

Warrigal

50 YEARS

HERE FOR GOOD

~ SPECIAL EDITION — ANNUAL REPORT 2017 ~

Good beginnings and a good future

Warrigal was founded 50 years ago under the leadership of the Shellharbour Lions Club at a time when no care homes existed in either the Shellharbour or Kiama areas. Through the efforts of the Shellharbour Lions Club in particular, a small area of Mt Warrigal, then known as Native Dog Hill, was leased from Shellharbour Council and the original dairy farm house of Mr Arthur Gorrell was converted to a 10 bed Residential Care Home, or Rest Home as it was then known.

Back then, the Board of Directors, which was formed in September 1967, consisted of representatives from the Lions Club, Kiama Soroptimists, Rotary and Apex Service Clubs and a number of local residents were the very first of many volunteers to come in Warrigal's history.

From those humble but significant beginnings, Warrigal has grown into a purpose-driven organisation currently operating eight Residential Care Homes, nine community villages, Club Connect and Connect services that support older people in their own homes and in the community.

Our vision is older people will have great lives. We do this through supporting older people to create inspiring communities. Our Philosophy of Choice enables older people to have the opportunity to be themselves and be independent, respected, happy and connected and to not only make choices, but good choices. 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.

For our 50 years of operations people have always been at the heart of our organisation. We believe that people matter most – our customers, our clients, our staff and volunteers. We understand that everyone is different and has their own unique experiences, needs and desires which has led to our philosophy: Be Yourself! Your unique, individual, wonderful self!

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. 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. And they want choices – good choices to enable the best life possible. Warrigal strives to achieve this in its vision: that older people will have great lives. It's what we're about. Every day.

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. 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.

From the ordinary to the extraordinary, everyone has a story to share. You may spot Inspiring People of Warrigal at your local bus stop, in your newspaper, or cruising around on the backs of buses as we spread our message that older people should have the opportunity to be themselves, be happy, connected and live great lives! We are proud to share stories of our residents, staff and customers throughout this report. You can also read their full stories on our website at www.warrigal.com.au.





**BILL 85 AND MARGARET
83, INSPIRING WARRIGAL
VILLAGE RESIDENTS**

“I had been overseas, when I came back I had itchy feet to go again and my neighbour invited me to go to a Country Ball, she promised me that I’d meet a lot of people. So I went with her and that’s how Bill and I met”

Contents

HERE FOR GOOD: CEO REPORT	2
IN GOOD HANDS: INTRODUCING OUR NEW CHAIRMAN	3
GOOD MEMORIES: AS TIMES HAVE CHANGED, SO TOO HAS WARRIGAL	4
ANOTHER GOOD YEAR: 2017	6
50 YEARS OF GOOD TIMES	7
50 YEAR FLASHBACK	8
GOOD LEADERSHIP	10
GOOD DIRECTIONS	11
OUR QUALITY FRAMEWORK	12
A GOOD CHOICE: WARRIGAL	13
GOOD BUSINESS OUTCOMES	14
AS GOOD AS GOLD: OUR VILLAGES AND SERVICES	16
50 YEARS OF INSPIRING PEOPLE	18
THE GOOD LIFE	20
GOOD SUSTAINABLE PRACTICES	23
GOOD HEALTH	25
GOOD FOOD	26
A WORLD OF GOOD: OUR VOLUNTEERS AND PARTNERS	27
RESEARCH PARTNERSHIPS	28
IN GOOD HANDS	29
GOOD INTENTIONS	31
OUR COMMITMENT	33
IN THE GOOD BOOKS: ACCREDITATION	34
GOOD COMMUNICATION	35
GOOD SUPPORT	36
GOOD FINANCIALS	38
GOOD GOINGS ON	39
GOOD DIRECTION	40
DIRECTORS’ REPORT	42
A GOOD FIND	45

Here for good

CEO REPORT

What an exciting year it has been at Warrigal! This year not only marks the 50th anniversary of the organisation but an exceptional year of achievements and milestones. I'm proud to look back on a year where the organisation has continued to work tirelessly to ensure older people in our community are living great lives.

Our theme this year for the annual report is 'Here for Good' – because we have been here for good in the past and we will continue to be here for good into the future. It's a befitting theme for the strong results we have achieved this year built on the foundations of a solid past.

In line with this theme, it was such an honour to see the dedication of our volunteers and staff be recognised at the Aged & Community Services Association's (ACSA) State Awards in the areas of volunteering and sustainability this year. Goulburn Volunteer, Freda Bush, won the NSW Volunteer Award with Mt Warrigal Volunteers, Sabine and Lutz Mueller, coming runners-up in the same category. Warrigal also won the Sustainability Award, just a week after obtaining Gold Status in the Sustainability Advantage Program – the first aged care organisation in NSW to receive this honour.

Each year we are also inspired to see the great ideas people in our communities come up with. Over the past 12 months

our residents have participated in a variety of activities including worm farming, high tea dress up parties, Christmas in July festivities as well as events such as the Australia Day Community Walk, Go Grey In May celebration and the Warrigal Olympics.

We also have our eyes on the future and are developing some of the most innovative services that Australia has ever seen. The opening of our new flag ship village at Shell Cove is drawing ever closer with the official ribbon-cutting by the Premier of NSW, Gladys Berejiklian, to officially launch the site held this July. It's a village that is specifically designed around the principles of social connectedness, vitality and lifestyle choice. We know our future residents love seeing progress made on their homes as they look forward to a life in Warrigal's newest community.

In addition, this year has seen the commencement of redevelopment works at our Queanbeyan site while Mt Warrigal, Coniston and Warilla have all undergone major renovations to improve service delivery.

On a personal note, it has been my privilege to lead Warrigal in its 50th year. We've come a long way since our humble beginnings in 1967 and it is clear from both Warrigal's history and our achievements this year that our people



are, and remain, our heart and soul. My interaction with diverse people, partners and services has been the strongest attraction of this organisation for me.

It would be impossible to individually thank everyone who has worked so hard over the past 50 years to get Warrigal to where we are today and so I would like to extend a broad thank you to all our current and previous clients, community members, staff, volunteers and members of our advisory groups who are, and always will be, the backbone to our thriving organisation.

It has also been an absolute privilege to work with our new Chairman, Wynand Janssen, and our hardworking Board of

Directors who have been an integral part of Warrigal's success.

My Executive Team continue to impress with their outstanding commitment and professionalism to the organisation and its key goal of ensuring older people will have great lives.

If our next 50 years are anything like our previous 50, it is going to be a great ride and I can't wait to see what's in store. Warrigal is here for good!

A handwritten signature in black ink that reads "Mark Sewell".

Mark Sewell
CEO

In good hands

INTRODUCING OUR NEW CHAIRMAN

It is such a great honour to be elected as Chairman of this wonderful organisation. I'm very fortunate to have taken over this role from Alan Hardy and work with a very capable, talented, dedicated and cohesive Board. I step into big shoes and note the huge footsteps that Alan has created over the 17 years and I thank him for his dedication and contribution to Warrigal over the past 32 years. I would also like to acknowledge the contribution made by the past Chairmen, Directors, staff and volunteers who have previously served our organisation for the past 50 years.

My career background is in finance and administration having worked in a number of industries as well as being a member and Director of Warrigal since 1997. Besides enjoying volunteering for community-minded organisations, I enjoy flying, hiking and travelling overseas. I am now happily retired but busier than ever before; I'm sure many of you know what that feels like!

One of Alan's most important legacies, and there were many, was the strong governance and strategic approach taken by the Board in its service provision. The creation of the three new Board sub committees (the Business Risk & Audit Committee, the Care Governance Committee and the Planning Development and Sustainability

Committee) highlight the broader corporate governance approach the Board has adopted. These committees are crucial to ensuring the Board is continually reported to, as well as remaining strategically focused on the functions of the business.

The recent developments in Goulburn and Bundanoon, the exciting new development at Shell Cove and the upgrading of our existing properties at Warilla, Mt Warrigal, Coniston and soon Queanbeyan residential care home are also examples of the delivery on our 10-year Strategic Plan.

The aged care sector is facing significant change and challenges in the next few years. Deregulation of the sector, continued government funding cuts, an ageing population with high expectations, the need for increased staffing levels and more qualified staff, refurbishment of the existing portfolio and technology advances are just some of the challenges to test us. But when hasn't the sector been faced with challenges? If one reflects on all the changes that have occurred over the past 50 years that Warrigal has been in existence, and seen how the company has responded, developed and prospered despite them, we should be very confident that we will continue to successfully meet those challenges.



We have a very strong management team, a dedicated group of very capable and loyal staff and volunteers, very supportive members, first class properties and a Board that has a strong vision for the future. The Board will continue to build on the great work that has been done in the past, face these challenges with a responsive and flexible approach and continue to deliver on our vision. The challenges are many and varied but we are strong and capable of meeting them.

I would like to once again thank you all for bestowing this honour upon me and I look forward to working with all of you to ensure that Warrigal continues to deliver on our vision that "older people will have great lives".

Wynand Janssen
Chairperson

Good memories:

AS TIMES HAVE CHANGED, SO TOO HAS WARRIGAL

As our scrapbook expands, so does our influence in our local communities as we look to use the skills, talents and stories of our people to help shape a better society #inspiring

1960s

As the first human was taking a walk on the moon, Warrigal had already opened its first home

1964

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.

Fay Smith officially opens new units



1976

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

1988/1990

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

1983

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

1993

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



1968

Enid 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

When the Sydney Opera House was opening, Warrigal was already expanding

1980s

When the very first mobile phone call was made in the world, Warrigal was continuing to open new homes



1981/1982

Warrigal was incorporated as a public company and became a registered charity. Ladies Auxiliary opportunity shop in Warilla opened.

1984

Mt Warrigal residential care home closed and a new 50-bed home opened with an additional Warrigal Community Village also constructed known as Arcadia Court.

1990s

As Dolly the sheep became the first mammal in the world to be cloned, Warrigal was opening more homes around the Illawarra and further afield

1985

Mt Warrigal home re-opened with 40 new residents and named after Joan Pearce in recognition of her services to the Board and Auxiliary.

1994

100 residents joined Queanbeyan Community Village (then called Kawaree Retirement Village). 42 residents moved into Linkside Residential Care home and 17 moved to Warrigal Community Village Bundanoon (known then as Linkside Gardens Retirement Village). Warrigal Administration Centre opened at Albion Park Rail.

1991

16 units 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.

1997

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

1998

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

2000s

As Sydney hosted the 2000 Olympics, Warrigal was creating new services and new communities

2006/2007

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

2010s

As the popularity of streaming services and social media has surged, Warrigal has entered a new era with its state-of-the-art Shell Cove community and the introduction of its own social media presence #ExcitingTimes!!

2011

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.

2014

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



2017

Construction of the Quay, Care Home and 33 villas at Shell Cove was completed. Building upgrades were made at our Coniston, Mt Warrigal and Warilla homes. Warrigal won the Aged & Community Services Association's Environmental Sustainability Award and was the first aged care provider to achieve Gold Level membership with the State Government's Sustainability Advantage Program.

1999

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

2008

Residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new 120 bed home at Goulburn. Warrigal Connect Goulburn and Queanbeyan expanded including specialised dementia home services. Warrigal Club Connect commenced in Goulburn. All services renamed to reflect location.

2010

Gladesville home sold. Land was purchased in Shell Cove to develop a new integrated community village. Administration staff expanded to 60.

