

# Warrigal

The Inspiring People of Warrigal  
**Annual Report 2016**

# Contents

<b>1</b>	Who we are
<b>2</b>	Our strategic plan
<b>3</b>	Our year
<b>4</b>	Our inspiring Chairman
<b>5</b>	CEO report
<b>6</b>	The Warrigal journey
<b>8</b>	Everything older people want
<b>9</b>	Our executive team
<b>10</b>	Our quality care framework
<b>11</b>	How we measure up
<b>12</b>	Occupancy rates
<b>13</b>	Connect services utilisation
<b>14</b>	Our care practice committees
<b>16</b>	Our services
<b>19</b>	Community villages
<b>20</b>	Residential care services
<b>21</b>	Wellness
<b>22</b>	Our accreditation
<b>23</b>	Clinical indicators of health
<b>24</b>	Our fresh food commitment
<b>25</b>	Our research partnerships
<b>26</b>	Our volunteers
<b>27</b>	Our positive people strategies
<b>30</b>	Putting our people first
<b>33</b>	Our code of conduct
<b>34</b>	Our supporters
<b>36</b>	Our communications
<b>37</b>	Our numbers
<b>38</b>	Our places
<b>41</b>	Our environment
<b>43</b>	Engaging and supporting our communities
<b>44</b>	Board of directors
<b>46</b>	Directors' report
<b>49</b>	Where you'll find us



# Who we are

Our purpose is to support older people to have great lives. We do this by creating communities and offering services so that older people can be independent, respected, happy and connected.

We are a for-purpose community owned organisation, endorsed as a deductible gift recipient by the Australian Taxation Office, and operate a variety of retirement living and aged care services in the Illawarra, Southern Highlands and Queanbeyan regions of NSW.

We currently operate 7 Residential Care Homes, 8 community villages, Club Connect and Connect services that support older people in their own homes and in the community.

We've been creating inspiring, supportive and connected communities for older people for almost 50 years, and are proud to be innovative leaders of best practice.

We believe that people matter most – our customers, our clients, our staff and volunteers. We understand that everyone is different and have unique experiences, needs and desires.

A complex and ever-changing aged care landscape can be confusing and difficult to navigate, but we work hard to make it simple for people to find the support and services they want and need – where and when they want them.

We appreciate that older people don't want confusion and complications as they plan for the later stages of life. They want their needs and wishes met in a seamless and simple way that works for them. They want services to be local, affordable, reliable, innovative, and delivered by a provider they can trust.

**“When I hear  
the music going  
I dance, it just  
happens naturally.  
I cannot stop it.”**

**Maria, 88 years,  
Warrigal resident**

## Inspiring People of Warrigal

In this report you will read a lot of facts and figures and hear all about the great work that we do here at Warrigal. But ours is a people business, and behind the headlines and statistics are real people living real lives. We are reminded of this every day.

They are people like Maria Terhaar, 88 years, who lives in our Albion Park Rail Care Home. Our Community Relations team was chatting to Maria on her daily walk whilst filming our “Go Grey in May” video. Maria was drawn to the music of our film clip and reminisced of years of ballroom dancing and her love of German music.

With Maria as our inspiration we set out to find some of the other stories of residents, customers, volunteers and staff from around our organisation – from the ordinary to the extraordinary; everyone has a story to share. Throughout this report you will see some of their quotes, and you can also read their full stories on our website [www.warrigal.com.au](http://www.warrigal.com.au)

We loved hearing the stories of the people at Warrigal. We are delighted to share them and hope you find them inspiring.

# Our strategic plan

## Our vision:

Older people will have great lives

## Our purpose:

We support older people to create inspiring communities

### Customers

#### Strategic Direction 1

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

#### Outcomes

People chose 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.

### Staff and Volunteers

#### Strategic Direction 2

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

#### Outcomes

People chose 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.

### Communication

#### Strategic Direction 3

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

#### Outcomes

People chose Warrigal because:

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.

### Places

#### Strategic Direction 4

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

#### Outcomes

People chose 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 that guides our expansion of services.
19. The impact we have on our environment is responsible.

### Business

#### Strategic Direction 5

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

#### Outcomes

People chose 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.



# Our year

We introduced our **One Stop Shop** team, one number to call **1800 WARRIGAL** to reach a specialised team of consultants who provide a smooth customer journey from enquiry to service commencement, for anything an older person may need.



We **increased our Connect Services** for people living in their own homes in the Illawarra by **68%** with the successful tender and then smooth transition of people using the former Aged and Community Services from Shellharbour Council.



Our overall surplus was **\$4.07m**, including some significant one off adjustments.



Our revenue grew by **7.05%** to **\$63.52m** and our total assets grew by **7.77%** to **\$175.66m**



We went **digital** with the roll out of email and intranet access for all our staff and the implementation of email newsletters so we can better connect with residents, customers, families and staff.



We introduced an anti-ageism campaign called **'Inspiring People of Warrigal.'** This was anchored by an exhibition that tells the stories of residents, volunteers, customers and staff and recognises the great contribution of older people to our communities.



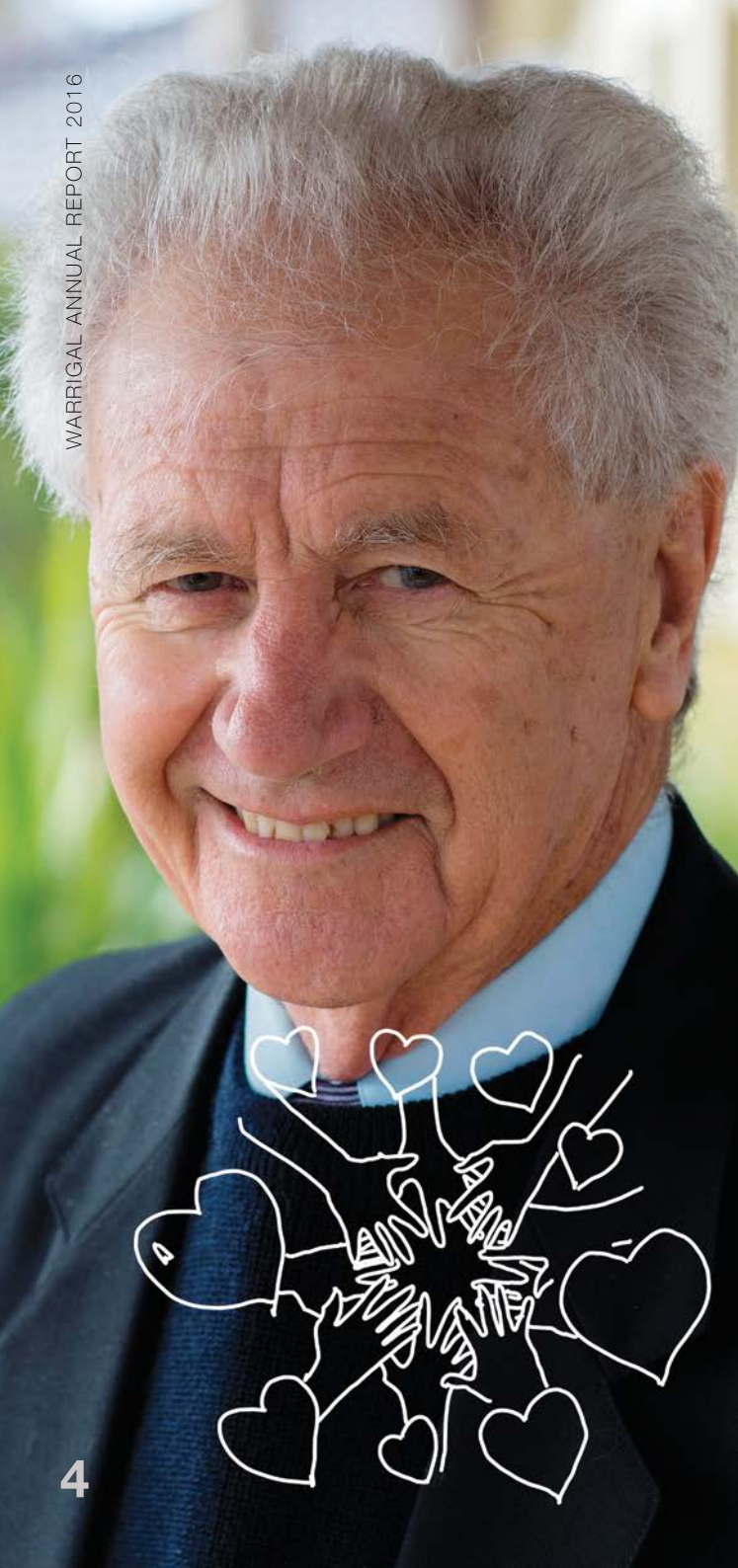
We were recognised as a **national leader in gender equality** in the workplace receiving the prestigious citation 'Employer of Choice' by the Workplace Gender Equality Agency.



We created a **Service Innovation and Development (SID)** team to deliver an industry leading service delivery model at our new location being developed at the Shell Cove marina. We connected with our future residents to have a collaborative approach to creating the type of community that they want to live in.



We supported **3,701** older people across all of our services including **1,008** in residential care, **354** in our community villages, **264** in Club Connect and **2,075** using our Connect services.



# Our inspiring Chairman

Our Chairman, Alan Hardy has asked to step down from the position of Chairman of the Board. He has been a director for 32 years and Chairman for nearly 17. During this time Alan, a retired high school teacher, has inspired Warrigal employees past and present, our customers, their families and our local community.

It was an opportunity to put something back into the community and the recognition that older people's lives could be improved that led to Alan joining the board in 1984, "I have always had a pretty egalitarian view in society and I thought that older people in our community were a group of people that were not being looked after well enough. I felt that was an area I could possibly help make their lives better – by providing services that they didn't have."

Alan is passionate about volunteering, having been involved in various community groups and committees over the years. He plans to remain a Warrigal volunteer after he leaves the board. "Volunteers are vital to this organisation. We could not provide the services that we do without volunteers, it is just not possible. I think one of the real gems of being a volunteer is the benefit that comes to you through volunteering. You can see the value of volunteers to the organisation firstly through the number that we have, and secondly through the length of time they stay with Warrigal. The board itself which is made up of 9 volunteer directors is a great example of this."

The other key to Warrigal's success which Alan recognises is having great people. "Recruit good people with the skills in the areas that the organisation needs, trust them with the responsibility of doing the task that you have recruited them for, support and then back them. We have recruited excellent people. In recent times, the number of great people who have indicated their willingness to join Warrigal is an indication of the esteem and the reputation the organisation has in the aged care sector and in the community."

It is the culture that Alan recognises as one of the greatest changes and achievements he is most proud of in his time as Chairman. "I am very proud of Warrigal, the commitment of staff is unbelievable. Another of the areas I'm most proud of is the willingness of the organisation to face up to the challenges of aged care and to try new and different means of overcoming them." Alan refers to when Warrigal diversified its services into home care and the ongoing responses to changes to government funding.

Alan has mixed feelings about stepping down as Chairman. He says he has really enjoyed the role, and thinks it's time – to have more time for his family, especially as primary carer for his wife Marion, and also time for Warrigal to have new ideas at the Board level and a fresh approach. He will however remain on the Board to see the Shell Cove project come to fruition.

According to Alan, independence, choice and community are ingredients for a great life for older people. His contribution to Warrigal and to improving the lives of older people will be long lasting.

# CEO report

Once again I am extremely proud to be leading Warrigal into its 50th Year. We have seen many changes in our sector since our beginnings, with Warrigal leading the charge in advocating for our customers and not-for-profit partners and peers. I am all too aware of the responsibility that I and my executive team have to future-proof Warrigal by keeping innovation at the forefront in this ever changing landscape.

We're inspired by our people, our volunteers, our staff, our customers, partners and communities - they bring a wealth of knowledge, energy and passion that makes Warrigal the impressive organisation that it is today. I am intrigued to see what our next cohort of customers, the baby boomers, will bring to our communities and indeed what they will want from their services.

Our new flag ship village at Shell Cove will challenge the traditional models of care that are becoming outdated very quickly. The Warrigal team are excited to reveal our innovative model next year – designed around the principles of 'connectedness' and socialisation. No other provider in Australia has this level of dedication to the emotional well-being of its residents and customers.

Of course the Government is winding back its interest in full funding for the sector. We have been preparing for this by embracing the user pay principles BUT with strong protections for those older people in our communities who simply without these protections cannot afford our services. It's now a dynamic commercial environment not for the fainthearted.

Older people know what they want, they know what works and what doesn't. They want a seamless, simple and personal service from someone that they trust. Our excellent reputation will see us through the many regulatory changes looming in 2017, and we predict that many more people will be choosing us in the future.

Our reputation attracts some of the best hearts and minds in the country, including my evolving executive team who I am grateful for being very impressive people. I also thank my 'older person's advisory group' for their frank feedback that helps shape our improvements and keeps older people at the heart of what we do.

And finally as I wrap up this financial year's achievements, it has been an absolute privilege to work for our resilient Chairman Alan Hardy and our hardworking Board of Directors who work tirelessly at the helm of this great organisation.



**Mark Sewell**  
CEO



# The Warrigal journey

## 1960s

1964

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

1967

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

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.

## 1970s

1971

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

1976

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

## 2000s

2006/2007

Land was purchased at Beach Street Wollongong for future expansion of services. Warrigal Connect (Community Care) private services commenced at Illawarra, Goulburn and Queanbeyan. Stage 1 of Bundanoon's Residential Care home completed for 45 people

2000/2001

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

1999

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

1998

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

1997

Queen Beatrix Residential Care Home in Mackander Village opened with 41 residents.

2008

Residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new home at St Aubyn St Goulburn. Warrigal Connect Goulburn and Queanbeyan expanded with several levels of Care Connect and Support including specialised dementia home services.

Warrigal Club Connect (Day Respite Service) commenced in Goulburn. All services renamed to reflect location.

2009

Pencomas Lodge and Mirambeena Nursing home were sold. An additional 45 beds opened at Bundanoon. A new Strategic Plan for the next 3 years was developed with 4 new strategic directions.

## 2010s

2010

Warrigal sold our stand alone Warrigal Residential Care Home Gladesville to another non-profit provider. We purchased land in Shell Cove to develop a new integrated community village. Warrigal's Administration staff expanded to 60.

2011

Warrigal Community Connect expanded substantially with the acquisition of AllCare In-Home Services. Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded. Warrigal Connect passed the first round auditing process under the new Common Standards.



## 1980s

1981/1982

Warrigal was 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.

1983

Warrigal welcomed residents to the 12 Villa Warrigal Community Village in Arcadia Street Warilla.

1984

The original Residential Care Home on Mt Warrigal closed and a new 50-bed home opened on the corner of George and Arcadia Streets Warilla with an additional Warrigal Community Village also constructed known as Arcadia Court.

1985

The original Residential Care Home on Mount Warrigal re-opened with 40 new residents and was named after Joan Pearce in recognition of her services to the Board and Auxiliary.

1988/1990

50 beds were added to Mount Warrigal Residential Care Home at Warilla.

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

## 1990s

1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed.

Warrigal Connect (formerly known as Community Care Illawarra) commenced operations.

1994

100 residents joined the Warrigal Community Village Queanbeyan (known then as Kawaree Retirement Village).

Warrigal Administration Centre opened at Albion Park Rail.

1993

An additional 101 older people were cared for in Warrigal Community Village Figtree and in Coniston Residential Care Home.

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

1993

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.

1991

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.

2013

A new Philosophy of Care was developed.

A new Strategic Plan called 'Towards 2020' was developed.

Our updated brand and new look 'Warrigal' was launched.

Our Care Quality Compliance Team was established and our Care Governance Framework was improved.

2014

Goulburn Community Village officially opened including 36 new villas and 40 care suites.

\$17m in funding from Restart NSW grant for our new Residential Care Home in Shell Cove was approved.

