



ANNUAL REPORT 2018

*The
Warrigal
Way*



The Warrigal Way

This year Warrigal won the National Provider of the Year Award from Aged and Community Services Australia. It's a major achievement recognising the 51 years of outstanding work of everyone who has been part of the Warrigal journey including our customers, volunteers, staff, business partners and our community – and we thank them all for their contribution!

So why did we win? It can be summed in the one unique element that sets us apart – it's **The Warrigal Way**.

The Warrigal Way is putting older people first in everything we do; engaging them at every level of the organisation; smashing ageist paradigms and changing mindsets about aged care and retirement living; and building an intentional culture that celebrates all of this and more.

We are all about fresh food and providing choices at every meal; delivering lifestyle and wellness programs with an emphasis on connection not illness; and we are owned and governed by community volunteers, not rich investors! We have gold level environmental sustainability initiatives and a relentless search for innovative improvements with our university research partnerships.

Most of all, we create affordable, inspiring communities for older people with exceptional places and a compelling purpose...it's all **The Warrigal Way**.

This year's annual report reflects on some of the ways Warrigal is achieving this...so take a look and find out more about how **The Warrigal Way** is inspiring a whole new generation of older people to have great lives!

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GOING OUR WAY: WITH THE CHAIR



As the Chair of Warrigal it gives me great pleasure to present this report on behalf of our dedicated volunteer Board. This year there has been many exciting changes within Warrigal and the broader industry, and yet the core of our organisation has remained as strong and vibrant as it has been for over 50 years, nationally recognised with the Aged Care Provider of the Year Award.

We have continued to provide the excellent services that our community desires from us: in-home care, My Club Connect, retirement villages and our residential care homes. Many of our customers and their families have been with Warrigal for a long time and we thank them for their continued support. Having these long term relationships with our community is **The Warrigal Way**. I would also like to welcome all our new customers and their families who commenced using Warrigal services at any of our 13 locations over the past year, and especially those at Warrigal Mount Terry (previously Ridgeview) who joined us in September. This home has become our 23rd service.

Warrigal received a number of significant accolades this year both from the Aged Care industry as well as the business community. We are indeed proud of these awards and acknowledge they couldn't be achieved without the dedication and hard work of our staff and volunteers as well as the support from our customers and community. To continue to provide these services our operations must remain sustainable.

This includes being financially sustainable, but also ensuring the sustainability of our workforce and our environment. We need to continue to source and train qualified staff for the variety of jobs available in our operations; to encourage more volunteers to join us because without the dedication of volunteers, not-for-profit services like ours would not survive; and to renovate our

existing infrastructure as well as build new places with the latest technology and design to ensure inspiring communities for our customers.

To achieve this, the Board encourages a values-based culture as well as the implementation of strong corporate governance and an effective strategic plan. I have the utmost confidence that through the continued implementation of the above factors Warrigal will remain sustainable for many years to come.

The last point I would like to address is the fear and concern about Aged Care across the general community and the establishment of the Royal Commission. I, like many of you, am extremely disturbed to hear of abuses that have occurred within our industry. Whilst we hope these events are not the norm, I also hope the Commission's findings will bring to light any underlying causes and inadequacies within our industry. Their considered recommendations, once implemented, should provide reassurance to the community that ours is a truly caring sector. Warrigal will follow the Commission's hearings with interest and will seek to respond early to its recommendations for change.

In the meantime, Warrigal will continue to provide excellent services to all our customers, it's **The Warrigal Way** and it's how we ensure older people have great lives.

Wynand Janssen
Chairperson

LEADING THE WAY: CEO'S REPORT



What a great year it has been for Warrigal winning the National Aged Care Provider of the Year award from Aged and Community Services Australia (ACSA). It is amazing for a regional provider to win and recognises Warrigal's outstanding leadership, management, workforce culture, innovation, communication and general customer service excellence for older people by all our staff. **The Warrigal Way!**

We also recently won the "Excellence in Business" and "Employer of Choice" awards at the Goulburn Business Chamber Awards. Another significant accolade was winning the State Business Award for "Excellence in Sustainability" this year which recognises and validates we are on the right track, working on the most important things, and are achieving measurable improvements not only for the environment, but for our customers, residents, staff and community as well across our network of Warrigal sites.

We are also thinking about our role to lead and assist other organisations across the business community to consider clean energy initiatives, waste reduction programs, staff programs to get engagement at every level, and more as we all pursue the journey of improved environmental, social and financial outcomes including best-practice dementia initiatives.

Sustainability goes hand-in-hand with health and wellbeing and that's what Warrigal is in the business of: providing healthy liveable spaces for our ageing community. We see it as part of supporting older people to have great lives, for the rest of their lives. There's no greater example of this than our Shell Cove community which was officially opened this year comprising our Residential Care Home and village. We are so proud to see Shell Cove coming to life as more people move in and come to visit the many services we have there and to use the purpose-built spaces for older people. It really is a focal point for the Shell Cove community. If you haven't already been to have a look, then I invite you to do so and see for yourself how we are turning the old paradigm of aged care on its head. And if you have been there – I urge you to come back and enjoy the continual change and improvements taking place on-site!