2013

A new Philosophy of Care was developed. A new Strategic Plan called 'Towards 2020' was developed. An updated brand and new look 'Warrigal' was launched.

2015

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

1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed. Warrigal Connect commenced operations.

2000/2001

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

2009

Pencomas Lodge and Mirambeena Nursing home were sold. An additional 45 beds opened at Bundanoon.



2016

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

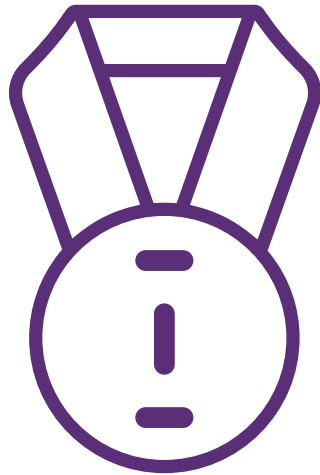
Another good year: 2017

Highlights Warrigal has achieved this year include:



Winning the Aged & Community Services Association's Environmental Sustainability Award

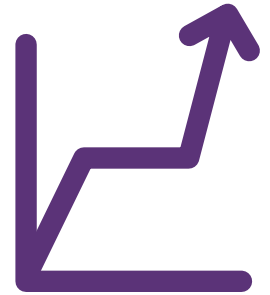
Achieving Gold Level membership with the State Government's Sustainability Advantage Program as the first aged care provider to do so



Our overall surplus was \$12.543M, including some significant one off adjustments, the largest being \$12.484M Restart Illawarra capital grant income for construction of Warrigal Shell Cove



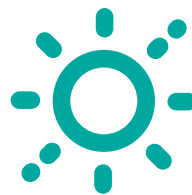
Our revenue grew by 16.39% to \$73.93M and our total assets grew by 12.82% to \$198.17M. (Both of these numbers reflect the capital grant received for construction of Warrigal Shell Cove).



Commencing construction of 47 apartments at Shell Cove



Installing roof top solar panels on our aged care homes which will result in a 15% reduction in greenhouse gas emissions and is more than double our target reduction of 6%



Continuing construction of the Quay, Residential Care Home and 33 villas and 6 serviced apartments at Shell Cove

Celebrating Goulburn Volunteer, Freda Bush, winning the Aged & Community Services Association's (ACSA) Volunteer Award with Mt Warrigal Volunteers, Sabine and Lutz Mueller, coming runners-up in the same category



Completing \$7M in building upgrades at our Coniston, Mt Warrigal and Warilla homes



Supporting **3,719** older people across all of our services including **959** in residential care, **335** in our community villages, **281** in Club Connect and **2,144** using our Connect services



50 Years of Good Times

Our Vision is older people will have great lives. We do this through supporting older people to create inspiring communities. Our Philosophy of Choice enables older people to have the opportunity to be themselves and be independent, respected, happy and connected and we have been doing this for 50 years now! And as society has changed, we have too. We're proud to be innovative leaders of best practice and this continues this year with our new Shell Cove community with a completely new service delivery model turning aged care on its head and offering a complete package for older people never seen before in Australia.



50 year flashback



OUR
POPULATION

THEN
11.5MILLION
NOW
24.6MILLION



LIFE EXPECTANCY

THEN
MALES 67.6 YEARS FEMALES 74.2 YEARS
NOW
MALES 80.4 YEARS FEMALES 84.5 YEARS



AGE OF
MARRIAGE

THEN
BRIDE 24 YEARS
GROOM 27 YEARS
NOW
BRIDE 30 YEARS
GROOM 32 YEARS



AVERAGE
WEEKLY
INCOME

THEN
\$57
NOW
\$1,160



MILK

THEN
\$0.22
PER QUART

NOW
\$1.45
PER LITRE



NEWSPAPER

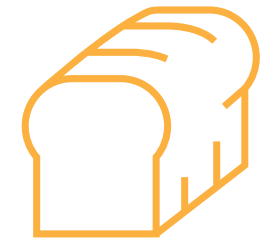
THEN
\$0.12
NOW
\$2.50



PETROL

THEN
\$0.08/L

NOW
\$1.22/L



LOAF OF
BREAD

THEN
\$0.18
NOW
\$2.85



POSTAGE STAMP
THEN
\$0.05
NOW
\$1.00



A NEW HOME
IN WARILLA

THEN
\$9,080
NOW
\$500,000

MOVIE TICKET

THEN
\$1.22
NOW
\$15.50



1967 Milestones

THE DUKE OF EDINBURGH VISITS AUSTRALIA

INDIGENOUS AUSTRALIANS
ARE GIVEN THE RIGHT TO BE COUNTED IN THE
NATIONAL CENSUS AFTER A NATIONAL REFERENDUM

**THE NEW AUSTRALIAN 5-DOLLAR
NOTE GOES INTO CIRCULATION**

THE POSTCODE SYSTEM OF POSTAL ADDRESS
CODING IS INTRODUCED THROUGHOUT AUSTRALIA

SINGER JOHN FARNHAM RELEASES SADIE, THE
CLEANING LADY. IT WAS HIS FIRST NUMBER 1

PRIME MINISTER HAROLD HOLT
DISAPPEARS WHILE SWIMMING IN HEAVY SURF
AT CHEVIOT BEACH, NEAR PORTSEA, VICTORIA

Looking forward 50 years (crystal ball gazing)

The ABS projects the country's population could more than double to 48.3 million by 2067, with the country's age structure expected to change dramatically. About one in four Australians is expected to be aged over 65, and one in 14 will be over 85, by 2067.

Growth in this age group has massive implications for health, housing and retirement income planning, with many Australians expected to work to a much older age than they do today.

By 2050, the 9-to-5 office job will be a thing of the past. Jobs will be flexible and task-driven and people will have multiple income streams. Much of the job creation will be in the health sector in 2050. Warrigal continues to look to the horizon and develop innovative approaches to its services to ensure it will continue to be a leader in 50 years time.

Good leadership

Our executive portfolio is made up of services that are calibrated to build innovation, community and sustainability into everything we do, backed up by solid financial and business planning. Our organisation is led by an executive team committed to fostering a culture of excellence in customer service known as 'The Warrigal Way'. It's what sets us apart.

OUR EXECUTIVE MANAGEMENT TEAM



Stephen Beard

**Executive Manager –
Finance and Administration**

Finance and IT
Procurement
Information Systems (HR)
Customer Relations
Payroll
Employee Services



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 and Lifestyle



Leanne Taylor

**Executive Leader – Strategic
Innovation and Development**

Strategic Projects
Information Strategy
Research
Policy Development and
Service Commissioning
Organisational Development
HR/IR Advisor

Good directions

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

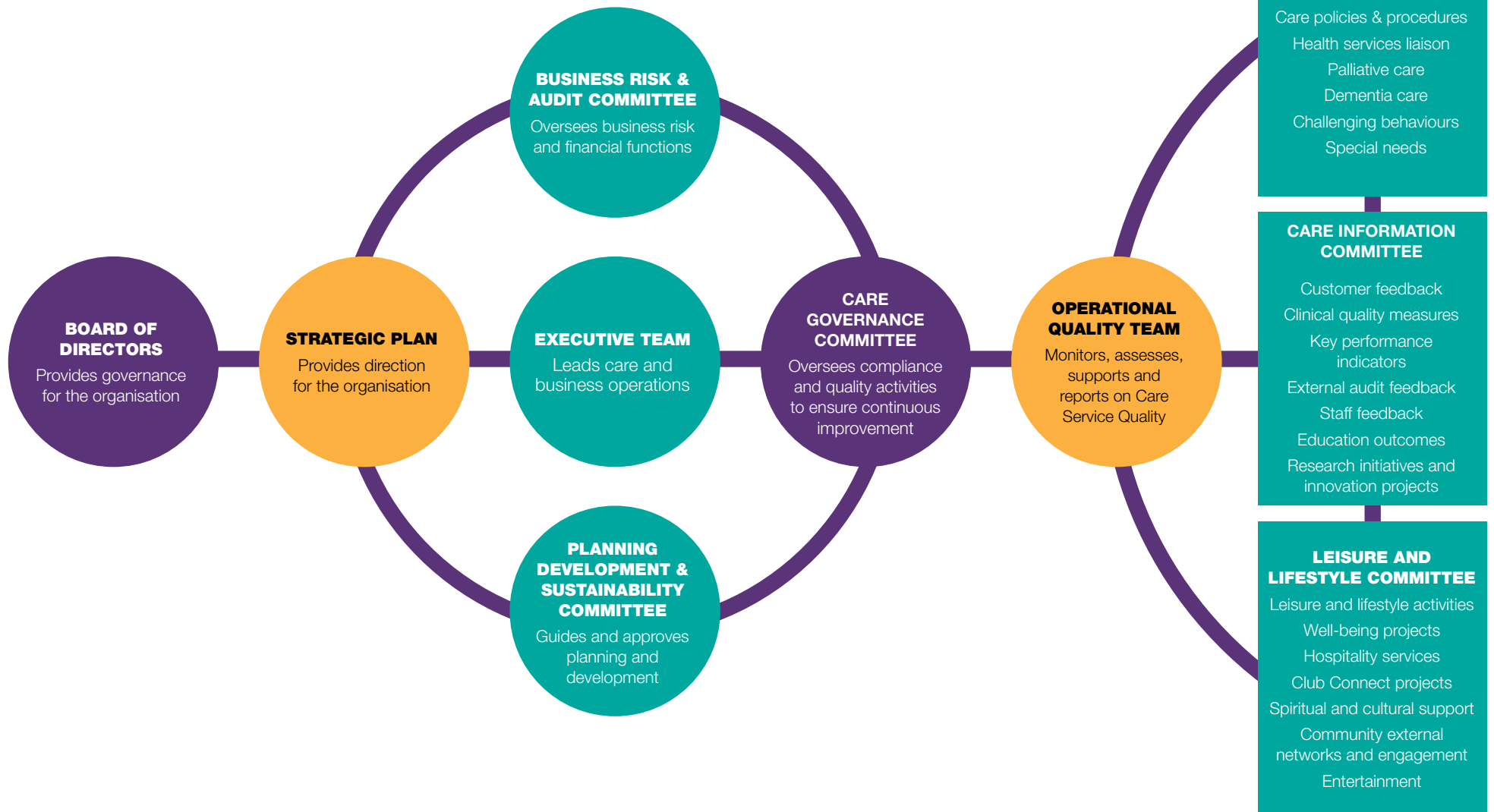
People will be confident in Warrigal because our services are robust and viable, now and into the future.

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 Quality Framework



A good choice: Warrigal



A good choice because we provide services people want as they get older.

We encourage people to remain living independently and our services are tailored to support each individual to achieve this goal. We specialise in providing choice and community connectedness in what we offer to individual residents and customers and tailor programs to individuals to support their wellbeing.

We actively seek feedback from our clients through individual meetings and surveys, and utilise these insights to develop goals that are designed to measure and improve the quality of life indicators that are important to each individual person.

In addition to providing services that are important to maintain independence in the home, we have expanded our services for group social support into new areas in order to facilitate more social engagement and participation.



A good choice because our staff and volunteers have the values and skills to offer great service.

We have 742 staff, 355 volunteers and 152 on-site contractors to operate our services.

We have aligned the recruitment process with the Warrigal Way 'signature behaviours' which aim to foster a positive and purposeful culture that underpins our services by creating a strong customer service ethos.

