



ANNUAL REPORT  
2009-2010

**“Serving the  
community with  
integrity, respect,  
compassion and  
innovation”**



**WARRIGAL**  
*Care*

*Every type of care an  
older person may need*

EXCELLENCE IN SERVICE TO OLDER PEOPLE



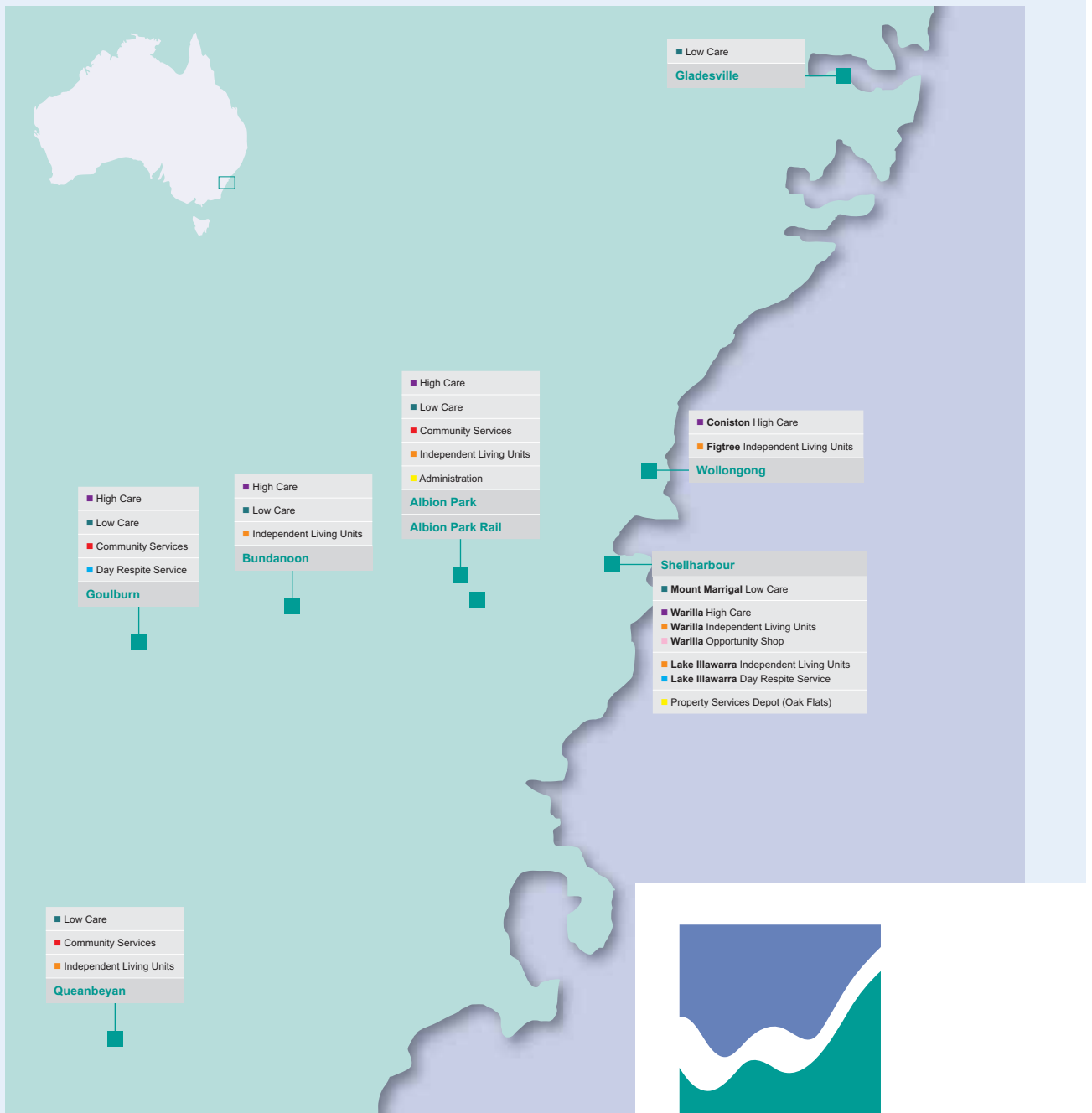


## CONTENTS

### PAGE

TOWARDS 2012 .....	03
THE YEAR IN REVIEW .....	04
REPORT OF THE CHAIRMAN AND CEO .....	05
OUR HISTORY .....	06
OUR EXECUTIVE MANAGEMENT TEAM .....	08
QUALITY MANAGEMENT FRAMEWORK .....	09
OUR PERFORMANCE .....	10
LEVELS OF CARE .....	11
STAFF AND VOLUNTEERS .....	14
OUR SUPPORTERS .....	18
OUR COMMUNITIES .....	19
OUR CODE OF CONDUCT .....	20
OUR SERVICES .....	21
LAND AND BUILDINGS .....	22
OUR ENVIRONMENT .....	23
DEVELOPMENT OF SERVICES .....	24
DIRECTORS IN OFFICE .....	26
DIRECTORS REPORT .....	28

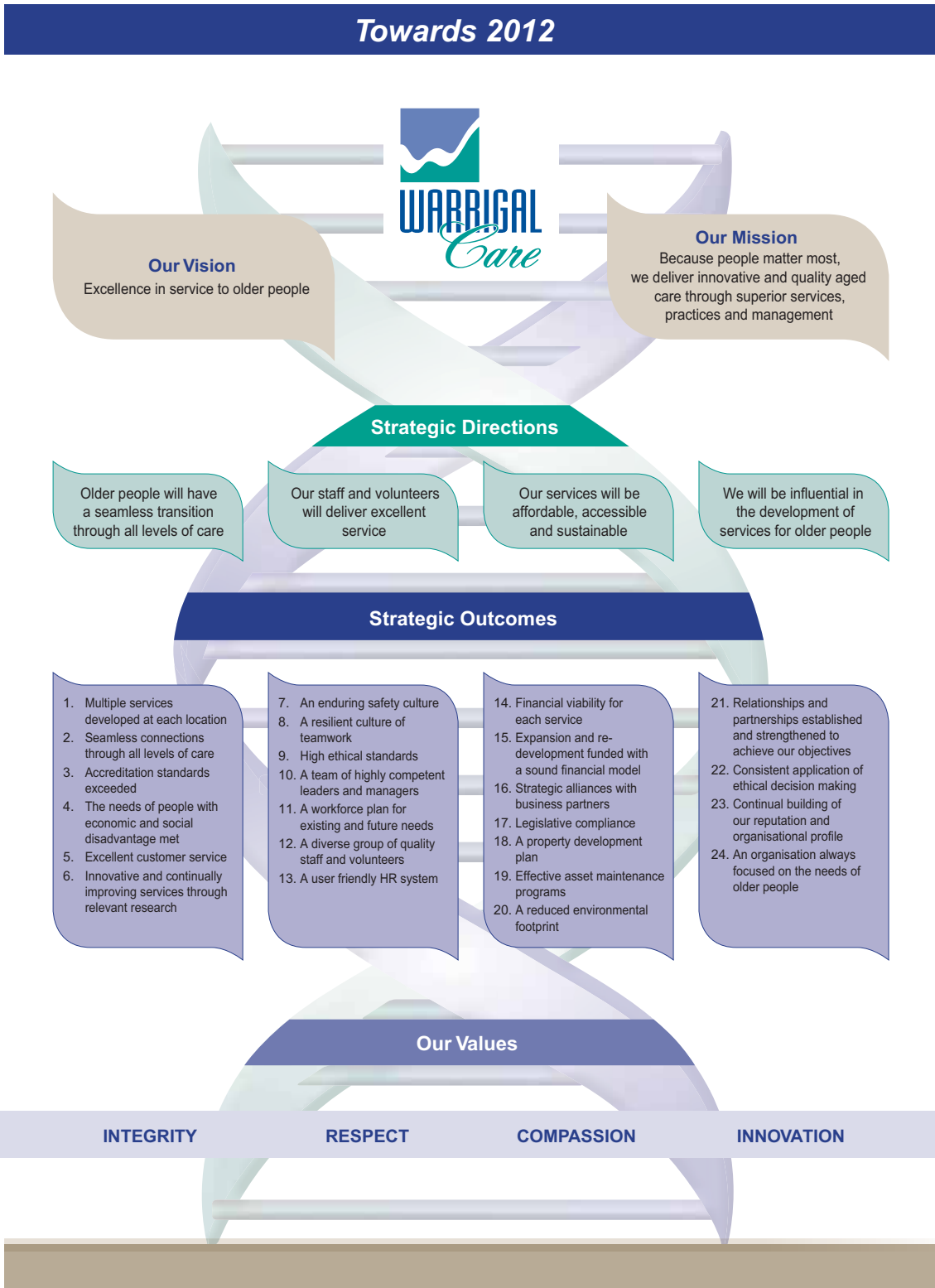
# OUR LOCATION



**WARRIGAL**  
*Care*

EXCELLENCE IN SERVICE  
TO OLDER PEOPLE

# OUR STRATEGIC PLAN



## THE YEAR IN REVIEW

---



### THE HIGHS AND LOWS OF 2010

- We cared for 1716 older people
- We achieved full roll out of electronic care reporting systems across all residential services
- We received the EOWA Employer of Choice for Women citation
- We significantly expanded our Community Care Services
- Our surplus from operations for the year was \$784,000
- Our current and non-current assets grew to \$111.5 million
- All debt was cleared on 22 January 2010
- Our bank loans at end of year were only \$301,000

### ABOUT WARRIGAL CARE

We are a not-for-profit public benevolent organisation, endorsed as a deductible gift recipient by the Australian Tax Office. Initiated by the Shellharbour Lions Club in 1964 and later assisted by the Kiama Soroptimists, Shellharbour Rotary Club, Shellharbour Apex club, local residents and the (then) Shellharbour Municipal Council. The first aged care home was opened in January 1968.

*We are committed to excellence in service to older people and to being an employer of choice.*

We operate seven aged care homes, seven independent living villages, two day-respite services and three community home care services.

### THE COMMUNITIES WE SERVE

We provide aged care services to Queanbeyan, Goulburn, Bundanoon, Shoalhaven, Kiama, Shellharbour and Wollongong.

### OUR PEOPLE

More than 1000 people deliver our services including 473 volunteers and 673 staff.

### OUR VALUES

Integrity, respect, compassion and innovation.

### OUR VISION

To provide excellence in service to older people.

### OUR MISSION

Because people matter most, we deliver innovative and quality aged care through superior services, practices and management.

### OUR OBJECTIVES

To provide every type of care an older person may need, regardless of their ability to pay.

To conduct business activities that enables the organisation to support the care of older people.

### LEGISLATION

The Aged Care Act 1997, the Retirement Villages Act 1999 and the Home and Community Care Act 1985, regulate our core activities.

## REPORT OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

---

After 42 years, our services are growing faster than ever. We now have \$40mil to spend and over 1000 people to help. We remain determined to expand our excellent services for older people and have an unshakeable and enduring commitment to the communities in which we operate.

This mission is not for the fainthearted as there is rapidly increasing demand for services for older people and a lack of national leadership as well as some frustrating delays in the economic and legislative change needed in Australia to sustain the service system.

With one year gone of our 'Towards 2012' Strategic Plan we have made important progress towards a stronger, simpler, more seamless service system for older people who trust us to provide their support. Warrigal Care is able to report a small financial surplus even though it was difficult to predict our results in the budget with the opening of more new residential care services and expanded community home care services. We also continued to ensure our services are affordable and accessible, and this year we exceeded the government's minimum concessional supported resident ratios at 87% of our services.

