



Warrigal

Inspiring communities
for older people

Staying
Strong
and **Safe**

**Annual
Report 2020**



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Safe and Sound

The last 12 months have tested our Warrigal family like never before. From bushfires forcing the evacuation of our Bundanoon site to the COVID-19 pandemic we have had to be more resilient and more adaptable than ever before.

It is testament to our strong foundations and our unwavering beliefs and values which we commonly refer to as **The Warrigal Way** that despite all of the challenges and the disruption, our exceptional staff, volunteers and wider community have continued to achieve great things.

Warrigal today, as it always has been is a charity, owned by the community, and governed by volunteers.

We have a group of 40 volunteers who own the organisation on behalf of the community. These volunteers meet twice a year and elect the Board. The Board of Directors comprises 8 highly qualified, very dedicated volunteers who closely examine our finances, staffing, property plans and clinical governance outcomes. The Business Risk and Audit Committee is more important than ever as they examine all the things that make us safe and strong to ensure we are resilient over time.

None of the Board members are paid, not even allowances, they work purely for the satisfaction of leading one of the best charities for older people in Australia.



Not many organisations are like this now. At Warrigal we're staying true to our original purpose, we really are here for good, and committed to staying safe and strong, it's **The Warrigal Way**.

This community management approach also extends to our CEO and Executive Team. No executive perks or bonuses, no special deals, no overtime or allowances. We truly are a community owned, governed and managed enterprise.

Warrigal was started by community volunteers for the good of older people and it still remains true to its beginnings through thick and thin over 50 years later. It's **The Warrigal Way**.

Thank you for being a part of it and enabling us to stay strong and safe.

A handwritten signature in black ink that reads "Wyn Jansen". The signature is fluid and cursive.

Wyn Jansen
Chair of the Board



Strong Leadership

Ben Marsh
Executive Leader
– Finance and
Administration

- Finance
- Community Relations (Marketing)
- Customer Relations (Sales)
- Payroll

Peter Hutchinson
Executive Manager –
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

Alissa Walsh
Executive Leader –
Service Innovation and
Development

- Strategic Partnerships
- Technology Solutions
- Strategic Procurement
- Commissioning

Craig Smith
Executive Leader –
Service Integrated
Communities

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

Staying Strong and Safe

Well what a year it has been!

The last 12 months have certainly been challenging for regional organisations like Warrigal. We are doing everything we can for older people through these unprecedented times.

Aged care providers are under a lot of stress with many struggling to meet the expectations of their customers, families, employees, unions, and the Quality and Safety Commission requirements because of the inadequate resources they have. At Warrigal we are calling for reform before the whole system crashes and more providers decide they cannot continue.

As part of the funding sustainability issues, we have faced a number of internal challenges, including a significant financial deficit from our higher care staffing levels and deciding to invest in a significant upgrade to our information and compliance systems.

We are also in the process of filling our newest aged care home at Queanbeyan which is a very careful and expensive exercise. These decisions have cost us a lot this year.

We have poured enormous energy into keeping ourselves and others



healthy and safe from the rampant virus taking older people's lives across the world. Comprehensive management and communication strategies were rolled out, including the hardest decisions of all; to suspend our inspiring volunteers and to restrict family access to our aged care homes.

We want to especially thank our wonderful Warrigal workers who come to work each day despite enormous challenges and at times personal safety risks.

Everything we do, encapsulated in **The Warrigal Way** is a reflection of our commitment to older people that we will be here for good, and stay strong and safe for them.

A handwritten signature in black ink that reads "Mark Sewell". The signature is written in a cursive, flowing style.

Mark Sewell
CEO

A **Strong** History



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.

1964

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

1967

Shellharbour Lions Club, Kiama Soroptimists, Rotary and Apex together formed a strong Board to create the Mount Warrigal Retirement Village.

1960s

1970s

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.



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.

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.

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.

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.

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.

1998

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

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.

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.

2000s

2010s

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.



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.

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.

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.



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.

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.

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.



Committed to building a fully integrated aged care community in Wollongong, sale contracts have exchanged for Corrimal St Wollongong after many attempts to achieve a sustainable model in this location.

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

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.

2015

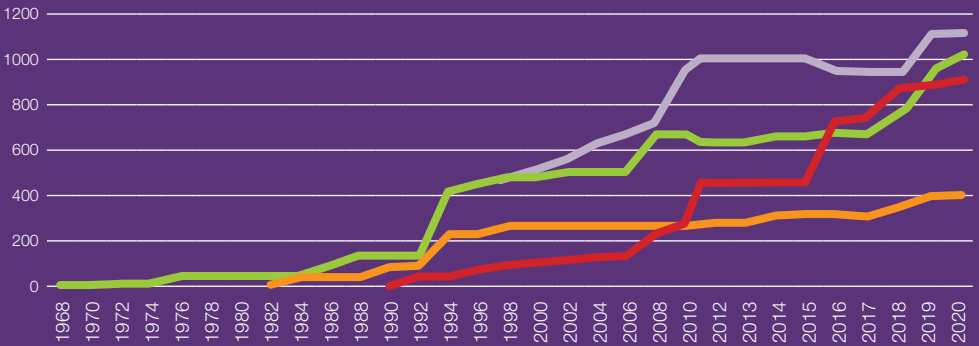
2020

Strong Growth

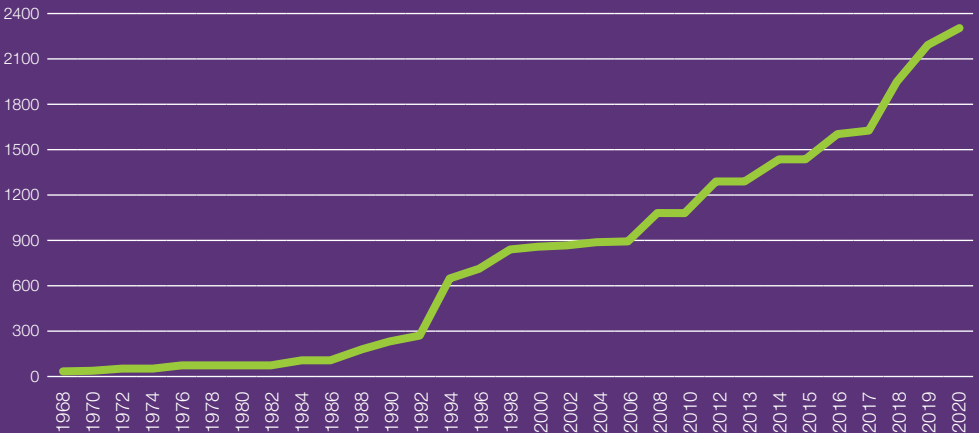
As demonstrated in the charts below, Warrigal has had a strong history of service growth since we first became a public company and registered charity in the 1980's. In particular growth of the organisation's operational bed licenses and home services has risen dramatically since the early 1990's.