Mark Sewell
CEO



National Aged Care Provider of the Year Award at the Aged and Community Services Australia (ACSA)



Best Business and Best Employer at the Goulburn Business Awards

GOING YOUR WAY: OUR EXECUTIVE MANAGEMENT TEAM

Stephen Beard

Executive Manager – Finance and Administration

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



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

OUR EXECUTIVE MANAGEMENT TEAM



Peter Hutchinson

Executive Manager – Property Services

Property Development
Asset Maintenance
Culture Leadership



Mark Sewell

Chief Executive Officer

Company Secretary



Leanne Taylor

Executive Leader – Strategic Innovation and Development

Strategic Projects
Research
Policy Development and Service Commissioning
Organisational Development
Sustainability
HR/IR Advisor
Community Relations

*Get a bio-check on our Executive Managers, view their LinkedIn profiles!



State Winner –
Excellence in
Sustainability
at the NSW
Business
Awards



2018 Bronze
Australasian
Reporting
Award

THE WARRIGAL WAY: OUR STRATEGIC PLAN

OUR VISION:
OLDER PEOPLE WILL
HAVE GREAT LIVES

OUR PURPOSE:
WE SUPPORT OLDER PEOPLE TO
CREATE INSPIRING COMMUNITIES

Customers

Strategic Direction 1

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

Staff and Volunteers

Strategic Direction 2

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

Communication

Strategic Direction 3

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

Places

Strategic Direction 4

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



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:

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




OUTCOMES

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. 

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.





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. 

OUTCOMES

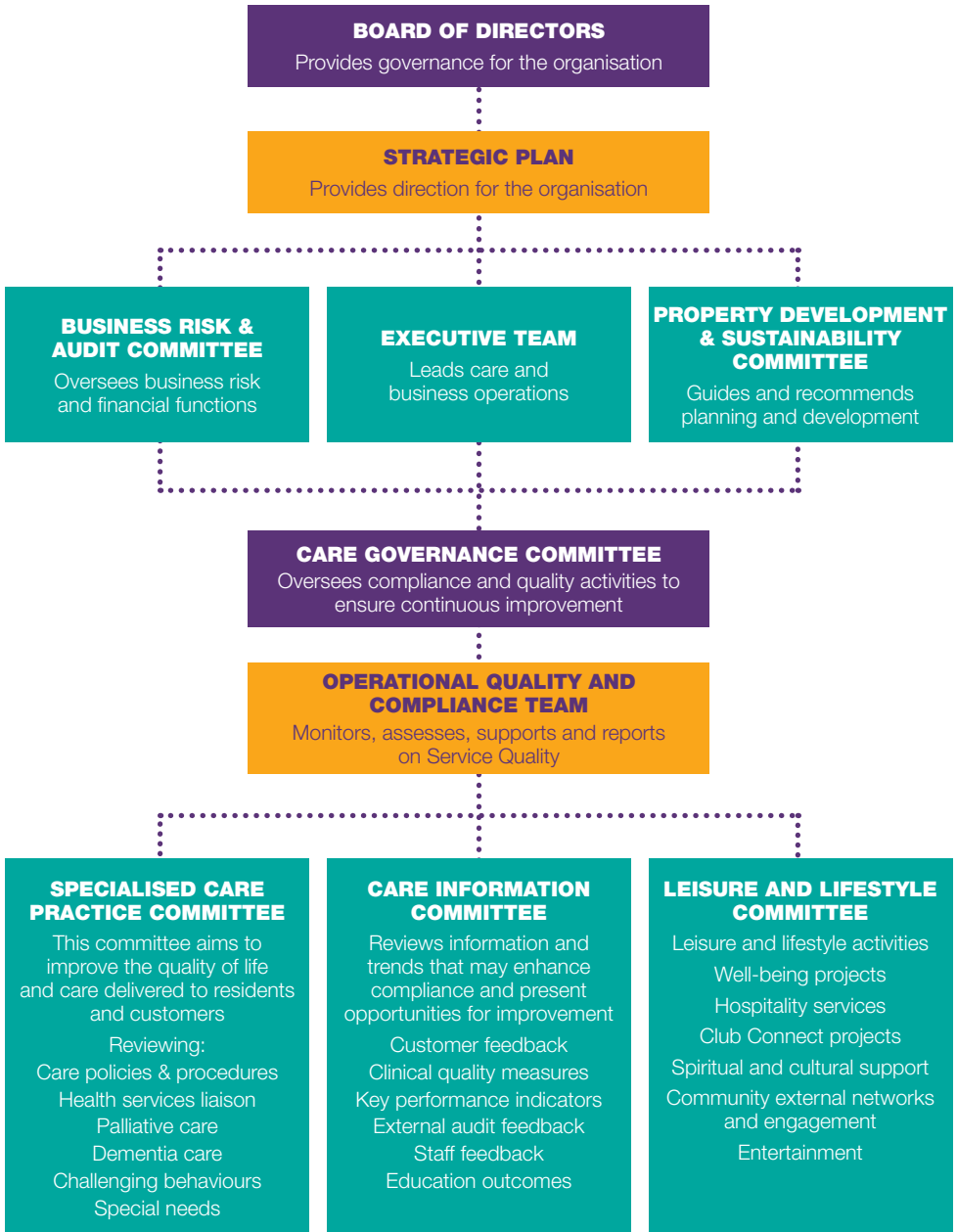
People chose Warrigal because:

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. 