We are also focused on the continuous improvement of workplace safety having implemented an online hazard and incident reporting system which is available for all staff and contractors to access. The recorded hazards and incidents form a register which can be monitored, updated and reported on through the HR database.

We have also re-aligned Support Services to show our industry leadership of innovative workforce strategies by implementing a new Service, Innovation & Development (SID) team. This team is responsible for commissioning the new state of the art home at Shell Cove.



A good choice because we communicate in ways that inspire our community.

Warrigal has built on the platform of our communications with our customers and continue to engage with them in inspiring ways. We launched phase two of our 'Inspiring People' campaign which engaged our volunteers, customers and staff in telling stories about their dreams, achievements and what has made their lives special. Our social media channels continue to evolve as we move to better engage with our community online including growth in our Facebook, Twitter and Instagram followers.

Warrigal continues to reach out to its community via traditional media as well with a monthly program on radio VOX FM to share in the wisdom of our residents, customers and volunteers on a wide range of topics affecting older people. We have also been promoting media articles in local media, online forums and specialist publications to reach targeted audiences with stories including the trialing of new technology, such as 'Wendy the Robot' who visited Warrigal to assist with transporting bulky goods; and award achievements such as the Gold Partner status received by Warrigal as part of the NSW Government's Sustainability Advantage Program.

A TV campaign targeting recruitment was also undertaken to successfully engage potential staff, including new positions at Warrigal's flagship Shell Cove community. This was a successful campaign and also helped achieve a higher profile for Warrigal within the community and led to the engagement of staff into key roles.

There has also been a successful events calendar this year including the annual 'Go Grey in May' event and 'Art and High Tea' at Bundanoon which were both well-received.



A good choice because we support people's independence in their home.

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.



A good choice because our services are robust and viable, now and into the future.

The first of our Shell Cove community neighbours moved in during September and our redevelopment and expansion of residential services at Queanbeyan moved into the construction phase.

\$7m of improvement works to the living environment at Coniston, Mt Warrigal and Warilla are nearing completion.

Our services operate at an average financial performance of \$9,587 EBITDA (earnings before interest, tax, depreciation and amortisation)

Connect services continue to be in high demand post major deregulation in February 2017 that increased each customer's choice of provider.

We have established internal change programs, underpinned by our project and risk management frameworks, to align Warrigal to the government's planned changes to aged care.

Good business outcomes

OCCUPANCY

Operational services at each location for 2016-17

Location	1	2	3	Operational		
				1 + 2 + 3	4	5
Queanbeyan	46	0	0	46	80	52
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
Totals	419	131	95	645	288	289

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

OCCUPANCY



90%

Residential
Care



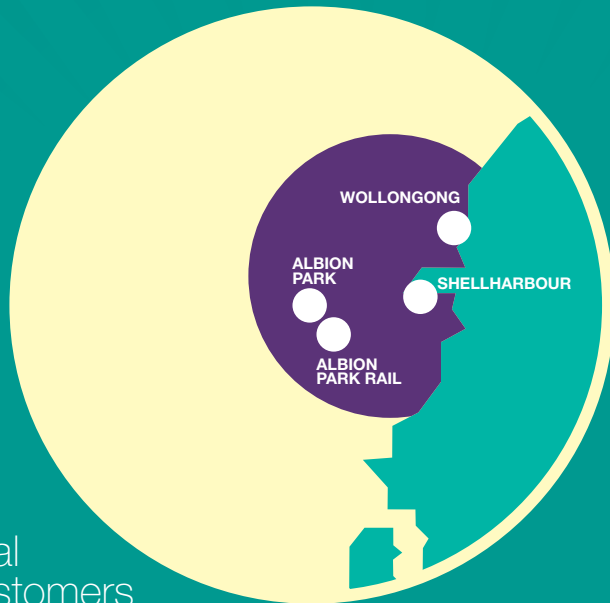
95%

Warrigal Community
Villages

Connect Services

In the last year, Warrigal Connect total customers remained relatively unchanged, with **2,144** customers

ILLAWARRA



Total Customers

1,409

211 Warrigal Club Connect (CHSP Group)

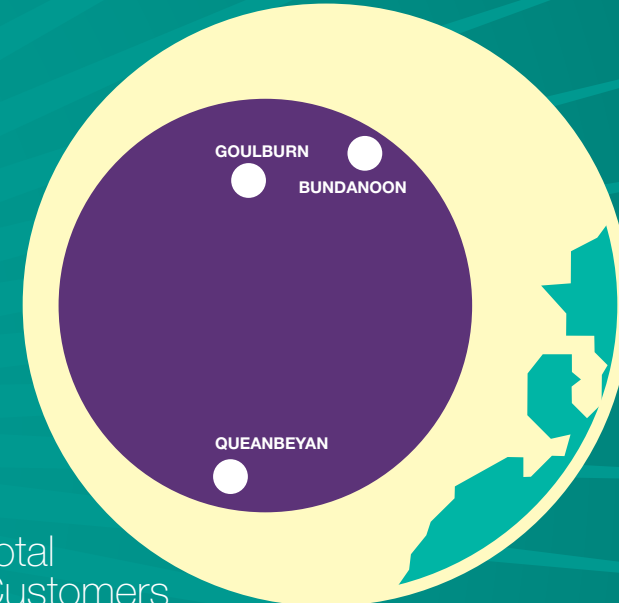
49 Warrigal Connect (Home Care Packages)

451 Warrigal Connect (Private & Brokered Service)

611 Warrigal Connect (CHSP Individual)

87 Warrigal Connect (Veterans Home Care)

SOUTHERN HIGHLANDS



Total Customers

735

70 Warrigal Club Connect (CHSP Group)

131 Warrigal Connect (Home Care Packages)

427 Warrigal Connect (Private & Brokered Service)

20 Warrigal Connect (CHSP Individual)

87 Warrigal Connect (Veterans Home Care)

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

As good as gold

OUR VILLAGES AND SERVICES

Our community villages

Warrigal Community Villages offer independent living in nine locations: Albion Park, Albion Park Rail, Bundanoon, Figtree, Goulburn, Lake Illawarra, Warilla and Shell Cove. Five of these villages are situated alongside our Residential Care Homes.

We have 335 residents currently living in our eight villages. They enjoy an environment that is vibrant and have support available if the need arises. Warrigal uses the Asset Based Community Development, or ABCD, approach to building a community in partnership with our residents. We do this by supporting our village residents to be themselves – independent, respected, happy and connected. We provide support to enable residents to build their village community by taking ownership of village meetings and running their own programs and events which cater to their own specific and unique needs. This means you may find residents around the village playing mahjong and cards or out and about on cruises, concerts, cooking classes or engaging in learning by being part of an exercise/falls prevention program or iPad and computer training.

We continue to support these programs and remain committed to developing and initiating many exciting and relevant new services including the new telehealth emergency alarm system that is compatible with the NBN.

Our residents are also invited to participate in various research projects such as energy needs in your home and Older Australians in the Illawarra doing Childcare.

Some of our village residents have been part of our Inspiring People Campaign as well as featuring on our creative brochures, videos and TV commercials. The feedback is they enjoy being part of the Warrigal family...and we enjoy it too!



Our residential care services

We provided residential care to almost 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 11% speak a primary language other than English. English is the most prevalent nationality other than Australian followed by German, Macedonian and Dutch. Macedonian is the primary language other than English followed by Italian and German.



Our wellness and lifestyle services

Warrigal offers an integrated approach to its Wellness and Lifestyle services to better engage residents and customers. Wellness is about being socially, physically, intellectually, culturally and spiritually healthy with our team of professionals including physiotherapists and therapy assistants.

Warrigal offers an integrated approach to its Wellness and Lifestyle services to better engage residents and customers. Wellness is about being socially, physically, intellectually, culturally and spiritually healthy with our team of professionals including physiotherapists and therapy assistants.

This newly integrated approach was launched with an organisation-wide Olympics competition which had involvement from all Warrigal services across the network of sites supporting active participation in fun activities.

Innovation has also been a focus of the team this year with the trial of virtual reality and iPads with applications to facilitate new experiences. We look forward to further developing our use of technology to support older people remaining connected and trying new things. Wellness and lifestyle programs at Warrigal are designed in collaboration with our customers and residents with a view to promote active living.

The individual needs of our residents and customers are met through a wide range of flexible service offerings to choose from including music therapy and entertainers, massage, pet therapy, mobilisation, art therapy, pain management, sensory therapy,

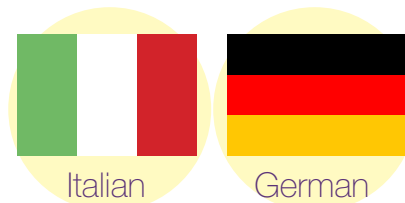
physiotherapy and much more. We are delighted that through group exercise and activities our Wellness Centres and living/activity spaces have become social hubs where people can connect and have fun.

Innovation has also been a focus of the team this year with the trial of virtual reality and iPads with applications to facilitate new experiences. We look forward to further developing our use of technology to support older people remaining connected and trying new things. Wellness and lifestyle programs at Warrigal are designed in collaboration with our customers and residents with a view to promote active living.

808
permanent
care residents
average stay
858 days

151
short term
residents
average stay
19 days

LANGUAGES SPOKEN



598
female

361
male

50 years of Inspiring people



ALAN CLUFF, INSPIRING WARRIGAL BOARD MEMBER OF 25 YEARS AND CHAIRMAN FOR 3 YEARS

“When I was younger I loved travelling. I took my mother home to Scotland for 6 months. She was Scottish to the backbone and was one of 13 children. I remember we landed in England and went to my mother’s sisters.

After about 3 weeks I said I was taking off! My cousin loaned me a bicycle so I cycled across England, into Wales and over to Ireland.”



BRIAN MACKANDER OAM, INSPIRING WARRIGAL BOARD MEMBER AND CHAIRMAN

“I was on the Warrigal Board from 1967 – 1976 and then became Vice Chairman and Chairman of the Board from 1988-1996.

One day I got a phone call at work from my wife, in 34 years my wife very rarely called while I was at work. She told me that a huge envelope arrived in the mail with a special stamp on the front of it. She wanted to open it, but I said ‘No way, it’s addressed to me!’

When I got home she was waiting with the envelope in the middle of the table, she was so excited. Then I opened it and it read “You have been awarded the Order of Australia”, we were both quite emotional.”



IAN WILSON OAM, INSPIRING FORMER CEO OF WARRIGAL

Ian provided steady, mature and sound leadership to Warrigal as the CEO for 11 years from the late 90s through to 2008, setting up a viable and sustainable future for the organisation that has enabled it to grow and develop into what it is today.

“My greatest achievements are for others to comment on but the greatest joy of my career was working with not-for-profit organisations including Wesley Mission and Warrigal – it was the people who worked with me and around me and the community we served who made it so special.

Being the CEO I was the team leader – and it was a team effort to deliver our services in such a professional way. I was fortunate enough to be the team leader when I was awarded an OAM for services to the aged – a proud moment indeed.”

Our connect services

Warrigal Connect provides care and services to older people supporting 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 2,144 people across the Illawarra, Goulburn and Queanbeyan areas, in their homes or at our clubs.

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.

Our preparation for the deregulation of Home Care on 27 February 2017 delivered a set of Key Principles, Strategies and numerous initiatives that provided an opportunity to expand Home Care Services beyond our traditional boundaries. In May 2017 additional Commonwealth Home Support Programme (CHSP) funding allowed us to offer services in new regional areas; including Wingello, Bundanoon and Bowral. This will be a continued focus in 2017/18.