HISTORY OF SERVICE GROWTH

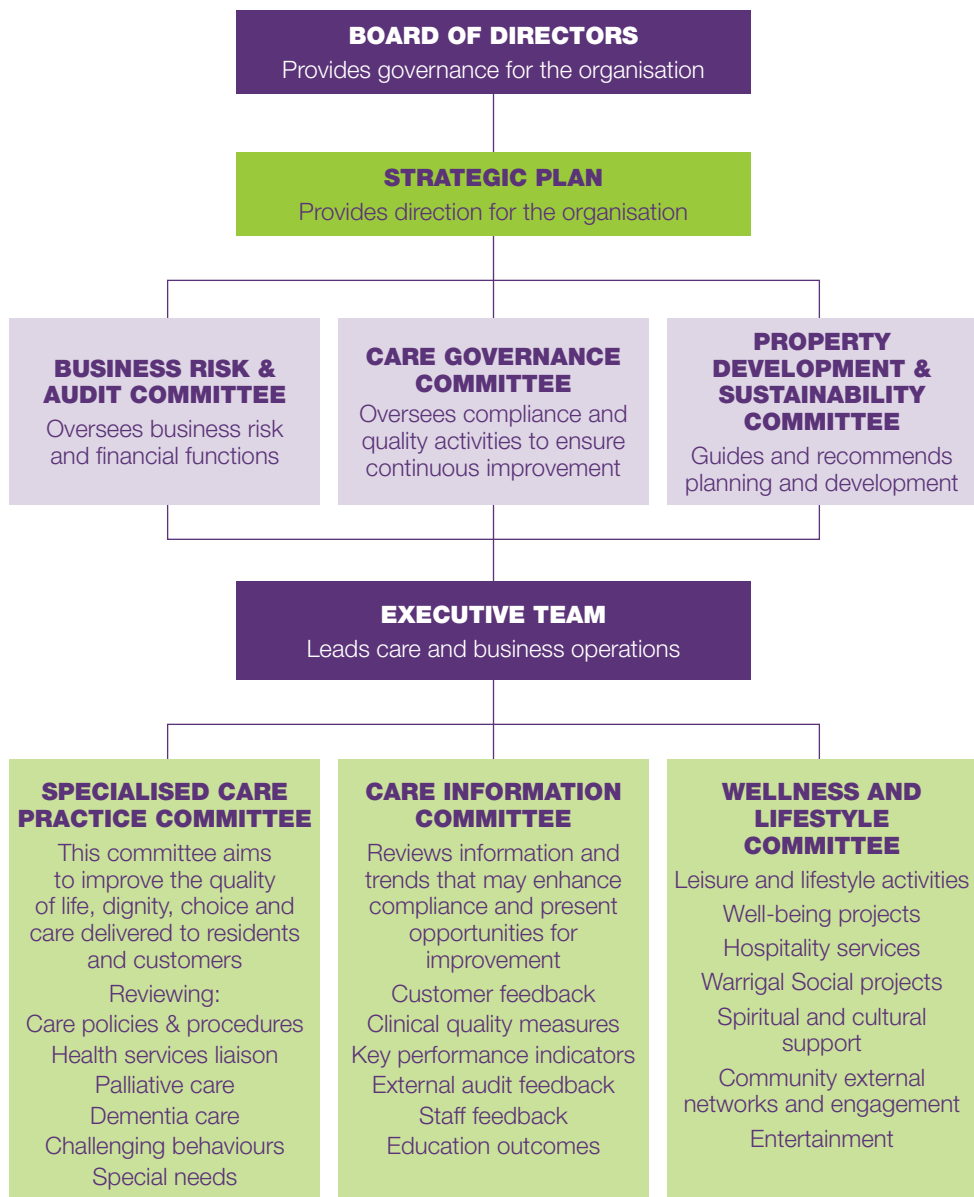
- Total Allocated bed licences (incl. provisional and operational)
- Operational bed licences
- Home services
- Community village



ALL SERVICES COMBINED GROWTH HISTORY



A Strong Framework



Our Strategic Plan

OUR VISION:
OLDER PEOPLE WILL HAVE GREAT LIVES

OUR PURPOSE:
WE SUPPORT OLDER PEOPLE TO CREATE INSPIRING COMMUNITIES



People will choose Warrigal because we provide the services they want as they get older



People will prefer Warrigal because our staff and volunteers have the values and skills to offer great service



People will connect with Warrigal because we communicate in ways that inspire them



People will enjoy Warrigal because we support their independence in their home



People will be confident in Warrigal because our services are robust and viable, now and into the future

Outcomes

1. We offer choice through our wide variety of flexible services
2. Our services are integrated and easy to use
3. Our services exceed minimum quality standards all the time
4. We support each person regardless of their social and economic status
5. Our services are innovative and continually growing
6. The way we care is contemporary

Outcomes

7. Our workforce is ready to meet the changing needs of the sector
8. We are mobile and flexible and can meet the expectations of customers
9. We attract and retain the best staff and volunteers who apply our values and deliver results
10. Our staff and volunteers work safely to create an enduring safety culture
11. Our staff members have highly developed skills through our training and mentoring programs

Outcomes

12. We communicate effectively because our information is simple and helpful
13. The way we relate develops trust
14. Our culture and results lead others to join with us to deliver our purpose
15. Our non-profit and purpose-driven approach is valued by our community

Outcomes

16. Every service we provide is connected to the community
17. Our locations reflect our values and show how important older people are to us
18. We have a 10 year development plan that guides our expansion of services
19. The impact we have on our environment is responsible

Outcomes

20. Every service is financially sustainable and adds value to the organisation
21. Our business systems are flexible and adapt to changes in the sector
22. Our systems and processes are efficient and useful for our purpose
23. We have purposeful partnerships with other businesses and strategic allies



People will choose Warrigal because we provide the services they want as they get older.

OUTCOMES

People choose Warrigal because:

1. We offer choice through our wide variety of flexible services.
2. Our services are integrated and easy to use.
3. Our services exceed minimum quality standards all the time.
4. We support each person regardless of their social and economic status.
5. Our services are innovative and continually growing.
6. The way we care is contemporary.

SAFE PROGRESS

At Warrigal, the customer always has, and always will be the reason we do what we do. This year has tested us like no other; trying to balance integrated service provision meeting our customers' individual wishes, and the overriding need to follow restrictions and guidelines to keep all residents, staff and the wider community safe during the COVID-19 pandemic.

With over 3,550 customers across our Residential Care Homes and Community Villages not to mention our Home Services and My Club Connect customers, the impact of the pandemic (and previous to that, the devastating bushfires) has been widespread and deeply unsettling.

We've had to make very tough decisions around visitation and access, with families unable to enter the care homes and an entire re-organisation of our staff to limit movement in and around our sites.

However, it has also provided us with opportunities to innovate and increase our flexibility to give our customers what they need. For example, to keep our customers in touch with their loved ones we have redeployed our volunteer team who can no longer enter our homes to assist with training in new technology such as Skype and FaceTime and with making social calls to our residents to combat feelings of isolation or loneliness.

Another initiative as a direct result of the COVID-19 pandemic, has been the creation of a Special Care Unit (SCU) at

Warrigal's Warilla location.

This 22 bed unit was designed to isolate any customers from our care homes, home services or villages with COVID-19 who are unable to go to hospital but need to be isolated and receive additional care. Although there have been no cases of COVID-19 across any of the Warrigal sites, we are ready, willing and able to maximise isolation measures with highly trained staff to ensure high level infection control

manning the SCU in 12 hour shifts.

Despite the challenges and the continued disruption, providing exceptional care and services to our customers and the community remains our focus. Although our resilience has been tested, our ability to rise to the occasion for the sake of our customers is because of our strong foundations and the spirit we capture in ***The Warrigal Way***.





People will prefer Warrigal because our staff and volunteers have the values and skills to offer great service.

OUTCOMES

People will choose Warrigal because:

7. Our workforce is ready to meet the changing needs of the sector.
8. We are mobile and flexible and can meet the expectations of customers.
9. We attract and retain the best staff and volunteers who apply our values and deliver results.
10. Our staff and volunteers work safely to create an enduring safety culture.
11. Our staff members have highly developed skills through our training and mentoring programs.