How our strategic plan meets global goals

	Quality Education		Responsible consumption & production
	Decent Work & Economic Growth		Peace, justice & strong institutions
	Reduces Inequalities		Partnerships for the goals
	Sustainable cities & communities		

SHOWING THE WAY: OUR QUALITY FRAMEWORK



IN MORE WAYS THAN ONE: GOOD BUSINESS OUTCOMES

Operational services at each location for 2017-18

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	318	99	0	417	0	189
Wollongong	46	14	0	60	80	39
Totals	555	163	55	773	160	328

1. Residential Care Homes (Mainstream)
2. Residential Care Homes (Dementia Care)
3. Residential Care Homes (Extra Service Status)

4. Provisional Allocations
5. Community Villages

* Queanbeyan services temporarily non-operational due to redevelopment

OCCUPANCY



86%*

Residential Care

*Shell Cove in commissioning stage



93%

Warrigal Community Villages

CONNECT SERVICES

In the last year, Warrigal Connect total customers remained relatively unchanged, with **2396** customers

ILLAWARRA

Total Customers

1634

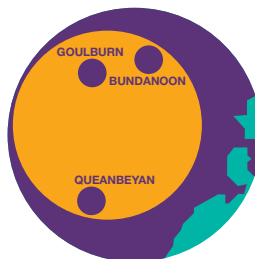


- 217** Warrigal Club Connect (CHSP Group)
- 121** Warrigal Connect (Home Care Packages)
- 474** Warrigal Connect (Private & Brokered Service)
- 734** Warrigal Connect (CHSP Individual)
- 88** Warrigal Connect (Veterans Home Care)

SOUTHERN HIGHLANDS

Total Customers

762



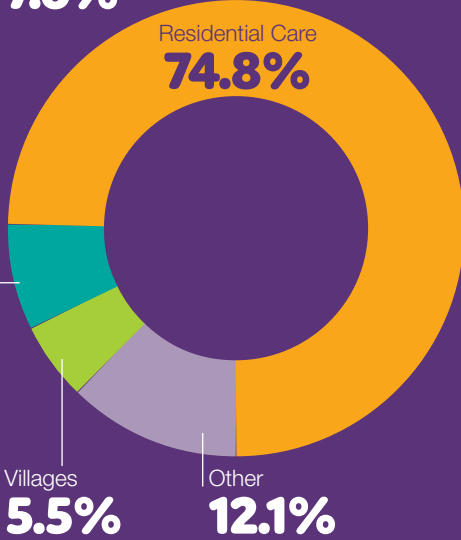
- 53** Warrigal Club Connect (CHSP Group)
- 143** Warrigal Connect (Home Care Packages)
- 389** Warrigal Connect (Private & Brokered Service)
- 20** Warrigal Connect (CHSP Individual)
- 84** Warrigal Connect (Veterans Home Care)