Warrigal Connect are well positioned to respond to the changes in Home Care including:

- Marketing & Customer Information material

- Wellness and re-ablement approach (encouraging people to develop the confidence and skills to carry out activities themselves and continue to live at home) through goal attainment
- Focus on choice and independence; staff profiles, integrated services to offer more choice, volunteer services

Warrigal Club Connect

Provides positive experiences for older people and people living with dementia while giving their carers a short break from the responsibilities of caring. We offer individual programs that inspire and entertain our customers, as well as giving them the opportunity to lead and/or take part in activities, light exercise, outings and craft.

Staff members are assisted by the organisation's 355 volunteers, who provide support in various ways from driving to providing entertainment.

The Illawarra service provides support to over 200 people and continues to be popular with customers and their families.

Club Connect in Goulburn is in its sixth year of operation. The service has provided extended short-term support hours for around 70 people annually.

A re-alignment and creation of a Wellness and Lifestyle team structure in 2016 has created a focus/emphasis on active living and increasing customer choice for older people accessing Warrigal services; Day Respite, Residential Care and Community Connect. The increase in amount of choice and variety provided to older people has been possible through an innovative integration and centralisation of services. This has also facilitated greater opportunity for broader social connections for older people.

Since the integration of services we have increased choice for customers and residents from averaging 10 structured activities per week in Goulburn to over 30 structured activities per week. This has facilitated greater opportunity for broader social connections.

RIGHT AT HOME ESSENTIAL PACKAGES

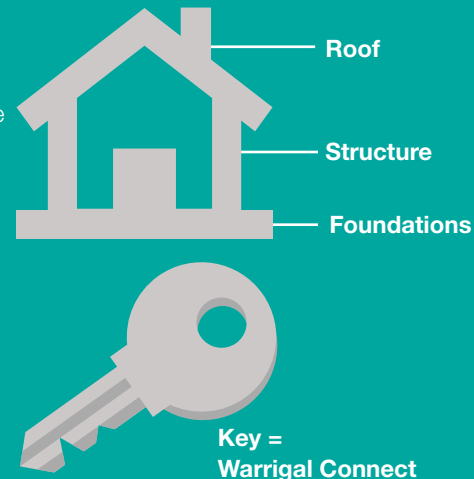
The team at Warrigal Connect also realise how important it is for people to be in familiar surroundings at times of change and challenge. The recently introduced Right at Home Essentials (Home Care) packages allow clients and their families to build a package suitable to them and also choose their own companion.

Our Right at Home Essential Services include:

- Home is Where the Heart is – Your Health

- Home Comforts – Your Home
- Home and Dry – Your Independence
- Home Away from Home – Your Community

The new packages have proven to be a great success allowing our clients to customise a suite of services as their needs change over time. Another exciting difference in this new approach is that the client is able to choose a companion so they feel totally at home with our team members.





The good life

Warrigal Shell Cove

Warrigal Shell Cove is Warrigal's newest aged care and retirement community. It is located on a premium site, adjacent to the Shell Cove Marina commercial and lifestyle precinct, and comprises 33 villas, 47 apartments, six serviced apartments and 128 residential care suites (of which 32 are dementia specific).

Commencing in August 2015, construction has been undertaken in three stages – with stage one comprising the residential care home, serviced apartments and community spaces; stage two comprising the 33 villas; and stage three comprising the construction of 47 apartments. Stages one and two were completed in September 2017, and stage three is due for completion mid-2018.

The concept of social connectedness led to the built design of Warrigal Shell Cove. Warrigal Shell Cove is not a closed aged care community – all members of the community are welcome to enjoy the shared community space we call The Quay. The Quay includes The Galley Bistro – with a seating capacity for approximately 120 people; Pippi's Café; Quay Wellness Centre – with a health concierge, GP, allied health professionals,

gym; Quay Day Spa; The Cove Activities Centre; craft and music rooms; meeting rooms; lounges and other great facilities befitting a five star experience.

During construction, Warrigal Shell Cove has generated approximately 360 jobs and is expected to generate an additional 128 permanent jobs once fully commissioned – contributing a total economic output of \$166.6M to the region.

Warrigal Service Innovation: Providing Good Choices

Our customers have told us they are looking for a lived experience that enables them to have: meaningful relationships; purpose in their lives; choice in how they live their lives; and a sense of place where they feel they belong. As a result we have developed a new way of delivering services which we believe fits with our customer's expectations. This new and innovative service delivery model has provided the framework for a range of new work-practices – that reflect homelike qualities – and will be supported through technology. Warrigal has developed, in consultation with our customers and staff, specialist portals which enable customers and their families to access a large range of information (such as checking their account, booking onto bus trips, selecting their meals for the day, booking a table for a meal or checking out the daily events and activities). Our work-practices will be automated, streamlined and paperless with staff having access to online systems through our new staff portal via their hand held device.

In preparing for commissioning Warrigal Shell Cove, a new employment model has also been developed that enables our services to focus on delivering an individualised model of wellness and lifestyle for our customers. Many of our new roles reflect those found in the hospitality sector – General Manager,

Concierge, Community Facilitator, Companion are just some of these. In order to attract a diverse workforce we have used a range of innovative recruitment practices to make sure we have a workforce that fits our customer's expectations.

Warrigal Shell Cove will be a demonstration site where all these new innovative practices will be piloted with a view to introducing them across the rest of Warrigal to deliver even more good choices for our customers.

Stepping up comfort and safety across our network

Major refurbishments at Mt Warrigal, Coniston and Warilla commenced in August 2016, some of Warrigal's oldest and most sought after homes due to their convenient locations and homely atmospheres.

Our Mt Warrigal Home has had an additional lounge and dining area added with contemporary kitchenettes.

The northern deck has also been upgraded and provides sweeping panoramic views of Lake Illawarra. A secondary deck has been opened for outdoor dining and recreation near the central part of the home.

In addition a large accessible bathroom on the ground floor has been added to support ageing in place.

Our Coniston home now boasts a large lift enjoyed by everyone for travel between the three levels. The backyard is now landscaped and is a wonderful area



for outside entertainment. The front stairs and ramps provide a safe access path to the home. The interior work is anticipated to be complete late 2017.

Warilla is also a hive of activity with a new café and hairdressing salon as well as bathrooms, bedrooms, lounge and dining areas being built.

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.

Warrigal Op Shop Revamped



In June 2017, Warrigal celebrated the re-opening of the Op Shop at Warilla. The Op Shop has operated for more than 33 years and has always been operated by Warrigal volunteers. Originally based at the Commonwealth Bank, the Op Shop re-located to its present location in 1983 after collaboration between Rotary and Warrigal Ladies Auxilliary. A fire caused major damage in the early 1990s but generous community support helped keep it up and running. Warrigal recently upgraded the shop to increase floor space and provide a more comfortable and contemporary shopping experience. All funds raised from the Op Shop go back into purchasing much needed items and equipment for Warrigal's Residential Care Homes.

Home improvements

Property Services staff responded to 17,711 requests for general maintenance during the financial year equating to over 68 requests a day across our homes and villages.

Our Community Villages benefited from 26 villa refurbishments, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries.

There were 27 projects completed as part of the Property Improvement Plan. Some of the Improvement Projects completed this year included:

- Full Refurbishment of the Dining Room at Albion Park Rail Residential Care Home
- Refurbishment of 15 bedrooms in Iluka House at Warilla Residential Care Home
- Stage one completed of external repaint of Mt Warrigal Residential Care Home
- Replacement of the driveway surface at Bundanoon Community Village
- Continuation of preventative external paint maintenance programs across seven villages

Facility Condition Audits were completed at all our Residential Care Homes during February and March this year. These are a bi-annual inspection and report of Warrigal properties to identify building needs, not identified by routine Property Maintenance Programs. Any property issues highlighted during these audits have either been actioned to the "eProperty" system, fed into the 2017/18

Property Improvement Plan or assigned to maintenance staff for follow-up.

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.

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. These plans continue to evolve as circumstances and community needs change.

Good sustainable practices

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.

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.



JACK WESTON, INSPIRING WARRIGAL CONNECT CUSTOMER

One of my favourite travelling adventures was on a push bike because we had nothing else to travel on. I have been all over Australia and walked on Ayers Rock. I brought Mum a rock back and she told me to take it back.

She said that if everyone took one there would be no more Ayers Rock!

I used to ride a push bike everywhere and I still have the same bike today!



DAWN, 91, INSPIRING WARRIGAL VILLAGE RESIDENT

“My trip to Norfolk Island was beautiful, it was very laid back in those years. There was no television, no radios and newspapers were about 3 days old so it was very restful. We had a lovely time.”

Environmental sustainability

The new Environmental Sustainability Framework and Environmental Sustainability Design Standard completed in 2016, was used to guide decision making in 2017.

A Warrigal ‘Sustainability In Your Home’ guide was produced and distributed to all Warrigal residents. The guide provided suggestions for sustainable living, ways of minimising our environmental footprint as well as saving money for our residents.

We also installed rooftop solar at all of Warrigal’s Residential Care Homes to generate clean, renewable energy on site. This has helped us reduce Green House Gas (GHG) emissions by 15% in

the last financial year, more than double our target reduction of 6%. Our aim is to now install solar at Shell Cove and Queanbeyan, which will add an additional 200kW and further reduce our emissions.

Sustainability recognition

In March 2017, we became a Gold Partner under the NSW Government Sustainability Advantage program. Warrigal was one of only 13 organisations in NSW to achieve this honour, and we are the first aged care organisation to receive Gold recognition.

Warrigal’s commitment to sustainability was also recognised in June 2017, when it was announced that we were the winner of the 2017 Sustainability State Award for Excellence for Aged & Community Services Australia (ACSA).



Source: Splice Elec Pty Ltd

Warrigal was acknowledged for a range of areas including the incorporation of sustainable design features including the use of water retention tanks, sensor activated lighting systems, natural lighting, solar orientation and water efficient fixtures.

Research

Warrigal has enjoyed a strong relationship with the University of Wollongong (UOW) for many decades. Initially it was with the Faculty of Science, Medicine and Health but as Warrigal has evolved so too has its relationship with UOW. It now includes the Faculty of Business, The Sustainable Buildings Research Centre, Illawarra Health and Medical Research Institute (IHMRI), and the Faculty of Manufacturing and Information Sciences. In addition to this, Warrigal has a very strong relationship with UOW’s Global Challenges Program and has also just completed a student program for the first time ever featuring the subject of innovation. This is timely as Warrigal shifts its focus to the future with its innovation agenda.

Warrigal and UOW have also now developed a Research Collaboration Agreement which forms the overarching governance framework for collaboration between both parties. The scope of the Research Collaboration Agreement enables a multitude of research projects from across the university to be overseen by the Management Committee governed by the Agreement and is an exciting step in seeing how aged care practice and research can work together to produce exciting new ways of delivering services to our ageing population.

Good health

We provided care to almost 1,000 residents in 2016/17. 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. Managers at each home collate clinical indicator information to measure outcomes of care and services received and these results are benchmarked with the industry.

Every incident is investigated, and the outcome is always based on the individual circumstances of the resident. This information is reviewed by the Operational Quality and Compliance Manager who reports through to the Care Governance Committee who are responsible for monitoring the Clinical Indicator results and associated actions.