2015

Construction commenced at the Shell Cove marina of a Warrigal village incorporating a state of the art residential care home, community village and an integrated community space called The Quay.

Warrigal Community Connect Illawarra expanded having won the tender by Shellharbour City Council to take over their services in the Shellharbour area.

2016

All 33 Villas and 47 apartments sell off the plan at the new Warrigal Shell Cove village. Regular engagement events with our future residents is creating the new community.

Warrigal entered the Loss Prevention and Recovery Workers Compensation Scheme and obtained Australian Standard 4801 for its strengthened safety culture.

“See these rocks, they’re from all over the world, that’s my hobby. These rocks remind me of places more than photos. Have you heard of the Blarney stone in Ireland? Well I’ve kissed the Blarney stone. I gave it two kisses! Fair dinkum!”

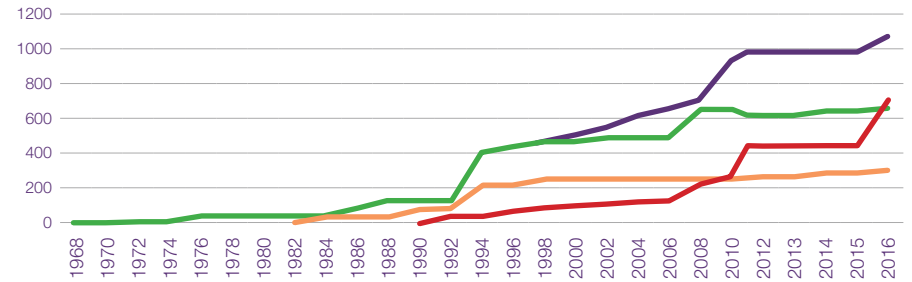
Eddy, 79 years, Warrigal resident



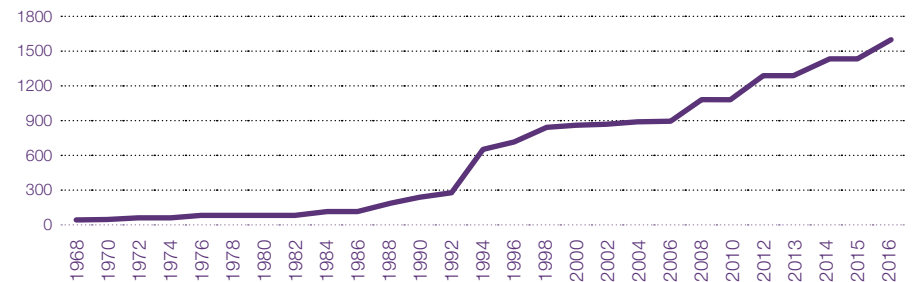
# Everything older people want

## History of service growth

■ Total Allocated bed licences (Incl. provisional and operational) ■ Operational bed licences ■ Community village ■ Connect services



## All services combined growth history





# Our executive team



**Wayne Temby**  
**Executive Manager – Finance and Administration**

Finance & IT  
 Procurement  
 Information Systems (HR)  
 Customer Relations  
 Payroll



**Peter Hutchinson**  
**Executive Manager – Property and Sustainability**

Property Development  
 Environmental Sustainability  
 Asset Maintenance  
 Culture Leadership



**Mark Sewell**  
**Chief Executive Officer**  
 Company Secretary



**Craig Smith**  
**Executive Leader – Service Integrated Communities**

Residential Care Homes  
 Warrigal Connect and Club Connect  
 Village Services  
 Hospitality Services  
 Operational Quality Team  
 Wellness & Lifestyle



**Leanne Taylor**  
**Executive Leader – Strategic Innovation and Development**

Strategic Projects  
 Information Systems Development  
 Research  
 Policy Development & Service  
 Commissioning  
 Organisational Development  
 HR/IR Advisory

# Our quality care framework



# How we measure up



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

The appointment of an Executive Leader Service Integrated Communities last year was important in delivering integrated services to our customers.

Customers can now transition across all of our service types.

We have wellness services in all our locations that provide activities to promote independence, support for spiritual and cultural needs and leisure interests.

All our services achieved 100% quality accreditation compliance including Connect Services in Illawarra and Goulburn.

All our food services achieved "A" ratings from external auditors.



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

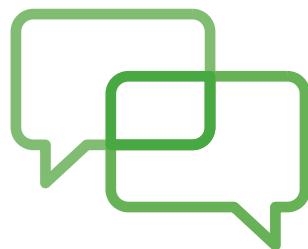
739 staff, 355 volunteers and 135 on-site contractors operate our services.

We have focused on the recruitment and retention of younger people into aged care.

We implemented an online recruitment system with an efficient streamlined recruitment process. We have 844 people registered in our Warrigal talent pool.

After a rigorous audit by SAI Global we have been awarded the Australian Standard AS4801 for best practice safety systems for our staff, customers, visitors and contractors.

We have shown our industry leadership of innovative workforce strategies by actively contributing to the ACIWAG Aged Care Illawarra Workforce Action Group.



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

We commenced digital communication with the introduction of email newsletters.

We continued to expand our social media reach to include Instagram and Pinterest. Our well-known 'Go Grey in May' dance video has now been viewed by 48,800 people.

The One Stop Shop was implemented – a streamlined approach to customer enquiry and service entry, with one team of specialists handling all service enquiries.

Our anti-ageism campaign Inspiring People of Warrigal was shared in various media forms including press, digital, outdoor and photographic exhibition events.

Our CEO has a monthly community radio program on VOXFM where he has interviewed many inspiring Warrigal people who tell their story of getting older and living a great life.



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

Our services for people at home have increased by 23%.

We understand that people want to remain at home and we provide social support programs to allow them to be both connected with other people who have similar interests, while providing services that enable independence.

The services that we provide are flexible and we have various forums including the Older Persons Advisory Group whose direct feedback to the CEO is obtained to help us understand and tailor our services to meet the needs of our customers.



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

The Shell Cove community village is fully deposited with all new residents coming from our existing village choices register.

Over \$7m has been approved to improve the living environment for our customers at Coniston, Mt Warrigal and Warilla.

Our best financially performing service operates at \$31,932 EBITDA (earnings before interest, tax, depreciation and amortisation) per bed.

Connect Services revenue grew by over \$750k with the successful tender and consolidation of community services previously provided by Shellharbour City Council.

Our risk management framework from 2011 has been reviewed to better align with the risks and opportunities in the Federal Government's national aged care change agenda.



“I was a very bright student, not naughty, heavens no. Not to be pretentious, but I was very bright at school!”

Meg, 85 years,  
Warrigal resident

# Occupancy rates



**93.19%**

Residential Care



**96.58%**

Warrigal  
Community Villages

## Operational services at each location for 2015-16

Location	1	2	3	Operational		
				1 + 2 + 3	4	5
Queanbeyan	46	0	0	46	80	57
Goulburn	107	25	28	160	0	36
Bundanoon	38	25	27	90	0	12
Shellharbour	182	67	40	289	128	150
Wollongong	46	14	0	60	80	39
<b>Totals</b>	<b>419</b>	<b>131</b>	<b>95</b>	<b>645</b>	<b>288</b>	<b>294</b>

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

# Connect services utilisation

In the last year, Warrigal Connect total customers grew by

**23%**



**91.94%**

Home Care Packages



**69.60%\***

Commonwealth Home Support Program Group (CHSP)



**68.85%\***

Commonwealth Home Support Program Individual (CHSP)

## ILLAWARRA

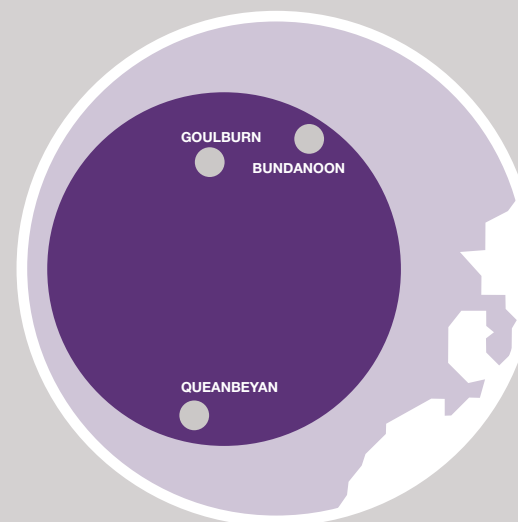


Total Customers

**1,437**

- 196** Warrigal Club Connect (CHSP Group)
- 24** Warrigal Connect (Home Care Packages)
- 437** Warrigal Connect (Private & Brokered Service)
- 692** Warrigal Connect (CHSP Individual)
- 88** Warrigal Connect (Veterans Home Care)

## SOUTHERN HIGHLANDS



Total Customers

**902**

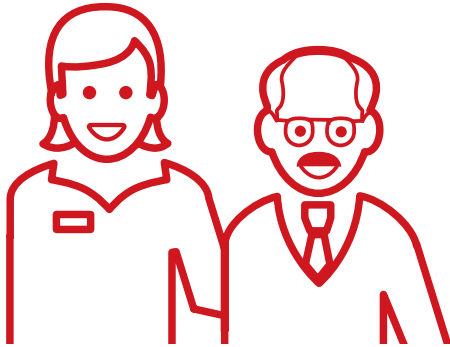
- 68** Warrigal Club Connect (CHSP Group)
- 131** Warrigal Connect (Home Care Packages)
- 588** Warrigal Connect (Private & Brokered Service)
- 33** Warrigal Connect (CHSP Individual)
- 82** Warrigal Connect (Veterans Home Care)

\*CHSP utilisation figures are averages from November 2015 to June 2016.

# Our care practice committees

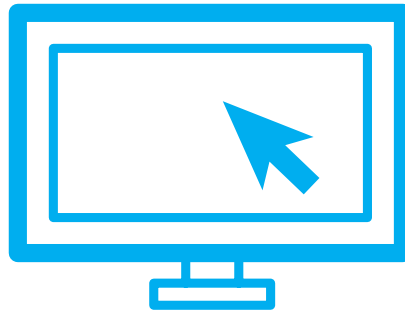
We have three care practice committees that monitor care outcomes, review practices and initiate continuous quality improvements. Membership of these committees includes senior managers, community stakeholders and industry specialists as required.

The three care practice committees are:



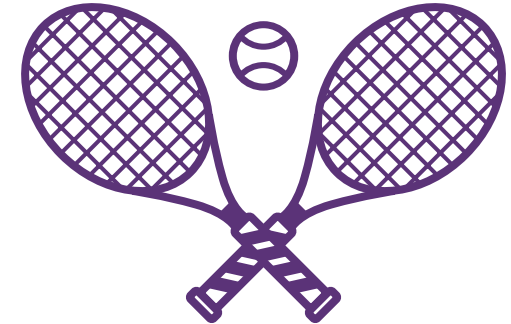
## Specialised care committee

Maintain care systems that are compliant with all relevant legislative requirements and industry standards



## Care information systems committee

Monitor the effectiveness of Warrigal's Care Information Management Systems and review information trends that may enhance compliance and present opportunities for improvement within the delivery of care services



## Wellness and lifestyle committee

Focuses on active living initiatives and innovations in aged care, specifically looking at lifestyle, healthy living and leisure opportunities.

### Our customers have their say

We encourage our customers to provide us with feedback, and offer various ways for this to happen. There were 195 compliments received, whilst 15 complaints were referred to external agencies. These complaints have all been resolved and provide us with an opportunity to improve our systems and processes.

Formal complaints and compliments 2016	
Written complaints resolved internally	40
Written complaints referred to external agency	15
Total written complaints	55
Total written compliments	195



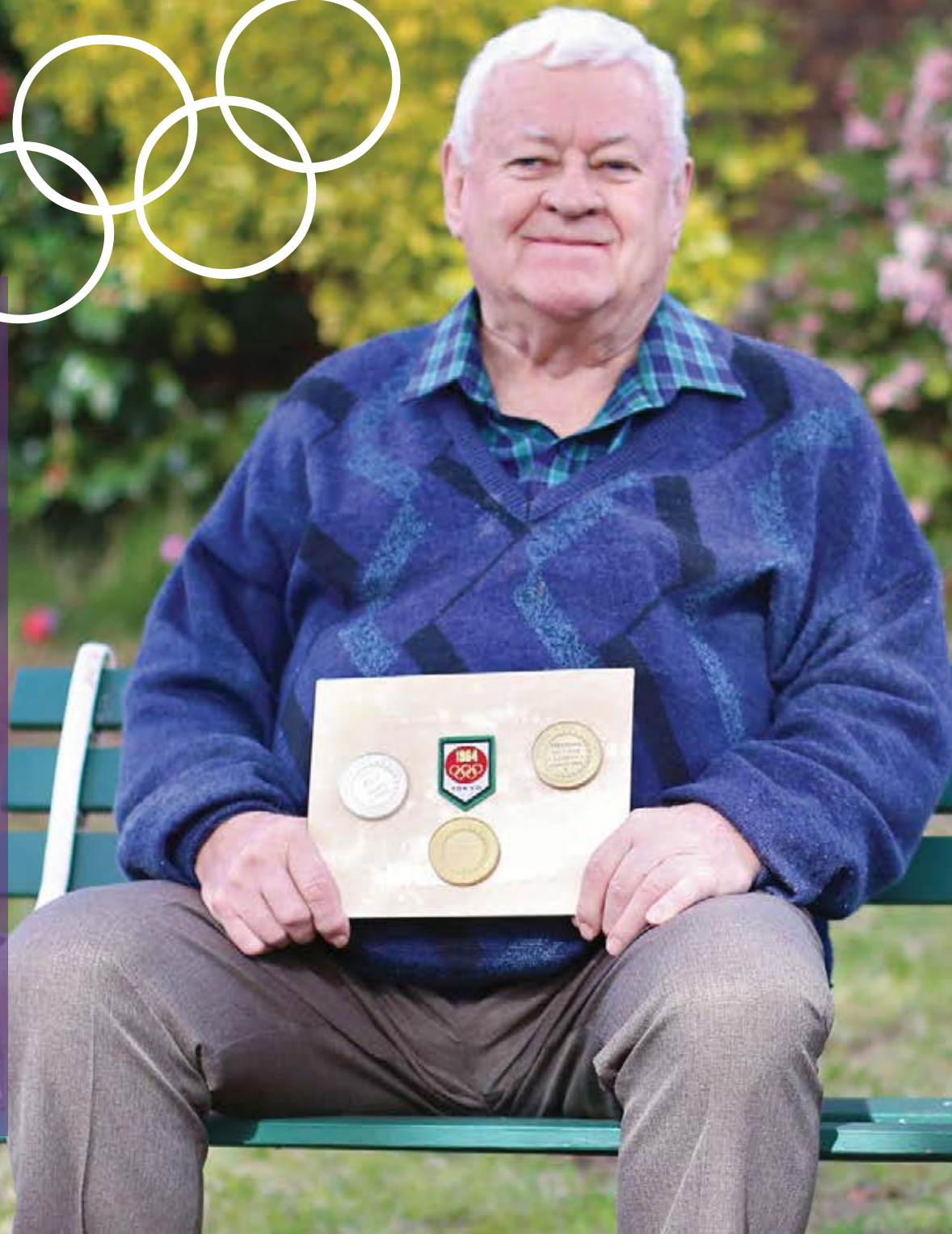


“I became interested in shooting whilst working in spare parts. A customer came in and was talking about his guns and the Gun Club he belonged too. He invited me to come and have a look. After I asked a few questions I thought this would be a great leisure sport to get into, that was in 1958. It soon became a passion. I excelled in shooting winning several titles within 6 yrs of starting, which gave me the opportunity to be selected for the Tokyo Olympics in 1964 for Pistol Shooting. Due to my work commitments I was only able to practice 2 hrs per day - during my lunch break and on weekends.

In my career I broke 2 Australian records and won 5 Australian championship shows.

I retired from club shooting in 1985.”

