dashboards, which show leaders real time data on how their teams compare to other teams, and track against the check-in survey key indicators.



**Excellence In Workplace Culture winners
at the 2021 Illawarra Business Awards**



Showcasing achievements

The online culture platform allows each team to showcase their achievements. They do this by sharing stories with the whole of Warrigal, meaning everyone can celebrate the successes of their peers. The platform enables leaders to showcase the achievements that make a difference to our customers and residents, keeping our people focused on the things that ensure older people live their best lives on their own terms.



Appellon, our online culture platform, delivers weekly inspirational messages to employees. The messages are tailored to develop a positive mindset in developing workplace conditions.

Gender Equality Report

As an employer of more than 100 employees, Warrigal is required to submit an annual Workplace Gender Equality Report to the Workplace Gender Equality Agency. Our 2022 report has been assessed against key gender equity criteria, and has been deemed compliant with the requirements of the Workplace Gender Equality Act.

Gender Profile



4 of our 8
directors are women

Women are very well represented with
47 of the 65
managers being women

We will have **3 women**
executive managers within
the 6-member executive team



Regional Rally for Wage Justice

THE CHALLENGE

We wanted to show our team of 1,750 employees we would work hard to fight for wage justice, and better working conditions across the sector.

THE SOLUTION

On 12 May, Warrigal rallied leaders, employees and residents from local ACSA providers (Bay & Basin Community Resources, Marco Polo, Multicultural Aged Care Illawarra, Royal Freemasons Benevolent Institute, and the Illawarra Diggers), along with media and union representatives, to highlight the problem.

The rally focused on wage justice – lifting aged care wages to match disability carers and hospital levels for nurses. It was an opportunity for Warrigal to show our employees and the older people in our community

that we're here for them, and put pressure on the government facing an election that they should take real action through media exposure, making it a real public issue.

THE OUTCOME

The recent change in government has repeated their promise to fully fund the Fair Work Commission's wage case decision to be handed down in 2023. We're still waiting and fighting to see wage justice become a reality.

Our efforts led to us being awarded the ACSA 'Over & Above' Award for being an all-star in aged care community connections. This is an achievement we're extremely proud of, and reinforces that Warrigal is Here for Good.

Good Staff

We have 1846 people in our capable and engaged workforce. Almost 60% of those are in care service and customer companion roles.

We're also extremely proud to have a strong and committed team of volunteers – equivalent in size to 20% of our workforce.

WORKFORCE BREAKDOWN

Registered and Enrolled Nurses	166
Care Service Employees, Companions & Assistant in Nursing (AINs)	987
Physios, Physio Assistants, Leisure & Entertainment Officer (LEO), LEO Team Leader	68
Community Care	133
*Includes contractors	
Catering	200
Cleaning	82
Management and Administration	210
Volunteers	365

As of 1 July this year, all aged care providers were required to report to the Department of Health and Ageing if each resident receives 200 minutes of care per day (on average), with at least 40 minutes of that time being with a registered nurse.

Warrigal is reporting these future targets, and we continue to work towards the target by 1 July 2023.

12 months to June 2022	Warrilla	Coniston	Mt Warrigal	Goulburn	Bundanoon	Albion Park Rail	Shell Cove	Mt Terry	Queanbeyan	Stirling	Calwell	TOTAL WARRIGAL
RN time per resident (in minutes)	38	42	37	23	37	26	25	23	32	43	36	31
Total care time per resident (in minutes)	210	184	146	192	188	179	181	181	226	169	156	183

Good Volunteers

The contribution from our volunteers is essential to who we are and what we do. We're proud that we were started by volunteers, and we're proud that today, volunteers remain central to our organisation.



365

active volunteers



31,926

volunteer hours

Numbers based from 1 July 2021 -
30 September 2022

Partners in Care

Partners in Care (PINC) is an initiative that allows relatives and representatives to visit residents to counter their experience of isolation during a care home infection lockdown. PINC provides education and training on infection control and best hygiene and PPE practices so that these visiting volunteers and family members are safe.