Warrigal had specialist advice in reviewing the care homes' environment for residents living with dementia. The outcome for our residents has been to incorporate dementia enabling designs that embodies the values and goals of care.

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

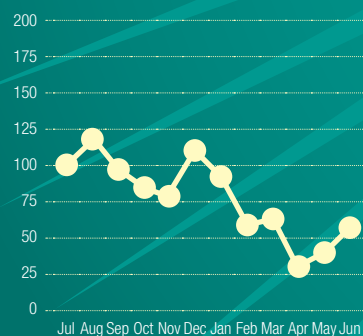
our staff attend annual training in infection control and managing seasonal outbreaks of flu and gastric illnesses. Our Registered Nurses have had additional specialised training in infection outbreak management. We promote and provide flu vaccinations to residents and staff.

Medication administration is conducted by staff who have

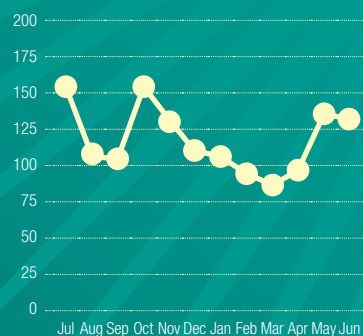
successfully passed competency assessments. All medications are monitored by Registered Nurses, Pharmacists and General Practitioners. Internal audits are conducted and co-ordinated by the management team. Warrigal has a Medication Advisory Committee which monitors that medications are managed safely and correctly and all medication incidents are investigated.



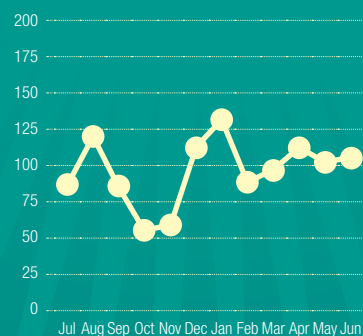
RESPONSIVE* BEHAVIOURS



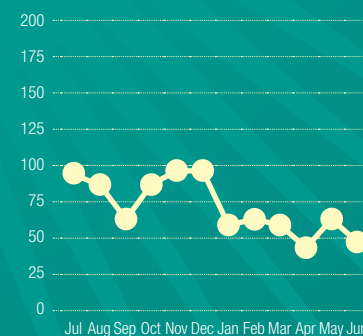
FALLS



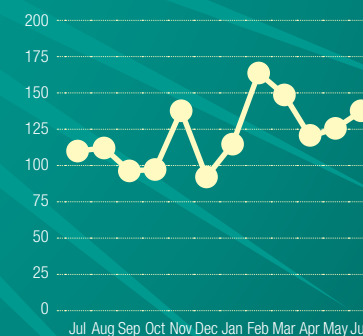
INFECTIONS



MEDICATIONS



SKIN INTEGRITY



*Responsive behaviour is a person living with dementia that is responsive to an unmet need or reaction to stimuli that triggers a response.



KAREN, INSPIRING WARRIGAL EMPLOYEE

I think I love older people because I love that they can tell you a good story! I love it when they come in and you can see that they're starting to get comfortable and the families start to connect. You sort of become part of their family. It's nice when you are on first name basis with the residents.

Good food

Warrigal aligns itself with the principles of the Maggie Beer foundation by supplying fresh cooked food prepared on site with exciting flavours.

Our chefs and cooks are aware of the importance of their role and strive to ensure that customers enjoy their daily meals, special events and themed days such as Halloween held at Albion Park Rail or the Mexican theme day at Coniston. Warrigal also has a partnership with a professional catering company that brings in experience and expertise not only from the aged care sector but through catering to business, government and industry.

All of our homes must go through a rigorous yearly audit with the NSW Food Authority to ensure that we supply meals that are not only nutritious, but meet all of the requirements from a safety perspective.

ALL OF OUR HOMES HOLD AN
A RATING,
THE HIGHEST LEVEL THAT
CAN BE ATTAINED.

Warrigal recognises the pleasure that food brings and is committed to providing food that is nutritious, safe and enjoyable. We provide approximately 700,000 meals per year to our residents, Club Connect members and Village residents. Our menus offer choice and variety and are assessed by a dietician to ensure they are nutritious. Residents provide input into the menu creation through regular resident meetings and annual surveys.



A world of good

OUR VOLUNTEERS AND PARTNERS

We are inspired by each of our 335 volunteers, who last year alone provided a staggering 23,000 plus combined hours of service and support to our residents and customers, positively impacting the lives of older people who choose our services. We also had 152 contractors contributing to the local economy during the financial year.

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, 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.

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, 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 are grateful for our inspiring volunteers.



Our staff and volunteers

	Staff	Volunteers
2017	742	355
2005	555	292

SABINE AND LUTZ MUELLER, MT WARRIGAL VOLUNTEERS AND RUNNERS UP OF THE AGED & COMMUNITY SERVICES ASSOCIATION'S (ACSA) STATE AWARDS IN THE AREAS OF VOLUNTEERING

Research partnerships

Institution	Research Activity
QPS Benchmarking Silvia Holcroft - Director	Resident Experience Survey
Regional Development Australia (RDA), Illawarra Deborah Petkovic	LIEEP: Low Income Energy Efficiency Program “EE3A: Pathways and initiatives for low income people to manage energy” \$2.3 Million Government Grant Success to Implement Energy Efficiency Project
TAFE Shellharbour Leanne Marsh	Support Stars – placement program
University of Wollongong Faculty of Business Prof. John Glynn & Assoc. Prof. Gary Noble & Mary Papakosmas (PhD candidate)	The process of change which occurs when organisations introduce practices to make their operations more sustainable.
University of Wollongong Faculty of Commerce Jorge Perez; Internship & Business Liaison Coordinator	Commerce Business Internship Program
University of Wollongong SBRC/AUSCCER Collaboration Dr Paul Cooper, Director - SBRC Federico Tartarini (PhD candidate)	Enhancing resilience of aged care systems to climate change: retrofitting buildings & sociocultural systems. SBRC/AUSCCER along with Warrigal were successful in the attainment of \$10,000 from the UOW Research Partnerships small grant program. Warrigal and UoW are contributing towards a matching PhD Scholarship for this project.
University of Wollongong School of Medicine Faculty of Science Medicine & Health Meredith Kennedy Dietetics Clinical Placement Coordinator Alex McClelland; Lecturer	Dietetics Food Service Placements Dietetics Food Service Inquiry Project
University of Wollongong School of Nursing, Midwifery & Indigenous Health; Maria MacKay; Ray Leung & Michele Boatwain	Supported Authentic Learning Experiences
University of Wollongong UOW/AusIndustry collaboration Leanne Taylor (Team Leader) Dr Eliza De Vet (Research Assistant – AUSCCER, UoW)	Understanding the assistive technology needs of people with mobility issues. Alternative Title: Enabilise Project

In good hands

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:

- Reviewing and updating our mandatory training delivery in consultation with Subject Matter Experts which has further enabled a high level of learning to support compliance;
- Collaborating with TAFE to deliver a Customer Service training program for staff in the Illawarra and Southern Highlands which will assist staff in providing a high quality of service to our stakeholders; and
- Introducing the Medication Management app 'MedMobile' to our Warilla and Albion Park sites to ensure medication rounds are efficient and supports resident care and medication safety.

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, four 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, with results showing employees displaying the signature behaviours 68% of the time.

New locations are planned to 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!



VALENTINE, INSPIRING WARRIGAL CONNECT CUSTOMER

“Our orchard keeps me occupied these days. I just love the garden and I love my roses; I’m very fond of perfumed roses. I make lots of jam. The fruit is preserved when I get it and I make plum jam, apple jelly and I also just bottle apples and pears. I’m going crazy bottling fruit at the moment!”



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 2017:

- 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 15 of the 25 managers being women; and
- We have one female executive manager within the five member executive team.

We continue to attract people from Non English Speaking Background (NESB) and Aboriginal and Torres Strait Islanders (ATSI) who are well represented in our workforce at 17% and 2% respectively. We continue to entice people to join our diverse workforce with participation in career expos and utilising a variety of strategies 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.

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 expire in 2017 and are currently under negotiation with the relevant unions and individual employee representatives. We are proud to offer competitive pay and conditions above National Employment Standards and Modern Awards and staff benefit from our salary packaging and flexible working arrangements.

Our flexible workforce is:

- 60% part time
- 20% casual
- 20% full time.

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

Our permanent employees can access voluntary salary packaging that provides a flexible salary option and fringe (non cash) benefits that can effectively reduce taxable income. Currently 48% 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.

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-centred and promote our new culture and behaviours.

Good intentions

Innovative employment initiatives

- **New employment model**
Warrigal's Service Innovation and Development team have developed a new employment model which will be piloted at Warrigal Shell Cove, opening towards the end of 2017. This new model separates clinical care from the activities of daily life in a way that is intended to meet customer needs through enabling exceptional levels of customer service and connectedness. The model also introduces a number of new roles such as General Manager, Assistant General Manager, Wellbeing Coordinator, Community Facilitator, Companion and Concierge
- **Recruitment innovation**
Warrigal's Service Innovation and Development team have also developed an innovative recruitment model, which is being piloted for Warrigal Shell Cove Recruitment. The recruitment model utilises a number of steps to filter out applications which do not align with the Shell Cove intentional customer culture through online video interviews, cultural fit assessments and skills challenge tests along with interview panels.

- **Illawarra Workforce Action Group (IWAG)**
Warrigal also participates in the Illawarra Workforce Action Group (IWAG) which works collaboratively to promote the aged care sector as an attractive option for workforce participation in the Illawarra region. The group (previously called ACIWAG) also has representatives from Aged and Community Services NSW and ACT, TAFE Illawarra, Training Services NSW, NSW Department of Premier and Cabinet, Regional Development Australia Illawarra and Illawarra Forum and works tirelessly to continue to convey a positive image of the sector.

Organisational development

Further to a trial of an online learning system in 2016, this year the Organisational Development team have commenced working on a project to implement an optimal Learning Management System (LMS) for Warrigal staff, volunteers and contractors. This will enable Warrigal to manage organisational learning and development initiatives from the one platform. In turn, this will assist Warrigal to ensure compliance, improve employee engagement, accelerate employee performance and empower employees with professional development opportunities from hire through to retire.



SARLA, INSPIRING WARRIGAL EMPLOYEEE

They say "If you love what you do, you'll never have to work another day in your life" I have to agree.... I live passionately; I love life, live on the edge and try to make the most of what is left. I never thought working in Aged Care would be so rewarding. The end journey of a person's life is often what gets forgotten about and not talked about enough. Older people made such a huge contribution and now that they have gone through this ageing process, I just think it is very difficult and frustrating for them. I just want to make a difference in older people's lives wherever we can.



EDWARD LINDSAY, INSPIRING WARRIGAL EMPLOYEE

I was lucky that there was a team meeting during my time as a volunteer and was very impressed by their outlook and the way they went about doing things. In previous jobs I was always working with different people, I never got to feel like I belonged to a particular team.

The LMS will be an optimal system and be configured to support Warrigal's existing and future growth needs. Not only will the LMS be a place to go to undertake online modules, it will centralise all learning offerings including face-to-face and blended learning. Over time, Warrigal's LMS will be optimised to contain specific learning pathway programs and the Organisational Development team will have the ability to develop internal learning courseware specific to Warrigal. The LMS is expected to be available later in 2017.