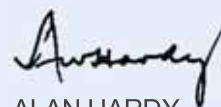
It's not all expansion though, and in line with our strategy that older people will have a seamless transition through all levels of care, we decided to sell our aged care home at Gladesville. We couldn't provide the other services our older people needed in that location and took the big step to do something we have never done before; sell an operating aged care service. It took the full year to manage the sale well but it was very important to us to make certain the residents and staff at Gladesville were fully supported as they left us and transferred their expectations to another trusted non-profit provider. The sale was finalised in early August 2010.

Warrigal Care always strongly values and recognises the incredible contribution of our people; our staff and volunteers, as they provide excellent services to the older people who need our assistance. Our directors and company members are all volunteers and are fundamental to the stability of the organisation. Their governance commitment underpins the way the executive team leads and manages over 1000 staff and volunteers at 20 services across 7 local

government areas. This year we implemented an improved training and development structure with training facilitators at every location and expanded our volunteer and chaplaincy programs into our services in the Southern Highlands and also into all our community home care services.

It's not only caring for people that is important; being green is no longer a choice. We believe that innovations in sustainable practices that minimise our impact on the planet are now essential and older people, our business partners and our government funders are all concerned with the way we do things. They want us to meet our commitments to care for people and to also care for the environment, for now and the future. Our innovations in environmentally sustainable building design, co-mingled waste and surplus donated goods recycling, green building refurbishment, independent energy audits and internal energy benchmarking helped us to increase our *Department of Environment, Climate Change and Water One-2-Five Sustainability* rating from 2 to 3 stars. We are proud to be industry leaders in environmentally sustainable business practices.

This year we have spent some time lobbying the federal government for a better deal and a stronger future plan for older Australians. The Productivity Commission's inquiry into aged care is due early in 2011 and we hope to see significant recommendations for change that support our demands for a stronger, simpler, more seamless network of services for older people. In the mean time, we continue to do our part by planning for the ageing of the population and the need for increases in services by designing best practice expanded seamless service systems at Queanbeyan, Goulburn, Bundanoon, Wollongong and Shellharbour. It's an ambitious task, but the people we have working and volunteering for Warrigal Care and the older people we know who trust us to meet their future needs, inspire us to keep going and do the best we can!



ALAN HARDY  
Chairman



MARK SEWELL  
CEO

# OUR HISTORY



## Norm Rowland

Chairman  
1973-1988

### 1967

Shellharbour Lions Club, Kiama Soroptimists, Rotary and Apex, form the first Board of the Mount Warrigal Retirement Village.

### 1971

Sixteen more residents joined. Local service clubs met furnishing and building costs.

### 1981/1982

The organisation is now incorporated as a public company under the name Mount Warrigal Retirement Village Limited, and also became a registered charity. Opening of the Ladies Auxiliary opportunity shop, in Warilla.

### 1984

The original nursing home on Mt Warrigal closed and a new 50-bed home opened on the corner of George and Arcadia Streets, Warilla with additional Independent Living Units also constructed, known as Arcadia Court.

### 1988

50 beds added to Mount Warrigal Nursing Home at Warilla.

1964

1967

1968

1971

1973

1976

1981-82

1983

1984

1985

1988

1988-90

### 1964

The Shellharbour Lions Club identified the need for services for older people.

### 1968

Mrs E Grant became 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.

### 1976

Mrs. Fay Smith was elected as the inaugural president of the first auxiliary. The home expanded to accommodate another 28 residents.

### 1983

The organisation welcomed residents to the 12 Independent Living Units in Arcadia Street, Warilla.

### 1985

The original nursing home on Mount Warrigal re-opens as a hostel, with 40 new residents, named after Joan Pearce, in recognition of her services to the Board and Auxiliary.

### 1988/1990

30 residents are welcomed to Rowland Court at Lake Illawarra, named in recognition of Norm Rowland, a past Chairman of the Board.



## Reg Simpson

Chairman  
1971-1973



## Brian Mackander

Chairman  
1988-1996





**Alan Hardy**  
Chairman  
1999-present

**1991**

16 units constructed to form Reg Simpson Court at Albion Park, named after the organisation's foundation Chairman. Day Care Centre at Lake Illawarra began a community day respite program. It is named after Beryl Lewis, a long serving member of the Board and Auxiliary.

**1994**

100 residents joined the Kawaree Retirement Village in Queanbeyan, together with 42 residents at Linkside Nursing Home and 17 at Linkside Gardens Retirement Village at Bundanoon. The Company Administration Centre, at Albion Park Rail, occupied.

**1997**

Queen Beatrix Nursing Home, in Mackander Village, opened with 41 residents.

**1999**

Warrigal Care became the registered trading name; new logo and corporate colours adopted.

**2006/2007**

Land purchased at Beach Street Wollongong for future expansion of services. Community Care private services commenced at Illawarra, Goulburn and Queanbeyan. Stage 1 of Bundanoon Aged Care home completed for 45 people.

**2009**

Pencomas Lodge and Mirambeena Nursing home sold. Additional 45 beds opened at Bundanoon. New Strategic Plan for next 3 years developed.

1991 1993 1994 1995-97 1997 1998 1999 2000/01 2006/07 2008 2009 2010

**1993**

An additional 101 older people are cared for in The Figtrees Retirement Village and the Coniston Nursing Home. Albion Park Rail has 40 residents move into the John and Margaret Land Hostel and the first 10 Units of Cluff Court. The village is named after the Mackander family, the hostel after John and Margaret Land and Cluff Court after Alan and Lorraine Cluff. 49 residents are welcomed to the Goulburn Nursing Home; renamed Mirambeena Nursing Home. The Property Services Department, at Oak Flats, opened.

**1995/1997**

40 residents of Glades Bay Gardens at Gladesville, Sydney, were welcomed. Warrigal Community Care Illawarra commenced operations.



**Alan Cluff**  
Chairman  
1996-1999

**1998**

56 additional units of Cluff Court are completed. Warrigal Community Care Queanbeyan began.

**2000/2001**

The company welcomed into its care the 17 residents of Pencomas Lodge, Goulburn. Warrigal Community Care Goulburn also began services. Opening of the Albion Park Rail village hall.

**2008**

Residents of Pencomas Lodge and Mirambeena Nursing Home move into the new 120 bed home at Aubyn St Goulburn. Community Care Goulburn and Queanbeyan expanded with high care and dementia home services. Day Respite Service commenced in Goulburn. All services renamed to reflect location.

**2010**

In line with our 'Towards 2012' strategic direction - older people will have a seamless transition through all levels of care, we completed the sale of our stand alone Warrigal Care Gladesville aged care home. Contracts exchanged for land in Shellcove acquired for future expansion of services. Administration building expanded.

## OUR EXECUTIVE MANAGEMENT TEAM



### WAYNE TEMBY

Executive Manager - Finance and Administration

Accounts

Community Relations

Information Services

Customer Services

### MARINA BOLTON

Executive Manager - Human Resources  
HR Info Systems

Organisation Development

Volunteer Services

Health, Safety and Environment

Recruitment and Retention

### PETER HUTCHINSON

Executive Manager - Property and Sustainability

Property Development

Environmental Sustainability

Asset Maintenance

### MARK SEWELL

Chief Executive Officer

Company Secretary

### IAN McCLINTOCK

Executive Manager - Community Services

Community Care, Day Respite, Independent Living

- Illawarra
- Goulburn
- Queanbeyan
- Shoalhaven

Strategic Planning

Quality Improvement

### KERRIE GRAHAM

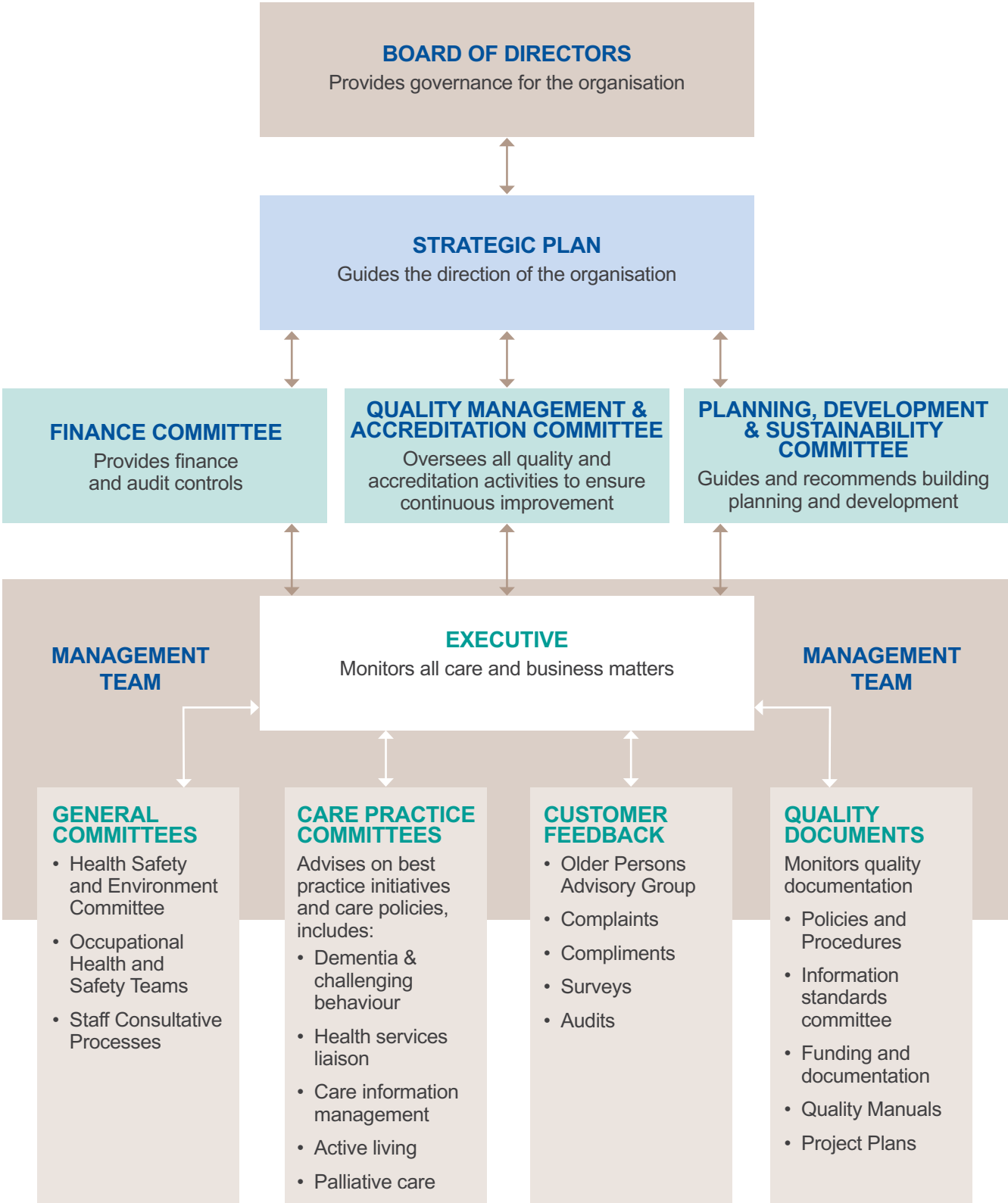
Executive Manager - Residential Services