The program is vital to the physical, social and emotional wellbeing of residents as PINC visitors assist their loved ones with a broad range of activities, including personal care, providing emotional support, and leisure activities like reading books, listening to music, crosswords, colouring, puzzles or taking a walk.

We have 134 families participating in the PINC program across our 11 homes.



Golden Angels – Volunteers for people with Dementia

The Golden Angels, a partnership between Warrigal and Southern NSW Local Health District, is a pilot program in our home at Stirling in the ACT. The program's purpose is to train volunteers to provide weekly companionship to support the emotional and physical wellbeing of residents with memory and thinking problems.

We have 17 residents benefiting from visits from the nine trained



Golden Angel volunteers at our Stirling care home. Recognisable in their bright yellow polo shirts, Golden Angels provide support and assistance with walking, eating and drinking, keeping residents company and playing games.

We look forward to expanding Golden Angels to other Warrigal homes.



100 Year Birthday – Winifred

Warrigal is home to many amazing centenarians – including the wonderful Winifred!

Winifred celebrated her 100th birthday with Warrigal by enjoying a delicious high tea with friends, presents, cake, a letter from the Queen and Prime Minister, and a handmade card from our team filled with many fun memories.



Founded by Volunteers

This was a year of heartbreaking loss for the Warrigal community, with the passing of four of our early leaders: Norm Rowland, Brian Mackander, Janet Walsh and Betty Uren.

Norm Rowland OAM

In 1967, Norm Rowland was the President of the Shellharbour Lions Club. He recognised there was an absence of services for older people between Mount Kiera in Wollongong, and the Victorian border. Norm and Shellharbour Council rallied the local community and was the driving force behind Warrigal opening its doors in 1968 on Mount Warrigal.

Norm's involvement with Warrigal continued in the role of Chair of the Board, and he was awarded an Order of Australia Medal for his services to the community and the aged care sector.

On Tuesday 25 January 2022, Norm turned 102. To celebrate, he was immortalised with his own portrait by 2021 Archibald Prize winner, Peter Wegner.



Norm with 2021 Archibald Prize Winner, Peter Wegner



NORM'S CHEER WILL BE MISSED BY CARER JUNE, WHO LOOKED AFTER HIM UNTIL HIS PASSING.

“I loved our morning teas together, camembert cheese, with Jatz and a cup of tea, watching the ocean and having a laugh!”

~June, Warrigal Home Services carer

We are incredibly fortunate that we were able to celebrate Norm in this way as he passed on 5 February 2022 with a celebration funeral service held on 18 February 2022.

Warrigal started as a ten-bed rest home staffed entirely by volunteers, and has now grown to provide 25 services to more than 3,000 older Australians across 14 locations in NSW and the ACT.

The portrait was commissioned to ensure that future generations remember Norm's critical contribution to Warrigal and aged care services in the Illawarra.

“We're excited to celebrate Norm's birthday and recognise his 55 year commitment to Warrigal. The opportunity to unveil Norm's portrait with Norm and his family was a fitting way to celebrate his 102nd birthday and all he means to Warrigal.”

~ Mark Sewell, CEO, Warrigal

Brian Mackander OAM



Brian was an integral member of the original 1967 Warrigal Board and was present for the very first Board meeting on 27 September 1967, which was responsible for founding Warrigal and bringing an aged care service to the Illawarra. He served on the Warrigal Board from 1967-1976, then returned to fill the role of Vice Chairman and Chairman of the Board from 1988-1996.

Brian was a strong advocate for older people in his community, and believed they should be given the care and support they deserve and need. Because of his work supporting this, he was awarded an Order of Australia in 1994 for Community Services.

Every staff member, volunteer and resident feels the loss of one of our greatest advocates.

“We are very sad to hear of Brian’s passing. He was one of our great, long-serving members, and a driving force behind establishing what Warrigal is today. We’ll continue to honour that by serving the older people in our community.”