OUR FINANCIAL SNAPSHOT

SUMMARY OF EXPENDITURE BY SERVICE TYPE 2018

Connect Services

7.6%



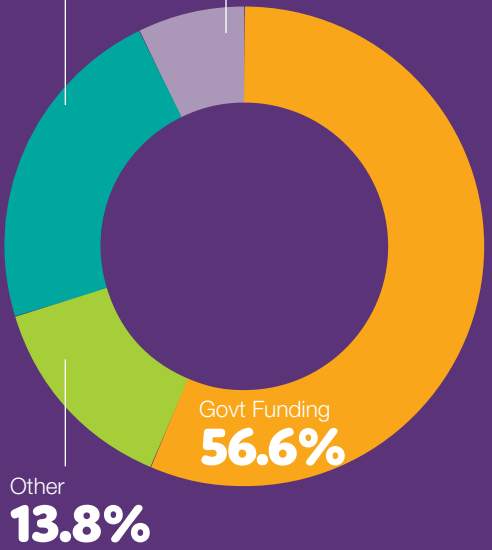
SUMMARY OF INCOME SOURCES 2018

Customer Fees

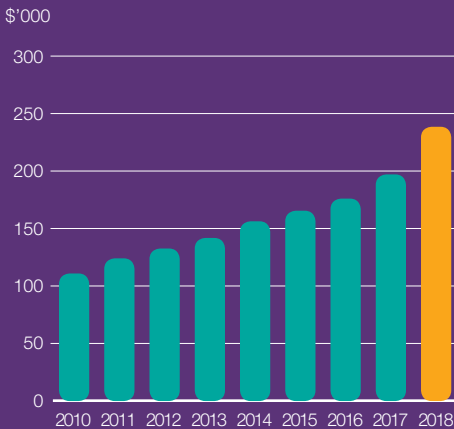
22.5%

Loan DMF, Bond Ret, DAP

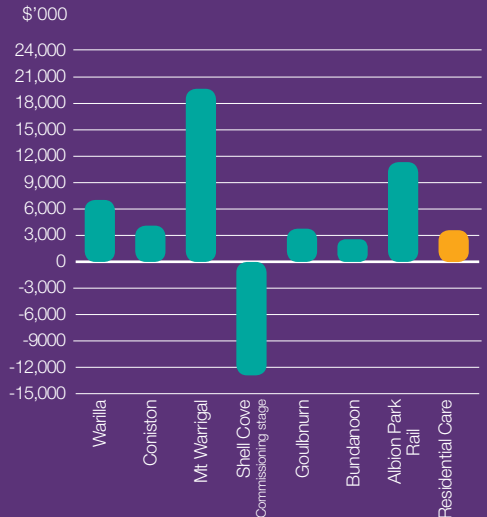
7.1%



TOTAL ASSETS



2017-18 EBITDA (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION) FOR RESIDENTIAL CARE HOMES PER BED



WAY TO GO: ANOTHER GOOD YEAR

In this fiscal year, we...

Successfully negotiated a new Enterprise Agreement which gives staff increases of 7.2% over 3 years, providing staff with exciting new conditions that include 'Career Break' and 'Purchased Leave' options



Commenced major construction of the new \$32M Queanbeyan home, with 124 single suites and 8 serviced suites, set to open in late 2019



Grew our revenue by 1.2% to \$74.84M and our total assets grew by 20.2% to \$238.21M



Were awarded Gold recognition under the Sustainability Advantage program of the Office of Environment and Heritage, making us the first aged care organisation to achieve this level of the program



Achieved an overall surplus of \$5.504M



Achieved Excellence in Sustainability, Business Awards State Winner

BUSINESS AWARDS
2017 STATE WINNER



Completed refurbishments at our Mt Warrigal, Coniston and Warilla homes (approx. \$6.75M)



Opened Stage 1 and 2 of our Shell Cove community in September 2017, inclusive of the 128 suite residential care home, six serviced apartments, community spaces and 33 villas

Launched 'My Club Connect', a program that promotes social groups for people in the community with similar interests.



Celebrated winning the NATIONAL AGED CARE PROVIDER OF THE YEAR



Welcomed 155 customers, their families and 130 staff at Warrigal Mount Terry (previously Ridgeview) in September

Supported 4,046 older people across all our services including 1,008 in residential care, 372 in our community villages, 270 in Club Connect and 2,396 using our Connect Services.





SUSTAINABILITY WITH JULIE AND ANDREW KENNEDY

Sustainability is a concept we have continually thought about our whole lives, without even calling it sustainability. Our financial sustainability is something that we have constantly planned and taken into consideration – especially during retirement. We care about our natural environment and we want to live the best we can today, whilst ensuring that our children, grandchildren and future family can continue to live great lives and enjoy the natural beauty in Australia.



Since moving into Warrigal Shell Cove, all we have to do is step out of our front door and we run into some of our new friends. We feel well connected in our community and there are always opportunities to have fun. We have a social night every Friday night with our neighbours, which is a great way to end the week! Our neighbours spark many interesting conversations and encourage us to continue to learn through retirement.



WILFRED

“Woof! I spend my days at Warrigal Albion Park Rail. I can boost health and well being, with social, physical and emotional benefits. I encourage residents and customers to walk around with me during the day – to be physically active without even thinking about it. I am also great for relieving stress, what else are doggy hugs for? The love for dogs is universal and not bound by the limitations of the English language”



NORM, 98 YEARS, ONE OF THE INSPIRING ORIGINAL FOUNDERS OF WARRIGAL

In 1964, Norm Roland was President of the Shellharbour Lion’s Club which identified the need for services for older people. He later became the Chairman of Warrigal for 14 years. Norm is a Warrigal company life member, living in his own home with a little care from Warrigal Connect, and is one very inspiring man still going out on fishing trawlers till he was 98!



PAVING THE WAY: BUILDING OUR COMMUNITIES

OUR RESIDENTIAL CARE COMMUNITIES



Warrigal provided residential care to over

1,000

people this year across the Illawarra, Bundanoon, Goulburn and Queanbeyan regions

CREATING A SENSE OF BELONGING

When our customers move into their new home Warrigal goes the extra mile to help create a sense of belonging using what's known as 'placemaking' to create a sense of familiarity. This includes our Residential Care Homes having murals that represent the local area; enabling the furnishing of suites with familiar items that have come from the family home; and the use of memory boxes or panels to enable customers to display their personal items of importance (such as photos, awards, trinkets) that act as conversation starters with new neighbours.

OUR VILLAGE COMMUNITIES



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

We have nearly

380

residents currently living in our nine villages.

BUILDING CONNECTIONS

The residents living in our villages enjoy an environment that is vibrant and has support available if the need arises. Warrigal uses the Asset Based Community Development (known as ABCD), approach to building a community in partnership with our residents.





Another great initiative in our villages is the development of independent living skills using the kitchen to create healthy and delicious meals from a range of food items. This has been especially popular for the men.