Les, 80 years,  
Warrigal resident





# Our services

## Connect services – connecting people and helping them live independently

**Warrigal Connect** provides care and support to older people helping them to remain living in their own homes for longer. We supported people with a variety of services including cleaning, transport, social companionship, social outings, personal care, home maintenance and emergency respite. We helped 2,339 people across the Illawarra, Goulburn and Queanbeyan areas, in their homes or at our clubs. This was a 23% increase on the year before.

We continue to expand our services to meet the growing demand in all our locations. This will see continued growth in the use of Warrigal's private services brokered to other providers who operate services on our behalf.

The growth in services included the successful transition of Commonwealth Home Support Services from Shellharbour City Council in October 2015. These services have provided a greater opportunity to support clients with both individual and group support in the Illawarra region.

The volume and quality of services being provided will be important as we position ourselves for the significant changes that are due to take effect from February 2017.

**Warrigal Club Connect** provides positive experiences for older people and people living with dementia while giving their carers a short daytime break from the responsibilities of caring. The clubs offer individual programs that inspire and entertain our customers, as well as giving them the opportunity to take part in some light exercise, outings and craft activities.

Staff members are assisted by more than 350 volunteers, who provide support in various ways from driving buses to providing entertainment.

The Illawarra service provides support to almost 200 people and continues to be popular with customers and their families since moving to our Albion Park Rail Care Home in late 2014.

Club Connect in Goulburn is in its fifth year of operation. The service has provided extended short-term support hours for around 80 people annually.

**2,339**  
people supported





"I've been helping Valma for four years. She's so lovely, a social butterfly I call her. She loves to dress nicely and catch up.

Valma is a sewer and knitter and loves fashion. We talk about our family, and are both Christians. She tells me about shopping and bargains she gets, and we talk about what's happening in the news and in our lives.

I think I get more out of it — I love knowing I can make someone's day, it's rewarding. I get so much out of making Valma and other customer's happy and knowing that they are safe.

Our Connect customers are passionate about staying in their home as long as possible, so it is lovely to make that happen. They love being home.

It's an honour to be a carer. It's the best job I think."

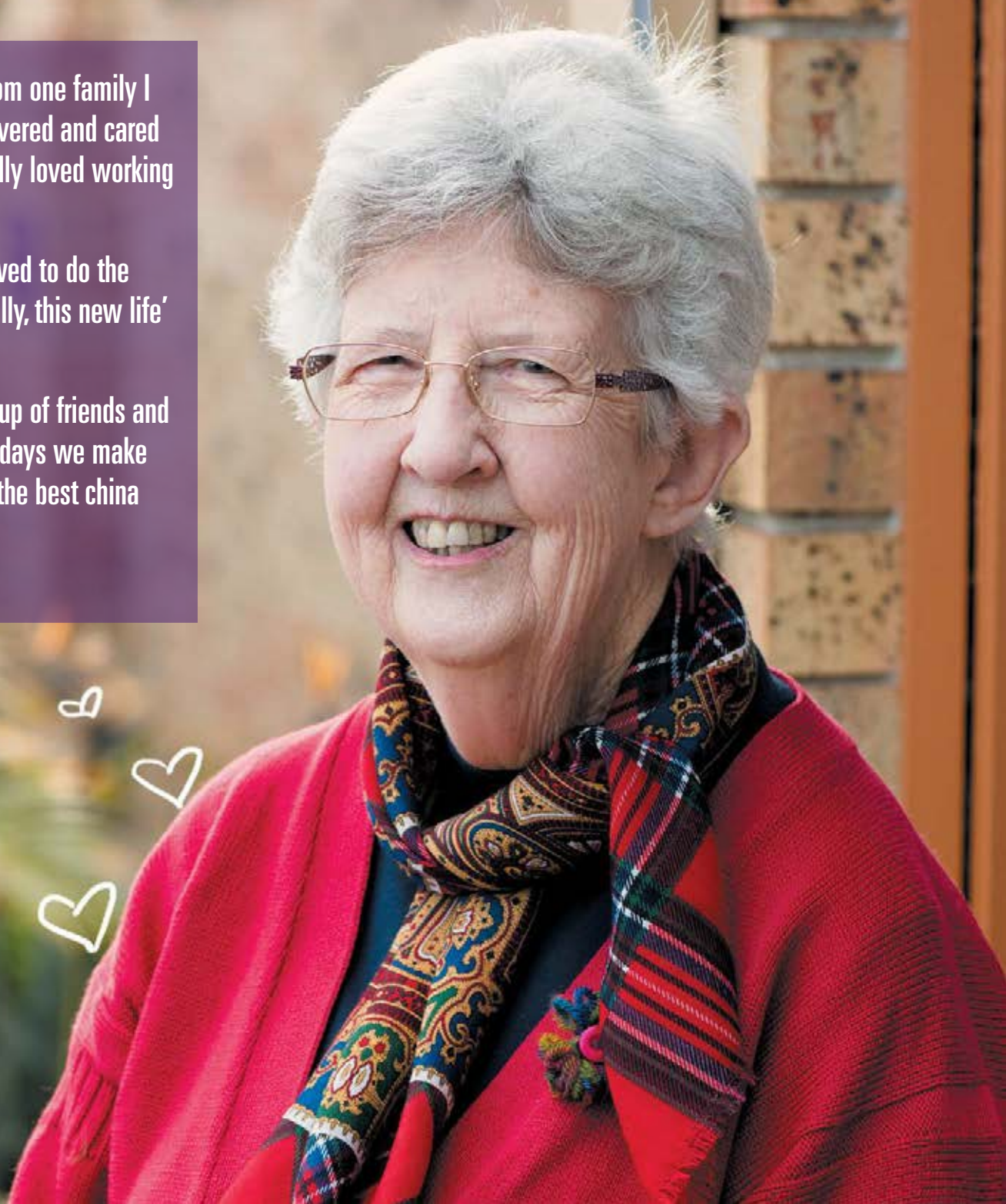
Kathy, Warrigal employee and Valma, Warrigal resident

"I loved obstetrics. I have an aboriginal goddaughter from one family I got to know in Moree, she was one of the babies I delivered and cared for. I really think I was a paediatric nurse at heart, I really loved working with families and young children.

The first baby I saw being delivered, before I was allowed to do the deliveries, I remember thinking 'this is just amazing really, this new life' – it was so terrific, it was always so special.

This china was from my parent's home . . . I have a group of friends and we call ourselves the Birthday Girls and so on our birthdays we make this lovely afternoon tea, like a high tea, and bring out the best china and silver teapot and everything."

Sheila, 76 years, Warrigal resident





# Warrigal community villages

**Warrigal community villages** offer independent living in purpose built accommodation for older people at eight locations, with some situated alongside our residential care homes.

There are 354 residents currently living in our villages. They enjoy an environment where they are encouraged to be themselves and are supported as their needs change.

We remain committed to developing and initiating many exciting and relevant new services for older people enjoying the lifestyle that we provide.

We support people to live independently through services such as visiting a podiatrist, beauty therapist or mobile hairdresser. We encourage our residents to remain connected by attending regular meetings that we facilitate, or by participating in iPad and computer training and other social groups organised by themselves or our Village Services team.

Our Village Services team also supports residents to have great lives by working with residents to plan programs including holidays, attending concerts and shows and other community activities.









All of our eight community villages have now completed the NRMA Owl Satisfaction Survey providing the public with independently managed satisfaction ratings and some excellent feedback for us to improve our services.

## NRMA OWL ratings

The Owl Rating is a new initiative of the National Roads and Motorists' Association (NRMA) in partnership with the Council on the Ageing (COTA) and global research company, Gallup.

They independently rate retirement living services from a personal and emotional perspective. Considerations include the genuine friendliness of staff, the variety of services and activities available, the flexibility and timeliness of services and the look and feel of living spaces.

One Owl means the service is good Two owls means the service is very good Three Owls means the service is excellent.

<p><b>Albion Park</b></p>  <p>Two Owl icons</p>	<p><b>Albion Park Rail</b></p>  <p>Three Owl icons</p>	<p><b>Bundanoon</b></p>  <p>One Owl icon</p>	<p><b>Figtree</b></p>  <p>Two Owl icons</p>
<p><b>Goulburn</b></p>  <p>One Owl icon</p>	<p><b>Lake Illawarra</b></p>  <p>Two Owl icons</p>	<p><b>Queanbeyan</b></p>  <p>One Owl icon</p>	<p><b>Warilla</b></p>  <p>One Owl icon</p>

**354** residents live in our eight community villages



"I came to the Teachers College in '82. The Queen came to the Teachers College, I had to escort her... She overstayed her time by three quarters of an hour."

Walter, 98 years, Warrigal resident



# Residential care services

## Who were our residents?

We provided residential care to more than 1,000 older people this year across the Illawarra, Bundanoon, Goulburn and Queanbeyan regions. The average age of our residents was 84.

Our residents reflect the diversity in our communities. More than 30% are of

overseas origin and 10% speak a primary language other than English. English is the most prevalent nationality other than Australian followed by German, Italian and Scottish. Macedonian is the primary language other than English followed by Italian and Greek.

**851**  
permanent care residents  
average stay **828** days

**170**  
short-term residents  
average stay **23** days

## LANGUAGES SPOKEN



English



Macedonian



Italian



Greek



**650**  
female



**370**  
male

# Wellness

We strive to support our residents and customers to achieve happiness through being well. Wellness is the idea of being socially, physically, intellectually, culturally and spiritually healthy.

Our Wellness and Lifestyle programs in all of our Residential Care Homes are central to helping us to encourage and enable our residents to be 'well for the day' – every day.

Our professional Wellness and Lifestyle team consists of physiotherapists, therapy assistants and lifestyle organisers who are motivated to help our customers have great lives.

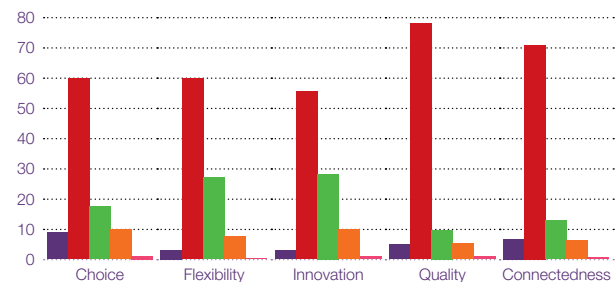
The individual needs of our residents and customers are met through massage, mobilising techniques, pain management and physiotherapy. We are delighted that through group exercise classes and activities, our Wellness and Lifestyle Centres have also become social hubs where people can connect and have fun.

Through our feedback surveys we know that our residents and customers believe our services to be good quality, innovative, flexible, offering choice and allowing them to be connected.

We are constantly striving to be innovative with the lifestyle activities and services we provide in keeping with our philosophy of fun, freedom and fitness.

## Customer perspective summary

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree



**“I worked at Smith’s Hill High School for 33 years. I introduced archery to the school – that wasn’t as successful as it might have been so we stopped that! The neighbours were a bit too close!”**

**Pauline, 80 years,  
Warrigal resident**



**“I have a lot of respect for care staff. I have been there so I understand. It’s physically, emotionally and mentally challenging. But it is so rewarding. There are several characters who stay with me. One in particular, his name was Hughie. He was a council worker, he asked for everyone to call him “ugly.” I remember having to thicken his beer, he said I was the only one who could get it right. He was cheeky! He was a lovely man.”**

**Debbie, 42 years, Warrigal Employee Development Officer**



# Our accreditation

## Compliance

All Warrigal Residential Care Homes have a full three year accreditation by the Aged Care Quality Agency. In 2015/16, Warrigal successfully achieved all expected outcomes with a re-accreditation audit at Warilla. In addition to this audit, the following audits were undertaken throughout the year with successful outcomes.

## Residential care

### Unannounced visits by the Agency

Albion Park Rail	12 Nov 2015
Bundanoon	05 Nov 2015
Coniston	29 Jan 2016
Goulburn	09 Dec 2015
Mt Warrigal	25 Nov 2015
Queanbeyan	23 Mar 2016
Warilla	11 Feb 2016

### Announced visits by the Agency

Bundanoon	23 Jun 2016
-----------	-------------

Connect Services in the Illawarra and Goulburn both achieved 18/18 outcomes through the Quality Reporting Review which is undertaken every three years by the Aged Care Quality Agency. These were undertaken on the following dates:

Illawarra	02 Sept 2015
Goulburn	22 Jun 2016

## Annual aged care resident satisfaction survey

In July 2015, Warrigal introduced the Representative Satisfaction Survey that was aligned to the new Philosophy of Choice that states ‘older people should have the

opportunity to be themselves and be independent, respected, happy and connected.’

A combined resident and representative sample of 364 people across our seven homes were surveyed. Of the 364 people surveyed, 150 were residents and 214 were family or friends representing the residents.

An analysis was conducted on the information received through the survey. The main themes from the survey included quality of care, meals, along with the need for more varied leisure and lifestyle activities.

This feedback has been instrumental in a review of the wellness and lifestyle team being undertaken to ensure that we are delivering consistent and varied activities across the organisation.

## Financial validation audits conducted by the Department of Health (DoH)

From July 2015 the Department of Health undertook five financial validations. 11 files had their funding downgraded. The audits were targeted to residents that have been in our care for a number of years. Warrigal maintains a robust training and monitoring program to ensure documentation is reflective of resident care needs to ensure all entitled funding is obtained for each person living in our homes and receiving our care services.

Month	Care Home	Reviews	Downgrades
February 2016	Warilla	8	2
March 2016	Albion Park Rail	Nil	Nil
March 2016	Bundanoon	8	4
May 2016	Goulburn	4	4
May 2016	Mt Warrigal	Nil	Nil
June 2016	Coniston	1	1
June 2016	Queanbeyan	Nil	Nil



# Clinical indicators of health

We provided care for more than 1,000 customers in the 2015/16 year. This includes respite and permanent residents. Many older people are entering care homes with increasing frailty and with more care needs than in previous years. Care managers at each home collate clinical indicator information to provide an overview of key areas of health. Every incident is investigated, leading

to a number of actions which may include but is not limited to education, training, reassessment of residents and the implementation of clinical care programs.

This information is reviewed by the Care Quality and Compliance Manager who reports through to the Care Governance Committee who monitors the Clinical Care Indicators.

Warrigal has a restraint free policy; our customers are encouraged to be independent and are supported to achieve this goal.

We have trained physiotherapists and physiotherapist aides who work with customers to prevent falls and build body strength.

All our staff attend annual training in infection control and

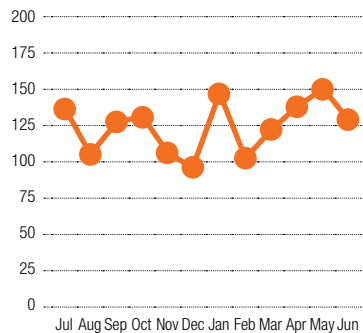
managing seasonal outbreaks of flu and gastric illnesses. Our registered nurses have had additional specialised training in infection outbreak management. We promote and provide flu vaccinations to staff and residents.

Medication administration is conducted by staff who have passed competency tests. All medications are monitored by

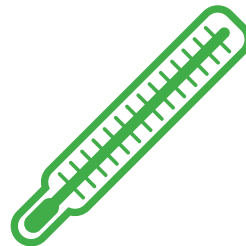
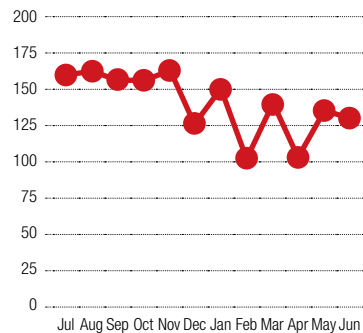
registered nurses, pharmacists and general practitioners. Internal audits are conducted by the management team. Warrigal has a Medication Advisory Committee, all medication incidents are investigated and if required, additional training and a review of practices are undertaken.