STRONG PROGRESS

Despite all of the challenges from we remain strongly committed to our people and their development.

At the end of 2019, we completed the final step in the integration process for the acquisition of the Mount Terry Residential Care Home by transitioning employees from the Christadelphian Enterprise Agreement, to the Warrigal Enterprise Agreement.

Warrigals' Enterprise Agreement was due to be re-negotiated in 2020 but with the advent of unfavourable business conditions, compounded by bushfires and COVID-19 events, this has been delayed.

Despite COVID-19 presenting a lot of challenges with regards to the organisation and rostering of our care teams, here at Warrigal, we have also seen it as an opportunity to encourage those impacted by job losses in the community to consider a career in Aged Care.

The high number of applicants without previous experience in the industry has led us to implement changes and streamline our recruitment, onboarding and initial training process. In doing so it has also provided a chance to revisit our processes and procedures and ensure a consistent, organisational-wide standard of care.

The situation has also enabled us to get creative with our communications and place a greater emphasis on the amazing efforts of our staff. For example we have introduced video and text messaging, an online magazine and regular newsletters so everyone is



informed.

Despite our amazing volunteers not being able to visit residents they have certainly been busy. They've engaged in activities such as; knitting beanies, socks and blankets, making photo key chains out of their own funds, and sewing gowns and masks which our staff have been able to use in Personal Protective Equipment (PPE) training.

A global pandemic can't stop our

dedication to training either, and the last 12 months have seen us deliver 114 formal training sessions to 1084 team members. These included; Behaviour Management, Fire training, 'A Day in the Life', Dementia training, iCare and Clinical training. We also added a number of training modules as a direct response to the situation including; Hand Washing Competency, PPE training and Zoom training.



a **major recruitment drive** to attract staff for various positions at the new Queanbeyan residential care home



a **commitment to build a surge workforce** to assist with the continuity of care during the pandemic



the lodgement of our **Workplace Gender Equality Report** for 2020



the roll out of **sustained support for Absence Management**, in our residential care homes.



Our volunteers have still been keeping busy behind the scenes. Paper flowers which our volunteers lovingly-made from old books for our Warrigal Warilla residents was a great way to show they are still thinking of them.



Our Illawarra volunteers participated in a virtual lucky door prize as part of National Volunteer Week celebrations. One volunteer from each Warrigal home received an edible arrangement as a gesture of thanks for all the work they do as volunteers.



People will connect with Warrigal because we communicate in ways that inspire them.

OUTCOMES

12. We communicate effectively because our information is simple and helpful.
13. The way we relate develops trust.
14. Our culture and results lead others to join with us to deliver our purpose.
15. Our non-profit and purpose-driven approach is valued by our community.

STRONG PROGRESS

We have continued to make strong progress in the last 12 months in continuing the implementation of our digital strategy and embraced the opportunities presented by unforeseen events to cement clear and concise communication channels with our staff, residents, volunteers, customers and families.

With the bushfires and COVID-19, we have seen increased engagement on our social media channels, and it remains a popular way for our families, staff and community to receive information quickly and regularly.



Our Facebook page now has
2849
followers

Our CEO Twitter account has
860
followers.



twitter.com/warrigalceo

Thought leadership for aged care, industry issues and topical information



Our administration and non-customer facing staff have been working from home since March 2020 and needed strong and effective communication. We have been relying on technology to continue to communicate our news through channels that include weekly e-newsletters, the website and social media updates. Zoom meetings and recordings have replaced face-to-face interactions to communicate with staff and families, and we've increased our use of various messaging applications like Whispir and WhatsApp.

We realise that some of our customers still prefer print over digital so we have continued to send letters

by post to keep them updated.

Work on the main Warrigal website is continuing and on track to be completed by the end of 2020.

A key initiative that has been implemented is Warrigal's 6-month 'Connect-19' program made possible through a government grant of \$99K.

Available to those aged 65 and over, and being run in conjunction with the My Club Connect membership, it utilises the base of 400 Warrigal volunteers who have been stood down due to COVID-19 restrictions. It has seen them re-deployed to make social calls to older people at risk of isolation and loneliness. It has also been used to provide participants training in the use



VIRTUAL BIRTHDAY PARTY

Just like with an ordinary birthday party, it takes a bit of organisation to pull off a group to gather online, but the rewards are worth the effort. Our Warrigal Goulburn staff helped Mary celebrate her birthday by organising a FaceTime session with her family.

DIGITAL ERA



of smart devices and applications such as video chat so that they can connect with family and friends.

In late 2019 and early 2020, our events were being very well received including the Warrigal Op Shop Re-Launch and the 'Warrigal Walk, Run, Roll'. A popular fixture on the calendar, this year the walk was bigger than ever with a 14% increase in participants on the 2019 event. We had a greater focus than ever on inclusivity and ensuring it was an event where everyone regardless of age, ability or status could take part. This included shorter course options and reduced entry fees for disability organisations.

Although there is nothing like face-to-face interaction, maintaining close connections is certainly possible in today's environment. Our Warrigal community have been using the current situation as an opportunity to use laptops to Skype, smartphones to FaceTime, or even just take a good 'old-fashioned' phone call to chat with their families!



People will enjoy Warrigal because we support their independence in their home.

OUTCOMES

People choose Warrigal because:

16. Every service we provide is connected to the community.
17. Our locations reflect our values and show how important older people are to us.
18. We have a 10 year development plan.
19. The impact we have on the environment is responsible.

STRONG PROGRESS

When we talk about 'Places' being one of our key strategic pillars at Warrigal - what we mean is making sure people enjoy Warrigal because of the support they receive to retain independence in their home.

This year we have; continued to consult closely with customers on what they would like in their homes, continued working with the UOW Sustainable Building Research Centre to use Shell Cove as a Living Lab, and made revisions to our 10-year plan to guide our Service Expansion Program.

DEVELOPMENT AND ACQUISITIONS

Following the purchase of additional land at Shell Cove, a Development Application was lodged and approved by Council for a further 24 apartments progressing to construction.

The construction of the new flagship Warrigal Queanbeyan residential care home is complete representing a significant shift in the way aged care services are delivered to older people. The first customer moved into the home on 3rd December 2019.

This year also saw an apartment at Surfers Paradise being sold along with our development land in Corrimal St, Wollongong. 125 Tongarra Road Albion Park was purchased as there is potential for future expansion as it adjoins Albion Park Village.

Despite the majority of property refurbishments being put on hold in the latter part of the year due to COVID-19, we continue to work with customers to determine future property improvements



that will enhance their well-being, comfort and safety.

TECHNOLOGY & THE ENVIRONMENT

In line with our commitment to environmental responsibility a collaboration agreement has been entered with the UOW Sustainable Buildings Research Centre to use our Shell Cove home as a Living Lab.

Monitoring equipment is being installed in rooms to measure air quality and a weather station placed on the roof. The Lab is part of i-Hub which brings together leading universities, researchers, consultants, building owners and equipment manufacturers to create a connected research and development community in Australia.

COMMUNITY CONNECTION

At Warrigal we understand and are deeply invested in the importance of community connection.



After the successful trial of Safe Visiting Areas (SVA's) at the Shell Cove and Bundanoon sites, this initiative has been rolled out, and into all of our residential care homes.

The SVA's are designated areas, each with separate entrances for residents and families. They are separated by polycarbonate sheeting, and each side is fully equipped with seating and microphones so families and loved ones can catch up for the 30-minute allotted visiting time.

The feedback has been positive with both residents and families feeling better connected and supported.