Our residents are also invited to participate in various research projects such as 'Energy Needs in Your Home' and 'Falls Prevention for older people'.

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 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, computer training and learning how to use our local resources to become more digitally connected.

With the support of the Village Services staff our residents are also getting into sustainability initiatives including making Boomerang Bags out of recycled fabric. These bags are a great way to support our environment, be sustainable and reduce the need and use of plastics.

To ensure our villages are connected with each other as well as with the general community, we completed a two month Bus Loop Trial in March for our six Illawarra Villages. This was a free shuttle bus service between our villages and various shopping centres. Our future plan is to include clubs and cafes as well as our villages and Residential Care Homes.



THAT'S THE WAY: CREATING INSPIRING COMMUNITIES

A WELLNESS AND LIFESTYLE FOCUS

Our Wellness and Lifestyle services at Warrigal are about supporting older people both within our homes and out in the community to be socially, physically and spiritually healthy. We have a dedicated team including Physiotherapists and Occupational Therapists, Lifestyle staff, and Therapy assistants to ensure this focus.

We identify and support the needs of our individual customers through offering a wide range of flexible services including music therapy and entertainment, 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 'hot spots' that enable our residents and customers to maximise their social engagement.

All of our wellness and lifestyle programs at Warrigal are designed in collaboration with

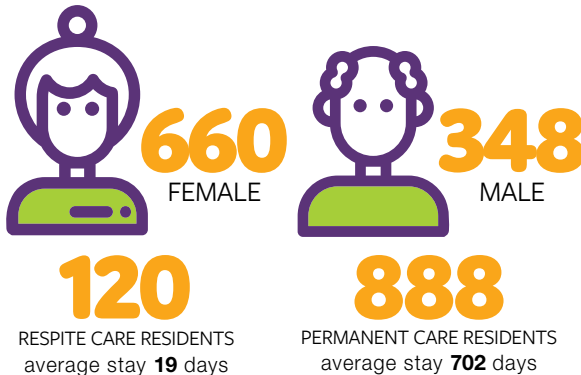
our customers and residents with a view to promote active living. Warrigal completes a survey every year to receive feedback on choice, flexibility, innovation, quality, and connectedness. This years' survey resulted in over 165 responses that endorsed their satisfaction with the quality and choice of activities provided which is a great result for us and our customers!

REACHING OUT TO OLDER PEOPLE ACROSS THE COMMUNITY

This year we launched an exciting program called '**My Club Connect**', a club that brings together like-minded people from all over the Illawarra, providing access to social groups and special interest clubs to the over 60s with the goal of helping to build stronger regional community into the future.

'**My Club Connect**' offers older people greater choice on how they remain connected to their community. It connects anyone over the age of 60 years with local clubs and special interest groups that

OUR RESIDENTIAL CARE HOMES AT A GLANCE



4 MOST COMMON LANGUAGES SPOKEN





appeal to them. Club members can choose to start their own group and can benefit from financial support, in-kind donations and/or exclusive offers from local businesses that support this program.

This new initiative is all about adding to the social fabric of the Illawarra by providing a special and exclusive service to some of the most important and vulnerable people in our community. We are encouraging social participation, cohesion and even providing a sense of identity with this initiative and we're very excited about that prospect.

'My Club Connect' offers a multi-tiered club membership, co-designed in partnership with the University of Wollongong, for all older people living across the region, not just Warrigal customers and residents. This new service aligns strongly with Warrigal's vision of older people living great lives.

This year Warrigal has also launched its **'Home & Property Services'**, providing Warrigal customers, living



at home, an affordable home maintenance, gardening and general handy service. The **'Home & Property Services'** initiative was successfully piloted for three months, and will now be expanded.

COMMITMENT TO WORKPLACE GENDER EQUALITY

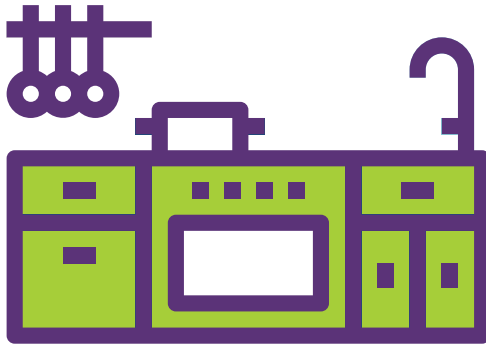
At Warrigal, we are committed to providing an inclusive environment that promotes gender equality and diversity. Our pursuit is made possible through our flexible working arrangements, development opportunities, policies and procedures, strategies and our decision making processes. We embrace equality and diversity as a way of valuing our people and incorporating unique and valuable insights. We aim to be recognised as an employer of choice in the Aged Care industry.



BY THE WAY: OUR HOME IMPROVEMENTS



Property Services staff responded to **18,857** requests for general maintenance during the financial year equating to over 51 requests a day across our homes and villages.



Our Community Villages benefited from **24** villa refurbishments, ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries.