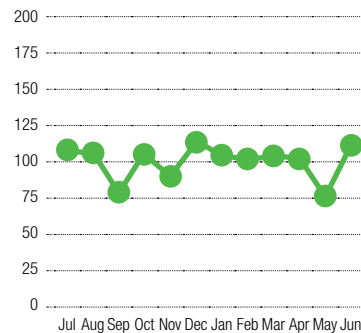
## Challenging behaviours



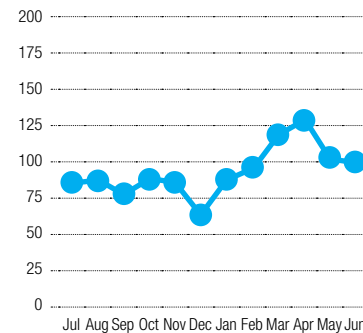
## Falls



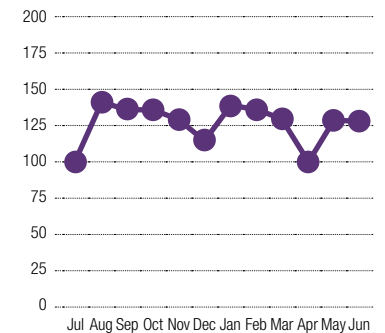
## Infections



## Medication incidents



## Skin integrity



“Does my hair look alright?  
I usually go purple,  
sometimes red!”

Bronwyn, an Inspiring  
Warrigal cook



# Our fresh food commitment

We provide a freshly cooked dining experience and feature seasonal menus that have been assessed by dietitians and tested by both our residents and staff to ensure that they are both tasty and nutritious.

We prepare more than 700,000 meals each year for people in our Residential Care Homes or to be supplied to our Connect and Club Connect customers.

The many compliments we receive are a testament to the commitment and dedication of our hospitality and food services staff. They are passionate about ensuring our residents and customers enjoy great meals.

Over the past year all of our Residential Care Homes have participated in a NSW Food Authority audit and all have NSW Food Authority Certification. This is an excellent result, validating our systems that are in place that promote and support safe food handling, food storage and food preparation.

We are proactive in exploring innovative opportunities to improve the dining experience such as the trial of electronic menu boards at some of our locations and initiating a partnership with a professional catering company.

Our hospitality team also adopts Warrigal's philosophy aiming to bring an element of fun to the dining experience of residents with specially themed meals for occasions throughout the year.

# 700,000

meals prepared during the year



# Our research partnerships

We are proud to collaborate with respected academic partners whose research will lead to better understanding of the needs of older people in our community – and ultimately to improvements in our care and services.

## Energy efficiency project

### Energy + Illawarra

Improve energy efficiency of older householders whilst maintaining thermal comfort and make a positive difference in the knowledge, attitudes and behaviours relating to energy efficiently across the greater Illawarra.

### Regional Development Australia (RDA), Illawarra

Katrina Skellern; Natalie Burroughs

## Manual handling of people investigation

An investigation of environment related manual handling of people (MHP) risk controls that may influence resident functional mobility and staff exposure to MHP risk factors in aged care.

### University of NSW

School of Health and Society  
Robyn Coman (PhD candidate)

## The process of change that occurs when organisations introduce practices to make their operations more sustainable.

### University of Wollongong

Faculty of Business  
Prof. John Glynn, Assoc. Prof. Gary Noble and Mary Papakosmas (PhD candidate)

## Sustainable Buildings Research Centre (SBRC) and Australian Centre for Cultural Environmental Research (AUSCCER) collaboration

Enhancing resilience of aged care systems to climate change: retrofitting buildings and sociocultural systems.

### University of Wollongong

Prof Paul Cooper

## Dietetics food service inquiry project

### Dietetics Food Service Placements

### University of Wollongong

School of Medicine  
Meredith Kennedy Dietetics Clinical Placement Coordinator;  
Alex McClelland Lecturer

## Benchmarking and quality improvement project

### Annual Resident and Community Services Satisfaction Survey

### University of Wollongong

School of Health & Society  
Bushra Khan Assoc. Lecturer

## Understanding the medication management process in residential aged care

### University of Wollongong

School of Information Systems and Technology  
Dr Ping Yu; Siyu Qian (PhD candidate)

## Supported authentic learning experiences

### University of Wollongong

School of Nursing  
Maria MacKay, Ray Leung & Michele Boatswain

## The enable project

Understanding the assistive technology needs of people with mobility issues.

### University of Wollongong

UOW/AusIndustry collaboration Leanne Taylor (Team Leader);  
Dr Eliza De Vet (Research Assistant – AUSCCER, UOW)



**“I became interested in volunteering after my mother and father-in-law became Warrigal residents and I would chat with other residents. I could see what a difference it made to their day and how good it made me feel. I just love going home each day knowing I have helped to make a difference in the customer’s lives, no matter how small. I love coming Warrigal, I actually think I get more out of doing so than the customers do.”**

Marilyn, Inspiring Warrigal volunteer



# Our volunteers

We are inspired by each of our 355 volunteers, who last year alone provided a staggering 29,000 combined hours of service and support to our residents and customers, positively impacting the lives of older people who choose our services.

Our organisation was founded on volunteers more than 50 years ago, and they are just as vital today. Our volunteers play a variety of roles including driving our buses, organising and assisting in activities and social outings, gardening, fundraising, providing pastoral care and chaplaincy providing comfort and companionship, and supporting older people in their every day lives. Our company is even guided by volunteers on our Board.

Bundanoon residents, staff and their families and friends now have a wonderful place to connect with a new volunteer café that opened in December 2015. Thanks to our volunteers the Warrigal community can now enjoy cafes in Albion Park Rail, Bundanoon and Goulburn. The smell of fresh coffee and the sounds of

residents enjoying themselves provide a fantastic atmosphere.

Our volunteers hold a special and valued place in our organisation and we are committed to giving back to them. Their contributions are coordinated by our Volunteer Services Officer – a dedicated, paid employee with responsibilities including recruitment, induction and training. As part of our commitment to our volunteers, we provide them with the same learning and development opportunities offered to our staff.

Volunteers are ordinary people who do extraordinary things for people they may not even know. For some, volunteering is a great way of giving back to their community. Others volunteer because something needs doing and it brings purpose to their lives. Time is such a precious resource, and it is the time that volunteers give that makes such a difference to the lives of our residents and families. We feel grateful for our inspiring volunteers.

## Our staff and volunteers

	Staff	Volunteers
2016	<b>739</b>	<b>355</b>
2005	<b>555</b>	<b>292</b>



# Our positive people strategies

We are proud of the way in which our employees embrace our values of integrity, respect, compassion and innovation and are committed to a vision of ensuring older people have great lives.

Our innovation strategies target and support this vision. The results of the Staff Engagement Surveys show how Warrigal employees consistently say their work with customers is the most satisfying aspect of their job. There has been a significant increase in the number of staff completing surveys. This offers us more information to analyse, discuss and make decisions for the future.

Our focus this year has included:

- Building an intentional culture which aligns all our staff to our three key signature behaviours to help us achieve our vision that older people will have great lives.
- The implementation of an online recruitment system which has resulted in a streamlined recruitment process and operational efficiencies. Replacing paper-based processes has already seen improvements in advertising, screening, interview documentation, and the onboarding process.

- Looking at innovative ways of delivering training through reviewing the content of our in-house training sessions and providing specific training to targeted groups on a wide range of topics including communication, duty of care, palliative care and wound care.
- Reviewing and updating presentations, with a focus on compliance, to ensure a high level of learning in this important area; continuing to work with expert external consultants for the provision of Workplace Health and Safety, Palliative Care and Injury Management.



**“It’s only when I say words like “six” and “fish and chips” that you can pick it up. When working as a physio the residents used to knock me all the time. When I was counting, we would be doing sets of 10 and every time I would say “six” they would burst into laughter!”**

**Shiva, 28 years,  
Warrigal employee**

## Our continuous culture improvement

Warrigal continues its commitment to creating an intentional culture that is focused on staff demonstrating three core signature behaviours. Whilst the three behaviours are reinforced at all locations, three locations now have their culture assessed through an online peer survey issued by consultants at Pulse Australasia.

The most recent peer pulse survey conducted in Albion Park Rail, Goulburn and Support Services was undertaken by 85% of staff. We are proud of the results which indicated employees at these sites are displaying the signature behaviours 68% of the time.

The plan is to have new locations commence the survey and have staff at every site consistently displaying the behaviours. This achievement will help us achieve our vision that older people will have great lives!



## Our equity and diversity

Our varied workforce reflects both the diversity of the local community and also our commitment to equal opportunities for all our staff. The vision is for all employees to have access to and enjoy the same rights, responsibilities, resources and opportunities, regardless of whether they are male or female.

Workplace flexibility is clearly defined, communicated and accessible to all employees and considers gender equality principles in all policy, procedure development and implementation. Warrigal was one of only three aged care providers to receive a Gender and Equality citation from the Workplace Gender Equality Agency. The Gender Equality Committee continues to look at new ways of demonstrating diversity in all of our locations.

Our gender profile as at June 2016:

- Our workforce is 86% female and 14% male;
- Three of our nine directors are female;
- Women are very well represented in executive and management ranks with 13 of the 19 managers being women; and
- We have one female executive manager within the five member executive team.

People from Non English Speaking Background (NESB) and Aboriginal and Torres Strait Islanders (ATSI) are also well represented in our workforce at 16% and 1.7% respectively. We continue to actively attract a diverse workforce with participation in aboriginal 'WICKED' career expos to advertise career opportunities.

We also promote equity and diversity through Workplace Bullying and Harassment Prevention training sessions which are an integral part of orientation, induction and the mandatory training calendar.

# The Warrigal Way



**“I love gardening, I have hundreds of garden gnomes in my garden. I love them all.”**

**Heather, an inspiring Warrigal Bundanoon recreational officer**



### Conditions of employment

Our employees fall under one of two Enterprise Agreements:

- Warrigal and Health Services Union NSW Branch Support Services Enterprise Agreement 2014
- Warrigal and NSW Nurses and Midwives' Association, Australian Nursing and Midwifery Federation NSW Branch and Health Services Union NSW Branch Enterprise Agreement 2014

Both agreements were negotiated with the relevant unions and individual employee representatives for the period to 30 June 2017.

We are proud to offer competitive pay and conditions above National Employment Standards and Modern Awards and staff benefit from our flexible working arrangements.

Our flexible workforce is:

- 61% part time
- 19% casual
- 20% full time.

Flexible working is also reinforced by staff policies and procedures that support work/home balance and family responsibilities.

Our employees can also access voluntary salary packaging that provides a flexible salary option and fringe (non cash) benefits that can effectively reduce taxable income. Currently 40% of our staff take advantage of this benefit to pay for a range of items, such as mortgages and other loan repayments, cars, living expenses and superannuation.



**"I love my home and my garden. We live on a farm of 130 acres. We have chooks, horses, cattle, sheep and 3 geese that wander around the yard. We eat eggs from our chooks, vegies from our garden, and some people get a little freaked out when they know that the chops they are eating are from our paddock!"**

**Terri-Lea, an Inspiring Warrigal Connect coordinator**

# Putting our people first

We are only as good as our people. We are committed to attracting and retaining the best staff and finding innovative ways of improving their work experience.

The focus this year has been on a series of innovative projects that are people-centered.

## Innovative employment initiatives



This year we were involved in several local employment initiatives;

- **Aged Care Illawarra Workforce Action Group (ACIWAG)**  
We helped to organise a regional career expo held by ACIWAG in Wollongong. This event recognises and provides job seekers with opportunity to meet employers and explore the careers existing in aged care, community and disability sectors. Warrigal engaged with

the community focusing on the innovative service model that will be implemented at Warrigal Shell Cove and encouraged expressions of interest via our new e-recruitment system.

- **WICKED**  
Warrigal was also centrally involved in the Wollongong Indigenous Careers Kickstart Employment Day which was held at the Innovation Campus at the University of Wollongong in June 2016. The aim for WICKED was to present work ready indigenous clients to employers who had real job opportunities available on the day. It was a great environment for indigenous participants to meet their potential employers. Job seekers logged in to Warrigal's online recruitment system so applications could be logged and followed up at a later date.
- **Young at Heart**  
Young at Heart is a vocational training program that has been delivered with great success since its inception in 2010. It provides job seekers with the education, skills and support to find a rewarding career in a growing industry. The project involves employment agencies partnering with Warrigal and two other local aged care providers. After completing a series of



information days and interviews, 15 people were selected to commence 6 weeks of on-the-job training whilst partially completing Certificate 3 in Individual Support.

### Learning and development



The Learning and Development team continues to build on its already diverse program, adding new subjects including Customer Service and a contemporary focus on wound care following the signing of a contract with an external provider.

Our Learning and Development program is delivered using different modes of education to fully support the needs of adult learners. During this year staff attended over 1,400 training sessions delivered by on-the-job learning and internal and external workshops. These were delivered by the L&D team, Warrigal subject matter experts and external facilitators.

Fire training continues to be a priority in terms of compliance training, this year the number of staff undertaking leadership training and area wardens increased to 114.

We also enjoy strong partnerships with the University of Wollongong, WEA, Wesley and other registered training organisations, providing work placements for a number of students. Our employees enjoy sharing knowledge and experiences

with the UOW students, providing them with valuable on-the-job training.

This year we presented a contemporary learning framework that was endorsed by the Executive Management Team. An element of this framework is the delivery of online training which will commence in August 2016, starting at Bundanoon.

### Work health and safety



Over the last 12 months our external safety and injury management contractors Recovery Partners have continued to support us in managing our safety and injury management.

The Work Health and Safety Management System is continually updated to create a robust system in line with legislation and Australian Standard AS/NZS4801. This certification demonstrates that an organisation has knowledge of, and control over, all relevant hazards that may exist as a result of operations or unusual conditions. Attaining this certification confirms a strong commitment to ongoing improvement of safety performance.

A quarterly audit program was undertaken across all sites and departments to measure the effectiveness of the implementation of the safety management system. A new set of audit tools have just been deployed that will look deeper into safety processes.