People will be confident in Warrigal because our services are robust and viable, now and into the future.

OUTCOMES

People choose Warrigal because:

20. Every service is financially sustainable and adds value to the organisation.
21. Our business systems are flexible and adapt to changes in the sector.
22. Our systems and processes are efficient and useful for our purpose.
23. We have purposeful partnerships with other businesses and strategic allies.

STRONG PROGRESS

The last 12 months have focused the implementation of our 3 year Technology Strategy Roadmap (TSR) covering 5 core streams of: IT Management and Governance, Foundation Infrastructure, Data Strategy, Customer Experience Optimisation and Continuous Improvement Projects.

The onset of COVID-19 highlighted the importance and the reliance on information technology and the need for solid IT infrastructure.

The Foundation Infrastructure stream of work, underpins the entire TSR, and ultimately impacts the operational performance and efficiency of the whole organisation at all levels. It was approved to be fast-tracked during 2020/21.

Projects under the Foundation Infrastructure banner include; implementation of Office 365 services (including Email, Teams, SharePoint etc), implementation of a robust disaster recovery system, the upgrade of connectivity to all Warrigal sites by implementing commercial grade telecommunications links, and the formalisation and development of a wireless network standard.

One of the immediate benefits has been reduction in administration time by staff able to perform point-in-time single data entry. This frees up more time to spend engaging directly with customers and residents.

We are also implementing a single organisational IT solution incorporating Governance, Risk Management, and Compliance Platforms which in turn

incorporates Accreditation, Quality, HR and Document Control.

This new system reduces the compliance burden via use of end-to-end on-line governance workflow solutions. It connects quality and safety with risk management to enable fast, accurate and best practice responses to issues that maintain compliance and accreditation.

This year has also seen us implement a new smart rostering system ensuring staff resources are being optimised as efficiently, fairly and transparently as possible. Three Warrigal sites are now operational with the last ones to follow in early 2021.

COVID-19 also gave us the need and the opportunity to trial a range of other IT projects including:

- the trial of a thermal temperature scanning solution,
- the trial of a Visitor Management System,
- the implementation of a number of paperless solutions including Docusign and electronic workflows,
- the trial of a new communication solution for Residential care, Villages and Home Services, and
- the deployment of technology and training to customers to keep them socially connected.



Strong Business Outcomes

OPERATIONAL SERVICES AT EACH LOCATION FOR 2019-2020

Location	Operational				
	1	2	1 + 2	3	4
Queanbeyan	124	0	124	2	60
Goulburn	135	25	160	0	36
Bundanoon	65	25	90	0	12
Shellharbour	439	129	568	0	236
Wollongong	46	14	60	80	36
Totals	809	193	1002	82	383

1. Residential Care Homes (Mainstream) 2. Residential Care Homes (Dementia Care)
3. Provisional Allocations 4. Community Villages. Figures represent the number of bed licenses

OCCUPANCY



86%

Residential Care



92%

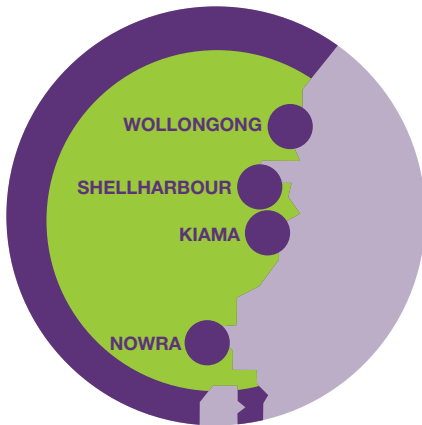
Warrigal Community Villages

(note: Queanbeyan is in commissioning stage)

HOME SERVICES

In the last year, Warrigal Home Services provided assistance to an overall total of 1762 customers. This is a reduction in customer numbers from the last 12 months due to a database cleanse when moving to a new billing system.

ILLAWARRA



Total Customers – **1236**

204 Warrigal Social (CHSP Group)

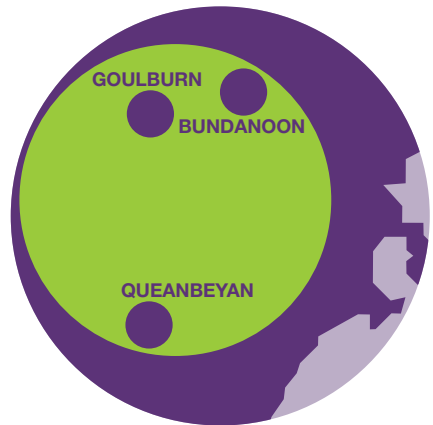
222 Warrigal Home Services (Home Care Packages)

90 Warrigal Home Services (Private and Brokered Service)

683 Warrigal Home Services (CHSP Individual)

37 Warrigal Home Services (Veterans Home Care)

SOUTHERN HIGHLANDS



Total Customers – **526**

64 Warrigal Social (CHSP Group)

172 Warrigal Home Services (Home Care Packages)

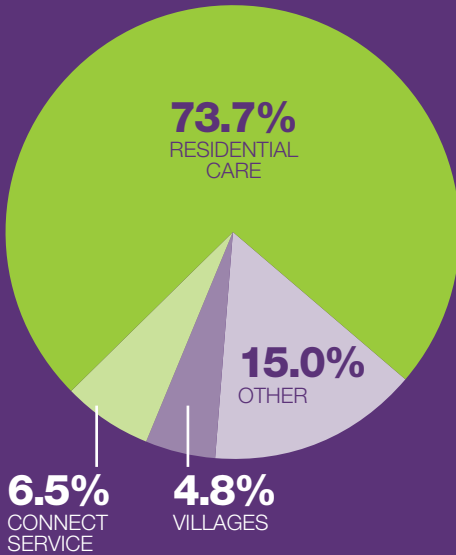
49 Warrigal Home Services (Private and Brokered Service)

168 Warrigal Home Services (CHSP Individual)

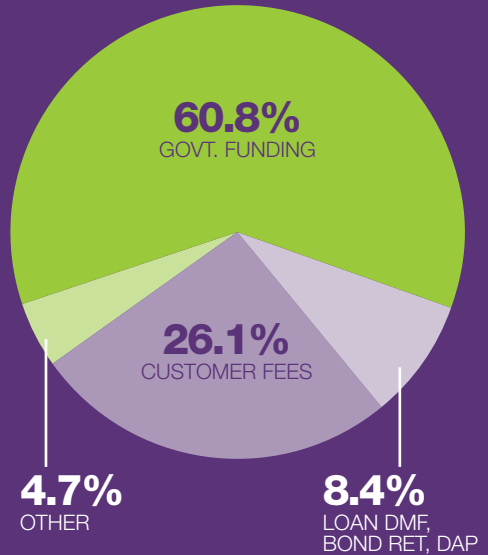
73 Warrigal Home Services (Veterans Home Care)

Our **Financial** Snapshot

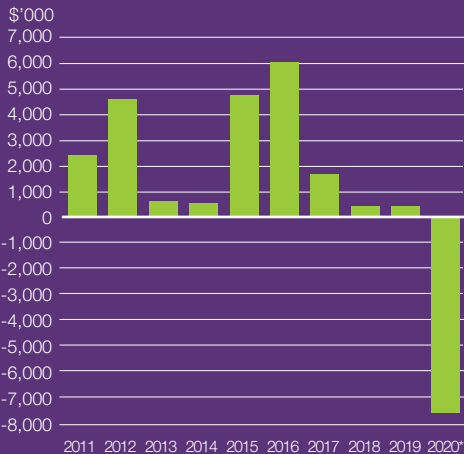
EXPENDITURE BY SERVICE TYPE



SUMMARY OF INCOME SOURCES



CASH FROM OPERATING ACTIVITIES



2019-20 EBITDA (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION) FOR RESIDENTIAL CARE HOMES PER BED



*Operating activities include: commissioning of Queanbeyan, full year of operations at Mount Terry, related costs to COVID-19 and works commencing to upgrade our technology infrastructure

*Queanbeyan is only operational for part of the financial year

Strong Foundations

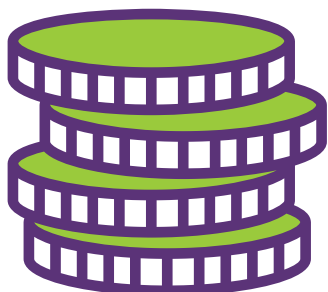


Supported **3550** older people across all our services including **1309** in residential care, **479** in our community villages, **268** in Warrigal Social and **1494** using our other Warrigal Home Services.