~ Mark Sewell, CEO, Warrigal

Warrigal continues the legacy of Brian and all founding Warrigal Board Members in their mission to support older people to live their best lives, and to advocate for those in our community who can’t.

Janet Walsh



Janet Walsh, a retired nurse, was an early volunteer at Warrigal helping out in many ways eventually becoming a Board Member from 1988 to 2001. She then remained a company member until her passing in 2022. She, and her husband Brian Walsh, who was also appointed a company member in 1997, lived at Albion Park Rail village until she relocated for a short time to Warrigal Shell Cove where she received palliative care until she passed away.

Betty Uren

Betty Uren was an early volunteer dedicating thousands of hours of voluntary help to Warrigal. Her husband Sid Uren was also a volunteer and became a director on the board.

They built their family home in Oak Flats and raised four children. They became involved in the Lions Club which helped start the Mount Warrigal Rest Home which later became Warrigal Care. Many years later Warrigal's Albion Park Rail village became their home.

Betty continued to help out voluntarily and eventually became a formal Company Member in 2007, and domestic assistance volunteer until she passed away this year an inspiration to many.

Betty was awarded Life Membership at our last board meeting just a day before she passed. This award will be acknowledged posthumously at the AGM in October.



We proudly celebrated all our volunteers during Volunteer Week 2022. Betty (95 years old) was our oldest volunteer, and Lily (7 years old) is our youngest. Betty passed away this year just a couple of months after this photo was taken.

Strategic Direction 4

Our Organisation



We will operate a strong organisation that reinvests any surpluses into serving more people in more ways. This means meeting people's needs at an acceptable cost, having strong revenue sources, and harnessing technology and business efficiencies.

Property Growth

To support strategic planning and the new focussed growth in Community Villages, a dedicated Executive

Project Control Group (PCG) group was established in March 2022. The PCG guides decision making and management of growth opportunities.

To support this growth, we have:

- Secured a large village and care home for a Wollongong Service expansion
- Secured a commercial office space at Oak Flats for our expanding support office team. This new site will be ready for occupation in late 2023.

We are also building more accommodation places for our residents at other locations, including:



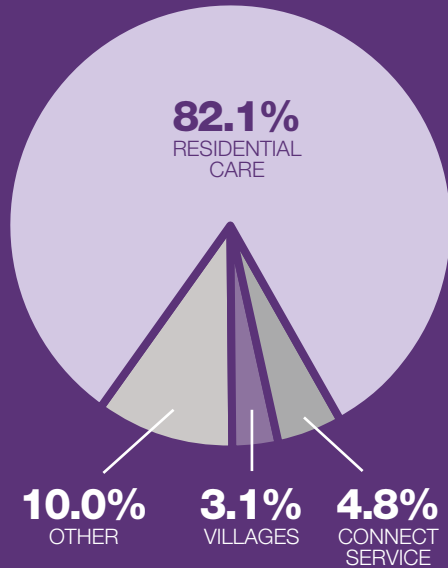
New Community Village at Warilla – concept only



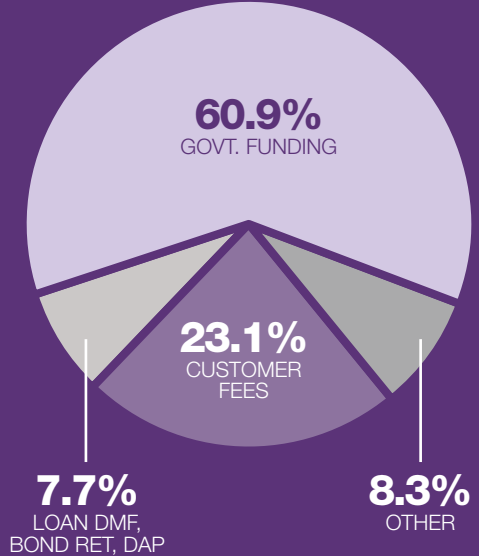
- 3 additional resident suites at Shell Cove care home, completed 2021
- 1 additional resident suite at Queanbeyan care home, completed July 2022
- 5 additional resident suites at Goulburn care home, completed May 2022
- 9 additional resident suites planned for Calwell care home to progress planning, approval and construction by Dec 2023
- Acquisition of 21 & 23 O’Gorman Street in July 2022 to support the long term growth of our Albion Park Village
- In preparation for an exciting redevelopment, the Warilla Residential care home closed in May with all residents moving to other Warrigal homes. The Warilla site’s redevelopment plans will include a redeveloped community village, including 123 apartments across six buildings. It will also feature landscaped areas and modernised community activity spaces.
- We have also submitted a development application for a new community village at Bradman Avenue at Lake Illawarra. The village, which will be our second in Lake Illawarra, will include 65 efficiently designed and affordable single level villas.