Low Care, High Care, Merged Care

- Illawarra
- Goulburn
- Bundanoon
- Queanbeyan

Hospitality Services

# QUALITY MANAGEMENT FRAMEWORK

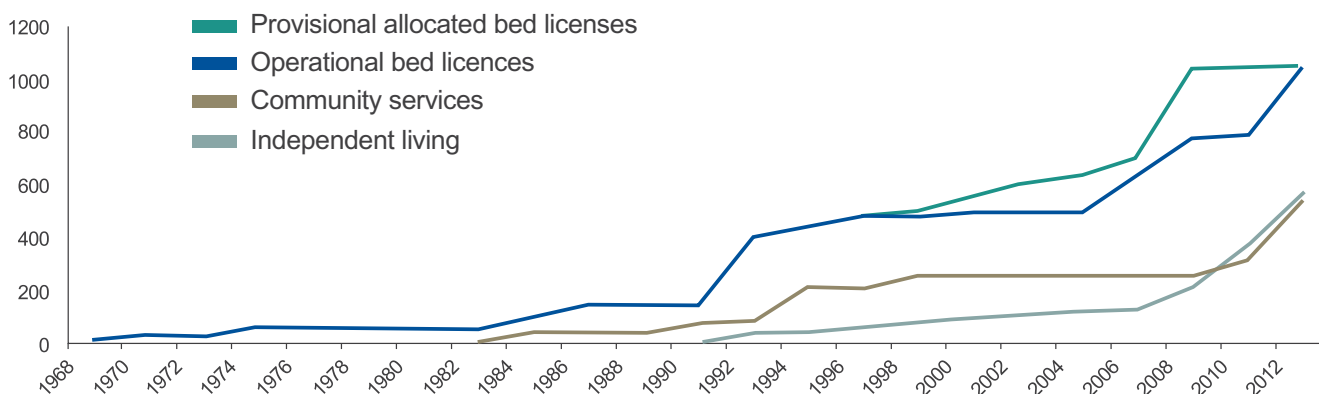


# OUR PERFORMANCE AGAINST OUR STRATEGIC DIRECTIONS

DIRECTION	RESULTS
Older people will have a seamless transition through all levels of care	<ul style="list-style-type: none"> <li>Support services has been centralised and accommodation services restructured and expanded for improved support of our customers across all service types.</li> <li>Our community services clients and Independent Living Unit (ILU) residents have moved from independent living into residential care as their care needs have increased.</li> <li>Our new aged care homes offer ageing in place through low care, high care, extra services, dementia care and palliative care.</li> <li>Our information resources support people to obtain assistance to access every type of care an older person may need.</li> </ul>
Our staff and volunteers will deliver excellent service	<ul style="list-style-type: none"> <li>Established new Employee Development Facilitators at every major service location to improve access to staff development.</li> <li>Volunteering program extended to community services.</li> <li>Community recruitment open information sessions held in all regions.</li> </ul>
Our services will be affordable, accessible and sustainable	<ul style="list-style-type: none"> <li>We exceeded the concessional resident ratios at 87% of our services and have signed agreements with 3 culturally diverse support associations.</li> <li>Our environmental sustainability initiatives have gained government recognition and we increased our DECCW One-2-Five sustainability rating from 2 to 3 stars.</li> <li>We have developed a Property Development Plan for expansion of services over the next 4 years.</li> <li>Expanded ILU village and Administration Centre at Albion Park Rail in progress due for completion in October 2010.</li> </ul>
We will be influential in the development of services for older people	<ul style="list-style-type: none"> <li>We have developed influential partnerships with 3 other providers, are members of 5 ACS advisory committees, and our CEO is an ACS NSW Director and the Illawarra Regional Chair.</li> <li>We have 15 research partnerships that recommend better care.</li> </ul>

## SERVICE GROWTH 1969 - 2012

### BEDS



# OLDER PEOPLE WILL HAVE A SEAMLESS TRANSITION THROUGH ALL LEVELS OF CARE

## OPERATIONAL SERVICES AT EACH LOCATION

LOCATION	HIGH CARE	LOW CARE	DEMENTIA CARE	EXTRA SERVICE STATUS	PROVISIONAL ALLOCATIONS FOR FUTURE SERVICES	INDEPENDENT LIVING UNITS	DAY RESPITE	COMMUNITY AGED CARE PACKAGES	EXTENDED AGED CARE AT HOME - DEMENTIA	EXTENDED AGED CARE AT HOME	PRIVATE SERVICES	HOME AND COMMUNITY CARE
Queanbeyan	0	45	0	0	20	59	0	40	2	2	1	5
Goulburn	54	17	25	24	40	0	15	44	7	7	5	10
Bundanoon	10	17	18	45	30	12	0	0	0	0	0	0
Shellharbour	83	97	67	40	0	142	25	20	0	0	13	15
Wollongong	48	0	14	0	140	39	0	0	0	0	0	0
Sydney	0	41	0	0	0	0	0	0	0	0	0	0

## OUR COMMUNITY SERVICES

This year Warrigal Care Community Services cared for 729 older people in the Illawarra, Goulburn and Queanbeyan regions.

New funding was received from the NSW Department of Human Services, Ageing Disability and Home Care to provide in-home domestic assistance for 120 clients in the Illawarra region. For the first time we will be delivering services in the Shoalhaven area.

The bus fleet has been upgraded with 3 new or near new buses in the Illawarra now able to meet the transport needs of residents and clients. There are now also two buses at Goulburn and one at Bundanoon for the first time.

## SERVICES IN PARTNERSHIP

This year we established new partnership arrangements with Illawarra Commonwealth Respite and Carelink Centre and Community Options Wollongong to provide support in the community through a range of flexible services. We are also continuing to expand our private community care services for those who are not eligible for government funding. Last year we provided private community services to 72 people in the Illawarra, Queanbeyan and in Goulburn.

## DAY RESPITE SERVICES

Our Day Respite Service Illawarra offers a day service for carers of older people, dementia sufferers and the physically disabled. It is funded through the Home and Community Care program, supplemented by client fees and volunteer staff. The service provided respite to 79 clients during the year.

Our Goulburn Day Respite Service is in its second year of a four year pilot program funded by the

Commonwealth Department of Health and Ageing through the National Respite for Carers Program. The service provides extended hours respite care for up to 15 clients per day, Monday to Saturday. Our first client survey has confirmed we are providing an excellent service and we eagerly await confirmation of continued government funding.

## COMMUNITY CARE

Community Care packages assist people to remain living at home with support. We provide cleaning, transport, social outings, personal care, maintenance and emergency respite. This year we supported 327 older people in their own homes.

The Department of Health and Ageing requires Community Care providers to produce a Quality Monitoring report. These reports ensure the service conforms to community expectations and funding rules. This year Goulburn and Illawarra Community Care Services demonstrated appropriate results for each of the Community Care Standards and were successful in meeting all requirements of the Quality Monitoring report.

## INDEPENDENT LIVING

Our 7 independent living villages offer purpose built accommodation for older people. Consultation with our village residents is through monthly visits to each location by managers, bi-monthly resident committee meetings, and quarterly combined resident committee meetings. We are applying the enhanced provisions of the updated Retirement Villages Act in our consultation processes.

Expansion of the independent living village at Albion Park Rail has commenced and 8 new units are due for completion in 2010. Master planning has commenced at Goulburn, Bundanoon, Shellcove and Wollongong.

# OLDER PEOPLE WILL HAVE A SEAMLESS TRANSITION THROUGH ALL LEVELS

## RESIDENTIAL SERVICES

### ASSESSMENT BY AN INDEPENDENT AUTHORITY

All residents are required to be assessed as eligible by an Aged Care Assessment Team (ACAT) before being considered for commonwealth funded aged care. Fees and charges for high care (nursing home) and low care (hostel) are based on income, assets and level of care required. They are determined by the Aged Care Act, 1997.

The Accreditation Standards set benchmarks for compliance. Minor compliance audits are conducted between major rounds. Warrigal Care has had 6 announced visits and 10 unannounced visits across our 7 homes this year and were successful in keeping compliance at each.

### AGED CARE FUNDING INSTRUMENT

The Aged Care Funding Instrument (ACFI) was introduced in 2008 and is used for determining the level of care payments for residents in all aged care homes. All Warrigal Care residents are now being assessed using the Aged Care Funding Instrument. Aged care homes providing only low care services are under threat of unviable funding levels into the future. We have 2 of these at Queanbeyan and Mt. Warrigal. This year we have commenced a pilot program to deliver more palliative care and pain management services and to obtain extra ACFI funding to enhance care.

### CARE PRACTICE COMMITTEES

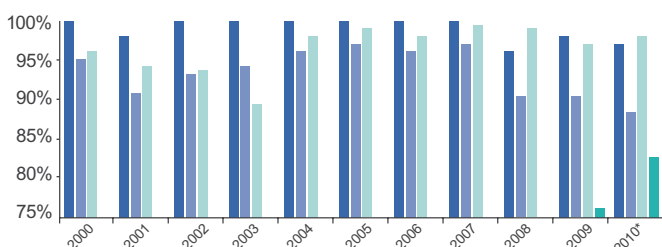
Warrigal Care has five care practice committees that were formed in 2004 to map and monitor care practice and initiate care quality improvements within the organisation. Membership of these committees includes staff, managers, community stakeholders and industry specialists who are able to recommend policy and practice, focus training and development and advise the best use of resources.

The five care practice committees are:

1. Palliative care
2. Care information management
3. Health services liaison
4. Dementia care and challenging behaviours
5. Active Living

### OCCUPANCY RATES 2010

Low Care 88.41%      ILU 98.38%  
High Care 97.03%      Merged Care 82.88%



\*this includes the gradual filling of 45 beds at Bundanoon

## VALIDATION AUDITS CONDUCTED BY THE DEPARTMENT OF HEALTH AND AGEING

LOCATION	MONTH	FILES REVIEWED	RESULTS	ACTION REQUIRED
Warilla	August 2009	10	No downgrades	Nil
Bundanoon	August 2009	8	1 upgrade 1 downgrade	Nil
APR – QB House	August 2009	8	No downgrades	Nil
Gladesville	August 2009	8	No downgrades	Nil
Mt Warrigal	September 2009	8	No downgrades	Nil
Albion Park Rail	September 2009	20	No downgrades	Nil
Mt Warrigal	June 2010	8	1 downgrade	Reassess and redo ACFI for this resident
Queanbeyan	June 2010	8	2 downgrades and 1 significant upgrade	Review documentation for possible upgrade
Warilla	June 2010	19	No downgrades	Nil
Albion Park Rail	April 2010	8	No downgrades	Nil

## FOOD AUDIT RESULTS

Warrigal Care is committed to a fresh cook service at every location. New vulnerable persons legislation was introduced in August 2008. All our fresh food services are now audited regularly by the NSW Food Authority.

A: Acceptable B: Acceptable C: Marginal D: Unacceptable E: Unacceptable

LOCATION	RESULTS
Gladesville	B
Bundanoon	B
Warilla	A
Mt Warrigal	A
APR	A
Queanbeyan	A
Goulburn	E
Day Respite Illawarra	A
Goulburn	A
Bundanoon	C

## SIGNIFICANT COMPLAINTS AND WRITTEN COMPLIMENTS

We encourage all our customers to 'Have Your Say'.

FORMAL COMPLAINTS AND COMPLIMENTS REGARDING RESIDENT/CLIENT CARE	2006	2007	2008	2009	2010	CHANGE	AGENCY TO WHICH THE COMPLAINT WAS REFERRED
Complaints resolved internally	47	48	45	39	36	▼	N/A
Complaints referred to external agencies	2	-	6	4	3	▼	Department of Health & Ageing
	1	-	-	-	-		Workcover
	1	1	-	2	1		NSW Police
Total complaints	52	49	47	45	40	▼	N/A
Total written compliments	117	84	100	26	48	▲	N/A

## OUR STAFF AND VOLUNTEERS WILL DELIVER EXCELLENT SERVICE

---

Warrigal Care is a major employer in the Illawarra and Southern Highlands. Our 673 employees are our organisations most valued asset. Through these people, we have contributed \$24,170,286 in wages and superannuation to the communities we serve.