The latest addition to the Warrigal community, the **\$32m Queanbeyan residential care home** was completed and opened to its first resident in December 2019.

We are proud to once again be **awarded Silver** for our transparent 2019 Annual Report at the 2020 Australasian Reporting Awards.



A broken funding model, lower occupancies, increased operating costs and additional expenditure needed to make our services COVID-safe has meant our financial operating results are heavily in the red. But despite significant hurdles, we do have a sound balance sheet, motivated staff, top class facilities and a very competent Board and Executive Team.

A **Strong** and **Safe** Community

KEEPING OUR VILLAGES SAFE

Warrigal offers independent living in our village communities at; Albion Park, Albion Park Rail, Bundanoon, Figtree, Goulburn, Lake Illawarra, Queanbeyan, Shell Cove and Warilla.

We have nearly 500 residents currently living in our nine villages.

The residents in our villages enjoy a vibrant and social environment. We support and encourage our residents to be independent and to take ownership of their village including; running their own village meetings and organising programs and events. However, they also have the reassurance that help is there if it is needed and all of our villas have telehealth systems installed.

Keeping our villagers connected has had to be adapted with COVID-19, and while large group activities have had to cease, the use of technology and more frequent communication has been important and valued.

Some of our residents have been busy making masks and gowns to help keep themselves and others safe. We also have various research projects such as 'Energy needs in your home' and 'Falls prevention for older people'.



A change in the last 12 months was the amending of The Retirement Villages Act. Having updated our Policies and Procedures to reflect the changes, the onset of COVID-19 brought about further changes to services and facilities that overrode the Act.

The alterations included restrictions of large gatherings, outings and the need to amend any normal services and facilities to ensure the safety of all residents and staff members.

No village budget meetings were able to be held and therefore voting papers were mailed out with return postage-paid envelopes.

These changes have meant that we have increased communication to our residents - more letters, newsletters, phone calls, visits at their front doors, gifts (including hand sanitiser and face masks), puzzles and village walk-throughs by staff and Executives to touch base and ask how they are coping with the COVID-19 restrictions, isolation, changes to events and outings. In addition, we have been offering additional assistance with regards to shopping, meals and home care.



Warrigal provided residential care to over

1300

people this year across the illawarra and southern highlands regions



We have nearly

500

residents currently living in our nine villages.

OUR RESIDENTIAL CARE HOMES AT A GLANCE



825

FEMALE



484

MALE

141

RESPIRE CARE RESIDENTS
average stay **21** days

1168

PERMANENT CARE RESIDENTS
average stay **747** days

5 MOST COMMON LANGUAGES SPOKEN



English



Macedonian



Italian



Greek



Spanish*

*in 2019 English, Macedonian, Italian and German were the most common languages spoken, but in 2020 now the same number of our customers speak Spanish as they do Greek.

STRONG AND HEALTHY ACTIVITIES

A key part of a focus on wellness and lifestyle both within our homes and out in the community, is an encouragement to be socially, physically and spiritually healthy.

All of our wellness and lifestyle programs are designed in collaboration with our customers and residents and include; music therapy and entertainment, massage, pet therapy, mobilisation, art therapy, pain management, sensory therapy, physiotherapy and much more.

Of course, COVID-19 has meant that we have had to alter the delivery of some of our wellness and lifestyle services, yet we also recognise that it is in times like these that a focus on health and wellness becomes even more vital.

We have continued to offer socially-distanced exercise classes with smaller groups and adherence to strict protocols.

Residents have been treated to virtual tours of museums, zoos etc. in



the absence of being able to take social outings. On Mother's Day this year as visitors were not permitted to enter our residential care homes, the Wellness & Lifestyle team coordinated a huge project to get families to record messages for their mums in our care and upload them to Dropbox where we then made sure each and every one was played.

Outside of COVID-19 we have continued to make the transition to the next level of care, whether that is into our Community Villages, the serviced apartments on offer at our new Queanbeyan facility, or the residential care home setting, as seamless as possible.

3 months into the pandemic we conducted our annual survey to gain feedback from residents around wellness and lifestyle services on offer.

From 249 residents surveyed across Warrigal:

99%

of respondents indicated they feel safe at Warrigal

94%

indicated they were happy with the activities offered and they are meeting their individual needs

90%

were happy with the safe visiting rooms



To limit the risk of infection all employees and contractors are required to wear a mask, which Warrigal provides, when entering any of our homes



Provided free flu vaccinations for all staff, contractors and volunteers

Provided mandatory training in infection control, hand hygiene and donning and doffing PPE is provided

Supported these safety measures with posters, signage and even in our desktop and email signatures to remind staff to remain vigilant



Developed Special Care Unit at our Warilla home with clinically trained staff



Developed a COVID-19 Action Plan to ensure we are prepared in the event of an outbreak



Restricted visitor access and built Safe Visiting Areas in our homes so families can safely visit their loved ones

Strong Property Progress



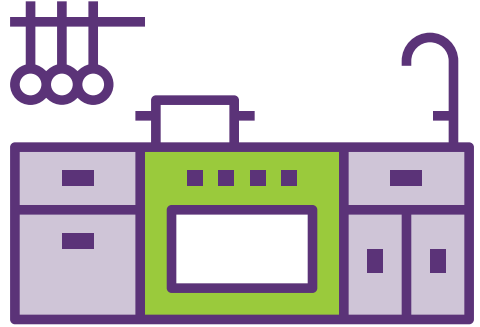
Property Services staff responded to

19,136

requests for general maintenance during the financial year equating to over 73 requests a day across our homes and villages.



Our Community Villages benefited from **25 villa refurbishments**, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries.



There were

25 projects

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

- Safety Improvements to Albion Park Rail Community Village which included removal of safety hazards around flood water swales.
- Full refurbishment of the kitchen at Albion Park Rail Residential Care Home.
- Refurbishment of the Kitchen at the Warilla Community Hall.
- Improvements to Mystics (Dementia house) at Shell Cove Residential Care Home which included installation of a kitchenette and new flooring.



PROPERTY COMPLIANCE

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

GOOD RESULTS AT QUEANBEYAN

Demonstrating strong demand for our newest care home, Warrigal Queanbeyan has opened with a

strong waitlist of people ready to call Queanbeyan 'home'. We've also had some previous Warrigal Queanbeyan residents returning to their new home, having left the original home when it was being decommissioned.

Now operational, it boasts 124 single suites and 8 serviced apartments. With considered design it removes boundaries between the Residential Care Home, Community Village and the community spaces.