Financial Snapshots

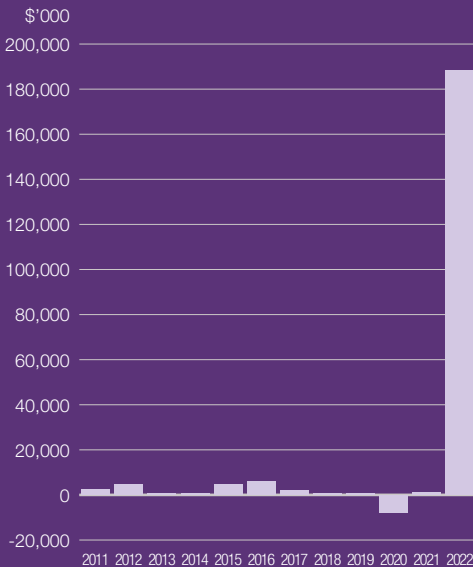
EXPENDITURE BY SERVICE TYPE



SUMMARY OF INCOME SOURCES



CASH FROM OPERATING ACTIVITIES



2020-21 EBITDA (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION) FOR RESIDENTIAL CARE HOMES PER BED



Good Day, at the Seaside

At an iconic seaside property welcomed into Warrigal in 2022, hundreds of residents are being supported to continue to create a community they love the Warrigal Way.

In March, Warrigal took responsibility for IRT's Links Seaside Aged Care Centre in Wollongong, comprising a 153 bed Aged Care Home and 154 Lifestyle Village Units. It's now known as Warrigal Wollongong and the Links Seaside by Warrigal.

Located on the pristine South Wollongong beach and the Wollongong Golf Course, the acquisition is a great outcome for Warrigal, our residents, customers and team, and continues to reinforce our strong history of serving the Illawarra community with various services in great locations.

We were excited to welcome the 450 new team members, care residents and lifestyle villagers. The Warrigal culture was on display from day one and we have been engaging staff and residents to support them to implement continuous improvements that matter to them. This includes:

- Our award winning culture of trust and customer engagement

- Staff engagement and support with increases to rosters and rewards
- Care home room review with 4 extra rooms created to accommodate more people
- Technology improvements to the care home
- Maintenance improvements to the village
- Implemented fresh food on site service to the care home
- Quality care reviews to ensure unmet outcomes are overturned.

Adding Warrigal Wollongong and Links Seaside by Warrigal into our service network delivers a long term goal of expanding our services in Wollongong. It also adds to the growth and longevity of Warrigal to be big enough and good enough to withstand anything in the future.

These two new services complement our nine other service locations across the Illawarra.

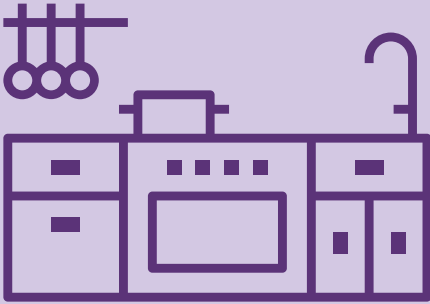


As Good As New

Our Community Villages benefited from

15 villa refurbishments

ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries. We've also made improvements so that we can offer better refurbishment and cost choices for incoming residents.