### COLLECTIVE AGREEMENT

Implemented in 2009 the Warrigal Care Union Collective Agreement has seen improved pay and conditions for all Warrigal Care employees. Staff have benefited from enhanced leave entitlements and cashing out provisions as well as 2 years of salary increases. Employee salary packaging arrangements were also increased from 65% to 80% of tax packaging savings in July 2010.

### WORKERS COMPENSATION AND OH&S

Workers compensation claims increased from 41 to 50 in 2010. This reflects the increase in the lost time injury rate. Despite this increase, our workers compensation premium reduced by \$98,727 due to comprehensive claims management and shorter recovery periods for injured employees.

A new OH&S consultation charter, corporate risk register and report forms have been developed to engage all staff in a structured reporting system to identify areas that need concentrated risk management.

### IMPROVED COLLABORATION AND TEAM WORK

A focus on team work and a zero tolerance towards bullying and harassment in the workplace has been reinforced across all services in 2010 with all staff, managers and supervisors provided with education and training.

The Employment Services Team has been collaborating with other teams to ensure that organisation wide processes, systems and policies are developed in consultation for better organisational outcomes. Regular meetings are held to discuss projects which have a company wide impact.

### WORKFORCE PLANNING AND STAFF RETENTION

We are currently developing a comprehensive workforce plan to assist in the development of future recruitment and retention strategies and allow us to plan effectively for the future. Key staff have been trained in strategic workforce planning, established foundation data and adopted a framework for the process which will commence this year.

Community recruitment information sessions have been held at each location to promote the excellent employment opportunities offered by Warrigal Care and focus groups have been implemented to assist us in forming retention strategies for our valued employees.

We were successful in gaining the Employer of Choice for Women citation from Equal Opportunity for Women in the Workplace Agency (EOWA) for the 8th year in a row.

Purposeful partnerships with unions and academic institutions have been developed and no days were lost to industrial action this year.

### TRAINING AND DEVELOPMENT

Training and development programs this year included a New Graduate Registered Nurse Development Program and ongoing Clinical, Community Services and Support Services Development Programs.

The Management Development Program for our middle managers was focussed on financial literacy in 2009 and using Warrigal Care systems to improve performance in 2010.

Our staff attended 456 other training sessions throughout the year totalling 9894 hours. 44 traineeships were offered.

### VOLUNTEERS

Our Warrigal Care Chaplaincy/Pastoral Care Program has continued to increase in numbers with an additional 8 Chaplaincy/Pastoral Care Volunteers joining our program over the past twelve months. 2010 has also seen the expansion of our Chaplaincy/Pastoral Care Program into our Bundanoon and Goulburn Aged Care Facilities.

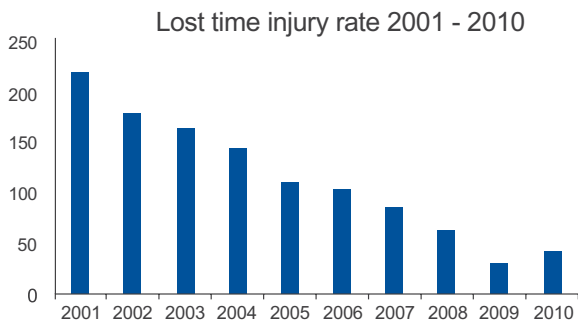
Our new Community Services Volunteering Program was launched within our three Community Care locations - Illawarra, Goulburn and Queanbeyan. The Community Services Volunteering Program provides our Community Care Clients with the opportunity of having a Warrigal Care Volunteer assist them with transportation to and from their medical appointments, assist them with the reading and sorting of mail, shopping or to visit for a cup of tea and a conversation on a regular basis.

Warrigal Care also increased our volunteer numbers to bring our record number to 473 inspiring helpers.



## STAFF AND VOLUNTEER NUMBERS

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Staff	412	453	480	482	513	538	555	539	577	640	673
Volunteers	193	N/A	N/A	N/A	246	292	230	335	342	422	473



## STAFF SERVICE AWARDS

### 5 YEARS

Beattie **Renee**  
 Beckett **Denise**  
 Bell-Williams **Kelly**  
 Brooke **Christine**  
 Burton **June**  
 Cameron **Josephine**  
 Casson **Sharon**  
 Colquhoun **Donald**  
 Compton **Debbie**  
 Dal Molin **Lyn**  
 Hall **Steven**  
 Hamilton **Amanda**  
 Humphries **Gail**  
 Kemp **Beverley**  
 Lack **Bonnie**  
 Martin **Cherie**  
 Martin **Helen**  
 Martin **Joanne**  
 Mason **Debbie**  
 McDonald **Penelope**  
 McLean **Debra**  
 McPherson **Raylene**  
 Pearson **May**  
 Ratcliffe **Lynell**  
 Richardson **Denise**  
 Rodgers **Jennelle**  
 Rogers **David**  
 Rose **Coral**  
 Scott-Halliday **Kathryn**  
 Shacklock **Colleen**  
 Stern **Amelita**  
 Temple **Kirsty**  
 Woerz **Kathleen**

### 10 YEARS

Csomor **Donna**  
 Dare **Kerri**  
 Elias **Nada**  
 Evans **Patricia**  
 Fernandes **Marica**  
 Geppert **Helga**  
 Hall **Deborah**  
 Marsh **Sheelagh**  
 Milacic **Stanislava**  
 Mills **Kevin**  
 Monaghan **Madeline**  
 Potter **Barbara**

### 15 YEARS

Armour **Pauline**  
 Bird **Wendy**  
 Heath **Moir**  
 Micevska **Liljana**  
 Peacock **Deborah**  
 Piper **Susan**  
 Smith **Lynece**  
 Taylor **Rhonda**

### 20 YEARS

Benson **Alison**  
 Crane **Rhonda**  
 Cotterill **Lisa**  
 Strachan **Stacey**  
 Wrigley **Julie**  
 Yeadon **Thelma**

### 25 YEARS

Craig **Jacqueline**  
 Weihs-Lawton **Marion**

## OUR SUPPORTERS – VOLUNTEERS

---

### BUNDANOON AUXILIARY

Barton **Anne**  
Brown **Joy**  
Brown **Peter**  
Hawksley **Helen**  
O'Brien **Helen**  
Papps **Judy**  
Quigg **Dorothy**  
Seville **Roger**  
Shaw **Jeanette**  
Stephen **Anne**

---

### GOULBURN AUXILIARY

Aubrey **Noelene**  
Bale **Mary**  
Black **Irene**  
Bugden **Kath**  
Bush **Freda**  
Crisp **Wendy**  
Dunn **Barbara**  
Gervens **Barbara**  
Hockley **Ann**  
Holding **Coraline**  
Holmes **June**  
Howard **Shirley**  
Hutchins **Robyn**  
James **Jenny**  
Jones **Joan**  
King **Pixie**  
Lamarra **Tony**  
Larkham **Bob**  
Mathews **Betty**  
Neve **Brian**  
Norris **Fay**  
O'Brien **Anne**  
Read **Shirley**  
Reeves **Florence**  
Roberts **Iris**  
Tucker **Elizabeth**

---

### ILLAWARRA AUXILIARY

Aldridge **Zenda**  
Bird **Judith**  
Bowley **Marie**  
Buikstra **Jan**  
Christi **Doreen**  
Cunningham **Caroline**  
Driscoll **Betty**  
Feeney **Jean**  
Gorton **Betty**

---

Gribble **Carol**  
Hansen **Julie**  
Hamshere **Sylvia**  
Hart **Heather**  
Hooper **Norma**  
James **Olive**  
Johns **Sue**  
Johnston **Stella**  
Keen **Inga**  
Korgitta **Lorraine**  
Lewis **Beryl**  
Mancell **Wendy**  
Mason **Francis**  
McKay **Pauline**  
McKechnie **Jan**  
Meikle **Wendy**  
Pearson **Sandra**  
Rowland **Norman**  
Savell **Phyl**  
Schuback **Lynette**  
Thomas **Lyn**  
Thomas **Rosemary**  
Thomas **Graham**  
Uren **Betty**  
Webber **Anne**  
Webber **Marion**  
Williams **Louise**  
Wilson **Jillian**

---

### VOLUNTEERS

Ace **Wayne**  
Adams **Gaile**  
Allen **Janet**  
Alles **Sharon**  
Anable **Pat**  
Anderson **Denise**  
Anderson **Nicole**  
Angus **John**  
Armstrong **Colin**  
Aubrey **Ken**  
Aubrey **Noelene**  
Austin **Graham**  
Armstrong **Barbara**  
Awadalla **Nerin**  
Ayoub **Johana**  
Baca **Joanne**  
Baca **Natali**  
Barnes **Rejeanna**  
Bartlett **Paul**  
Baxter **Pauline**  
Baz **Adele**  
Beddows **Martina**  
Beer **Alanna**  
Berry **Noel**  
Bignell **Roslyn**  
Birch **Anna**

---

Boissery **Jennifer**  
Boney **Chelsea**  
Bousfield **David**  
Bouwens **Annette**  
Boyd **Heidi**  
Briffa **Emanuel**  
Brooke **Garry**  
Broome **Geoffrey**  
Brown **Keith**  
Bullock **Charles**  
Burgess **Don**  
Burke **Leane**  
Byrne **Cathy**  
Cameron **Anne**  
Campbell **Esther**  
Carmichael **Ian**  
Carroll **Shirley**  
Carter **Faye**  
Carter **Robert**  
Ceramidas **Kate**  
Chadwick **Julie**  
Champion **Ivy**  
Chiarella **Grace**  
Clapham **Mary**  
Clapham **Ted**  
Clark **Barry**  
Clark **Dona**  
Clark **Sheila**  
Clegg **Enid**  
Clements **Dana**  
Clemmett **Keith**  
Cobby **Terence**  
Collins **Terry**  
Colliss **Eileen**  
Cooney **Rebecca**  
Cooper **Donald**  
Corbett **Bradley**  
Cotton **Mary**  
Coughlin **Maureen**  
Cristia **Cristina**  
Currey **Heather**  
Curtis **Amanda**  
Dach **Evelyn**  
Daly **Mary**  
Darling **Ann**  
Darling **Anne**  
Davidson **June**  
Dawe **Sharon**  
Delaney **Allan**  
Dempsey **Christine**  
Devitt **Geoff**  
Dine **Therese**  
Dodd **Betty**  
Douven **Wilma**  
Doyle **Lorne**  
Dray **Laura**  
Duncan **Kimberley**  
Eli **Leilani**

---

Ellsmore **Colleen**  
Ellul **Maria**  
England **Ann-Marie**  
Erickson **John**  
Evans **Barbara**  
Fagan **Steve**  
Faricy **Kevin**  
Farmer **David**  
Ferguson **Lauren**  
Fidge **Ros**  
Fisher **Mike**  
Foldi **Jeanette**  
Forskitt **Irene**  
Forskitt **Robert**  
Franks **Francis**  
Franks **Ray**  
Frattner **Elfie**  
Fung **Sandy**  
Galea **Tony**  
Galos **Megan**  
Garland **Meg**  
Gaskin **Brian**  
Gaskin **Janelle**  
Gearside **Paul**  
Gerstenberg **Pauline**  
Ghidini **Raphad**  
Gilmore **Toni**  
Gill **Carolyn**  
Gillespie **Craig**  
Glover **Keith**  
Goldthorpe **David**  
Goodwin **Kenneth**  
Goodwin **Veronica**  
Green **Edna**  
Green **Margaret**  
Gregg **Wilf**  
Grover **Fran**  
Hacker **Anne**  
Hales **Eileen**  
Hallowell **Bryce**  
Hanigan **Mona**  
Harding **Alan**  
Hargraves **Jenny**  
Harris **Kelly**  
Harris **Peter**  
Hatcliffe **Ronald**  
Henderson **Fay**  
Henderson **Sarah**  
Hempstead **Catherine**  
Hertzogh **Elizabeth**  
Hickey **Carolyn**  
Hockey **Michael**  
Holland **June**  
Hren **Margaret**  
Hudson **Susan**  
Huleatt **Kerrie**  
Hulme **Margaret**  
Hudson **Mary**