There were **17** projects completed as part of the Property Improvement Plan this year including:

- Improvements to the Kitchen Servery at Mt Warrigal Residential Care Home.
- Improvements to Beryl Lewis House at Albion Park Rail Residential Care Home
- Final stage completion of the external repainting of the Mt Warrigal Residential Care Home
- Stage two and three landscaping works to Albion Park and Warilla Community Villages
- Continuation of the internal paint maintenance programs across six Residential Care Homes

Warrigal is constantly working to upgrade and improve our communities including:

\$3M

upgrade to Coniston

\$2.75M

upgrade to Warilla

\$1M

upgrade to Mt Warrigal

PROPERTY COMPLIANCE

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

CURRENT DEVELOPMENTS

SHELL COVE APARTMENTS (STAGE 3)

- 47 apartments completed construction in September 2018 with our Shell Cove community set to become even more vibrant adding to the community that currently calls 50 Harbour Boulevard home.



- Stage 3 now includes the master planned community which includes our Residential Care Home for 128 people, 6 serviced apartments, public community spaces and 80 villas and apartments which were completed September 2018.

FUTURE EXPANSION

SHELL COVE STAGE 4

In exciting news Warrigal acquired a land parcel in 2017 of approx. 3300sqm adjoining the existing Shell Cove community village. Concept planning is completed and Development Application will be lodged for 24 additional apartments in early 2019.

QUEANBEYAN

- Warrigal was thrilled to announce major construction of its new state-of-the-art Residential Care Home, complete with 124 single suites and 8 services suites in February this year
- This is great news following the demolition of the old redundant building to make way for the new development which has been described by the media as a modern day “cruise ship” on land.
- The new development will not only double the number of residential care beds available onsite to help cater for the demand in the local community, but will offer a completely new type of retirement living never before seen in the region.
- We’re proud to call Queanbeyan home and to have this major new development in such a great location – and we look forward to inviting the whole community in when it opens.



THE PEOPLES' WAY: OUR WORKFORCE

Warrigal has a positive culture built around the Warrigal Way, aligning our teams to ensure older people are at the heart of everything we do. We have taken the traditional aged care model of employment and recruitment and turned it on its head, creating new roles and reporting lines that focus on wellness, lifestyle, choice and strong customer service.



WE ARE GROWING!



1067

Number of staff (total)

GROWTH IN LAST 12 MONTHS

(with addition of Shell Cove and Mt Terry):

Last September we had **743** staff, this is an increase of **324** new staff in 12 months an increase of **43%**

135

Shell Cove total staff numbers

126

Mount Terry total staff numbers

WE ARE CONTINUOUSLY IMPROVING



We work with Illawarra Workforce Action Group (IWAG) to promote the aged care sector as an attractive option for workforce participation in the Illawarra

We work with IWAG, The Community Industry Group, Warrigal Employment and Southern Youth and Family Services on targeted Indigenous traineeship and employment opportunities





In 2018 Kerrie became our 1,000th employee. What a milestone!

We've worked with TAFE NSW and the Illawarra Business Chamber to deliver the Get Set to Go Traineeship Program.



We've implemented the Get Healthy at Work program including a flu vaccination program.

We've implemented purchased leave, career break scheme, paid natural disaster leave and paid domestic violence leave.

OUR GENDER PROFILE AS AT JUNE 2018:

Our workforce is

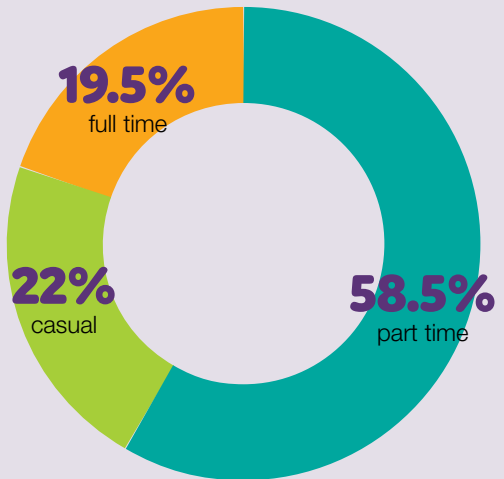


Three of our nine directors are female;

Women are very well represented in executive and management ranks with 14 of the 25 managers being women; and

We have one female executive manager within the five member executive team

OUR FLEXIBLE WORKFORCE IS:



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

THE ONLY WAY: ENGAGING OUR COMMUNITY

Part of **the Warrigal Way** is putting older people first in everything we do, engaging them at every level of the organisation, smashing ageist paradigms and changing mindsets about aged care and retirement.

This year we celebrated **50 years of outstanding work at Mt Warrigal** with our customers, community and business partners The Flagstaff Group, growing from a single converted farmhouse back in 1968 to our current footprint of 13 sites across southern NSW. The event included live stage performances by our volunteers and village residents and a time capsule sealed by our Founding Member, 98 Year old Norm Rowland, with items including an iphone, Warrigal CEO business card, computer chip and personal messages from those in attendance. The time capsule has been placed in the roof cavity of the home to be opened in 2068!