STRONG DEVELOPMENT

SERVICE EXPANSION PROGRAM

In June 2019 the Warrigal Board approved a service expansion program to explore planning options on all vacant land holdings and opportunities for expansion or improvement of some existing operational homes and villages.

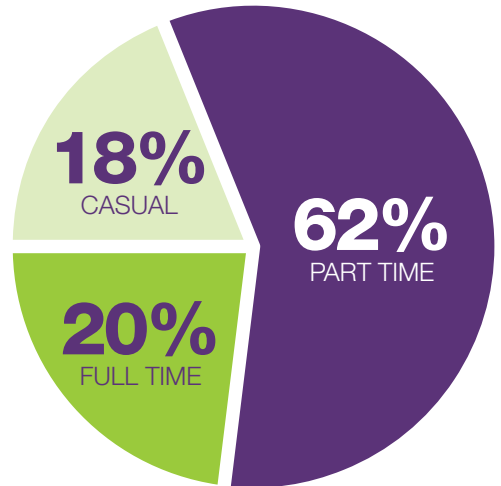
SHELL COVE STAGE 4

In 2017 Warrigal acquired a land parcel of approx. 3300sqm adjoining the existing Shell Cove Community Village. Concept planning was completed and Development Application approved by Shellharbour City Council in December 2019 for 24 additional apartments.

Strong, committed People

The appointment of our Executive Leader of People and Culture to the Executive Team in 2019 has been hugely beneficial to us being able to continue to promote a positive and purposeful culture built around **The Warrigal Way**, even in the midst of the unsettling and disquieting times we have been facing.

OUR FLEXIBLE WORKFORCE





STRONG GROWTH



1230

TOTAL NUMBER OF STAFF
(this is an increase of **136** new staff
in 12 months)

OUR GENDER PROFILE AS AT JUNE 2020

OUR WORKFORCE IS



84%

FEMALE



16%

MALE

- **3 of our 8** directors are female.
- Women are very well represented in executive and management roles with **21 of the 33 managers** being women; and
- We have **2 female** executive managers within the six member executive team.
- A **female clinical advisor** joined the executive team in 2020.

The following chart shows a breakdown of how our strong and committed people, the Warrigal team, are dispersed across the organisation's roles and functions. Unsurprisingly, by far our greatest number of employees is within the care services and companions area of the business. This is followed by those employed in community roles.

	Number of staff
Management and Administration	115
Registered and Enrolled Nurses	136
Care Service Employees & Companions	724
Physiotherapists, Aids and Rec Officers	66
Community Care	176
Contractors for food and cleaning	
Catering	138
Cleaning	56
Volunteers	410

The UOW star ratings calculate the Staff/Resident ratios for RNs and All care staff:

	Registered Nurses	All Care Staff
1 star	< 20 minutes/resident	< 186 minutes/resident
2 star	20 to 29 minutes/resident	186 to 214 minutes/resident
3 star	30 to 43 minutes/resident	215 to 241 minutes/resident
4 star	44 to 62 minutes/resident	242 to 263 minutes/resident
5 star	>= 63 minutes/resident	>= 264 minutes/resident

The results from the UOW star ratings for the 2019/20 financial year were as follows:

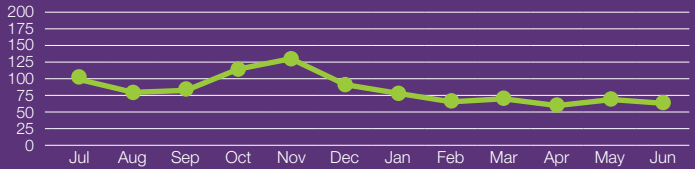
	Warilla	Coniston	Mt Warrigal	Goulburn	Bundanoon
Combined rating	3 stars	3 stars	2 stars	2 stars	3 stars
	Albion Park Rail	Shell Cove	Mount Terry	Warrigal Combined	
Combined rating	2 stars	2 stars	2 stars	2 stars	

*Queanbeyan in commissioning staffing phase

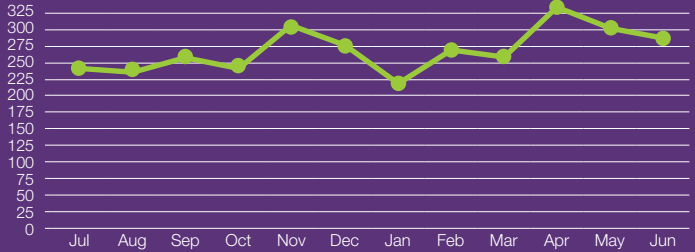
CLINICAL INDICATORS



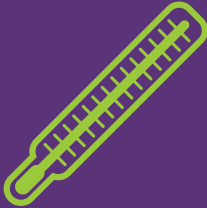
BEHAVIOURS



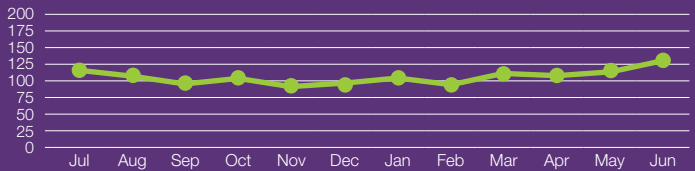
FALLS



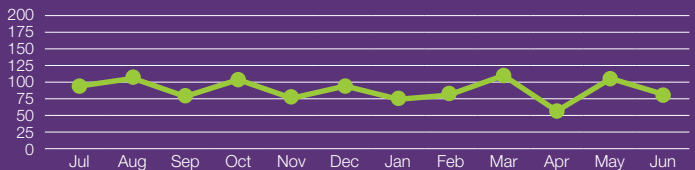
*The number of falls fluctuate on a monthly basis and include individual residents/customers who experience multiple falls as they are supported to exercise their choice and independence.



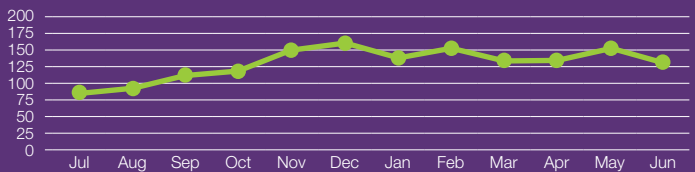
INFECTIONS



MEDICATION



SKIN INTEGRITY



Strong Compliance

COMPLIANCE

Our priority is the provision of safe and quality care and services, with a focus on resident outcomes and their experiences. The trend is continuing of increasingly older people entering care homes with greater frailty and care needs. Our Care Governance Committee is responsible for monitoring the Clinical Indicator results used by each Warrigal residential care home manager to measure the outcomes of care and services received, with these results benchmarked against the industry.

In the case of any incidents, they are always investigated thoroughly with the outcome sympathetic to the person's right to exercise choice. The outcome is always based on individual circumstances and the decisions and actions analysed to see what steps can be taken to prevent the incident from reoccurring.

The following independent audits were undertaken by the Quality and Safety Commission throughout the year:

RESIDENTIAL CARE

Unannounced visits by the Aged Care Quality Agency

- 29 May 2020 - Albion Park Rail / 4 Jun 2020 - Warilla: Satisfied with progress made towards performance and meeting standards.

Infection control and COVID-19 related visits

- 12 Mar 2020 - Warilla
- 7 Apr 2020 - Home Services across Warrigal
- 15 Jun 2020 - Queanbeyan
- 17 Jun 2020 - Mount Terry
- 5 Aug 2020 - Shell Cove

All findings were satisfactory.