---

Hyde **Patricia**  
Hyman **Alan**  
Jablonski **Helen**  
James **Jenny**  
Jamieson **Pauline**  
Janas **Evan**  
Jochheim **Jillian**  
Jones **Alan**  
Jones **Dannielle**  
Jones **June**  
Jongsma **Judith**  
Keem **Barry**  
Kelly **Debbie**  
Kemp **Dianna**  
Kerns **Barbara**  
Klok **John**  
Kelly **Rose-Mary**  
Klein **Teresa**  
Klein **Karl**  
Kotevsca **Cena**  
Kowalczyk **Iris**  
Kozarowska **Vera**  
Kolevska **Tiffany**  
Koteff **Beverley**  
Koteff **Norm**  
Kris **Frances**  
Keft **Rhona**  
King **Margaret**  
Kirwan **Stephanie**  
Korgitta **Lorraine**  
Karauda **Carmen**  
Kembrey **Judy**  
Lavender **Chloe**  
Lawlor **Margaret**  
Lawrence **Pat**  
Lea **Liz**  
Lee **Eun Si**  
Lee-Chalmers **Sandy**  
Lees **Diana**  
Lees **Janette**  
Leishman **Robert**  
Lenon **Brooke**  
Lewis **Maria**  
Lewis **Roy**  
Lillis **Maureen**  
Lincoln **Debra**  
Lindwall **Florence**  
Lindwall **Peter Francis**  
Lopez **Jessica**  
Lucas **Sylvia**  
Lunardon **Shaun**  
Lyon **Lorraine**  
Mackenzie **Jocelyn**  
Macleay **Pat**  
Macleay **Robert**  
Magnee **Marilyn**  
Mahuta **Nikki**  
Marchant **Kerrie**

Markcrow **Trish**  
Martinez **Jessica**  
Maryvale **Georgia**  
Massey **Glennys**  
May **Murray**  
Maxwell **Suzanne**  
McAlister **Don**  
McCormack **Noreen**  
McDermott **Raymond**  
McDonald **Joan**  
McDonnell **Les**  
McFarlane **Jan**  
McFarlane **Ronald**  
McGovern **Chris**  
McGrath **Amber**  
McKay **Margaret**  
McKay **Alison**  
McKew **Lorraine**  
Meikle **Wendy**  
Meneses **Leidy**  
Merrifield **Marion**  
Miller **Nina**  
Mitchell **Linda**  
Mitrevska **Stojna**  
Monk **Janette**  
Montgomery **Kerry**  
Mooney **Shane**  
Moore **Maureen**  
Moore **Sue**  
Mulder **Lydia**  
Mullan **John**  
Murray **Sharon**  
Ncube **Zenzo**  
Neate **Alan**  
Neve **Brian**  
Nettlebeck **George**  
Nettlebeck **Valerie**  
Newbury **Melissa**  
Nicholls **Maureen**  
Nichols **Courtney**  
Nicholson **Janet**  
Nurse **Julie**  
O'Connor **Patricia**  
October **Charlie**  
Orange **David**  
Orellana **Blanca**  
O'Rourke **Allan**  
O'Rourke **Linda**  
Osmond **Jan**  
Oxenbridge **Gail**  
Oxman **Barbara**  
Parsons **Damian**  
Pavlusikova **Suzanna**  
Peachman **Christine**  
Pearsal **Sid**  
Pasturczak **Sheila**  
Payne **Laraine**  
Pearsal **Sid**

Peel **Peter**  
Penfold **Kirra**  
Peters **Betty**  
Peterson **Marilyn**  
Petkovski **Sime**  
Piggott **Barry**  
Pill **Linda**  
Pincham **Greg**  
Pooley **Gordon**  
Portelli **Aurelia**  
Portelli **Victor**  
Power **Margery**  
Preston **David**  
Price **Eileen**  
Pulley **Neville**  
Pulido **Josephine**  
Puru **Alana**  
Quige **Wendy**  
Quinn **Esme**  
Radford **Melinda**  
Rayner **Edith**  
Razey **Renee**  
Reed **Denise**  
Reichenbach **Eliane**  
Renko **Sandra**  
Richards **Stan**  
Richards **Suzanne**  
Rickards **Darrell**  
Rickards **Evelyn**  
Ridgeway **Kerryanne**  
Rienits **Ian**  
Redfern **Sandra**  
Reynolds **Jim**  
Routh **Sharon**  
Ross **Christine**  
Ryan **Christene**  
Ryan **Renae**  
Scott **Paul**  
Shead **Anne**  
Sheather **Elvy**  
Shier **Jan**  
Skinner **Ann**  
Sims **Karen**  
Simonovski **Lilly**  
Slater **Mary**  
Silby **Bernice**  
Smith **Ella**  
Smith **Maude**  
Smith **Philomena**  
Stampton **Melanie**  
Staubner **Helen**  
Stauffer **Zachary**  
Stephen **Anne**  
Stevenson **Gail**  
Stokes **Eileen**  
Stokes **John**  
Strachan **Eric**  
Strachan **Lyn**

Stumbles **Liz**  
Suderman **Jason**  
Sundbery **Krista**  
Swire **Wendy**  
Symonds **Margaret**  
Talmadge **Robin**  
Tayt **Mel**  
Thayer **Alan**  
Thoma **Maggie**  
Thomas **Dylan**  
Thomas **Gareth**  
Thomsett **David**  
Todd **Lynette**  
Toskovski **Roxanne**  
Tuck **Joan**  
Turner **Jean**  
Twible **Carol**  
Ward **Fay**  
Walsh **Ian**  
Warner **Simon**  
Watts **Pam**  
Whatman **Richard**  
Wheaton **Patricia**  
White **Alan**  
White **Janny**  
Whitney **Ronald**  
Whittaker **Mary**  
Whittingham **Carol**  
Williams **George**  
Williams **Tiffany**  
Wilson **John**  
Witcombe **Henriette**  
Woods **Daphne**  
Wagner **Shardae**  
Wales **Sonia**  
Williamson **Irene**  
Vann **Coral**  
Virtue **Heather**  
Virtue **John**  
Young **Christine**

## OUR SUPPORTERS

### COMPANY MEMBERS

Cluff **Alan**  
Cluff **Lorraine**  
Collins **Margaret**  
Del Turco **Maria Del Milagro**  
Doom **Anne**  
Downs **Roger**  
Duncan **Michelle**  
Gribble **Carol**  
Hadlow **Helen**  
Hardy **Alan**  
Hardy **Marion**  
James **Olive**  
Janssen **Wynand**  
Korgitta **Lorraine**  
Lamarra **Tony**  
Land **John**  
Land **Margaret**  
Lewis **Beryl**  
Lucas **Kay**  
Mackander **Brian**  
Mackander **Wayne**  
McKenzie **Brian**  
Miller **Jenny**  
Monk **Brian**  
Monk **Janette**  
Moolhuyzen **Elaine**  
Moolhuyzen **John**  
Morris **Wayne**  
Mullan **John**  
Mullan **Judy**  
Newman **Helen**  
Pearce **Joan**  
Pearson **Sandra**  
Pickford **Ronald**  
Rowland **Norman**  
Smith **Fay**  
Steep **Anne**  
Stevenson **Eric**  
Thompson **Philip**  
Uren **Betty**  
Uren **Sidney**  
Walsh **Brian**  
Walsh **Janet**  
Wilson **Jillian**

### WE WERE SUPPORTED WITH GENEROUS DONATIONS BY THESE ORGANISATIONS:

Albion Park Cakes	Illawarra Mercury
Albion Park Exclusive Florist	Illawarra Office Choice
Albion Park Poultry	Illawarra Smallgoods
Albion Park RSL Club	IMB
Axis Medical	Just Testing
Blooms the Chemist, Goulburn	Just Water
Bidvest	Ken Barnes Pty Ltd
Bunnings Shellharbour	Mitchel's Fruits
C-Lite Aluminium Windows & Doors	Novotel Wollongong
Carewell	Programmed Facility Management
Chem-pack Supplies	Shellharbour Workers Club
DVM Medical Supplies	Southern Cross Security
Gadens Lawyers	Starz Nurses (NSW)
Glen & Hayley Wale	The Aviator Lounge
Goulburn Palliative and Oncology Support Group	True Blue Chemicals
H2O To Go	UF Chemicals
Harrigan Ford	Warilla Bowls and Recreation Club
Hogs Breath Café	Warrawong Night & Day Pharmacy
Hughes Commercial Furniture	Woodhead Architects
	Zadro Constructions

### OUR OTHER MAJOR BUSINESS PARTNERS WERE:

Bendigo and Adelaide Bank Group	KPMG
Bethany Group	Managed Insights
EPAC	Marketability
Employers Mutual Ltd	Masterton Constructions
Employers Mutual Indemnity	Microsolve
Eclipse Computing	Recovery Partners
Gow Gates Insurance Brokers	Professional Advantage
Grindley Construction	Programmed Property Services
HESTA	T.O.D. Foods
Hodges Shorten Architects	Warilla Bowls and Recreation Club
Illawarra Nursing Services	Westpac
Independence Solutions	The Flagstaff Group
James Underwood & Associates	Shellharbour City Council
Kells the Lawyers	University of Wollongong

## OUR COMMUNITIES

---

### AUXILIARIES

Our three auxiliaries are located in Goulburn, Illawarra and Bundanoon. They are each incorporated as separate associations, but remain significant stakeholders in our organisation as volunteers, fundraisers and community advocates. We sincerely thank them for their impressive and loyal ongoing support.

### WARRIGAL CARE GOULBURN AUXILIARY REPORT

Funds raised \$16,496.

The Warrigal Care Goulburn Auxiliary has continued well with their fundraising ventures during the past year.

The Auxiliary have continued with their Art and Craft Fairs, Fete's, Car Boot Sales, Soup Slice and Sandwiches Luncheons, Morning Teas and Footwear Displays, Cherry Trip to Young and most recently with The Supa Slice and Billy G's Gourmet Cookie Dough fundraiser.

The Auxiliary was also successful in their Volunteer Grants 2010 application, receiving \$1293.93 from the Department of Families, Housing, Community Services and Indigenous Affairs to purchase a trolley, tables, digital camera and an urn for the Goulburn ACF.

**President** – Wendy Crisp

**Secretary** – Barbara Dunn

**Treasurer** – Freda Bush

**Total Members** – 26

### WARRIGAL CARE ILLAWARRA AUXILIARY REPORT

Funds raised \$76,000.

Auxiliary membership stands at 38, no new members this year and an attendance at Auxiliary meetings averaging 15.

The Opportunity Shop is the main source of funding and each year the ladies of the Op Shop provide assistance under the direction of Carol Gribble.

Excess stock from the shop is now being sent to Africa through One Ten enterprise. Other fundraising this year has been through a variety of ventures: Wine Tasting, Seniors Week Concert, Warrigal Care's Annual Fete.