Property Services staff responded to

22,388

requests for general maintenance during the past 12 months across our homes and villages. This work included compliance, planned and rectification maintenance in order to care for Warrigal's properties, buildings, fittings, fixtures and equipment.

There were

17 projects

completed as part of the Property Improvement Plan this year including:

- Improvements to the Memory Support Unit at Calwell Residential Care Home, which included installation of vinyl door wraps to bedroom doors and installation of memory boxes for all residents
- Continuation of bushfire prevention strategy to better protect Bundanoon Residential Care Home
- Full external repaint of Albion Park Rail Residential Care Home



Compliant Properties

Annual Fire Safety Statements and fire engineer inspections were completed and all fire safety systems were maintained and certified throughout the year.

Shell Cove Final Stage Now Under Construction

Project program has progressed with construction commencing for the final stage of 24 apartments commencing in April 2022. Construction and handover of this final stage is targeted for the second half of 2023.

Technology Enablers – Our Technology Strategy Roadmap

The progression of our multi year Technology Strategy Roadmap (TSR) continues with several significant projects completed this year.

After a number of Covid-19 related delays we have now implemented WiFi services into all our homes. Our customers now have reliable internet, which is so important for staying connected with loved ones and having digital access to the world.

The rollout of WiFi helps the Warrigal team to complete timely, relevant care notes, directly improving our customers' wellbeing and quality of care.

QUALITY AND COMPLIANCE SYSTEM

In April, we went live with our new Quality and Compliance system. The new application is linked to the Aged Care Quality Standards with automated notifications and real-time reporting data. Additionally, this system will further

enable us to demonstrate our ongoing efforts to improve our quality of care and services.

VISITOR MANAGEMENT SYSTEM

All our services and homes now have an electronic Visitor Management System. This has improved visitor management across Warrigal, with the added benefit of key reporting available to help our care staff provide better care to our customers especially those that don't have many regular visitors. They are now a key focus to ensure they are personally supported.

NEW TECHNOLOGIES SUPPORTING CARE AND SERVICES



With better and faster technologies across all homes, we've been able to significantly improve our care and services support, including:

- A new modern Nurse Call system for our Mt Warrigal home
- An upgrade to the Nurse Call system for Bundanoon and Goulburn homes
- A new PABX service for Mount Terry, enabling telephony services direct to residents.

All Together Now

– engaging our communities

Over the past 12 months, Warrigal has been as active as ever with regular communication, emerging & existing partnerships, numerous events, and a boom in social media engagement – and we've been awarded for it.

Campaigns

From Omicron-related lockdowns, to industry-wide workforce shortages, the past year has brought challenges Warrigal has never seen in 55 years of caring for older people. We needed to attract even more talented people to our workforce, and we needed to let older people in our community know how we can support them with personal, tailored services.

We engaged our community through digital and traditional channels, including our respite campaign, which was featured in elevator spaces in hospitals. We wanted older people to know they have support options available when they need it most.



Social Media Stats

as at 30 September 2022



3964

Facebook followers



569

Instagram followers



1387

LinkedIn followers



1028

Twitter followers



mark w sewell
@WarrigalCEO

Chatted to Zena over lunch at Warrigal ShellCove today. She's just turned 100 and loves her hot lunch each day. She says it tastes better when someone else makes it!
[#hereforgood](#)



5:46 pm · 13/7/22 · Twitter for iPhone

We continued to attract regular TV, radio and newspaper attention across NSW and ACT, including coverage of our Wage Justice Rally.

Continuous improvement through research

At Warrigal, we're always eager to improve. Our research plays a significant role in this, providing us with the insights to further refine our award-winning service.

The uptake in vaccinations and easing of restrictions meant that we've been able to get back into full research mode. Current projects include the Golden Angels, our Older Persons Advisory Group, the Innovation Hub for affordable heating and cooling (iHub), and Warrigal staff knowledge and perceptions about antimicrobial resistance (~WARRA).