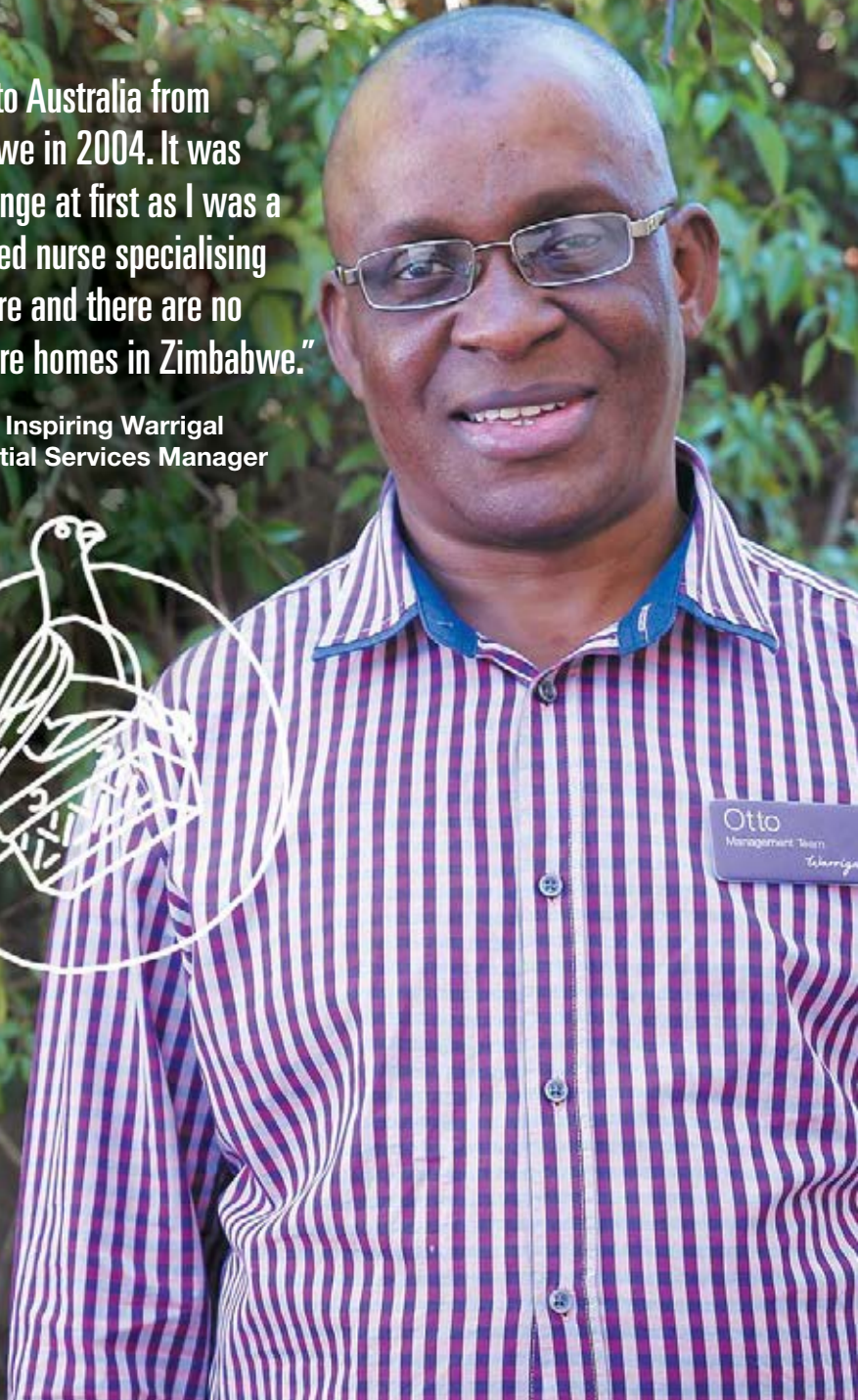
**“I applied for a job as a cleaner, I figured this would do until I found my niche. I was promoted to a care assistant and have been with Warrigal 23 years... I guess I’ve found my niche!”**

**Cheryl, an Inspiring Warrigal care companion**



**“I came to Australia from Zimbabwe in 2004. It was a challenge at first as I was a registered nurse specialising in theatre and there are no aged care homes in Zimbabwe.”**

**Otto, an Inspiring Warrigal Residential Services Manager**

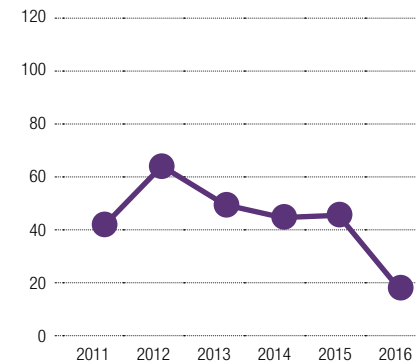


A focus on Safety Risk Management continues:

- A monthly Risk Management Report is now provided to senior management.
- Fire and emergency risk assessments were completed across all sites.
- Emergency management was a major focus of staff education and training.
- An Emergency Planning Committee (EPC) continues to review our systems.
- Emergency Control Organisations (ECO) is utilised at each Care Home.
- Specific training has been undertaken by all chief and area wardens with an ongoing skills retention training program occurring every six months. We continue to train key personnel in all of our care homes in these important leadership roles.

Incident investigations occur after all incidents with Recovery Partners undertaking more complex investigations as required. A hazard and incident reporting module has been implemented online on Payglobal.

**Lost Time Injury Rate 2011-2016:**



Warrigal's lost time injury rate is at the lowest in 6 years, exceeding our target of reducing the rate by 10% each year.

**Organisational risk**

KPMG undertook an organisational risk profile this year with managers, executive leaders and the directors. We have now updated the previous risk profile from 2011. This new profile will be monitored by the Business Risk and Audit Committee throughout the next 3 years. 16 updated risks were identified as follows:

- 1 Financial sustainability
- 2 Information and communication management
- 3 Attracting, retaining and developing our workers
- 4 Asset expansion plans
- 5 Health, safety and wellbeing of customers
- 6 Maintaining regulatory compliance
- 7 Security and safety of workers and visitors
- 8 Asset and facility management
- 9 Reputation and brand management
- 10 Engagement with customers (and future customers)
- 11 Ability to design, develop and deliver services in varied locations to exceed customers' needs and expectations
- 12 Maximise use of assets and resources
- 13 Definition and delivery of quality
- 14 Ability to understand and adapt our business model (including ability to accurately cost & price services)
- 15 Embrace and initiate improvement and innovation
- 16 Develop a flexible, mobile, engaged and culturally aligned workforce

# Our code of conduct

We are committed to our values of Integrity, Respect, Compassion and Innovation and:

## 1

Supporting the choices, rights and values of every person so they can be themselves;

## 2

Ensuring that the resources provided by governments, communities and customers are efficiently used and focused on developing sustainable services;

## 3

Actively contributing to a team environment where trust facilitates positive personal and professional relationships between staff, volunteers, customers and the community;

## 4

Ensuring the right to privacy and dignity for every person and their families through the proper and secure collection, use, handling, storage and disposal of all personal information;

## 5

Improving the quality and expertise of our services through personal development and active participation in Warrigal's education programs;

## 6

Ensuring the safety of everyone in the workplace by adhering to all safety policies and practices and promoting our safe place culture;

## 7

Always applying the intent and requirements of the law as well as all of Warrigal's policies and procedures;

## 8

Being trustworthy and transparent in all that we do and when exposed to potential conflicts of interest we ensure there is no personal gain whilst engaged or after engagement at Warrigal;

## 9

Ensuring our conduct is according to Warrigal's values and does not bring the organisation into disrepute;

## 10

Promoting a positive image of older people and their value in the community.

# Our supporters

## Volunteers

Aileen Pollock  
Aio Nakata-Young  
Alan Freedman  
Alan Hyman  
Alan Neate  
Alan Thayer  
Alan White  
Alana Walker  
Alec Kennedy  
Alexandria  
Varshawsky  
Alicia Sloan  
Allan O'Rourke  
Andrew Miller  
Anita Moore  
Ann McCarter  
Anna Bell  
Anna Faucett  
Anna Leshnik  
Anne Rutherford  
Anne Steep  
Anne Stephen  
Annette Hatcliffe  
Arlene Bowers  
Ashley Fenwick  
Astrid Le Roux  
Attila Balogh  
Audrey Peterson  
Barbara Creese  
Barbara Downey  
Barbara Dunn  
Barbara Griffin  
Barbara Young  
Barrie Dornan  
Barry Clark  
Basil Bourke  
Becky Evans  
Benzhe Tang

Bernice Silby  
Beryl Hassett  
Beryl Thomas  
Beth Tyson  
Betty Uren  
Beverley Hall  
Blanca Orellana  
Brady Smith  
Brett Galvin  
Brian Dunn  
Brian Wyndham  
Carmel Dunlop  
Carmen Bonnici  
Carol Bailey  
Carol Gribble  
Carol Wilson  
Carole Heaven  
Carolyn Gill  
Carolyn Hamdorf  
Catherine Hempstead  
Catherine Miller  
Celestina Matos  
Cena Kotevska  
Chandrakala Ilango  
Charles Gal  
Charlotte Rathbone  
Cheryl Peters  
Chris O'Brian  
Christene Ryan  
Christine Bowman  
Christine Briffa  
Christine Smith  
Christopher Miller  
Claire Thackery  
Colin Cannings  
Coral Arnold  
Coral Owen  
Coraline Holding  
Corina Biste  
Corrie Rankin

Craig Gillespie  
Daphne Cordingley  
Daphne Watterson  
Daphne Woods  
David Bosanquet  
David Wilson  
Debbie Davidson  
Denise Lanham  
Dennis Curtis  
Don Burgess  
Don McAlister  
Don McGill  
Doreen Chalcraft  
Dorelle Dunn  
Dorothy Quigg  
Doug Halpin  
Edna Green  
Elizabeth Hartley  
Elizabeth Hodson  
Elizabeth Wann  
Ellis Davenport  
Eman Buttar  
Erica Steer  
Eva Bennett  
Evan Smith  
Fay Berwick  
Fay Henserson  
Fay Norris  
Fay Robertson  
Filomena Alfriero  
Fran Grover  
Fran Mason  
Frank Delia  
Frank Jefferies  
Freda Bush  
Gai Grimshaw  
Garry Bailey  
Garry Miller  
Gary Job  
Gary Van Pelt

Genelle Bedson  
George Nettlebeck  
Gina Matthews  
Glenn O'Donoghue  
Gordon Pooley  
Grace Hansen  
Graeme McClean  
Graham Thomas  
Grahame Hurrell  
Grahame Wunderlich  
Greg Pincham  
Gregorio Baz  
Gregory Vickery  
Gwen Miller  
Hannalore Polley  
Harry Evans  
Helen Charles  
Helen Ford  
Helen Hawksley  
Helen McNeill  
Hubert Khaya  
Ian Browne  
Ian Dowson  
Ian Dunn  
Ian Smith  
Ian Walsh  
Inga Keen  
Inga Petrovich  
Irene Black  
Irene Picker  
Jackie Bonham  
Jan Buikstra  
Jan McKechnie  
Janette Monk  
Janice Grimson  
Janine Powter  
Janny White  
Jason Peacock  
Jayde Graham  
Jean Piggott

Jean Simon  
Jeanette Shaw  
Jennifer Woerz  
Jenny James  
Jenny Pittman  
Jenny Zylstra  
Jeremy Tonks  
Jillian Archer  
Jillian Jochheim  
Jim Ross  
Joan Tuck  
Joan Burke  
Joan Bush  
Jodie Lewin  
Jodie McNeill  
Joe Briffa  
John Angus  
Judith Bird  
Judy Kelly  
Julian De Csauz  
Julie Abnett  
Julie Nurse  
Julie Pfeiffer  
Junette Godkin  
Junie Marks  
Justin Davies  
Justin Robins  
Karen Styles  
Kate Yeadon  
Kath Gould  
Kathryn Jones  
Kathy Jacobs  
Keeley Sharwood  
Ken Odgers  
Kerry Hartley  
Kerry Stier  
Kevin Ashton  
Kim Goodall  
Kim Sanders  
Kim Woolacott

Kiralee Greig  
Kiro Siljanvski  
Kristin Mercer  
Laurel Hones  
Leanne Stone  
Leisa Thomas  
Leon Hassett  
Lesley Paterson  
Lester Jusus  
Linda Dornan  
Linda Grey  
Linda Martin  
Linda O'Rourke  
Linda Pill  
Linda Pittman  
Liz Moore  
Lorraine Korgitta  
Louise Williams  
Lucy Hamersley  
Lutz Mueller  
Lydae Pearson  
Lydia Mulder  
Lyn Brown  
Lyn Thomas  
Lyn Waser  
Margaret Berckelman  
Margaret Cousins  
Margaret Cutler  
Margaret Hinton  
Margaret Job  
Margaret Whiteley  
Margaret Windolf  
Margaret King  
Maria Fernandes  
Marie Bowley  
Marie Commisso  
Marika Arki  
Marilyn Alders  
Marina Teasdale  
Marion Webber

Marisa Smith  
Mary Bale  
Mary Cotton  
Mary Daly  
Mary Kozlik  
Mary Mifsud  
Mary Parsons  
Mary Slater  
Maureen Miller  
Maureen Moore  
Melanie Stampton  
Melissa Crane  
Meredith Myers  
Michael Hockey  
Milja Spremo  
Moir Balogh  
Nancy Turner  
Nandini Vyas  
Narelle Lawler  
Narelle Odonoghue  
Neville Pulley  
Noreen McCormack  
Norma Davies  
Norma Pooley  
Norman Gumbleton  
Pat Macleay  
Pat Pepper  
Patricia Davies  
Patricia Prykiel  
Paul Brady  
Paul Oliver  
Paul Weightman  
Paula Newcombe  
Pauline Baxter  
Peter Jordan  
Peter Rubano  
Peter Stutz  
Philip Bonnici  
Pixie King  
Rachel Fernandes

Rachel Rapp	Sophie Decker-Smith
Raquel Presdee	Stephen Halliwell
Renae Steain	Stephen Nedved
Reta Carlon	Stephen Nolan
Rex Halpin	Steven Walker
Rhonda Ferniss	Stonja Mitrovska
Rhonda Lister	Sue Reiher
Riki Mansell	Suellen Sandland
Rita Waite	Susan Hudson
Robert Carter	Susan McDonald
Robert Chapman	Susan Thompson
Robert Henserson	Tammy Miller
Robert Norris	Tanya Whitside
Robert Wallyn	Terry Simpson
Robert Leishman	Therese Dine
Robert Macleay	Thomas Sheppard
Robyn Shoard	Toni-Kaye Gilmore
Ronald Read	Trevor Blackman
Ronald Shoard	Val Langlois
Ronda Bolton	Valerie Crozier
Rosa Stalling	Valerie Nettlebeck
Rose Sharp	Vera Kotrevska
Rosemarie Williams	Verne Robinson
Rosemary Thomas	Veronica Greenfield
Russell Dine	Wai Wong
Russell Pryer	Warren Girdler
Ruth Vial	Wayne Bushby
Sabine Mueller	Wendy Crisp
Sam Whiffen	Wendy Johnston
Sandra Pearson	Wendy Mancell
Sandra Redfern	Wendy Meikle
Scott Matthews	Wendy Oliver
Sharon Dumbleton	Wendy Quigg
Sharyn Girdler	Wendy Swire
Shaun Iacovelli	Wilf Gregg
Sheila Clark	William Searl
Sheray Presland	Yvonne Fitzsimmons
Shirley Anderson	
Shirley Read	
Sophia Kuleas	

### Company Members

Mrs Marion Hardy  
Mr Alan Cluff  
Mr Norman Rowland OAM  
Mrs Sandra Pearson  
Mr Alan Hardy  
Mr Brian Mackander OAM  
Mrs Lorraine Cluff  
Mr Brian Monk  
Mrs Carol Gribble  
Mr John Moolhuizen  
Mr Wayne Mackander  
Mr Philip Thompson OAM  
Mr Roger Downs  
Mrs Margaret Collins  
Mr Wynand Janssen  
Mrs Lorraine Korgitta  
Mrs Janet Walsh  
Mr Brian McKenzie  
Mr John Mullan  
Dr Judy Mullan  
Mrs Mili Del Turco  
Mrs Helen Newman  
Mrs Jillian Wilson  
Mrs Betty Uren  
Mrs Anne Steep  
Mrs Janette Monk  
Mrs Anne Doorn  
Mrs Elaine Moolhuizen  
Mrs Helen Hadlow  
Mr Wayne Morris  
Mr Brian Weir PSM  
Ms Diane Smith  
Mr Neil Bayo

Mr Peter Keyes  
Ms Margaret Windolf  
Mrs Lavena Scifleet  
Mr Neil Preston OAM, GAICD  
Mr Garry Miller  
Mrs Ursula Stephens  
Ms Lynette Eckersley  
Mrs Elaine Hart  
Dr Audrey Guy  
Mrs Jean Whittle  
Mr Ian Wilson OAM  
Mrs Betty Gorton (passed away Jan 2016)  
Mr Brian Walsh (passed away Feb 2016)

### Staff Service Awards

#### 5 years

Anna Balogh  
Anu Crees  
Audrey Almeda  
Carmen Vargas  
Caroline Proctor  
Carrie Edwards  
Christine Seale  
Denise Oliver  
Diana Grabham  
Elizabeth Capobianco  
Emily Gray  
Emma Brown  
Francesco Carboni  
Genna Forsythe  
Irene McGoldrick  
Jasmina Gojkovic  
Jayne Markulic  
Jennifer Turner  
Jenny O'Brien  
Karen Unicomb  
Karen Larkin  
Karen Bodel  
Katie Frier  
Katreena Kangas  
Katrina Davis  
Kerry-Ann Jarman  
Leanne Vanderzwan  
Lesley Prior  
Lisa Vogt  
Lisa Hynds  
Lori Steele  
Lynnette Solanov  
Marguerite Webster  
Maria Hernandez  
Marie Dore  
Mark Allen