Submissions this year have totalled \$55,233.31, shared between all Illawarra sites and the Day Respite Centre. Purchases made include: Wheel Chairs, Syringe Drivers, Air Mattresses, Lounges, Stoves, Mobicline Chairs and kitchen goods.

Bendigo Bank has been a great supporter of the Auxiliary's activities this year making a donation of \$1000.00.

**President** – Betty Gorton

**Secretary** – Lorraine Korgitta

**Treasurer** – Wendy Meikle

**Total Members** – 38

### WARRIGAL CARE BUNDANOON AUXILIARY REPORT

Funds raised; \$5890

The Bundanoon Auxiliary has continued to grow since its establishment in November 2007.

The auxiliary has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events.

The Warrigal Care Bundanoon Auxiliary have continued their participation this year in the Bunning's Community BBQ Program, a program in which the group prepares and sells Sausage Sandwiches at Mittagong Bunning's on a regular basis, this event proved to be a very successful fundraising venture with the group raising over \$600.00 in one day. Regular raffles have also been held - Easter, Mothers Day, Winter Warmer and Christmas raffles always being well support by residents, resident's families and the local community.

**President** – Dorothy Quigg

**Secretary** – Judy Papps

**Treasurer** – Roger Seville

**Total Members** – 10

## OUR CODE OF CONDUCT

---

### OUR CODE OF CONDUCT

#### OUR COMMITMENT:

We, as representatives of Warrigal Care, are committed to:

1. Providing care services that recognise the dignity, rights, values and beliefs of residents and their families;
2. Ensuring that funds and resources provided by Governments, communities and individuals are effectively and efficiently used in providing care services to residents and clients;
3. Providing quality care services through the development of a co-operative and collaborative work environment, free from bullying and harassment, where trust, honesty and integrity are used to ensure harmonious relationships between residents, clients, their families and Warrigal Care;
4. Ensuring the right to privacy and confidentiality for residents, clients and their families through the proper and secure collection, use, handling, storage and disposal of personal and sensitive information;
5. Keeping up to date with changes in the delivery of services we provide, by actively participating in the Company's training and development program;
6. Ensuring the safety of residents, clients, employees and any visitor in the workplace, by adhering to safety policies and practices and the correct and appropriate use of safety equipment and protective clothing;
7. Complying with the intent and spirit of the law;
8. Ensuring there is no conflict of interest, benefit or gain outside the normal conditions of service during or after the course of such engagement;
9. Promoting a positive image of aged care in the community;
10. Ensuring our conduct does not bring at any time, the Company's reputation into disrepute.



# OUR SERVICES WILL BE AFFORDABLE, ACCESSIBLE AND SUSTAINABLE

## STATUTORY, REGULATORY AND POLICY

Our legal agreement processes and contracts were updated this year to comply with the requirements of the new Retirement Villages Act and we have implemented risk minimisation procedures for the release of accommodation bonds to the estates of deceased persons.

## USING TECHNOLOGY FOR BETTER EFFICIENCY

We completed the implementation of electronic care management systems in each of our aged care homes and have increased efficiency through online Medicare claiming and the upgrade of our Community Care application to accommodate National Respite for Carers Program, Home and Community Care funding and broker invoicing.

## MAXIMISE FUNDING

We engaged consultants this year to undertake demand needs analysis for proposed expansions at Bundanoon, Goulburn, Queanbeyan and to assess funding maximisation / care optimisation options at our Warilla and Albion Park Rail homes.

We transferred thirteen licences from Gladesville to Queanbeyan and one from Albion Park Rail to Warilla and were successful in obtaining 69 Extra Service Status high care places for the proposed Wollongong Aged Care Facility (ACF). We also applied for 158 provisional and 46 Extra Service Status places for Queanbeyan and the proposed Shell Cove ACF in 2010. The announcement of our success has not yet been made by the Department of Health and Ageing.

## BETTER CASH FLOW

To improve cash flow we commenced the ageing of accommodation bonds and implemented a new liquidity management strategy, including the \$2m Adelaide Bank revolving bond refund line of credit, to enable better loan clearance rates and targeted risk management for aged care bond repayments.

Our innovative mixed levels of care homes were fully occupied this year resulting in our debt being cleared on the 22nd January 2010.

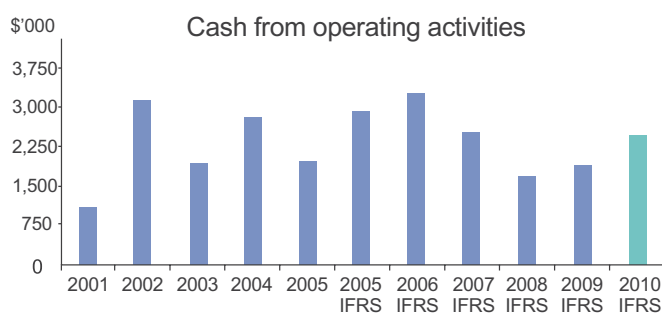
## BUSINESS IMPROVEMENTS

Balanced score card reporting for each of our homes and services was implemented this year to increase our focus on strategy and results.

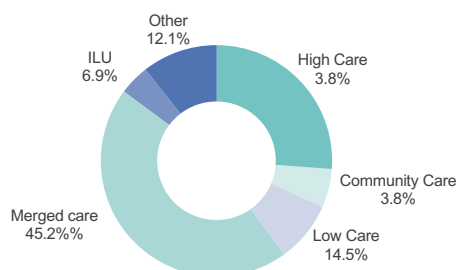
Our merged care homes have transferred to independent cleaning contractors, delivering improvements in service quality and reporting, with savings in excess of \$50k per annum.

We have updated our bus fleet incorporating wheel chair lifts in the Illawarra, Goulburn and Bundanoon and now operate a carbon neutral motor vehicle fleet via carbon offsets through Greenfleet. The certificate and motor vehicles stickers are displayed as part of our sustainability program.

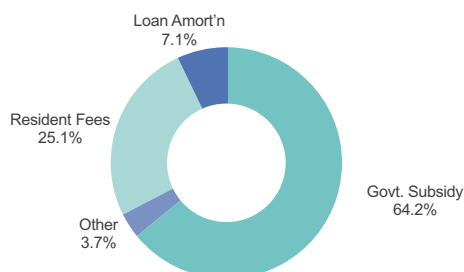
A new 4 year Natural Gas Contract with AGL and 3 year Electricity contract with TRUenergy will provide us with substantial savings below residential and commercial rates in NSW.



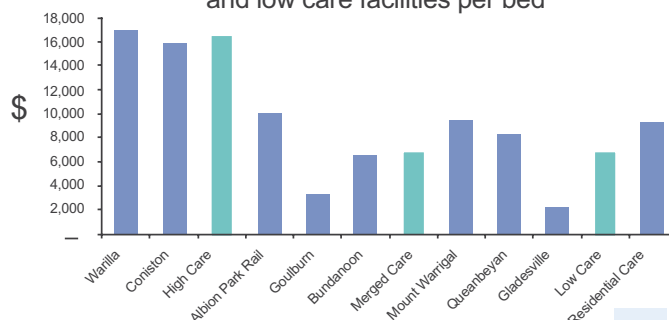
Summary of expenditure by service type 2010



Summary of income sources 2010



2009-10 Earnings before interest, Tax, Depreciation and amortisation for high, Merged and low care facilities per bed



## OUR LAND AND BUILDINGS

### LEGISLATIVE COMPLIANCE

Warrigal Care engaged the services of a Building Code of Australia consultant to achieve certification compliance at Albion Park Rail and final occupation certificates were achieved for Bundanoon and Albion Park Rail.

Our villages were registered with the Land Property Management Authority and quarterly reports were provided to Department of Health and Ageing regarding the completion of provisional allocations.

Our annual fire safety statements and fire engineer inspections were completed and fire safety systems maintained and certified this year.

### PROPERTY DEVELOPMENT PLAN

A 2010- 2014 Property Development Plan (PDP) has been developed with Hodges Shorten Architects engaged to deliver projects on the PDP.

Development applications were lodged for our Wollongong development (120 bed ACF and 36 ILU's) and for all works at Warrigal Care Goulburn (a 40 bed ACF extension, community services area, administration offices and 50 - 80 ILU's).

Project planning commenced for the Shell Cove development (160 bed ACF & 50 - 80 ILU's) and designs for Bundanoon ACF extension (30 beds) and village development 100 - 150 ILU's are also progressing.

### EFFECTIVE MAINTENANCE PROGRAMS

8595 requests for routine maintenance, 17 ILU refurbishments, 25 ACF room refurbishments and 25 Property and Equipment Plan (PEP) projects were completed this year.

Our Facility Condition Audits have been reactivated and reformatted in 2010 and annual site gardening and external cleaning schedules were implemented.

All Property Service employees were provided with OH&S, Safe Work Method Statements and Risk Assessment training this year and have been allocated email access to streamline communications.

### CONTINUAL BUILDING OF OUR REPUTATION AND ORGANISATIONAL PROFILE

Promotion of Warrigal Care's Environmental Sustainability innovations has been conducted through Business Treading Lightly and WIN TV advertisements. Warrigal Care was highly commended in The Pat Mowbray Eco-Innovation Awards.

### OUR DEVELOPMENT PRINCIPLES

The objective of Warrigal Care's property developments is to achieve a prime service system in each location, with all levels of care in sustainable and quality services.

#### DEVELOPMENT OBJECTIVE

##### **Geographic Prominence**

Warrigal Care will continue to build on reputation and our organisational profile to ensure ongoing demand for services.

##### **All Levels of Care**

Warrigal Care is able to support residents with a seamless transition through all levels of care by providing a range of services in the locality of their choice.

##### **Sustainable Services**

Warrigal Care's services will be financially viable. Our new buildings and existing assets will be managed to create environmentally sustainable services that reduce our environmental footprint.

##### **Quality Services**

Reinvested surpluses fund continual improvements to provide our residents affordable, safe and comfortable homes in attractive environments.

#### DEVELOPMENT STRATEGIES

- Establish five main centres of service between the coast and the capital.
- Build comprehensive mixed model service systems at Wollongong, Shellharbour, Bundanoon, Goulburn and Queanbeyan.
- Establish multiple service types at each locality.
- Each locality to provide all levels of care – all types of residential care, self care, community services and respite services.
- Expand each location to an economically viable size.
- Expand locations to a minimum total of 100 beds/places & minimum 40 units/villas. Cluster services into efficient units of management.
- Ensure new buildings are designed to be Environmentally Sustainable and achieve a low environmental impact.
- Ensure each home is compliant with legislation, certification and accreditation standards.
- Construct and refurbish existing assets using best practice design principles.



## OUR ENVIRONMENT

---

### ENVIRONMENTAL SUSTAINABLE LIVING

Our new facilities, including all new construction and renovations utilise innovative, sustainable and environmentally sound practices and products. We engage Environmental Sustainability Engineers to coordinate the design of all areas including components of architecture, electrical, mechanical, hydraulic and landscape to ensure our new developments achieve a sustainability rating from the Department of Environment, Climate Change and Water.

### GREEN REFURBISHMENT

We have commenced our Green Refurbishment program to identify sustainable refurbishment process and energy efficient equipment selections. Low volatile organic compound paints have been tested and implemented.

### COMMINGLED RECYCLING

Commencement of commingled recycling services has occurred at all Warrigal Care locations with a total of 171.55 tonnes of recyclable material diverted from landfill in 2009/10.