Announced visits by the Aged Care Quality Agency

- 18-19 Feb 2020 - Mount Terry - 42/42 requirements met
- 30 Jul 2020 - Bundanoon - monitoring visit with satisfactory outcomes

Re-accreditation

- 6-9 Aug 2019 - Mount Terry - 36/42 requirements met - granted 18 months accreditation

LOTTIE TURNS 100



Warrigal Goulburn resident, Lottie turned 100 years young in May. The team organised not one, but TWO parties – one with Lottie’s family through a video call and another more intimate birthday party with her closest Warrigal friends. She also received a letter from the Queen, congratulating her on her milestone birthday. Asked what the secret to living a long life is, Lottie responded with, “To always work hard and never be lazy.”

LEE TURNS 100



Known for her great sense of humour and being just a little bit cheeky, Lee from our Warrigal Warilla home turned 100 in August. Her secret to being fab at 100?

“A good husband who looks after you, and maybe a tiny nip of brandy each night.”

- 14-16 Jan 2020 - Warilla - 36/42 requirements met - granted 12 months accreditation
- 11-13 Feb 2020 - Albion Park Rail - 35/42 requirements met - granted 2 years accreditation
- 2 Dec 2019 - Queanbeyan opened - granted 3 years accreditation

REGULATORY COMPLIANCE

After the new Aged Care Quality Standards (Quality Standards) were introduced on 1 July 2019, here at Warrigal we have embraced these Quality Standards with their focus on being responsive, inclusive and sensitive to residents’ needs whilst supporting them to exercise choice and independence.

Expanding the Operational Quality and Compliance team to include two additional quality auditors has enabled us to conduct more audits in line with these Quality Standards, particularly around emotional support, feedback and clinical reviews.

Strong Performers

Warrigal simply couldn't operate without our dedicated team of volunteers. We were started by volunteers and our dedicated team continues to grow with over 410 volunteers helping our older people live great lives.

Our Chief volunteers are our Board who tirelessly help guide our strategic direction with their passion, commitment and expertise across a range of disciplines including law, health, finance, corporate governance and research.



410

ACTIVE VOLUNTEERS





32,720

HOURS PROVIDED



OUR VOLUNTEERS MAKE PPE

Our Warrigal volunteers have been busy sewing gowns and masks for training purposes. This has allowed our staff to continue to learn the correct techniques of putting on and taking off PPE without having to utilise our precious resources, especially as this equipment is in such high demand right now.

HAPPY 100TH BIRTHDAY NORM ROWLAND!



Warrigal is built on our volunteer origins and one of our original founders, Norm Rowland celebrated his 100th birthday this year on Australia Day. Where better to celebrate than where it all began, at our original Mount Warrigal home.

His morning tea celebration was attended by Shellharbour Mayor Marianne Saliba, our CEO Mark, current Warrigal Board Members and Norm's family and friends.

In **Safe** Hands



WYN JANSSEN

Chairperson

Independent Non-Executive Director

Ex Officio Member of all Committees

Member of the Care Governance Committee

Mr Janssen was appointed a director in 2012 and became chairman in 2016. He 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 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. He is a lawyer and a consultant to Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management. He is Chairman of Illawarra Credit Union Ltd and a board member (and Chair of the Planning Committee) of Illawarra Shoalhaven Local Health District.



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, Wollongong Symphony Orchestra Ltd, The Disability Trust and Food For Life Community Care.



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 the Chairperson of a Community Consultative Committee for the Development of the Hanson Quarry, Bass Point. He has held Regional voluntary positions with the Salvation Army Red Shield Appeal, was the Association of Apex Clubs NSW State President and Illawarra District Governor. He was an inaugural member of the Illawarra Life Education units, past Treasurer of the Illawarra branch of the Automotive and Mechanical Engineers, and is a Justice of the Peace. Mr Thompson was awarded an Order Of Australia Medal (OAM) in 2011 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

Associate Professor Judy Mullan was appointed a director in 2000. She is Associate Professor within the 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) within the University of Wollongong. Judy holds Bachelor degrees in Pharmacy and the Arts, and has a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Her community involvements include voluntary work for aged care services, disability services, multicultural organisations, church organisations, and support for regional and rural health and medical students.



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 post graduation nursing
studies and a Graduate
Diploma in Nursing (Critical
Care). She is a member
of the Australian College
for Infection Prevention
and Control.



PETER BUCKLEY

Independent Non-Executive Director

Member of the Planning
Development and
Sustainability Committee

Mr. Buckley was appointed a
director of Warrigal in 2018.

He is an experienced executive
leader and company director
in a wide range of sectors
including Engineering Services,
Private Health Insurance,
Education, Aged Care and
Manufacturing. Leadership
roles have included Chief
Customer Officer, Head of
Strategy and Innovation for
a Not for Profit health insurer
and General Manager of a
large ASX listed engineering
and services company. He
is also a director for The
Macarthur Credit Union, Vice
President of The Illawarra
Connection and member of
the Salvation Army Illawarra
Advisory Board. He holds a
degree in Commerce and an
MBA with distinction. He is
a graduate of the Australian
Institute of Company Directors.



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.

A **Strong** Focus on Food

At Warrigal we strongly believe that all meals at every home should be cooked fresh every single day and we understand the importance food plays in our customer's lives.

For this reason we use professional chefs and have outsourced almost all of our catering requirements to professional catering companies to create and deliver seasonally-changing menus that are Dietitian-reviewed to ensure they are both tasty and nutritious.

We deliver more than

1 Million

meals every year to
residents in our
homes and villages



Many of our Community Villages have herb gardens tended to by our residents and care homes.

Whilst often Aged Care Home food has a bad reputation for being almost hospital-like, we aim to make our dining experiences more like that of a club or a cruise ship.

We continually ask for feedback from customers through forums and surveys on their preferences and every customer is offered at least 2 if not 3 hot meals a day along with morning tea, afternoon tea and supper.

Outside of the COVID-19 situation, another integral part of both the social and dining experience at Warrigal is the cafe lifestyle we create. Whether favouring a soy decaf latte or a simple cup of tea, at the majority of our locations, our onsite cafés provide a social hub for the community.

Run by volunteers and social enterprises, this is where our managers and staff do business, volunteers and residents build relationships, and customers, relatives and visitors get to

meet, talk and socialise. Unfortunately, these facilities have all had to be closed to the public during COVID-19.

A ALBION PARK RAIL
A BUNDANOON
A CONISTON
A GOULBURN
A MT WARRIGAL
A QUEANBEYAN
A SHELL COVE
A WARILLA
B MOUNT TERRY*

* Ratings for all our homes have been assessed by the NSW Food Authority.

*After a rigorous audit with the NSW Food Authority, our Mount Terry home missed out on an 'A' rating by 2 points. Immediate changes were undertaken which includes changes to catering management and new kitchen equipment. These changes will ensure this home regains its 'A' rating at the next audit.



Strong Research Foundations

Warrigal has always placed a strong emphasis on research to set the foundation for future improvements and enhancements in how we support older people.

Building on the work started in the previous year, in November 2019, Warrigal commissioned research consultancy IRIS to undertake a major review of how all research efforts are undertaken at Warrigal.

This was done because we wanted to ensure that our research was being utilised fully and that expenditure was being allocated judiciously in those areas where we could create the most impact.

It was also because we wanted to be fully prepared and fully aware of our customers' needs so that we would be ready to act as soon as the Aged Care Royal Commission delivers what we hope will be a once-in-a-generation reset of the Aged Care sector in 2021.

A customer experience workshop was held along with a comprehensive research audit to understand; the current state of customer research at Warrigal, any knowledge gaps that need addressing, an outline of research priorities and a mapping of the current knowledge management process.