We also have a number of exciting partnerships, including with the University of Wollongong for our Living Lab, and the Illawarra Shoalhaven Local Health District for pandemic management and occupancy management.

~Wollongong Antimicrobial Resistance Alliance

Purple fun at Warrigal Social



Warrigal Social is available both in the Illawarra and Southern Highlands, and provides customers with the opportunity to mingle while enjoying some light exercise and fun outings.

June attends our Warrigal Social activities three days per week - and doesn't she look beautiful sporting Warrigal purple!

Putt Putt – Goulburn



Playing fun coordination games like putt putt improves strength, balance, and cognitive ability – plus it brings a smile to faces as an added bonus. Putt putt is a popular activity amongst our Warrigal Goulburn residents, as they enjoy some friendly rivalry in a head-to-head team matches.

Good To Be Here

Warrigal is committed to making every person in our community feel valued and connected through inclusive practices. This includes staff, volunteers, residents, customers, families, company members, supply partners, shareholders and our local communities.

We believe that everyone deserves to feel a sense of belonging and connectedness, and we welcome people from all ages, stages and walks of life. Diversity in gender, race, religion, sexual preference and of course age is what makes Warrigal such a great place to live, work and play.

Every older person deserves to live their best life – on their terms

As we head towards 2030 and focus on growth and improvement, we welcome and support:

- Older people with no upper age limit
- People who are likely to want a range of different services as they age
- Those who are frail and/or have complex health conditions, including dementia, challenging behaviours and palliative care
- A significant minority (40%) who are financially supported, so we remain accessible to people who struggle financially in our communities
- Diverse communities, including, singles, those from Aboriginal and Torres Straits Islander backgrounds, culturally diverse, LGBTIQ+
- Carers of those who receive home care or live in our villages and residential care homes

We want everyone in the Warrigal family to feel safe and encouraged to bring their “whole selves” to our communities and our workplace. Only then, has true inclusion been achieved.



COVID-19

Living with Covid-19

The Covid-19 practices we implemented in the last two years remain in place to continue protecting our residents, customers, their families and our team. In the last year we continued regular communications to residents, their families, villagers and home services customers via letters, newsletters, phone calls, and village walkthroughs. We also held Zoom meetings with residents, customers and relatives, to focus on Covid-19, industry overview and updates, actions that we were taking, and an opportunity for families to ask questions.