### SURPLUS DONATED GOODS RECYCLING

The Surplus Donated Goods Recycling initiative in partnership with One Ten Enterprises Pty Ltd has resulted in the diversion of over 12 tonnes of reusable items to developing countries, while generating \$3009 for the Warrigal Care Auxiliary. These funds will be utilised by the Auxiliary to purchase additional supplies and equipment directly benefiting our residents and clients.

### STAFF AND RESIDENT AWARENESS

The Property Services Department has implemented an Environmental Sustainability Focus Group. This group will select Environmental Sustainability Champions for each Warrigal Care location to run sustainability training and workshops. Environmental Sustainability is also being promoted to staff with regular articles featured in Warrigal Care's OpenLine Monthly Newsletter.

### SOLAR PANEL REBATE INITIATIVE

Solar Panel installations at Warrigal Care Lake Illawarra were completed in June 2010. This is a trial with a view to potential implementation across other service locations.

### RECYCLING AND GENERAL WASTE ASSESSMENT

Waste Stream audits were conducted in May 2010 at Warilla and Mt. Warrigal. The results from the assessment assist us to improve our waste management systems and find ways to decrease our resource usage.

### BENCHMARKING

Benchmarking of utility consumption, such as electricity, gas, water, fuel, waste and recycling has been undertaken across the organisation. This information has allowed us to quantify our Greenhouse Gas Emissions for 2009. Total estimated emissions calculated for 2009 was 4879.03 tonne.



# WE WILL BE INFLUENTIAL IN THE DEVELOPMENT OF SERVICES FOR OLDER PEOPLE

## OUR RESEARCH PARTNERSHIPS

INSTITUTION	ACTIVITY
University of Wollongong (UoW) School of Information Systems and Technology (Dr Ping Yu & Esther Munyisia)	Australian Research Council funded project into outcomes of IT documentation. E-doc Research Study
UoW Eastern Australian Dementia Training and Study Centre (Assoc. Professor Vicky Traynor – Loren DeVries)	Effects of environment on residents' physical activity levels. (Benefits to residents: improving the environment, raising staff awareness of the importance of physical activity)
UoW School of Health Sciences - Nutrition/Pop. Health (Dr Karen Charlton) - Pop. Health (Dr Deanne Condon Paolini) - Psychology (Assoc. Prof Steve Rooderhys)	Nutrition, resident's dining experience, volunteers & meals assistance. (Benefits to residents: increasing ambience in dining rooms, meal assistance, possible improved nutritional status.) Annual Resident Satisfaction Survey – benchmarking & quality improvement project. Iodine status of older adults and its association with cognitive functioning – Iodine level study. (Benefits to residents: free basic health screening, dietary advice.)
Greater Southern Area Health Service/Australian National University (ANU) (M/s Anne Meller CNC)	Survey (Continuous Quality Improvement tool) and education for advanced care planning.
Southern Hospital Network (SESIAHS) & Illawarra Division of General Practice (Natalie Molloy) Illawarra Aged Care Placement Service	Life Management Project & Advanced Care Directives (ACD). (Benefits to residents: improving life management processes and implementing ACD's into homes)
University Of Technology Sydney – Faculty Of Nursing, Midwifery & Health (Professor Lyn Chenoweth)	Person Centred Care for Dementia Study Care interventions observed in Dementia care. (Benefits to resident: staff education, suggestions for improvement in dementia care)
UoW School of Health Sciences – Nutrition (Meredith Kennedy, Dietetics Placement Coordinator/Lecturer)	Dietician students final semester three week full time work placement in Food Services. (Benefits to residents: staff training, auditing areas identified by resident feedback.
Illawarra Division of General Practice (Dietician Anita Needham) Illawarra Division of General Practice (Glenda O'Halloran) Illawarra Division of General Practice (Margaret Jordan)	Dietician Service nutritional screening project for low care residents. (Benefits to residents: staff training and information sessions, individual nutritional screening) Advance Care Planning sessions for Low Care residents. (Benefits to residents: increased awareness of the need for planning). Nation Prescribing Scheme Opioid Medication Education Package trials for staff looking after residents with chronic non-cancer pain.
UoW School of Psychology Illawarra Institute for Mental Health (Dr Hamish McLeod, Researcher Johanna Allsopp)	Reminiscence in depressed and healthy adults: An exploration of the effects of cue modality on autobiographical memory retrieval. (Benefits to residents will be visits by the clinical psychologist and personalised photo album at the end of the project)
UoW Illawarra Health and Medical Institute (Professor Jan Potter Medical Director, IHMRI Health Ageing, Clinical Director Aged Care, Community Health & Chronic Care, SESIAHS)	REACH Out in Dementia: Recognise End of Life and Care Holistically
UoW Commercial Research Unit & Commercialisation Hub (CRC) (Dr Troy Coyle & Dr Bridget Munro)	Enabling Technologies for Active Ageing CRC. Includes 3 Programs: Health Monitoring, Data Interfacing & Intervention and Aids for Daily Living

## HOW YOU CAN HELP

---

- Visit your friends and relatives regularly
- Get involved in the functions and special events at your local centre
- Volunteer your time or talents
- Become a donor to Warrigal Care - you can donate by secure credit card payment online at [www.givenow.com.au/warrigalcare](http://www.givenow.com.au/warrigalcare)
- All donations over \$2 are tax deductible.

## VOLUNTEERING IS INTENSELY REWARDING

### We need your time and talent to

- Help in the garden
- Read to the visually impaired
- Cook the BBQ at a special event
- Organise a fundraising event
- Assist at meal times
- Drive the bus
- Join our Warrigal Care Chaplaincy and Pastoral Care Program.

These are just a few of the ways you could assist us.

If you have some time or a special talent you can offer, please call our Volunteer Services Coordinator on **1800 626 670**.

We would love to hear from you.



## DIRECTORS IN OFFICE

The directors present their report together with the financial report of Warrigal Care, (the company) and the consolidated financial report of the group, being the Company and its controlled entities, for the financial year ended 30 June 2010 and the auditors report therein.



### ALAN HARDY

CHAIRMAN  
INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 68 years

Member of Finance  
Committee

Member of the  
Quality Management  
and Accreditation  
Committee

Member of Planning  
and Development  
Committee

Member of Project  
Control Group

Mr Hardy was appointed director in 1984. He is a retired teacher and holds a Bachelor of Arts (Economics) Degree. Mr Hardy is a State Returning Officer and a Justice of the Peace.



### BRIAN MONK

VICE CHAIRMAN  
INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 66 years

Member of Finance  
Committee

Member of Planning  
and Development  
Committee

Mr Monk was appointed director in 1988. Mr Monk is now semi retired after working for 48 years and has run four successful small businesses in industrial and catering sectors. He has qualifications in Supervision and Management as well as three mechanical trades. Professional interests include transport, tourism, OHS&E and building construction.



### ROGER DOWNS

VICE CHAIRMAN  
INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 56 years

Member of Finance  
Committee

Mr Downs was appointed director in 1997. He is a Solicitor and Chairman of Partners at Kells The Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management, and is also an Accredited Specialist in Property Law and Business Law. He is a member of the Business Law Committee of the Law Society of NSW and is the Law Council of Australia representative on the Australia Competition and Consumer Commission's small business advisory group. He is a director of Community Alliance Credit Union LTD. His community involvement includes 18 years in Corrimal Apex Club and many years as honorary legal adviser to Surf Life Saving Illawarra.



### PETER (WAYNE) MORRIS

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 53 years

ACIS, ACIM, MNIA,  
AIMM, AIFS, AMP,  
(Harv). MAICD

Appointed as Director in 2009. CEO of Wollongong Hawks Basketball Limited since May 2009. 30 year career at IMB Ltd including 7 years as CFO and 9 years as CEO. Voluntary business consultant to various community, charity and church organisations. Also on the boards of Newcastle Permanent Building Society Ltd, Illawarra Performing Arts Centre Inc, Southern Illawarra Church of Christ and the Commission of the National Basketball League. Previously board member of an industry association, a financial planning company, a not-for-profit research organisation, a private school and other community organisations.



### MARGARET COLLINS

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 57 years

Member of Finance  
Committee

Mrs Collins was appointed as Director in 1997. She has over 25 years experience in the financial services industry, is a Fellow of the Institute of Financial Services and has completed the Diploma of Financial Planning through Deakin University and is an Associate Member of the FPA (AFPA). Mrs Collins is presently a director of M Collins Pty Limited. 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**

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 60 years

Chairman of Planning  
and Development  
Committee

Member of Project  
Control Group

Mr Thompson was appointed as Director in 1999. He holds qualifications in Civil Engineering and is presently a Subdivision and Development Engineer for Shellharbour City Council. He has held voluntary positions with the Salvation Army Red Shield Appeal as their Shellharbour/ Kiama area chairman from 2000 - 2007, was the Association of Apex Clubs NSW State President in 1989 and Illawarra District Governor in 1985 and 1986 and is a Life Member of the Association of Apex Clubs of Australia. He was an inaugural member of the Illawarra Life Education units, past Treasurer of the Illawarra branch of the Automotive and Mechanical Engineers, past Secretary of the Oak Flats Junior Hockey Club and is a Justice of the Peace.



**JUDY MULLAN**

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 50 years

Member of the  
Quality Management  
and Accreditation  
Committee

Member of the Active  
Living Committee

Dr Mullan was appointed director in 2000. She has over 25 years experience as an academic. Judy holds a Bachelors degree in Pharmacy and the Arts, as well as a PhD in Public Health and is presently a senior lecturer at the University of Wollongong Graduate School of Medicine. She is a fellow of the Society of Hospital Pharmacists of Australia and an Australian Accredited Consultant Pharmacist. Her community involvements include voluntary work for aged care and sporting organisations. Her professional focus is to improve the 'Quality Use of Medicines' and the 'Quality of Life and Care' for older consumers.



**ANNE DOORN  
(NEE CLEARY)**

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 65 years

Appointed a director  
in 2009.

Mrs Doorn is an RN with decades of hospital and aged care management experience. Retired since 2004 she is active in her community and church and an Honory member of Kiama Rotary Club.



**HELEN NEWMAN**

INDEPENDENT  
NON-EXECUTIVE  
DIRECTOR

Age 51 years

Member of Planning  
and Development  
Committee

Mrs Newman was appointed director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to post graduation nursing studies and a Graduate Diploma in Nursing (Critical Care). She remains involved in the Infection Control Association of NSW, being an active member in the Illawarra region since 1994. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



**MARK W SEWELL**

COMPANY  
SECRETARY / CEO

MBA, B.Soc Sci,  
Grad Cert Mgt,  
AIMM, MAICD

Appointed to the positions of Chief Executive Officer and Company Secretary in April 2008. Deputy CEO of Warrigal Care since 2001. Previous senior manager with the NSW Government Departments of DADHC, DoCS and IAHS. He is a director on a number of non-profit boards and is a NSW Director and the Illawarra Regional Chair for the Aged and Community Services Association NSW/ACT.

## DIRECTORS REPORT

### COMPANY SECRETARY

Mr Mark Sewell, MBA, B.Soc Sci, AIMM, MAICD, 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 since 2001 and previously held management positions with the NSW Government Departments of DADHC, DoCS and IAHS. He is a director on a number of non-profit boards and is a director and regional chairperson for the Aged and Community Services Association NSW/ACT.