We have further developed strong relationships with TAFE for the provision of ongoing training and development opportunities across all our Warrigal sites including our new Shell Cove location. Our other strong partnerships including TAFE, the University of Wollongong the Canberra Institute of Technology and other registered training organisations has enabled the provision of work placements for a number of students. This is a great way to provide students with valuable on-the-job training, and demonstrate that Warrigal is a great place to work.

As part of opening our new location at Shell Cove, the Organisational Development team has developed an on-boarding training program to ensure staff are orientated effectively for their roles. The induction program will give new staff an objective view of Warrigal as an organisation, organisational culture and work ethic, an understanding around Shell Cove's Service Delivery model, systems and processes and allow employees to better integrate into the workplace. Going forward, the Organisational Development team

will be reviewing frameworks and structures to ensure an optimised on-boarding program across Warrigal that incorporates learning pathway programs to support career progression.

To further develop our leaders; in September 2017 our managers will undertake a training needs analysis designed by 'Leadership Success' across 10 core universal managerial skills which drive real skills gap insights through objective analysis. The results will enable Warrigal to roadmap ways in which to optimise manager development and operational effectiveness through sound training and development programs.

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 was certified in July 2016 and has since passed its recertification to meet Australian Standard AS/NZS4801.

From this audit the following strengths were reported:

- Very strong management commitment on continuous improvement of the safety culture within the organisation
- The sites continue to maintain a safety management system that provides an effective framework for managing risk through compliance with the requirements of AS/NZS4801

- The systems that are being used are ideal tools for recording, identifying and documentation and used by all personnel.
- The interviewed staff members demonstrated the hazard identification, risk assessment and risk control processes. They also displayed good working knowledge of the on-line records database.
- Commitment was also evident all other levels within the organisation, with all interviewed staff members committed to safety and the system within their process.
- Policies, procedures and records were sampled during the audit and the requirements of AS/NZS4801 were found to be met.

Warrigal continues to implement new initiatives to improve safety across the business.

Our commitment

At Warrigal we're committed to demonstrating our Signature Behaviours and working in accordance with The Warrigal Way. What does this actually mean on a day-to-day basis? Let's break it down!



Behaviour 1: My decisions, Warrigal's financial future

We do this by:

1. **Making financial decisions** that provide positive outcomes for our community.
2. **Sticking within our budget** by managing expenditure.
3. **Being sustainable** by getting value for money and reducing waste and costs.
4. **Investing in new projects** that are good for older people and Warrigal.
5. **Engaging our stakeholders** to improve our products so they are useful for older people.



Behaviour 2: My actions, encourage people to choose Warrigal

We do this by:

1. **Promoting a positive image of Warrigal** in all our interactions at work and in the community.
2. **Having an enthusiastic and positive attitude** and providing exceptional customer service.
3. **Acting professionally at all times** and ensuring our conduct is according to Warrigal's values.
4. **Building effective relationships** with others that promotes valuable partnership.
5. **Being trustworthy and honest** and ensuring our behaviour is ethical at all times.



Behaviour 3: Our work, my responsibility

We do this by:

1. **Being flexible and working as a team** in order to achieve Warrigal's goals.
2. **Actively building positive communication and trust** between staff, volunteers, customers and the community.
3. **Proactively engaging in personal development** to improve the quality and expertise of our services.
4. **Applying the intent and requirements of the law** and adhering to Warrigal's policies and procedures.
5. **Ensuring the safety of everyone in the workplace** by acting in accordance with safety policies and procedures and promoting Warrigal's safety culture to everyone.



RENATE WEISS, 88, FUTURE WARRIGAL RESIDENT

I really love flying. I wanted to be a pilot since I was 12 years old but I couldn't because of the war in Germany. But now I can fly and that makes me happy. On one of my first trips, I got a glimpse of the coastline. It was absolutely marvellous to see how our coastline is, it's beautiful and that stays in my head all the time. I come from Germany, but when I saw that I said "I never want to leave here, I love it'.

In the good books

ACCREDITATION

Compliance

All Warrigal Residential Care Homes have a full three year accreditation by the Aged Care Quality Agency. In 2016/17, Warrigal successfully achieved all expected outcomes with a re-accreditation audit at Albion Park Rail. The following audits were undertaken throughout the year with successful outcomes.

Residential care

Unannounced visits by the Aged Care Quality Agency

- 04 Aug 2016 – Albion Park Rail – Expected Outcomes were met
- 27 Sept 2016 – Mt Warrigal – Expected Outcomes were met
- 11 Oct 2016 – Goulburn – Expected Outcomes were met
- 25 Jan 2017 – Warilla – Expected Outcomes were met
- 21 Feb 2017 – Coniston Expected Outcomes were met
- 27 Apr 2017 – Bundanoon Expected Outcomes were met

Announced visits by the Aged Care Quality Agency

- 22 July 2016 – Queanbeyan Care Home – Expected Outcomes were met
- 10-12 Jan 2017 – Albion Park Rail – Achieved re-accreditation
- 15 Feb 2017 – Queanbeyan Connect Services – Achieved Quality Reporting

Annual aged care resident experience survey

In October 2016, Warrigal introduced a new survey that incorporates feedback including major strengths and opportunities for improvement and industry benchmark results. We surveyed

211 residents with all of our homes participating and the results were analysed to identify how we could improve our services. The main themes identified for improvement included activities and lifestyle, personal care services, communication and social involvement. This feedback has been instrumental in the review of a range of services and to continually strive to provide safe, accessible, and responsive services that meet the diverse needs and preferences of our residents. A new survey was introduced to Community Connect customers in May 2017 to identify any opportunities for improvement and provide access to industry benchmark results.

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

From July 2016 the Department of Health undertook three financial validations. Nine 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	Location	No. Files Reviewed
August 2016	Goulburn	16
February 2017	Goulburn	23
March 2017	Albion Park Rail	30

Good communication

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:

- A Customer Portal has been developed that provides a single online place for all customers to access information about Warrigal and connect with the Warrigal community. The Customer Portal has been piloted with Shell Cove Village deposit-holders and will eventually be rolled out to all Warrigal customers.
- Video conferencing equipment has been installed in the Boardroom and used for meetings with staff based in the Southern Highlands and other regions. It is expected that video conferencing will reduce the need for staff to travel for meetings while still providing a high quality “in person” experience.

- Electronic Medication Management was implemented at Albion Park Rail and Warilla. Plans are for this to be extended to all remaining Residential Care Homes in 2017-2018.
- Electronic Bulletin Boards have been installed in Warilla and Mt Warrigal. These boards are used to provide information to residents and visitors and showcase activities that have occurred in the home.
- Our residential staff now have access to apply for leave through estaff, eliminating the need for paper forms to be completed.
- Expanding the use of the Whispir text messaging system to communicate important information to our staff via SMS. This has also improved how we receive information from our staff through surveys and enabled us to gain a more accurate snapshot of concerns and issues that we have as an organisation
- Expanding the content and reach of our social media channels including Facebook and Twitter to engage with a growing audience interested in what Warrigal is doing to enable its community of older people to live great lives...engage with us now to see what we're up to!

In November 2016, Warrigal also received a silver award under the Australasian Reporting Awards, for the production of the 2016 Annual Report. This award was a rewarding endorsement of the expertise and exceptional standards of both Warrigal, as an organisation, and the skills of the staff involved with the production of the Annual Report.



JOHN DORMAN, INSPIRING WARRIGAL RESIDENT

My love of photography started off in Newcastle. I did some tuition with the Newcastle Herald photographer. One of the things that I decided to do after I had gone through some of the courses and had some idea of what it was about - was a pinhole photograph of Newcastle Cathedral. Instead of using a lens you use the eye of a needle. You can use a hole in a cardboard box if you like to get the same effect, but it was handy to set it up.

Good support

Volunteers

Marilyn Alders
Alexandra Alves
Shirley Anderson
John Angus
Marika Arki
Carol Bailey
Garry Bailey
Mary Bale
Moirra Balogh
Attila Balogh
Domenico Barila
Pauline Baxter
Sue Bayley
Genelle Bedson
Anna Bell
Janet Benn
Eva Bennett
Margaret
Berckelman
Fay Berwick
Judith Bird
Irene Black
Suzanne Bland
Peter Blencowe
Ruth Blencowe
Kevin Blissett
Ronda Bolton
Jackie Bonham
Carmen Bonnici
Philip Bonnici
David Bosanquet
Basil Bourke
Arlene Bowers
Christine Bowman

Paul Brady
Joe Briffa
Christene Briffa
Lyn Brown
Danny Bubalo
Truly Budihendarti
Jan Buikstra
Don Burgess
Joan Burke
Joan Bush
Freda Bush
Wayne Bushby
Frances Cairns
Colin Canning
Reta Carlon
Robert Carter
Helen Charles
Barry Clark
Sheila Clark
Elizabeth Coombes
Daphne Cordingley
Jennifer Corrales
Mary Cotton
Ann-Maree Coupe
Margaret Cousins
Barbara Creese
Wendy Crisp
Valerie Crozier
Margaret Cutler
Mary Daly
Michelle Daly
Ellis Davenport
Debbie Davidson
Robyn Davis
Julian De Csauz
Frank Delia

Barbara Downey
Sharon Dumbleton
Dorelle Dunn
Ian Dunn
Brian Dunn
Barbara Dunn
Anna Faucett
Shirley Fennell
Ashley Fenwick
Roz Fidge
Lacquelyn Finley
Garry Fitzgerald
Yvonne Fitzsimmons
Helen Ford
Alan Freedman
Charles Gal
Carolyn Gill
Craig Gillespie
Sharyn Girdler
Warren Girdler
Junette Godkin
Kim Goodall
Kath Gould
Jayde Graham
Edna Green
Veronica Greenfield
Linda Grey
Carol Gribble
Barbara Griffin
Rhonda Griffiths
Gai Grimshaw
Janice Grimson
Fran Grover
Beverley Hall
Stephen Halliwell
Rex Halpin

Doug Halpin
Carolyn Hamdorf
Lucy Hamersley
Grace Hansen
Beryl Hassett
Leon Hassett
Annette Hatcliffe
Helen Hawksley
Carole Heaven
Sue Herrick
Elizabeth Hodson
Coraline Holding
Tiffany Holohan
Laurel Hones
Susan Hudson
Grahame Hurrell
Jeanne Hurst
Alan Hyman
Shaun Iacovelli
Kathy Jacobs
Jenny James
Frank Jefferies
Gary Job
Margaret Job
Jillian Jochheim
Wendy Johnston
Robert Jones
Kathryn Jones
Peter Jordan
Lester Jusus
Marie Kearns
Judy Kelly
Alec Kennedy
Margaret King
Pixie King
Lorraine Korgitta

Makayla Krantis
Sophia Kuleas
Elly Laboure
Val Langlois
Denise Lanham
Narelle Lawler
Robert Leishman
Anna Leshnik
Rhonda Lister
Lorraine Lyon
Pat Macleay
Wendy Mancell
Linda Martin
Peter Maskiell
Francis Mason
Gina Matthews
Scott Matthews
Don McAlister
Janice McCabe
Ann McCarter
Noreen McCormack
Susan McDonald
Don McGill
Jan McKechnie
Taylor McLaughlin
Jodie McNeill
Helen McNeill
Wendy Meikle
Kristin Mercer
Emily Mieth
Ron Miholic
Garry Miller
Gwen Miller
Maureen Miller
Catherine Miller
Christopher Miller