Melinda Buckman  
Natalie Carr  
Olivia Cavrese  
Patricia McGrath  
Rhonda Jackson  
Rungthip Robertson  
Sharon Kish  
Sharon Smith  
Shiva Gopalan  
Stephanie Scott  
Suzanne Withers  
Suzanne Baird  
Tammy-Lee Patterson  
Tracey Davis  
Tracey Campton  
Trent Healey  
Vesna Stanojlovic

#### 10 years

Andrew Stylianou  
Cathy Jazbec  
Cheryl Purches  
Dannielle Freeburn  
Elizabeth Frier  
Glenys Salisbury  
Hariata Dewes-Ngawati  
Janelle Dennelly  
Jennie Dunn  
Jennifer Jones  
Jennifer Annedelamont  
Karen Singh  
Keith Berwick  
Kim Headington  
Kylie Owen  
Liviana O'Connor  
Paula Andrews  
Robert Roach  
Robyn Bruce  
Sonya Chalker  
Stacy Plain

Toni Anderson

#### 15 years

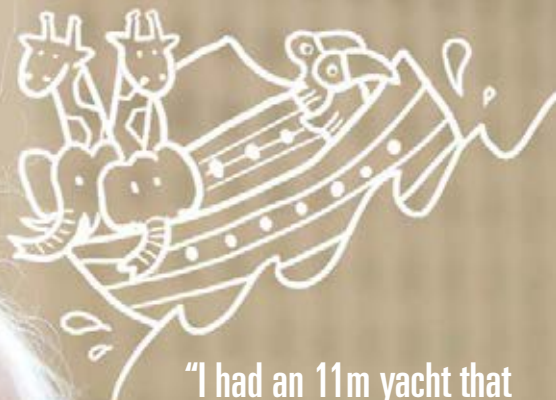
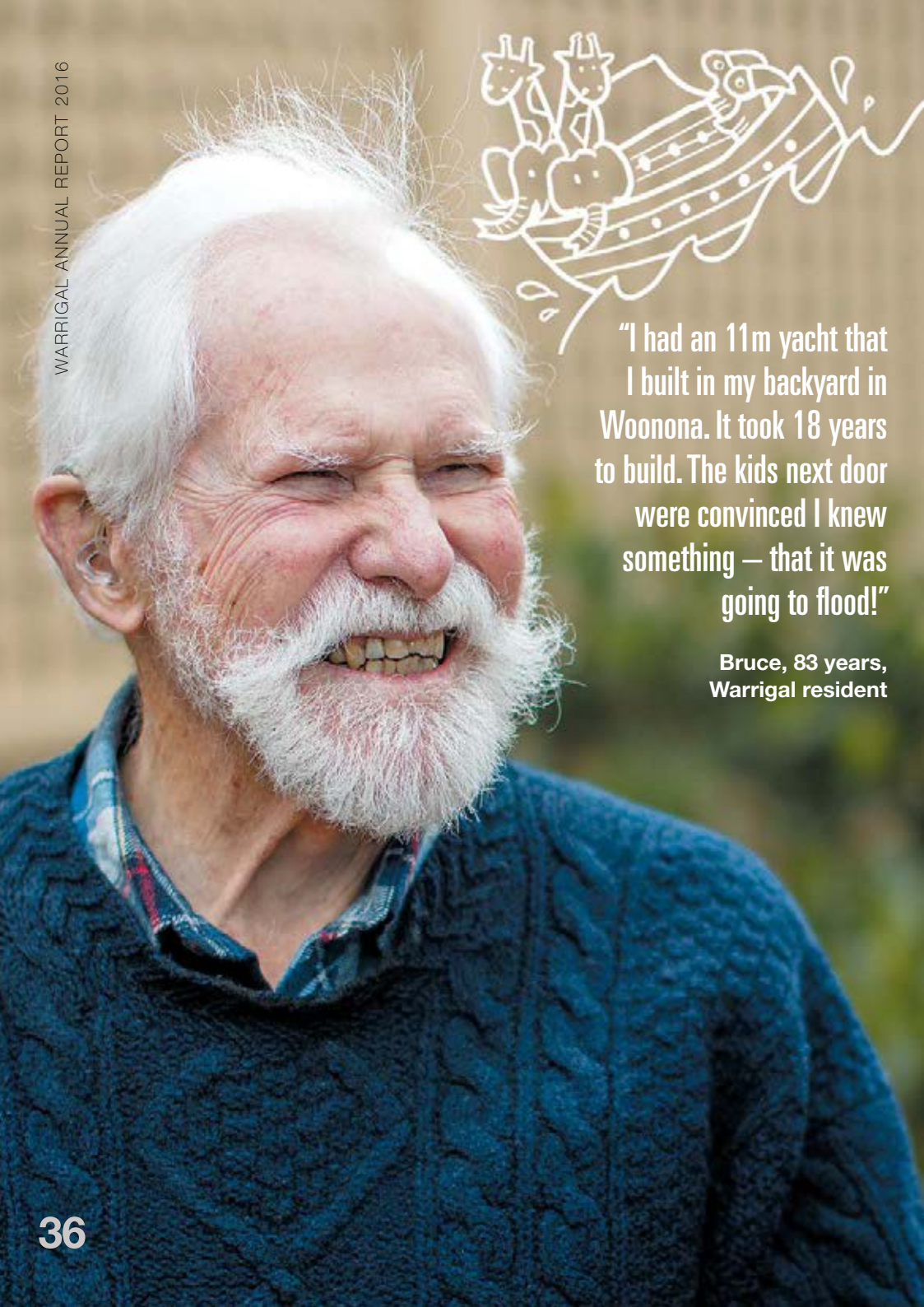
Anne Mercieca  
Anne Warren  
Bianca Hughes  
Christine Talbot  
Evelyn Hogan  
Gail Nixon  
Graeme Hickie  
Jacqueline Billingsby  
Janette Brown  
Kylie Webb  
Melita Nacilla  
Rennae Sheppard  
Richard Moulton

#### 20 years

Barbara Reitzer  
Cveta Trajkovska  
Debra Klaus  
Deborah Stevens  
Judy Sevimli  
Olga Subasic  
Vanessa Stevenson

#### 25 years

Christine Hockey  
Margaret Simpson  
Sandra Sasse



**“I had an 11m yacht that I built in my backyard in Woonona. It took 18 years to build. The kids next door were convinced I knew something – that it was going to flood!”**

**Bruce, 83 years,  
Warrigal resident**



## Our communications

Effective communication is an important part of our strategic plan and we continue to strive to improve the ways in which our people communicate with each other and how we connect with the broader community.

We are using more integrated technology to help our staff and residents stay connected. This has led to the introduction and upgrading of equipment and services across our services this year.

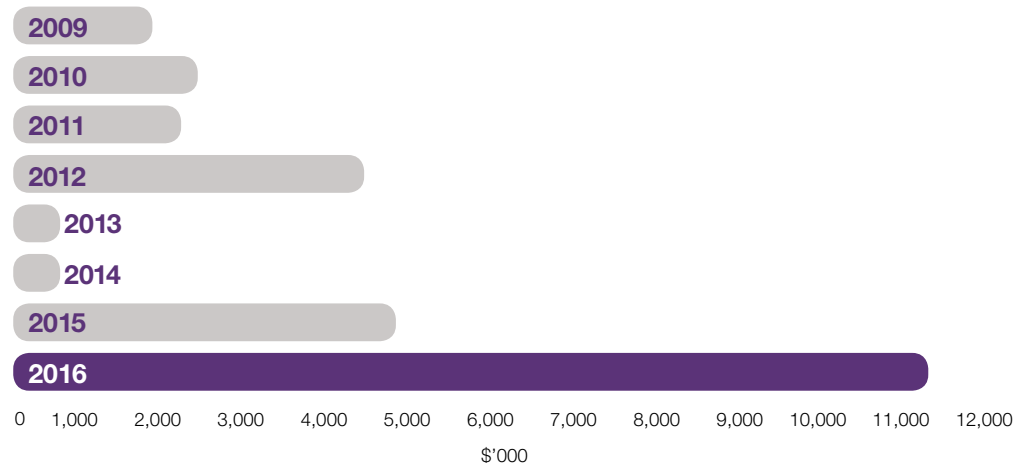
These initiatives have included:

- All Warrigal staff now have a Warrigal email address and receive a monthly staff e-newsletter – OpenLine.
- An additional terminal server was deployed to accommodate a significant increase in computer usage.

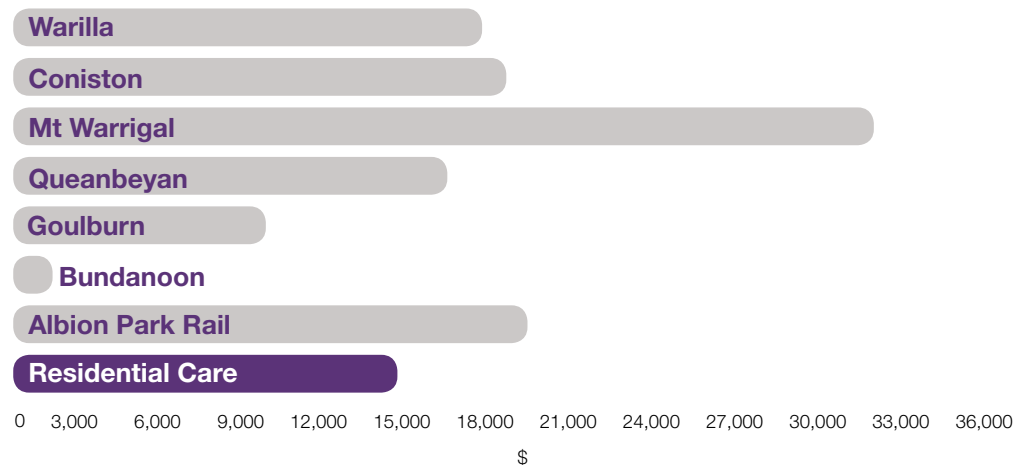
- Extension of the WiFi network to Coniston, Mount Warrigal and Queanbeyan. All residential care homes now have the capacity to use mobile devices for care documentation.
- Provision of Internet WiFi to residents and visitors at Warilla, Albion Park Rail, Bundanoon and Goulburn.
- Upgrade and consolidation of printers to achieve cost savings.
- Upgrade of email spam filtering system resulting in increased security and fewer email delivery delays.
- An online recruitment system was implemented in February 2016, which was then integrated into our payroll system for onboarding of new employees.
- Our e-customer system has been upgraded so that staff in the One Stop Shop can collect customer information for all enquiries.

# \$ Our numbers

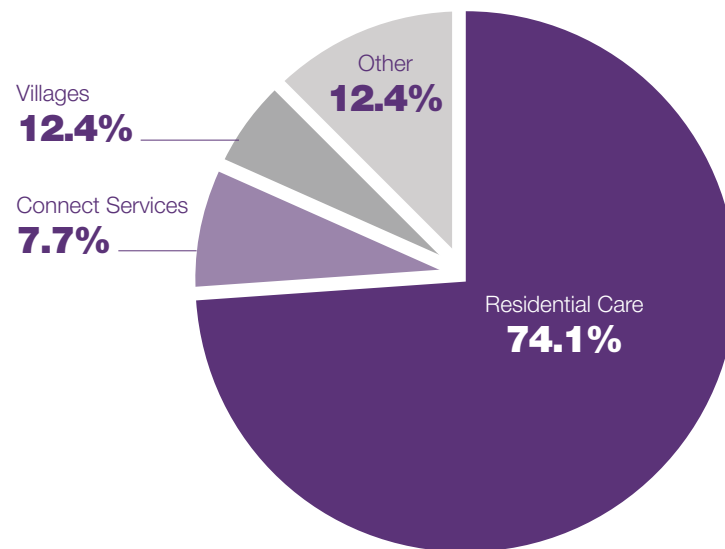
## Cash from operating activities



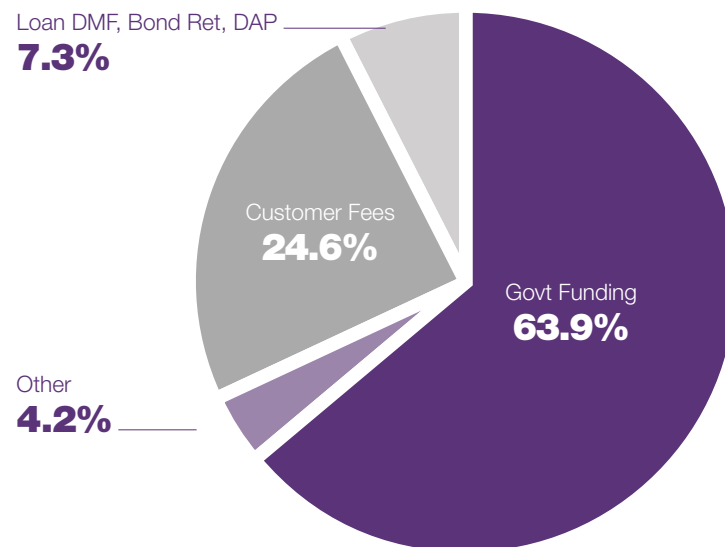
## 2015/16 Earnings before interest, tax, depreciation and amortisation for high, merged and low care homes per bed

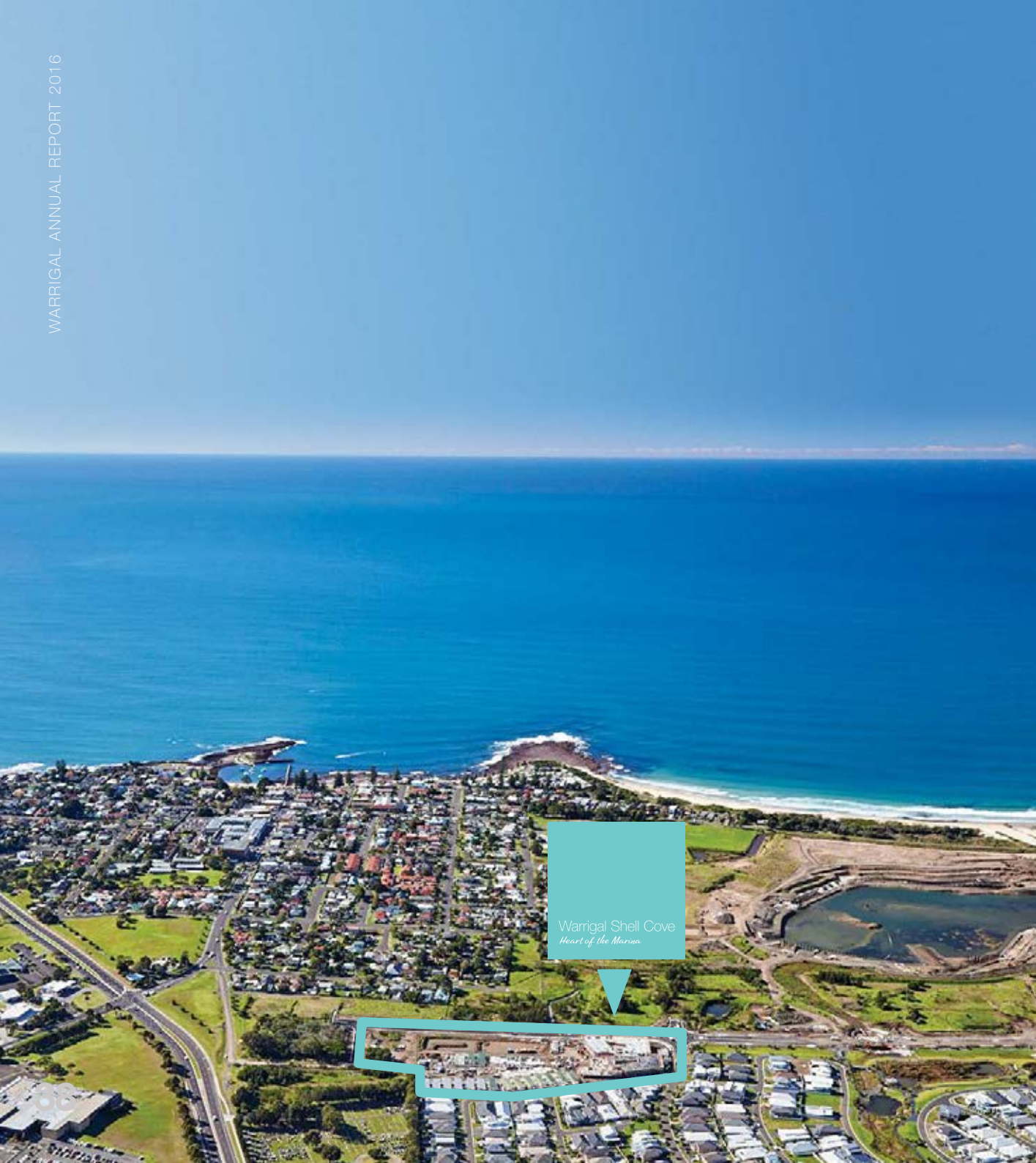


## Summary of expenditure by service type 2016



## Summary of income sources 2016





Warrigal Shell Cove  
*Heart of the Marina*



# Our places

## Warrigal Shell Cove

Construction began on the first two stages of our \$68 million Warrigal Shell Cove village, which will deliver a much-needed innovative model to the community and the Illawarra community.