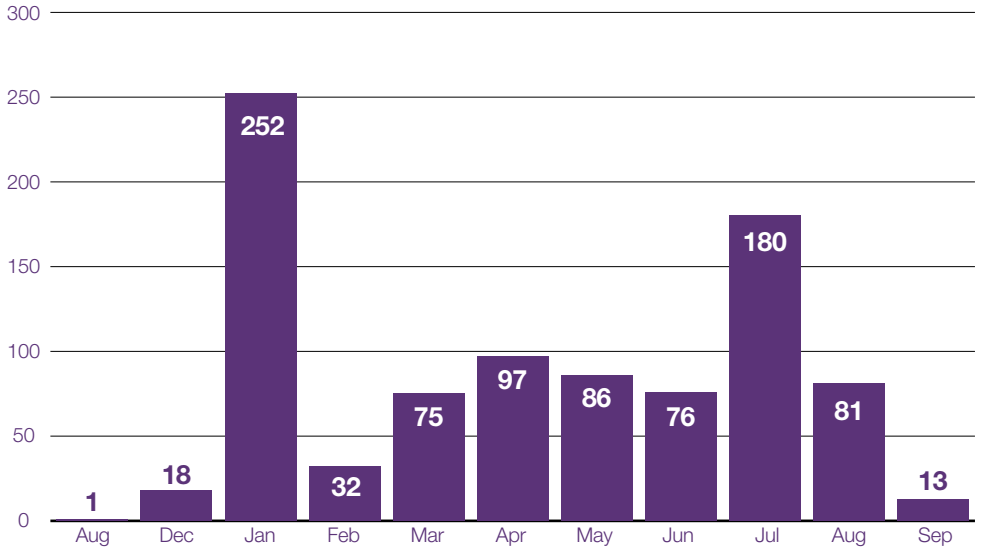
Residential Care

To best look after those in Residential Care we undertook an independent review of outbreak management to ensure we were better prepared for new strains and further outbreaks. The internal reviews resulted in templates being created for improved communication, updated Outbreak Management Plans and a focus on mental health of our residents and team. The external review resulted in a Clinical Advisor being recommended, which is a position we expect to fill later this year.

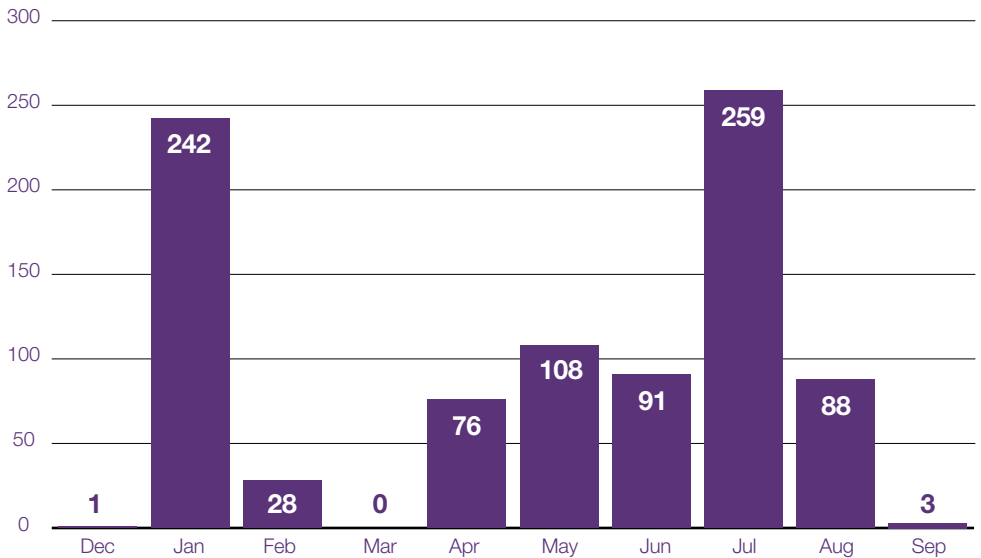
In response to customer feedback, and with the support of external stakeholders, our Covid-19 management plan now allows for visits during outbreaks. We offer flexible times based on the frequency of visits and of the travel times of those visiting. Outdoor visits can also be arranged to cater for larger numbers, and we allow increased numbers for special occasions.

There are a range of other Covid restrictions being relaxed across Warrigal, so that as the pandemic diminishes and people feel safer, there we will courage for our residents to be out and about.

Positive Staff Covid Cases by month (July 2021 to June 2022)



Positive Resident Covid Cases by month





Mark first joined Warrigal in 2001 after working for the state government in the child protection and disability sectors. During his tenure Mark has led the organisation to grow in both size and impact. He, along with his executive team, grew Warrigal from being an organisation of 300 employees, to a much larger operation with 1,846 staff members and over 300 volunteers. It now operates 25 essential services at 15 locations across NSW and the ACT. Under his leadership, Warrigal has

won the prestigious ACSA award for best Australian Aged Care Provider in 2018 and 2021, and has developed a reputation for being a trusted and transparent organisation. He has also been a relentless advocate for a customer focussed culture the managers and staff display within the organisation that is now widely recognised as best practice within the industry.

Warrigal and the aged care industry has benefitted from Mark's passion for the rights of older people especially



in his other role as Regional Chair and spokesperson for the Aged & Community Care Providers Association (ACCPA). He has consistently raised the level of discussion across all modes of media and with governments at the state and federal levels, to pursue improved aged care and retirement services for older people in Australia.