Garry Miller
Jane Mills
Janette Monk
Bruce Monson
Anita Moore
Maureen Moore
Liz Moore
Sabine Mueller
Lydia Mulder
Hope Murekatete
Meredith Myers
Alan Neate
George Nettlebeck
Valerie Nettlebeck
Paula Newcombe
Stephen Nolan
Angelique Nues
Kyra Obrian
Chris Obrian
Narelle Odonoghue
Blanca Orellana
Allan O'Rourke
Linda O'Rourke
Coral Owen
Corrine Parker
Mary Parsons
Lesley Paterson
Lydae Pearson
Sandra Pearson
Pat Pepper
Natalie Pero
Audrey Peterson
Sylvia Petrov
Inga Petrovich
Julie Pfeiffer
Irene Picker

Jean Piggott
Linda Pill
Greg Pincham
Hannalore Polley
Aileen Pollock
Elizabeth Pool
Gordon Pooley
Norma Pooley
Janine Powter
Raquel Presdee
Sheray Presland
Jasmine Price
Russell Pryer
Russell Pryer
Wendy Quigg
Dorothy Quigg
Corrie Rankin
Corrie Rankin
Charlotte Rathbone
Shirley Read
Ronald Read
Sandra Redfern
Fay Robertson
Verne Robinson
Marguerite Robson
Jim Ross
Anne Rutherford
Michael Ryan
Christene Ryan
Kim Sanders
Aleeisha Schroeder
Rose Sharp
Jeanette Shaw
Kathy Shepherd
Jan Shier
Robyn Shoard

Ronald Shoard
Bernice Silby
Kiro Siljanovski
Jean Simon
Terry Simpson
Mary Slater
Christine Smith
Evan Smith
Ian Smith
Gail Sommers
Janelle Squires
Rosa Stalling
Melanie Stampton
Anne Steep
Erica Steer
Anne Stephen
Leanne Stone
Lyn Strong
Karen Styles
Wendy Swire
Benzhe Tang
Ron Taylor
Ronald Taylor
Marina Teasdale
Claire Thackery
Alan Thayer
Lyn Thomas
Rosemary Thomas
Leisa Thomas
Beryl Thomas
Susan Thompson
Ronald Tindall
Jeremy Tonks
Nancy Turner
Betty Uren
Gary Van Pelt

Stephen Varney
Gregory Vickery
Rita Waite
Steven Walker
Alana Walker
Robert Wallyn
Sylvia Wallyn-Cross
Lyn Waser
Stephen Wason
Daphne Watterson
Marion Webber
Paul Weightman
Sam Whiffen
Janny White
Alan White
Margaret Whiteley
Louise Williams
Caroline Williams
David Wilson
Carol Wilson
Margaret Windolf
Maddie Wittke
Jennifer Woerz
Wai Wong
Daphne Woods
Kim Woolacott
Grahame Wunderlich
Brian Wyndham
Kate Yeadon
Barbara Young
Leticia Zaneti
Jenny Zylstra

Company Members

Neil Bayo
Alan Cluff
Lorraine Cluff
Margaret Collins
Roger Downs
Lynette Eckersley
Carol Gribble
Dr Audrey Guy
Helen Hadlow
Marion Hardy
Alan Hardy
Elaine Hart
Wynand Janssen
Peter Keyes
Lorraine Korgitta
Wayne Mackander
Brian Mackander OAM
Sandra McCarthy
Brian McKenzie
Garry Miller
Brian Monk
Janette Monk
John Moolhuyzen
Elaine Moolhuyzen
Wayne Morris
John Mullan
Dr Judy Mullan
Helen Newman
Sandra Pearson
Neil Preston OAM, GAICD
Bruce Roberts
Norman Rowland OAM
Lavena Scifleet
Diane Smith
Anne Steep

Ursula Stephens
Philip Thompson OAM
Betty Uren
Janet Walsh
Brian Weir PSM
Jean Whittle
Jillian Wilson
Ian Wilson OAM
Margaret Windolf

New Comp Members

Peter Buckley
Sandra McCarthy
Rod Oxley
Bruce Roberts

5 Year Staff Awards

Sarah Allen
Shrijana Barakoti
Fiona Brown
Rachael Anne Buckman
Carma Burchel
Jennifer Christie
Tara Jayne Collins
Tina Cusack
Linda Christine Davies
Janice Dixon
Tanya Louise Donaldson
Beverley Ebbs
Germie Ann Fat
Terrence James
Harrison
Helen Ann Hayes
Tiffany Holland
Barbara Jakeman
Susie Jonceska
Giny Jose
Amanda Maree Keys
Annelie Mccauley
Sophie Mcdonald
Joanne Mcgoldrick
Jason Laurence Miller
Leanne Mooney
Niall Murphy
Belinda Ann Palin
Tammy Pedron
Nataya Price
Reena Rawat
Renee Razey
Tammy Joyce Reid
Vikki Ann Ryan
Bhupendrakumar Shah
Bindhya Sitoula

Nikki Ann Skariah
Christine Anne Stapleton
Kara Tapper
Hilkka Tarjavaara
Tony Tauriello
Kathleen Thompson
Karen Elizabeth Unicomb
Michelle Vassiliou
Pasquale Virtu
Leanne Waru
Megan Helen Wason
Karnchanok Wybrow

10 Year Staff Award

Anthony Crilly
Rachael Edwards
Kelly Harper
Melinda Hiscocks
Purisima Kollias
Leone Maccabei
Leonor Mackander
Jill Maher
Lisa Milne
Michelle Muehlbauer
Marion Peisley
Kylie Phelps
Ayla Sevimli
Judith Wagener

15 Year Staff Award

Juliet Boland
Susan Cotterill
Debborah Furzer
Wendy Hamilton
Dylan Hepworth
Sue Noar
Mark Sewell
Joan Tuck
Julie Warburton

20 Year Staff Award

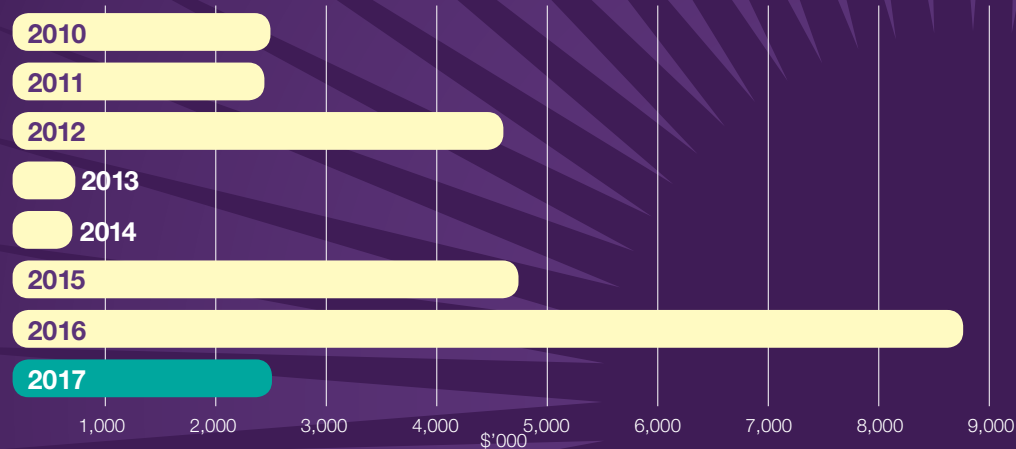
Yvonne Dummett
Mary Eagleton
Mary Whyte

25 Year Staff Award

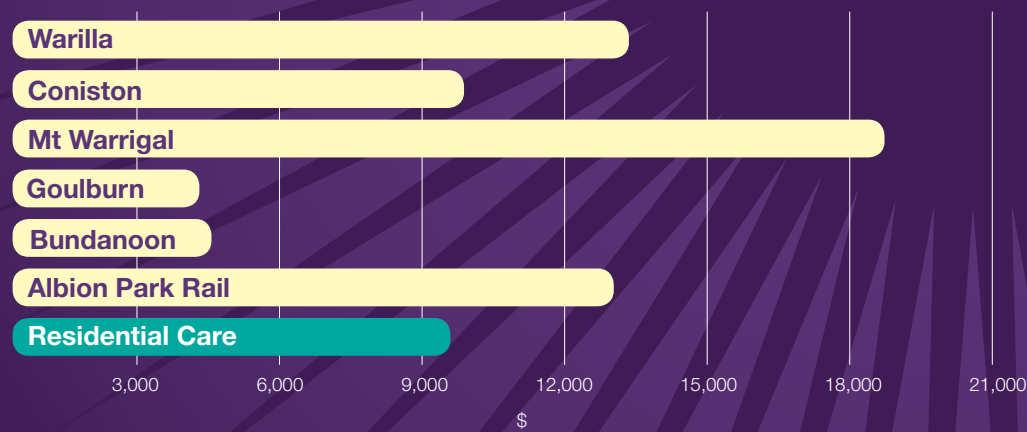
Ronald Kelly
Desiree Long

Good financials

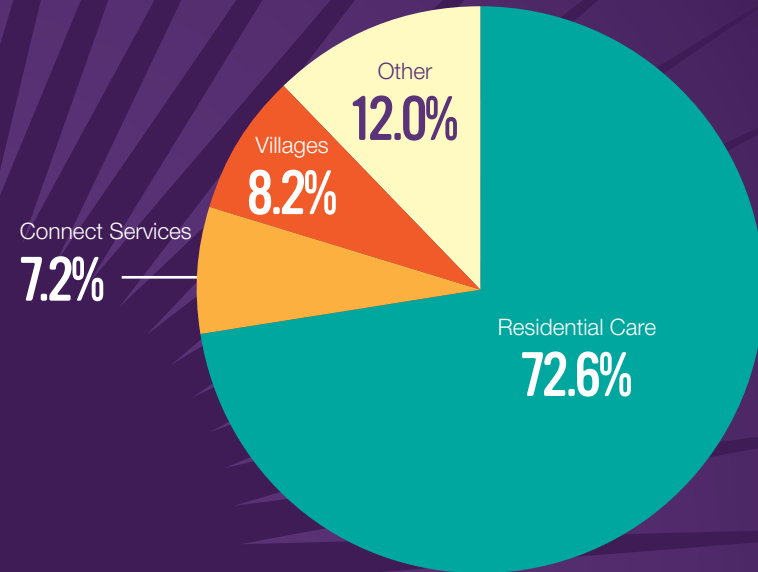
Cash from operating activities



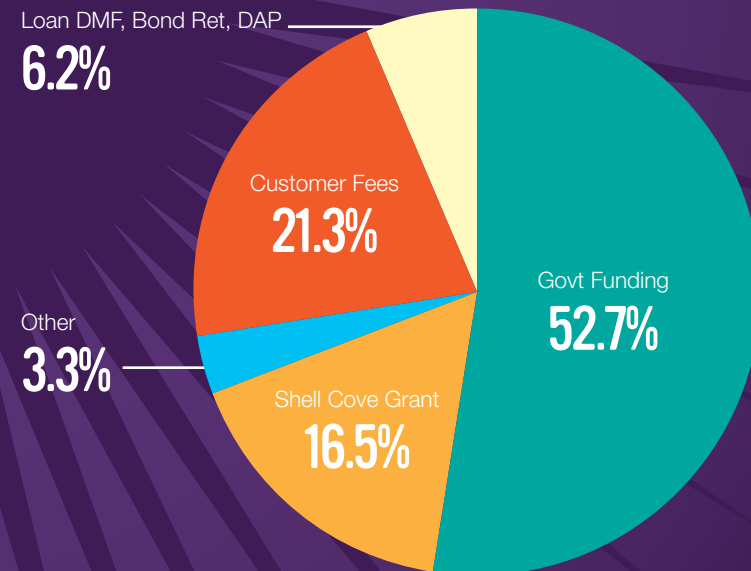
2016/17 Earnings before interest, tax, depreciation and amortisation for high, merged and low care homes per bed



Summary of expenditure by service type 2017



Summary of income sources 2017



Good goings on

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 \$7,411

President – Wendy Crisp
Secretary – Barbara Dunn
Treasurer – Freda Bush

Total Members – 15

The Warrigal Goulburn Auxiliary fundraising this year have included raffles, afternoon tea's, fete craft fair, car boot and 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. Bingo and happy hour, Fathers Day gifts, Mothers Day gifts, Christmas gifts, Easter gifts and palliative care bed.