A **sensory garden** was brought to life by the Warrigal team in partnership with the Bundanoon Ladies Auxiliary this year. The garden project is a wonderful example of a partnership designed to bring colour and aroma to the lives of residents as well as their family and friends at the Bundanoon home. It now provides a calm and relaxing space, especially for those experiencing memory loss, to enjoy the specially chosen plants and flowers.

We also celebrated with the community as we put the invitation out to come and take a look at our newest home at **Shell Cove** with over 350 people coming to our **Open Day**. There were tours and the official opening of the state-of-the-art Mystics Dementia





Neighbourhood as well as live music and pop-up stalls. This really was an opportunity for Warrigal to showcase that a residential care home is not necessarily what you think – it's open, airy, vibrant, fun and so much more!

Coniston and Warilla also enjoyed a Neighbour Day where the community was invited in to see the multi-million dollar newly renovated home and refurbishments with tours of the site.



One of the major engagement initiatives was the **Warrigal Australia Day Walk** where over 300 people including customers, residents and staff took part in a walk along Wollongong Harbour as part of Aquathon 2018 – getting fit and raising funds for The Flagstaff Group, our presenting charity partner, who help improve the lives of those living with disabilities in our local community.

We also sponsored other major community events across our regional footprint including Sculptures at Killalea, Brigadoon and Winterfest in the Southern Highlands, International Women's Day in Wollongong and the design and build of the Desert Rose House at the University of Wollongong.



IN A GOOD WAY: GOOD HEALTH

We provided care to over 1000 residents in 2017-2018 including 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.

Any and all incidents are investigated, and the outcome is always based on the individual circumstances of the resident. This includes actions taken to prevent the incident from re-occurring. 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. Our important partnership with Dementia Training Australia assists Warrigal to lead the way in this area.

We have trained physiotherapists and physiotherapist aides who work with residents 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 (residential residents 615), staff, volunteers and contractors as part of our Get Healthy at Work program.

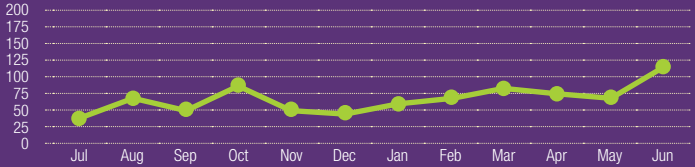
Medication administration is conducted by staff who have successfully passed competency assessments. All medications are monitored by Registered Nurses, Pharmacists and General Practitioners. Weekly internal audits are conducted and co-ordinated by the management team. All medication incidents are investigated and action taken to reduce any re-occurrence. Warrigal also has a Medication Advisory Committee which monitors that medications are managed safely and correctly.



CLINICAL INDICATORS



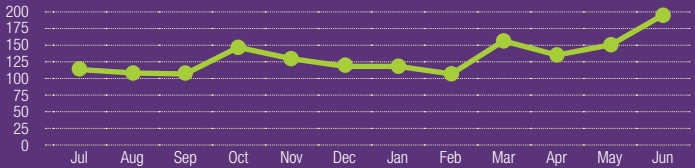
BEHAVIOURS*



*This graph relates to people living with dementia. The spike in behaviours this year could be attributed to renovations and the newly built Shell Cove Mystics Dementia Neighbourhood as residents living with dementia get used to living in new environments including any disruption to their usual routines. Every care has been taken to train staff to minimise these impacts in partnership with Dementia Training Australia.



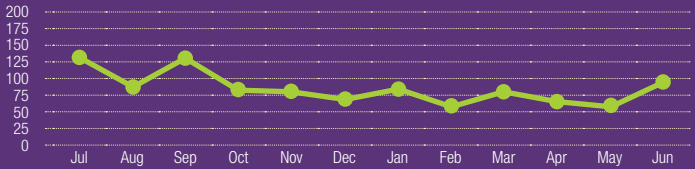
FALLS*



*We have shifted our focus on our residents and customers being able to live independently, providing choice to participate in physiotherapy to build body strength. As this involves greater movement, there is the potential for an increase in falls.



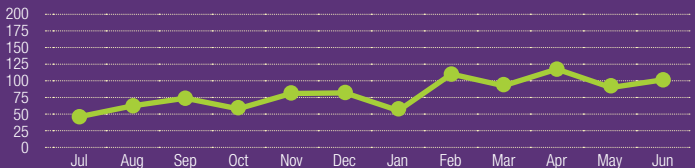
INFECTIONS*



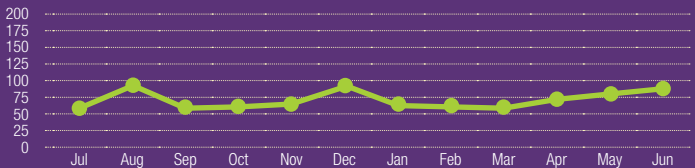
*High infection rates showing in Jul – Sept 2017 were due to influenza. This has plateaued since the introduction of our free program for flu shots to residents and staff.



MEDICATION



SKIN INTEGRITY



THE RIGHT OF WAY: ACCREDITATION

COMPLIANCE

Accreditation has been adopted by health and aged care services as part of a safety and quality framework and audits are undertaken by the Australian Aged Care Quality Agency.