The brand new village consists of a 128-suite residential care home, open community spaces, 6 serviced apartments, 33 villas and 47 apartments. We were successful in gaining a \$17 million boost from the NSW Government via the Restart NSW Illawarra Infrastructure Fund, which will partially fund the construction of the residential care home.

Construction is occurring in a number of stages. Stage 1 commenced in August 2015, concentrating on the residential care home and community centre titled The Quay. Stage 2 commenced in February 2016 and focuses on the construction of 33 villas. Both stages are targeted for completion in mid 2017. The final stage of 47 apartments is due to start in late 2016. There has been significant community interest in the villa homes and apartments with all dwellings now deposited.

The project will provide approximately 360 jobs during construction. Upon completion, there will be an increase in employment with 128 permanent direct care jobs contributing to a total economic output of \$166.6 million.

### Service innovation and development at Shell Cove

Warrigal Shell Cove will be a more intentional community where customer choice in all lived experiences will be enabled through exceptional levels of customer service.

The customer experience will be shaped by a new and innovative service delivery model which has been developed through extensive research and formed on the basis of Warrigal's Philosophy.



**Shell Cove built environment design** – Warrigal Shell Cove has been designed to meet customer expectations through an innovative design, quality build and fit out that facilitates customer wellness and lifestyles. The community's central hub, The Quay, is a focal point where customers will choose to spend their day accessing a range of services (Bistro, Café, Medical Centre, Wellness Centre, Activities etc) from both Warrigal and our community business partners.

**Customer service culture** – Customer service levels will be like the tourism and hospitality sectors; where staff will be multi-skilled, will enjoy helping others, and will develop deep relationships with customers; where customers' preferences will be known and facilitated; where customers will have a say in how their community is run; and where volunteering will be proactively coordinated and highly valued.

**Paperless systems and technology** – Customers will access community information through an online customer portal using smart phones or tablets. The system will be similar to those used in modern hotels and cruise ships where daily activities, bistro menus, day spa bookings, customer accounts and so on will be accessible and interactive.

**Concierge services** – A team of staff located in The Quay will be led by a General Manager (similar to that found in 5 star hotels) to ensure all customer and visitor needs are met and that a seamless service delivery is provided, no matter the discipline.

The key focus of the service delivery model will be enhancing customer lifestyle, choice and wellness. Customers and friends of Warrigal Shell Cove will have the opportunity to become members of Club Connect, a club which offers members a range of experiences, for example, participation in common interest groups such as walking groups, book clubs, outings, theatre groups, travel groups, etc. Club membership will also entitle members to discounted services at the community's Quay – the hub where all community activities can be accessed.

Our vision that older people will have great lives will be fulfilled as we embark on the journey of taking an entrepreneurial approach to the development of innovative services and build a culture of customer service excellence at our Shell Cove community.

### Stepping up comfort and safety

Fire sprinkler systems were installed at Warilla, Coniston and Mt Warrigal Residential Care Homes during 2015 and were completed in early 2016. Major refurbishments are planned to commence in August 2016 for these three homes. They are Warrigal's oldest and in high demand for their very convenient locations and warm and homely atmosphere.

The investment in these works has been underpinned by receiving pre-approval for additional accommodation funding by the Federal Government and will extend the useful life of the homes significantly.

### Wollongong expansion

Warrigal has an aged care home at Coniston, a village at Figtree and over 100 people in their own homes receive our Community Connect Services across the Wollongong area. We have been planning to expand our services by developments in the Wollongong CBD. A second Planning Proposal for Wollongong was lodged with Wollongong City Council (WCC) in May 2014, however it was finally refused in February 2016. The Southern Joint Regional Planning Panel review has instead elected to await a Southern CBD study to be undertaken by WCC in order to update the planning controls relating to the location. A change in these planning controls may provide options for the location. An alternative Wollongong location is also being assessed.



**"I loved France. When they let us off the bus the fellow said "go and get lost" because that's the best way to see Paris. Well my husband couldn't wait to get back to the hotel because he was worried about getting lost. I wanted to go up to the Eiffel Tower but he wouldn't go so I said he'd have to take me back again."**

June, 91 years,  
Warrigal resident



## Home improvements

Property Services staff responded to 16,411 requests for general maintenance, that's over 60 requests a day. This is up from 16,037 last year.

All our community villages benefited from refurbishments of some of their villas, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries. A total of 22 projects were completed as part of the Property Improvement Plan and three significant projects from 2015/16 have been transferred to the 2016/17 Plan for completion. Some of the things achieved this year included:

- Stage 1 landscaping of Albion Park and Warilla Community Villages
- Internal paint maintenance of all Warrigal Residential Care Homes
- Installation of heating and cooling to various areas at Warilla Residential Care Home
- A new surface for the driveway and carpark of Mt Warrigal Residential Care Home
- Continuation of preventative external paint maintenance programs at seven villages

Our customer survey is completed by all new residents entering a refurbished villa in a Warrigal Community Village. The survey was very successful and achieved a high return rate, with the majority of responses rating the quality of work completed, appliances and fixtures as very good to high.

## Property compliance

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



# Our environment

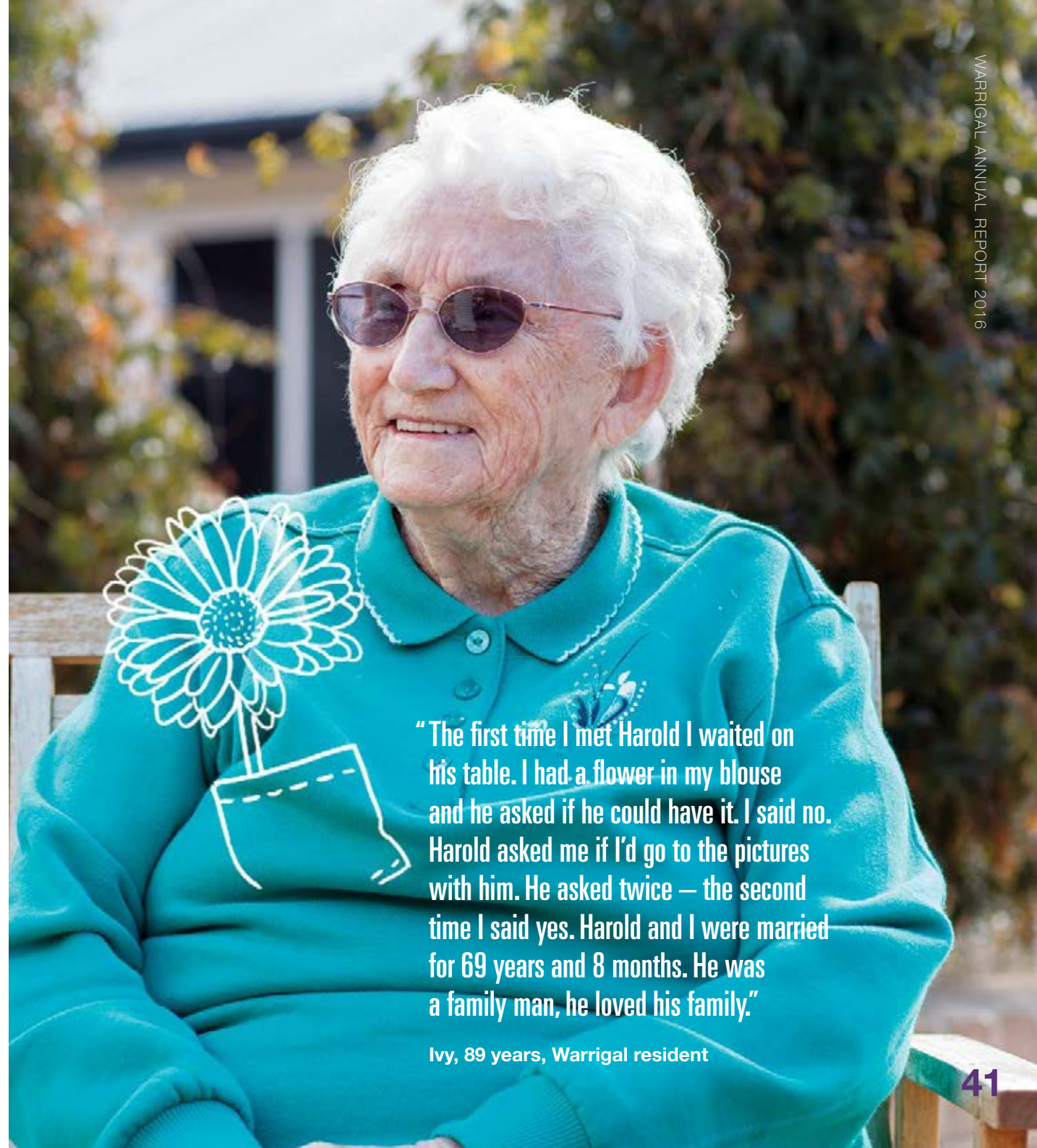
We are committed to ensuring our impact on the environment is reducing.

Many older people are interested in sustainability and we make efforts to include their opinions as part of our strategic approach to minimising our environmental impact.

Our sustainability journey began in 2008 with a whole-of-business approach and is continuing with the Towards 2020 – Strategic Plan, which includes a goal to reduce green house gas emissions by 6 per cent by 2020.

There are several reasons why we believe in striving for environmental sustainability including:

- **Values alignment** – our residents have a strong interest in being efficient with resources and preserving the environment for future generations;
- **Financial responsibility** – minimising energy use of buildings results in considerable long-term savings, which is immensely important for a not-for-profit organisation that wants to invest in quality care;
- **Quality** – we are continually working on improving our assets and improving the comfort of our residents;
- **Future proofing** – evidence suggests that energy prices will increase and there will be more pronounced climate variation, so improving buildings will ensure their longevity, and minimise running costs;
- **Sector leadership** – our demonstrated commitment to sustainability showcases us as a responsible and community-minded organisation and distinguishes us from other providers.



“The first time I met Harold I waited on his table. I had a flower in my blouse and he asked if he could have it. I said no. Harold asked me if I’d go to the pictures with him. He asked twice – the second time I said yes. Harold and I were married for 69 years and 8 months. He was a family man, he loved his family.”

Ivy, 89 years, Warrigal resident



“I met an Australian Navy man named Cyril at 17 and fell in love. My family felt I was too young and I was sent to live with my father in Tamworth in the country. A year later Cyril followed me to the country.”

Olive, 88 years,  
Warrigal resident

### Emissions monitoring

Planet Footprint is our independent expert who continues to monitor and report our energy use, greenhouse gas emissions and track progress towards our goal of reducing our emissions by 6 per cent by 2020. This enables us to identify key areas where energy efficiency projects will be most effective.

### Environmental sustainability

The development of a new Environmental Sustainability Framework and Environmental Sustainability Design Standard for both villages and homes was completed in 2016.

We won the Goulburn Business award for excellence in sustainability this year.

A Warrigal ‘Sustainability In Your Home’ guide was produced and distributed to all Warrigal residents with suggestions for sustainable living for the benefit of minimising our environmental footprint plus saving money for our residents.

### Sustainability advantage

The Office of Environment and Heritage’s Sustainability Advantage program has been a key partnership to provide ongoing support and guidelines for sustainability initiatives. We have achieved Silver Recognition in this scheme and lodged an application to achieve Gold in March.

### Research

We have continued our collaborative partnership with the University of Wollongong’s Sustainable Building Research Centre (SBRC) to research thermal comfort, the relationship between dementia and thermal design and to investigate effective ways to retrofit buildings for aged residents whilst minimising energy consumption.

# Engaging and supporting 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 Goulburn auxiliary report

Funds raised \$14,500

The Warrigal Goulburn Auxiliary fundraising ventures this year have included raffles, fete craft fair, car boot & stall sales, cake stalls and craft sale.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Goulburn residents and clients. Princess Chairs, Mattresses, Palliative Care Bed, Fathers Day gifts, Easter Gifts, Mother's Day Gifts and Christmas Gifts for the residents of Goulburn are some of their contributions.

President- Wendy Crisp  
Secretary- Barbara Dunn  
Treasurer- Fredda Bush  
Total Members- 17

### Warrigal Illawarra auxiliary report

Funds raised \$49,757

The membership has increased by two this year and now stands at 23. There is an average of 12 attending each monthly meeting.

Fundraising is ongoing. The Opportunity Shop at Warilla is still operating after decades of business, thanks to the faithful volunteers, many thanks to the shop manager, Carol.

Wendy and friends are still running their bus trips each month and making them enjoyable for all.

Bingo is supported at Albion Park Rail every Tuesday by the Auxiliary. The monthly activities have been well attended with a Christmas in July for Auxiliary members, two fashion parades and a musical morning with "Rockers and Wrinkles."

Purchases have been made for items such as tables and chairs, Hydrocoll, Wheelchair Cycle, lounges, lifters, electric beds, exercise bikes, carpet bowls, Carendo Chair, Shifty Trolley and Polo Shirts.