Warrigal Illawarra auxiliary report

Funds raised \$19,357

President – Francis Mason
Secretary – Lorraine Korgitta
Treasurer – Wendy Meikle

Total Members – 20

The membership has increased by two this year and now stands at 20. There is an average of 14 attending each monthly meeting.

Fundraising is ongoing. The Opportunity Shop has been closed for six months due to refurbishment, so the funds are low, official reopening was held on Monday 19th June. The girls were keen to get back to work.

Wendy and friends are still organising their bus trips each month, 3 Auxiliary members are still supporting bingo at Albion Park Rail and the monthly morning activities have been varied but attendance has been low.

Purchases have been made for a Karaoke machine for Warilla and hair dressing equipment for Albion Park Rail.

Warrigal Bundanoon auxiliary report

Funds raised; \$12,675

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

Total Members – 10

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 bed pans, activity panels, dementia gardens and mattresses.



KATH, 80, INSPIRING WARRIGAL VOLUNTEER

I can't get out of bed quick enough to get here. I've made a lot of friends here. I'm here at 8:30 some mornings until 4 o'clock in the afternoon, four days a week. Sometimes I come back on Sunday and go to church with the residents. I enjoy every part of it. I love helping to feed the residents and we play bingo. I talk and I read to them and I bring them a lot of books in that they can read.

Good direction

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 2017 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:



Wynand (Wyn) Janssen

Chairperson from 25 October 2016

Independent Non-Executive Director

Age 66 years

Ex Officio Member of all Committees

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.



Roger Downs

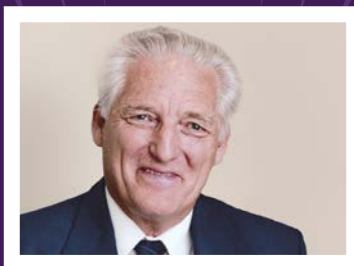
Vice Chairperson

Independent Non-Executive Director

Age 63 years

Member of Business Risk and Audit Committee

BCom, LLB. Mr Downs was appointed a Director in 1997. He is a lawyer and was a partner at Kells Lawyers until 2017 and continues as a consultant to 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 and Chair of the Planning Committee of the Illawarra Shoalhaven Local Health District.



Brian Monk

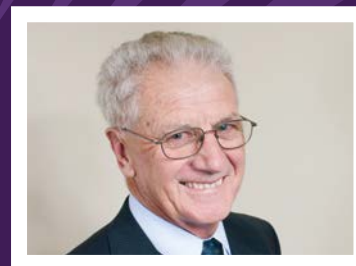
Director

Independent Non-Executive Director

Age 73 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, WHS and building construction.



Alan Hardy

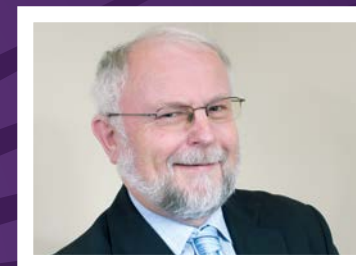
Chairperson until 25 October 2016

Independent Non-Executive Director

Age 75 years

Member of the Care Governance Committee

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.



(Peter) 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 and Wollongong Symphony Orchestra Ltd.



Margaret Collins

Independent Non-Executive Director

Age 64 years

Member of Business Risk and Audit Committee

Mrs Collins was appointed a director in 1997. She has over 34 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.



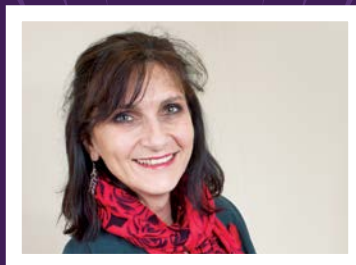
Philip Thompson OAM

Independent Non-Executive Director

Age 66 years

Member of the Planning and Development Committee

Mr Thompson was appointed a Director in 1999. He is a retired Local Government Engineer and Small Businessman and the Chairperson of a Shellharbour Council Community Consultative Committee. He has held voluntary positions with the Salvation Army Red Shield Appeal Shellharbour/Kiama Chairman from 2000 – 2007, was the Apex Clubs NSW State President in 1989 and Illawarra District Governor in 1985 and 1986. 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. He is currently the Treasurer for the Illawarra Order Of Australia Committee.



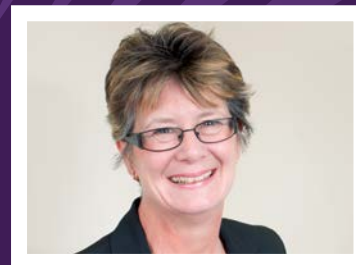
A/Prof Judy Mullan

Independent Non-Executive Director

Age 57 years

Member of the Care Governance Committee

B Pharm, Fellow of SHPA, PhD. Associate Professor Judy Mullan was appointed a director in 2000. She is the Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and an academic member within the 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.



Helen Newman

Independent Non-Executive Director

Age 58 years

Chairperson of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed a director in 2004 and is a Registered Nurse. 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.



Mark Sewell

Company Secretary

Mr 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 has been a member of the Minister for the Illawarra's Community Advisory Panel and is on the Illawarra Business Chamber Advisory Council. He is a director on a number of non-profit boards and is 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 meetings 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	8	-	3*	-	4*	-	4*
B Monk	10	8	-	1*	4	2	-	-
R Downs	10	10	4	3	-	-	-	-
P Morris	10	9	4	4	-	-	-	-
M Collins	10	10	4	3	-	-	-	-
P Thompson	10	8	-	-	4	3	-	-
J Mullan	10	9	-	-	-	-	6	5
W Janssen	10	8	-	3*	-	2*	6	4
H Newman	10	9	-	-	4	2*	6	5

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

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 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 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, Mt Warrigal, Queanbeyan (closed for redevelopment 31 March 2017), Goulburn, Bundanoon and Albion Park Rail;
- Community Villages – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan, Bundanoon and Goulburn;
- Home Care Packages – Illawarra, Queanbeyan and Goulburn;
- Commonwealth Home Support Programme – Queanbeyan, Illawarra and Goulburn; 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

	2017 \$'000	2016 \$'000
Result		
Net surplus	12,543	4,068

The 2017 result includes \$12,484,000 (2016: \$3,153,000) for Infrastructure NSW grant towards the construction of Warrigal Shell Cove.

Excluding the capital grant, the Company's income from operating activities increased from \$60.36 million to \$61.45 million in 2017 (an increase of \$1.09 million or 1.81%) due to increases in government funding and customer contributions.

Excluding impairment in 2017 and 2016, expenditure from operating activities increased from \$60.57 million to \$61.41 million in 2017 (an increase of \$0.87 million or 1.43%). This was mainly due to the increases in wages and leave provisions.

Excluding the above one-off items in both financial years, the 2017 result would be a deficit of \$568,000 and the 2016 result would have been a surplus of \$995,000. The main type of expenditure is personnel costs, which decreased by 0.10% or \$41,000 in 2017 due to a lower

workers' compensation premium offset by leave provision adjustments. The main type of revenue is government funding, which rose by 2.76% or \$1,015,000 in 2017.

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

Events subsequent to reporting date

The \$32M redevelopment at Queanbeyan moved into the construction phase. 45 places decommissioned in March 2017 will be combined with eighty additional places obtained in previous ACARs (Aged Care Approval Rounds).

Refurbishment work at Mt Warrigal was completed, qualifying that home for the Higher Accommodation Supplement for supported residents.

The occupancy certificate (OC) has been obtained for the thirty-three villas at Shell Cove village, and some residents have moved in. OC for the one-hundred-and-twenty-eight place residential care home and the village's six serviced apartments is anticipated by early October, with the home to commence operations in due course.

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 47 apartments at Shell Cove is expected to be completed in late 2018 with residents moving in at that time.

Significant refurbishment work at Warilla and Coniston residential care homes is expected to be complete by the end of 2017 at which time those homes will be eligible for the Higher Accommodation Supplement for supported residents.

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 bed care home at Lake Illawarra was activated in June 2012, with timing of construction subject to the overall service expansion plan and obtaining places.

The Commonwealth Government is considering thirty-eight recommendations arising from the legislative review of the Living Longer Living Better Aged Care

reforms. Currently the timing and form of any change to legislation is unknown; however, there are a number of recommendations that if adopted would 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 when 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 20 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 (2016: 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

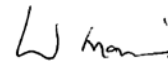
The lead auditor's independence declaration is set out on page 36 and forms part of the directors' report for the financial year ended 30 June 2017.

Rounding off

The Company is of a kind referred to in ASIC Instrument 2016/191 dated 24 March 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:

Wynand Janssen
Chairperson



(Peter) Wayne Morris
Director

Signed at Shell Cove, this 25th day of September 2017

A good find

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

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Goulburn / 160 places

7 St Aubyn Road
Goulburn NSW 2580

Mt Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Queanbeyan / 46 places

Cnr Canberra Avenue &
Campbell Street
Queanbeyan NSW 2620

Shell Cove / 128 places

50 Harbour Boulevard
Shell Cove NSW 2529

Warilla / 100 places

1 Arcadia Street
Warilla NSW 2528

Warrigal Connect

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

Club Connect

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

Warrigal Community Villages

Co-ordinator: Lynell Ratcliffe

2 Pine Street
Albion Park Rail NSW 2527

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, and 6 serviced apartments

50 Harbour Boulevard
Shell Cove NSW 2529
Phone: 02 4257 4257

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528



GOULBURN

- Residential Care Home
- Connect Services
- Club Connect
- Community Village

ALBION PARK

- Community Village

ALBION PARK RAIL

- Residential Care Home
- Club Connect
- Connect Services
- Community Village
- Administration

WOLLONGONG

Coniston

- Residential Care Home

Figtree

- Community Village

BUNDANOON

- Residential Care Home
- Community Village

SHELLHARBOUR

Mt Warrigal

- Residential Care Home

Warilla

- Residential Care Home
- Community Village
- Opportunity Shop

Lake Illawarra

- Community Village

Oak Flats

- Property Services Depot

Shell Cove

- Community Village
- Residential Care Home

QUEANBEYAN

- Residential Care Home
- Connect Services
- Community Village

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

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



Follow us on Twitter

www.twitter.com/warrigalceo



Watch us on YouTube

www.youtube.com/warrigalcommunities



Follow us on Instagram

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



Visit our website

www.warrigal.com.au

Disclaimer

We believe the information contained in this publication is accurate
at the time of production (October 2017). However the information is
subject to change without notice.