With the emergence of COVID-19 we have seen a need for us to completely focus on clinical needs and therefore all research projects and student placements were temporarily suspended. This, along with the delays in the publishing of the Aged Care Royal Commission report which will set a new path for the sector, has given us a unique opportunity to pause, reflect and consider how the new framework recommendations from our research audit can be best utilised when we move into 2021. We will need to address the experiences from COVID-19 and the impact it has had on all of our personal and professional lives.



POUCHES FOR ANIMALS

Our Warrigal Goulburn residents and Warrigal Social groups got together to cut out and sew pouches that will assist with the rehabilitation of bushfire affected animals, donating them to various rescue groups around Australia.

Strong Behaviours

At Warrigal, we believe strongly in our Signature Behaviours, and they provide the foundation for **The Warrigal Way**.

One major positive to have come out of the COVID-19 situation has been the opportunity to assess and refresh our Warrigal Signature Behaviours.

These behaviours underpin everything we do here and we have embraced the chance to make them simpler and more accessible to everyone.

The new revised behaviors are:

1. Targets met

– meaning we are constantly working to achieve our targets and goals in all aspects of the service.

2. Valued customers

– meaning we ensure that older people are treated as, and feel like they are valued customers and a part of the Warrigal family.

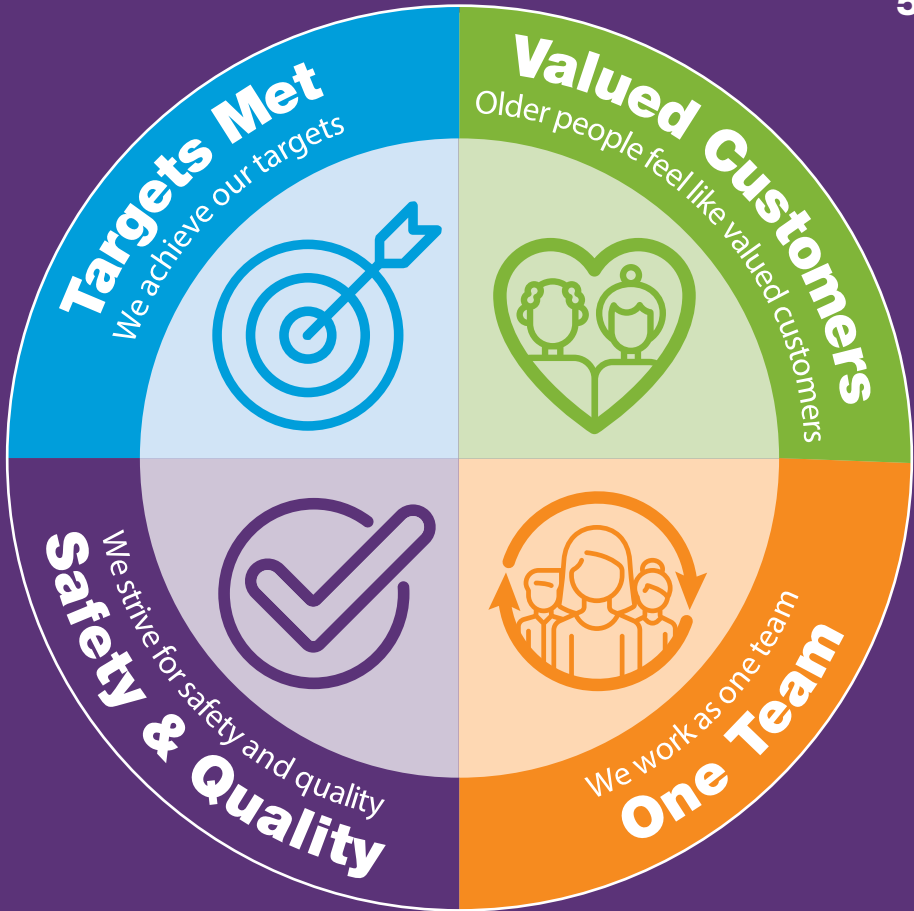
3. One team

– meaning that we all work together to achieve our mission of creating inspiring communities for older people – **The Warrigal Way**.

4. Safety and Quality

– meaning that we are always striving to provide the safest and highest quality environment for customers and staff alike.





At Warrigal as part of ensuring that we are able to demonstrate our signature behaviours we have embedded a full Culture and Leadership program.

With the challenging times faced over the last 12 months, this program has proven a vital piece of work that includes the monitoring of team engagement and participation, as well as helping us to anticipate the needs of the workforce to ensure they are equipped and resourced to be able to do their jobs.

Therefore, as part of the Culture and Leadership program, we conduct regular Culture Checkpoints and encourage all staff to partake in a survey to assess Warrigal's Net Culture Score. In November 2019 72% of staff participated putting Warrigal in the top-quartile, and the Net Culture Score was 55% (an increase of 7% from the last checkpoint). This showed that the workforce was engaged and largely motivated in continuing to improve performance.

However, unsurprisingly given the unsettling times we then went on to face, the April checkpoint saw a decline in participation to 55%, and a decline in the result of the Net Culture Score to 44%.

In the lead up to this checkpoint face to face engagement activities had been postponed, new ways of working to meet COVID-19 requirements had been introduced, and we were unable to run the culture development day we had in previous years to celebrate the achievements of each of the Warrigal sites.

With regards to the Net Leadership Score for the management and leadership teams at Warrigal, Feb 2020 saw an overall score of 77% with only a slight decline in Jun 2020 to 75%

Executives and Management are also asked to complete a 'reflections' exercise which focuses them on, and documents their next performance and development goals and this continues to see high levels of participation.

A STRONG FOCUS ON IMPROVEMENT

The decline in scores between checkpoints and the general upheaval that we knew was being felt across the organisation led us to, as mentioned earlier, refresh our signature behaviours to ensure that they are simplified and more accessible to all.

At the time of going to print, staff will also be taking part in a full culture assessment which will tap back into how well those working for





the organisation feel we are all doing in working collectively to achieve Warrigal's priorities and goals. It will also include asking for observations on how well Warrigal is being led, all of which will enable further work to be done on aligning the new behaviours to **The Warrigal Way**.

Two specific initiatives that are being developed and trialed are:

1. **Team Connect:** an online tool allowing project groups to connect and work together remotely.

Scheduled to be trialed with small groups in 2021, this will enable teams to collaborate on specific performance outcomes. It is designed to help people

stay connected and focused and will support weekly huddles and reminders.

2. **Self Connect:** an 8 week self-paced wellbeing program designed to reduce levels of stress and anxiety and build resilience.

Currently being piloted, this program has been designed by a Registered Psychologist will be available to all Warrigal staff with support coaches engaged to help administer the program.

We are confident that the new initiatives and our work on the signature behaviours will lead us to an even stronger and more dedicated Warrigal team.

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

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

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

Warilla / 100 places

1 Arcadia Street
Warilla NSW 2528

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

MY CLUB CONNECT

myclubconnect@warrigal.com.au

2 Pine Street
Albion Park Rail NSW 2527

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

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528



GOULBURN

- Residential Care Home
- Warrigal Home Services
- Warrigal Social
- 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

BUNDANOON

- Residential Care Home
- Community Village

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

QUEANBEYAN

- Residential Care Home
- Warrigal Home Services
- Community Village

CONTACT DETAILS

Warrigal Registered Office
ABN 34 002 392 636

2 Pine St
Albion Park Rail NSW 2527
PO Box 435 Albion Park 2527

Toll free 1800 927 744
Fax 02 4257 4232
Email warrigal@warrigal.com.au

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

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