### DIRECTORS' MEETINGS

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

DIRECTOR	BOARD OF DIRECTORS MEETING AND EXTRAORDINARY MEETINGS		FINANCE COMMITTEE MEETINGS		PLANNING AND DEVELOPMENT COMMITTEE MEETINGS		QUALITY MANAGEMENT AND ACCREDITATION COMMITTEE MEETINGS	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
AW Hardy	11	8	12	11	3	-	7	6
B Monk	11	10	12	9	3	3	-	-
RJ Downs	11	9	12	11	-	-	-	-
WF Janssen	11	10	12	10	-	-	-	-
ML Collins	11	8	12	9	-	-	-	-
PG Thompson	11	11	-	-	3	3	-	-
J Mullan	11	8	-	-	-	-	7	3
P Doorn	11	6	-	-	-	-	7	2
H Newman	11	9	-	-	3	3	-	-

### PRINCIPAL ACTIVITIES

The principal activities of the Group during the financial year were the provision and operation of:

- High care – Warilla and Coniston;
- Low care – Mount Warrigal, Queanbeyan and Gladesville;
- Merged care – Goulburn, Bundanoon and Albion Park Rail;
- Independent living units – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan and Bundanoon;
- Day Respite centres – Illawarra and Goulburn;
- National Respite for Carers Programme (NRCP) – Illawarra and Goulburn;
- Extended Aged Care at Home (EACH) and EACH Dementia programs in Goulburn and Queanbeyan;
- Home and Community Care (HACC) programs at Goulburn, Queanbeyan and the Illawarra (from April 2010); and
- Community Care (CACP) programs in the Illawarra, Queanbeyan and Goulburn.

There were no significant changes in the nature of the activities of the Group during the year.

## REVIEW AND RESULTS OF OPERATIONS

	2010	2009
	\$'000	\$'000
<b>Consolidated result</b>		
Net surplus	784	471

The 2010 result includes: accelerated depreciation of \$600,000 for Warrigal Care Coniston and \$147,000 for Warrigal Care Mount Warrigal.

Excluding bed licence revenue in 2009, the Group's operating income increased from \$33.88 million to \$38.26 million (an increase of \$4.38 million or 12.94%) due to increases in government funding as well as higher occupancy at our recently expanded merged care operations.

Excluding additional depreciation and 2009 impairment losses, expenditure increased from \$34.08 million to \$37.16 million (an increase of \$3.08 million or 9.03%). This was mainly due to the increases in wages and care costs necessary to maintain our standards of care and for additional costs of expanded services.

Residential care continues to be the Group's core business, contributing 67% of the total operating result excluding additional depreciation.

This statement is to be read in conjunction with the Chief Executive Officer's Report.

### EVENTS SUBSEQUENT TO REPORTING DATE

On 2 August 2010 Warrigal Care Gladesville was sold for total consideration of \$7,498,100. The sale included 41 bed licences.

A site compatibility certificate was obtained from the NSW Department of Planning in relation to the proposed Wollongong development. This certificate is valid for 24 months from 19 August 2010 and is vital to the Group's appeal against Wollongong City Council's initial rejection of the development application for that site.

A development application has been lodged for expansion of a range of services at Goulburn.

Apart from the above, there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Group, the results of those operations, or the state of affairs of the Group, in subsequent financial years.

### LIKELY DEVELOPMENTS

The developments of new independent living units at Goulburn, Bundanoon and Wollongong are in the pre-construction phase. Civil works are expected to commence at Goulburn before June 2011. Construction of eight (8) new units at Albion Park Rail is expected to be completed by November 2010, in conjunction with site landscaping and extension of the administration centre. Works are not expected to commence at Bundanoon or Wollongong before June 2011.

Construction of the sixth and final wing at the Goulburn merged care facility is expected to commence before June 2011. Once construction is completed the forty (40) places obtained in the 2008 ACAR will be activated, bringing total capacity to one hundred and sixty (160) beds in the ACF at that site.

Development approval has already been granted for construction of a fifth wing to the merged care facility at Bundanoon. The timing of construction is under consideration by the board. Once construction is completed the thirty (30) places obtained in the 2008 ACAR will be activated, bringing total capacity to one hundred and twenty (120) places at that site.

## DIRECTORS REPORT

---

### LIKELY DEVELOPMENTS (CONTINUED)

Consultants have been engaged to formulate options for the expansion and redevelopment of services at Queanbeyan. It is expected that existing operations will continue at Mount Warrigal in line with the lease currently under exhibition by Shellharbour Council. The value of Warrigal Care Mount Warrigal will be written down over that period, resulting in accelerated depreciation expense over the ten years to 30 June 2020.

It is anticipated that existing capacity at Coniston will transfer to Shell Cove on completion, expected to be June 2013. The value of Warrigal Care Coniston will be written down over the next three years to 30 June 2013, resulting in accelerated depreciation expense.

Land has been purchased in Government Road, Oak Flats and at Shell Cove for the purpose of providing additional aged care facilities and services. Settlement for the property at Brigantine Drive Shell Cove is due by 31 October 2010.

Land has been purchased in Wollongong to provide additional aged care facilities utilising the one hundred and forty (140) places obtained in the 2008 and 2007 ACARs.

Shellharbour City Council has resolved to enter into a five (5) year lease for the land on which Warrigal Care Mount Warrigal is situated, with a further 5 year option. If at the end of the exhibition period there are no objections, Council will enter into the lease.

Application has been made in the 2009 Aged Care Approvals Round for sixty (60) high care licences at Queanbeyan and ninety eight (98) high care licences at Shell Cove.

### ENVIRONMENTAL REGULATION

The Group's operations are not subject to any significant environmental regulations under the Commonwealth or State legislation. However, the Board believes that the Group has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Group.

### SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

In the opinion of the directors there were no significant changes in the state of affairs of the Group that occurred during the year under review.

### DIRECTORS' INTEREST AND BENEFITS

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements, by reason of a contract made by the Company, its controlled entities, or a related body corporate with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest, other than as disclosed in note 22 to the financial statements.



---

## INDEMNIFICATION AND INSURANCE OF OFFICERS

The Company paid a premium in respect of a contract insuring directors and officers of the Group against liability. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability insurance contract, as such disclosure is prohibited under the terms of the contract. A deed of indemnity has been entered into with RJ Downs, a director of the Company, to indemnify him from and against any liability incurred in his position as a director of the Company, including reasonable defence costs. This deed excludes indemnity to the extent that such indemnity would be prohibited by: Section 241 of the Corporations Act 2001; or any other statutory provision or the common law.

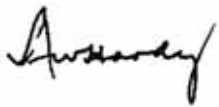
## LEAD AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration is set out on page 40 and forms part of the directors' report for the financial year ended 30 June 2010.

## ROUNDING OFF

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made with a resolution of the directors:



ALAN HARDY  
Chairperson of the Board



PETER WAYNE MORRIS  
Director

Signed at Albion Park Rail, this 27th day of September 2010

## CONTACT DETAILS

---

### AGED CARE HOMES

#### CONISTON / 62 places

**Manager:** Don Colquhoun  
91 Bridge Street Coniston NSW 2500  
**Phone:** 02 4229 4433 **Fax:** 02 4227 2164

---

#### BUNDANOON / 90 places

**Manager:** Vernia Blundell  
20 Hill Street Bundanoon NSW 2578  
**Phone:** 02 4884 6100 **Fax:** 02 4883 7358

---

#### GOULBURN / 120 places

**Manager:** Leslie Carter  
7 Aubyn Road Goulburn NSW 2580  
**Phone:** 02 4823 0600 **Fax:** 02 4822 4602

---

#### WARILLA / 101 places

**Manager:** Karen Herbert  
1 Arcadia Street Warilla NSW 2528  
**Phone:** 02 4297 0999 **Fax:** 02 4297 1951

---

#### ALBION PARK RAIL / 149 places

**Manager:** Helen Pavlik  
2 Pine Street Albion Park Rail NSW 2527  
**Phone:** 02 4230 8150 **Fax:** 02 4257 4154

---

#### MOUNT WARRIGAL / 40 places

**Co-ordinator:** Christine Brooke  
5 Rowland Avenue Mount Warrigal NSW 2528  
**Phone:** 02 4297 0211 **Fax:** 02 4297 0213

---

#### QUEANBEYAN / 44 places

**Co-ordinator:** Helen Blayden  
Cnr Canberra Avenue & Campbell Street  
Queanbeyan NSW 2620  
**Phone:** 02 6299 3876 **Fax:** 02 6299 6624

---

### COMMUNITY SERVICES

#### ILLAWARRA

**Co-ordinator:** Sue Piper  
2 Pine Street Albion Park Rail NSW 2527  
**Phone:** 02 4230 8109 **Fax:** 02 4256 7887

---

#### GOULBURN

**Co-ordinator:** Belinda McClelland  
7 Aubyn Road Goulburn NSW 2580  
**Phone:** 02 4823 0608 **Fax:** 02 4822 4602

---

#### QUEANBEYAN

**Co-ordinator:** Beatrice Vann  
Cnr Canberra Avenue & Campbell Street  
Queanbeyan NSW 2620  
**Phone:** 02 6297 3511 **Fax:** 02 6299 6624

---

### DAY RESPITE SERVICES

#### ILLAWARRA / 25 places / 4 days per week

**Co-ordinator:** Debbie Heiss  
29 View Street Lake Illawarra NSW 2528  
**Phone:** 02 4297 2692 **Fax:** 02 4295 4287

---

#### GOULBURN / 15 places / 7 days per week

**Co-ordinator:** Rowena Jenkins  
7 Aubyn Road Goulburn NSW 2580  
**Phone:** 02 4823 0605 **Fax:** 02 4822 4602

---

### INDEPENDENT LIVING UNITS

**Co-ordinator:** Lynell Ratcliffe  
2 Pine Street Albion Park Rail NSW 2527  
**Phone:** 02 4230 8106 **Fax:** 02 4256 7887

---

#### WARILLA / 40 units

1 Arcadia Street Warilla NSW 2528

---

#### LAKE ILLAWARRA / 30 units

1-7 Grove Circuit Lake Illawarra NSW 2528

---

#### ALBION PARK / 16 units

7-19 O'Gorman Street Albion Park NSW 2527

---

#### FIGTREE / 39 units

69 O'Briens Road Figtree NSW 2525

---

#### ALBION PARK RAIL / 64 units

2 Pine Street Albion Park Rail NSW 2527

---

#### QUEANBEYAN / 59 units

18 George Street Queanbeyan NSW 2620

---

#### BUNDANOON / 12 units

20 Hill Street Bundanoon NSW 2578

---

### SUPPORT SERVICES

#### ADMINISTRATION CENTRE

2 Pine Street Albion Park Rail NSW 2527  
**Phone:** 1800 626 670 or 02 4257 4257  
**Fax:** 02 4257 4232

---

#### ILLAWARRA AUXILIARY OP SHOP

George Street Warilla NSW 2528  
**Phone:** 02 4296 3794

---

#### PROPERTY SERVICES DEPOT

121 Industrial Road Oak Flats NSW 2527

---



FOR EVERY  
TYPE OF CARE  
AN OLDER PERSON  
MAY NEED

PHONE FREECALL  
**1800 626 670**

**WARRIGAL CARE REGISTERED OFFICE**

**ABN:** 34 002 392 636  
2 Pine Street Albion Park Rail NSW 2527  
PO Box 435 Albion Park NSW 2527  
**Toll free:** 1800 626 670  
**Phone:** 02 4257 4257  
**Fax:** 02 4257 4232  
**Email:** [warrigal@warrigal.com.au](mailto:warrigal@warrigal.com.au)  
**Web:** [www.warrigalcare.org](http://www.warrigalcare.org)

For more information about this annual report, contact the Organisational Development Coordinator. Additional copies of this and previous annual reports may be downloaded from our website.



**WARRIGAL**  
*Care*

EXCELLENCE IN SERVICE  
TO OLDER PEOPLE