President – Francis Mason  
Secretary - Lorraine Korgitta  
Treasurer - Wendy Meikle  
Total Members – 26

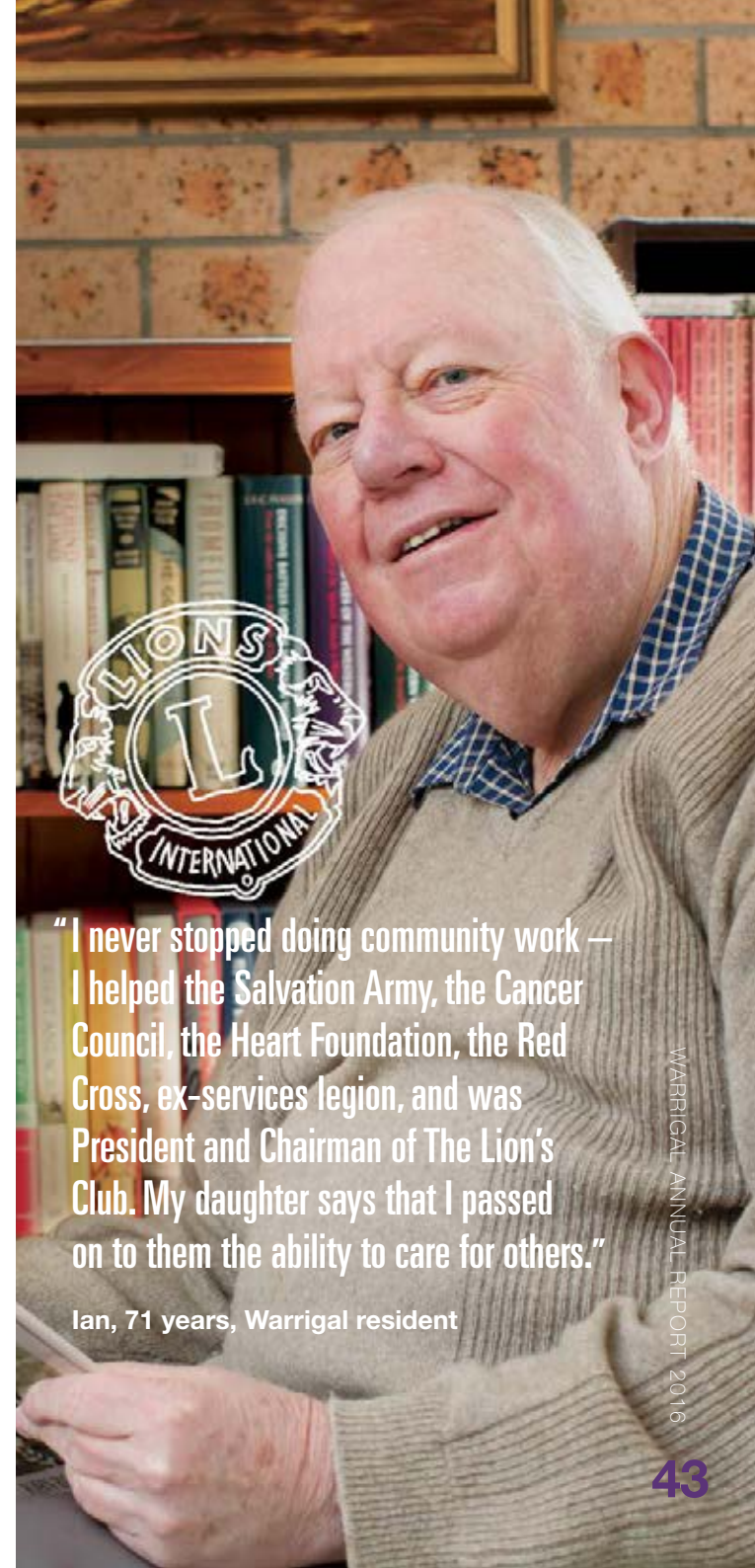
### Warrigal Bundanoon auxiliary report

Funds raised; \$9,594

The Warrigal Bundanoon Auxiliary fundraising has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events including Mother's Day, Father's Day and Christmas raffles, street stalls, card sales, plant sales and Mahjong Days.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Bundanoon residents and clients. Items include: air mattress, dementia resources, table and chairs, televisions and tilt and shower chairs.

President - Dorothy Quigg  
Vice President – Margaret Berckleman  
Secretary – Ann McCarter  
Treasurer – Elizabeth Hodson  
Total Members - 11



**"I never stopped doing community work – I helped the Salvation Army, the Cancer Council, the Heart Foundation, the Red Cross, ex-services legion, and was President and Chairman of The Lion's Club. My daughter says that I passed on to them the ability to care for others."**

**Ian, 71 years, Warrigal resident**

# Board of directors

The directors present their report together with the financial report of Warrigal Care ("the Company") for the financial year ended 30 June 2016 and the auditor's report thereon.

## Directors

The directors of the Company at any time during or since the end of the financial year are:



### Helen Newman

#### Independent Non-Executive Director

Age 57 years

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. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



### Judy Mullan

#### Independent Non-Executive Director

Age 56 years

Member of the Care Governance Committee

Associate Professor Judy Mullan was appointed a director in 2000. She is the Director of the Illawarra Health Information Platform (IHIP) (Faculty of Business) and the Academic Leader for Research and Critical Analysis (Graduate School of Medicine) at the University of Wollongong. She is also the deputy director for the Illawarra Southern Primary Research Network (ISPRN). Judy holds a Bachelor degree in Pharmacy and the Arts, as well as 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, multicultural organisations, church organisations, and support for rural health and medical university students. Her professional and research focus aims to improve health literacy, medication management and the safety and quality use of medicines, especially among older people with chronic conditions.



### Wayne Morris

#### Independent Non-Executive Director

Age 59 years

Chairperson of Business Risk and Audit Committee

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS and AMP (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 and the Advisory Council to Illawarra Venues Authority.



### Philip Thompson

#### Independent Non-Executive Director

Age 65 years

Chairperson of the Planning Development and Sustainability Committee

Member of Project Control Group

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 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, past Secretary of the Oak Flats Junior Hockey Club 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 is currently the Treasurer for the Illawarra Order Of Australia Committee.



### Roger Downs

#### Vice Chairperson

#### Independent Non-Executive Director

Age 62 years

Member of Business Risk and Audit Committee

Mr Downs was appointed a director in 1997. He is a lawyer and Chairman of Partners at Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management, and is also a Law Society of NSW Accredited Specialist in Property Law and Business Law. He is Chairman of Community Alliance Credit Union Ltd and a board member of the Illawarra Shoalhaven Local Health District.



### **Margaret Collins**

#### **Independent Non-Executive Director**

Age 63 years

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 presently a Financial Planner with Smart Financial. 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.



### **Alan Hardy**

#### **Chairperson**

#### **Independent Non-Executive Director**

Age 74 years

Ex Officio Member of all Committees

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



### **Wynand Janssen**

#### **Independent Non-Executive Director**

Age 65 years

Member of the Care Governance Committee

Mr Janssen was appointed a director in 2012. 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 and has served in various capacities both within the club and at district levels.



### **Brian Monk**

#### **Vice Chairperson**

#### **Independent Non-Executive Director**

Age 72 years

Member of Planning Development and Sustainability Committee

Mr Monk was appointed a director in 1988. Mr Monk is now 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.



### **Mark Sewell**

#### **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 from 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' report

## 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:

Meetings								
Director	Board of Directors meeting and extraordinary meetings		Business Risk and Audit Committee meetings		Planning Development and Sustainability Committee meetings		Care Governance Committee meetings	
	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended
A Hardy	10	9	-	4	-	4	-	1
B Monk	10	7	-	-	6	6	-	-
R Downs	10	9	4	3	-	2*	-	-
P Morris	10	8	4	3	-	2*	-	-
M Collins	10	9	4	3	-	1*	-	-
P Thompson	10	9	-	-	6	6	-	-
J Mullan	10	6	-	-	-	2*	6	5
W Janssen	10	9	-	1*	-	2*	6	5
H Newman	10	9	-	-	6	6	6	6

# Number of meetings eligible to attend in a formal capacity as a committee member

\* Includes meetings attended as an observer, not in the capacity as a committee member

^ Includes 2 e-meetings

## Objectives

The long term objective of the Company is to support older people to create inspiring communities. The Company aims to deliver innovative and quality aged care through superior services, practices and management. The five (5) strategic directions underpinning this objective are: 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; and people will be confident in Warrigal because our services are robust and viable, now and into the future.

The Company's Towards 2020 – Strategic Plan outlines a total of twenty three (23) outcomes linked to the strategic directions.

The short term objective of the Company is to remain in surplus and to deliver budgeted results. The focus is on revenue, achieving funding targets, budgeted occupancy and aligning with industry benchmarks.

## Principal activities

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

- Residential care – Warilla, Coniston, Mount Warrigal, Queanbeyan, Goulburn, Bundanoon and Albion Park Rail;
- Community Villages – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan, Bundanoon and Goulburn;
- Home Care Packages – Level 2 in the Illawarra, Queanbeyan and Goulburn and Level 4 in Goulburn and Queanbeyan;
- Commonwealth Home Support Programme - Queanbeyan and the Illawarra (formerly Home and Community Care (HACC)) and Goulburn (formerly HACC and National Respite for Carers Programme (NRCP)); and
- Club Connect Centres – Illawarra and Goulburn (funded under CHSP).

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

The monthly performance report by management to the board outlines progress on how the Company's activities are aligned to the Company's strategic outcomes.



## Review and results of operations

	2016 \$'000	2015 \$'000
<b>Result</b>		
Net surplus	4,068	1,290

The 2016 result includes \$3,153,000 for Infrastructure NSW grant towards the construction of Warrigal Shell Cove. The 2015 result includes \$512,000 for Infrastructure NSW grant towards the construction of Warrigal Shell Cove and \$327,000 for sale of the former Club Connect centre in Lake Illawarra.

Excluding the 2016 capital grant and the 2015 capital grant and profit on sale, the Company's income from operating activities increased from \$58.50 million to \$60.36 million in 2016 (an increase of \$1.86 million or 3%) due to increases in government funding and care recipient contributions.

Excluding impairment in 2016 and 2015 reversal of impairment, expenditure from operating activities increased from \$58.88 million to \$60.57 million in 2016 (an increase of \$1.69 million or 3%). This was mainly due to the increases in wages for additional costs of expanded services.

Excluding the above one-off items in both financial years, the 2016 result would be a surplus of \$995,000 and the 2015 result would have been a surplus of \$257,000. The main type of expenditure is personnel costs, which rose by 2% or \$763,000 in 2016. The main type of revenue is government funding, which rose by 3% or \$1,274,000 in 2016 (excluding Home Care packages).

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

## Events subsequent to reporting date

The Board gave approval for the proposed \$30m redevelopment at Queanbeyan to move into the pre-construction phase. The forty six (46) place residential care home and five (5) community village apartments at Queanbeyan will be decommissioned in mid-2017 in preparation for the expansion and redevelopment of services at that location. Eighty (80) additional places were obtained in previous ACARs (Aged Care Approval Rounds).

A contract was signed with Patterson Building Group for refurbishment work at Warilla to the value of \$2.55m. Work commenced in September 2016 with completion expected by May 2017.

Contracts were signed with Grindley Interiors for refurbishment works at Coniston and Mt Warrigal totaling \$3.38m. Work commenced in September 2016 with completion expected by May 2017 for Coniston and February 2017 for Mt Warrigal.

There has not arisen in the interval between the end of the financial year and the date of this report any other 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 Company, the results of those operations, or the state of affairs of the Company, in subsequent financial years.

## Likely developments

Construction of the one hundred and twenty eight (128) place residential aged care home and six (6) serviced apartments at Shell Cove is expected to be complete by mid-2017 with operations to commence thereafter. Construction of the thirty three (33) villas at Shell Cove is also expected to be complete by mid-2017 with village residents moving in at that time.

Tenders are currently being considered for the construction of forty seven (47) apartments at Shell Cove. The commencement of construction is dependent upon the completion of a public road to access the site, which is expected before the end of 2016.

A site in Wollongong is being considered for a future aged care home and community village. We expect to participate in an EOI late 2016.

Property is being held in Oak Flats, Lake Illawarra and Albion Park for the purpose of providing additional aged care facilities and services in the future. The development consent for a one hundred and twenty five (125) bed care home at Lake Illawarra was activated in June 2012, with timing of construction subject to the overall service expansion plan.

We understand that the Commonwealth Government will perform a legislative review of the Living Longer Living Better Aged Care reforms in the near future. Currently the timing and form of any change to legislation is unknown, however we anticipate that the review may result in the removal of restrictions on Aged Care places (Bed Licences). Implications on the valuation of Bed Licences currently held on the balance sheet will be assessed as soon as further details are available.

## Environmental regulation

The Company's operations are not subject to any significant environmental regulations under Commonwealth or State legislation. However, the Board believes that the Company 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 Company.

## 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 Company 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 19 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 Company 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.

## Members' liability

The Company is limited by guarantee and has 44 members (2015: 44 members).

Pursuant to the Memorandum of Association of the Company, every member has undertaken in the event of a deficiency on winding up during the time that they are a member or within one year afterwards, to contribute an amount not exceeding \$50.

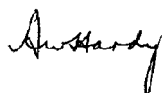
## Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 39 and forms part of the directors' report for the financial year ended 30 June 2016.


## Rounding off

The Company is of a kind referred to in ASIC Instrument 2016/191 dated 30 June 2016 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



**(Peter) Wayne Morris**  
Director

Signed at Albion Park Rail, this 26th day of September 2016

# Where you'll find us

## Support Services

### Administration Centre

2 Pine Street  
Albion Park Rail NSW 2527  
Phone: 1800 WARRIGAL  
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  
Manager: Joanne McGoldrick  
Phone: 02 4230 8150  
Email: jmcgoldrick@warrigal.com.au

### Bundanoon / 90 places

20 Hill Street  
Bundanoon NSW 2578  
Manager: Vernia Blundell  
Phone: 02 4884 6100  
Email: vblundell@warrigal.com.au

### Coniston / 60 places

91 Bridge Street  
Coniston NSW 2500  
Manager: Yvonne Frankham  
Phone: 02 4229 4433  
Email: yfrankham@warrigal.com.au

### Goulburn / 160 places

7 St Aubyn Road  
Goulburn NSW 2580  
Manager: Julia Hook  
Phone: 02 4823 0600  
Email: jhook@warrigal.com.au

### Mount Warrigal / 40 places

5 Rowland Avenue  
Mount Warrigal NSW 2528  
Manager: Kathleen Woerz  
Phone: 02 4297 0211  
Email: kwoerz@warrigal.com.au

### Queanbeyan / 46 places

Cnr Canberra Avenue &  
Campbell Street  
Queanbeyan NSW 2620  
Manager: Otto Mahlaba  
Phone: 02 6299 3876  
Email: omahlaba@warrigal.com.au

### Shell Cove / 128 places

Corner Cutter Parade &  
Brigantine Drive  
Shell Cove NSW 2529  
Phone: 02 4257 4257

### Warilla / 100 places

1 Arcadia Street  
Warilla NSW 2528  
Manager: Sarla Singh  
Phone: 02 4297 0999  
Email: ssingh@warrigal.com.au

## Warrigal Connect

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527  
Manager: Eddie Boyle  
Phone: 02 4230 8140  
Email: eboyle@warrigal.com.au

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580  
Manager: Belinda McClelland  
Phone: 02 4823 0608  
Email: bmccllelland@warrigal.com.au

## Club Connect

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527  
Coordinator: Debby Stevens  
Phone: 02 4230 8105  
Email: dstevens@warrigal.com.au

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580  
Coordinator: Suzie Withers  
Phone: 02 4823 0605  
Email: swithers@warrigal.com.au

## Warrigal Community Villages

Co-ordinator: Lynell Ratcliffe  
2 Pine Street  
Albion Park Rail NSW 2527  
Phone: 02 4230 8106  
Email: lratcliffe@warrigal.com.au

### 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 villas

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 / 57 villas and apartments

18 George Street  
Queanbeyan NSW 2620

### Shell Cove / 80 villas and apartments

Corner Cutter Parade &  
Brigantine Drive  
Shell Cove NSW 2529  
Phone: 02 4257 4257

### Warilla / 40 villas and apartments

1 Arcadia Street  
Warilla NSW 2528



## Contact details

Warrigal Care Registered Office  
ABN 34 002 392 636

2 Pine Street  
Albion Park Rail NSW 2527

**Toll free** 1800 WARRIGAL (1800 927 744)

**Fax** 02 4257 4232

**Email** [warrigal@warrigal.com.au](mailto:warrigal@warrigal.com.au)

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

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



Friend us on Facebook

[www.facebook.com/warrigalcommunities](https://www.facebook.com/warrigalcommunities)



Follow us on Twitter

[www.twitter.com/warrigalceo](https://www.twitter.com/warrigalceo)



Watch us on YouTube

[www.youtube.com/warrigalcommunities](https://www.youtube.com/warrigalcommunities)



Follow us on Instagram

[@warrigalinspire](https://www.instagram.com/warrigalinspire)



Visit our website

[www.warrigal.com.au](https://www.warrigal.com.au)

### Disclaimer

We believe the information contained in this publication is accurate  
at the time of production (October 2016). However the information is  
subject to change without notice.