Mark's decision to retire will bring to a close a remarkable career of 35 years managing human services including 20 years at Warrigal.

“

I would like to thank Mark for his outstanding contribution to older people and the aged care sector during his time at Warrigal. He leaves a very strong legacy of achievement and success for Warrigal, and a solid foundation for us to continue to reach even more success in the future.

**Wyn Janssen,
Chairman of the Board**

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Our Locations

SUPPORT SERVICES

Administration Centre

2 Pine Street
Albion Park Rail NSW 2527
Phone: 1800 927 744
Fax: 02 4257 4232

Illawarra Auxiliary Op Shop

George Street
Warilla NSW 2528
Phone: 02 4296 3794

Property Services Depot/ Southern Illawarra Men's Shed

121 Industrial Road
Oak Flats NSW 2527

RESIDENTIAL CARE HOMES

Albion Park Rail / 149 places

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Calwell / 144 places

43 Were Street
Calwell ACT 2905

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Goulburn / 160 places

7 St Aubyn Road
Goulburn NSW 2580

Mt Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Mount Terry / 151 places

95 Daintree Dr,
Albion Park NSW 2527

Queanbeyan / 124 places

Cnr Canberra Avenue &
Campbell Street
Queanbeyan NSW 2620

Shell Cove / 128 places

50 Harbour Boulevard
Shell Cove NSW 2529

Stirling / 144 places

41 Fremantle Drive
Stirling ACT 2611

Warrawong / 100 places

1 Eyre Place
Warrawong NSW 2502

Wollongong / 155 places

1 Ross Street
Wollongong NSW 2500

WARRIGAL HOME SERVICES

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

WARRIGAL SOCIAL

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

WARRIGAL COMMUNITY VILLAGES

Albion Park / 16 villas

7-19 O'Gorman Street
Albion Park NSW 2527

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 12 apartments

20 Hill Street
Bundanoon NSW 2578

Figtree / 39 villas

69 O'Briens Road
Figtree NSW 2525

Goulburn / 36 villas

7 St Aubyn Road
Goulburn NSW 2580

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Queanbeyan / 52 villas and apartments, and 8 serviced apartments

18 George Street
Queanbeyan NSW 2620

Shell Cove / 33 villas and 47 apartments, and 6 serviced apartments

50 Harbour Boulevard
Shell Cove NSW 2529

Links Seaside by Warrigal / 154 apartments

1 Ross Street
Wollongong NSW 2500

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528

Warrawong / 8 apartments

1 Eyre Place
Warrawong NSW 2502



GOULBURN

- Residential Care Home
- Warrigal Home Services
- Warrigal Social
- Community Village

CANBERRA

Calwell

- Residential Care Home

Stirling

- Residential Care Home

QUEANBEYAN

- Residential Care Home
- Warrigal Home Services
- Community Village

BUNDANOON

- Residential Care Home
- Community Village

ALBION PARK

- Community Village

Mount Terry

- Residential Care Home

ALBION PARK RAIL

- Residential Care Home
- Warrigal Social
- Warrigal Home Services
- Community Village
- Administration
- My Club Connect

WOLLONGONG

Coniston

- Residential Care Home

Figtree

- Community Village

Warrawong

- Community Village
- Residential Care Home

Wollongong

- Lifestyle Village
- Residential Care Home

SHELLHARBOUR

Mt Warrigal

- Residential Care Home

Warilla

- Residential Care Home
- Community Village
- Opportunity Shop

Lake Illawarra

- Community Village

Oak Flats

- Property Services Depot

Shell Cove

- Community Village
- Residential Care Home

Contact Details

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Fax 02 4257 4232

Email warrigal@warrigal.com.au

For more information about this annual report contact Community Relations on 1800 927 744

Additional copies of this and previous annual reports may be downloaded from our website.

Disclaimer: We believe the information contained in this publication is accurate at the time of production (October 2022). However, the information is subject to change without notice.



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Visit our website

warrigal.com.au