Seven Warrigal Residential Care Homes have been given full three year accreditation by the Agency.

Shell Cove, as a newly commencing residential care home, attained a three month accreditation.

In 2017/18, Warrigal successfully achieved all expected outcomes. The following audits were undertaken throughout the year with successful outcomes:

RESIDENTIAL CARE

Unannounced visits by the Aged Care Quality Agency

- ✓ 16 Aug 2017 – Albion Park Rail
Expected Outcomes were met
- ✓ 20 Sept 2017 & 30 Jan 2018 Mt Warrigal
Expected Outcomes were met
- ✓ 16 Jan 2018 – Goulburn
Expected Outcomes were met
- ✓ 27 Nov 2017 – Warilla
Expected Outcomes were met
- ✓ 11 April 2018 – Coniston
Expected Outcomes were met
- ✓ 25 May 2018 – Bundanoon
Expected Outcomes were met

Announced visits by the Aged Care Quality Agency

- ✓ 8 Nov 2017 – Shell Cove
Expected Outcomes were met
- ✓ 4 Oct 2017 Desk Audit – Albion Park Rail
Expected outcomes were met
- ✓ 11 – 13 Sept 2018 – Goulburn
Expected outcomes were met

Re-accreditation

- ✓ 19 – 20 Dec 2017 – Coniston
Expected outcomes were met
- ✓ 20 – 22 Feb 2018 – Bundanoon
Expected outcomes were met
- ✓ 20 – 21 Mar 2018 – Mt Warrigal
Expected outcomes were met
- ✓ 10 – 12 July 2018 – Shell Cove
Expected outcomes were met
- ✓ 17 – 19 July 2018 – Warilla
Expected outcomes were met
- ✓ 29 Aug 2018 – Illawarra Community Connect Quality Review
All expected outcomes were met
- 18 – 20 Sept 2018 – Mount Terry
24 expected outcomes not met

ANNUAL AGED CARE RESIDENT EXPERIENCE SURVEY

In October 2017, Warrigal surveyed 175 residents and 140 relatives across all our residential care homes. The survey 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 to ensure they are safe, accessible, and responsive to meet the diverse needs and preferences of our residents and customers.

38 Community Connect customers also participated in the survey. The main themes identified for improvement included: access to personal information; advocacy; consumer directed care; and information, choice and complaints handling.

FINANCIAL VALIDATION AUDITS CONDUCTED BY THE DEPARTMENT OF HEALTH (DOH)

The Department of Health completed one financial validation last financial year. The audit was undertaken at our Goulburn Residential Care Home, and involved 30 reviews being completed

over three days from 28-30 May 2018. The review looked at residents that had moved in from January 2017, and there were three residents that had their classifications downgraded. Warrigal continue to support staff with training to ensure that the funding received is consistent with the individual needs of our residents.



HELP ALONG THE WAY: OUR VOLUNTEER SNAPSHOT

The Warrigal Way is built on our volunteer origins. We were started by volunteers and our volunteer brigade continues to grow with over 350 today helping our older people have great lives by bringing colour and joy into our communities.

Our chief volunteers are our Board, who help guide our strategic direction due to their passion, commitment and expertise across a range of disciplines including law, finance, corporate governance and business.



350

Active volunteer numbers



26,000

Number of hours provided



Our long-standing volunteer, Mary Slater, was a finalist at the 2018 Aged & Community Services Australia Awards for NSW/ACT! Mary was recognised for her tireless generosity in caring for and supporting older people. If you've visited our café located in our Albion Park village any time in the last ten years, you would've been greeted by her smile. Mary is an outstanding example of a volunteer giving willingly of her time, energy and friendship.

OUR AWARD WINNING WAYS

We don't like to brag but we do love a celebration and this year we had a lot to celebrate!! We won a number of awards including:



We thank our customers, staff, business partners and community for working with us to achieve this recognition.



OUR BOARD



**WYNAND
(WYN)
JANSSEN**

**Chairperson
from
25 October
2016
Independent**

Non-Executive Director

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.



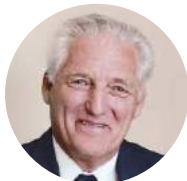
**ROGER
DOWNS**

**Vice
Chairperson
Independent
Non-
Executive
Director**

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**

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

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**

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**

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 recently retired as 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**

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 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**

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**

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, AAIMM, 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.

2017 CHAIRMAN'S AWARDS RECIPIENTS

Southern Highlands – Employee

Rachael Edwards

Southern Highlands – Volunteer

Ian Smith

Illawarra – Employee

Grant Stylianou*

Terri Watson*

Illawarra – Volunteer

Mary Slater

* Two awards for outstanding efforts by two young managers who have together had a huge impact on Warrigal.

Grant has been working in the Property Services team for over 9 years and his role expanded with responsibility for the Project Manager role for Warrigal's biggest ever project at the Shell Cove Marina.

Terri is our Customer Relations Coordinator and is largely credited with the successful sales campaign for our Shell Cove Villages and Apartments, being sold within a couple of days, not the usual 12 month period that is a typical industry benchmark for such projects.



MADE THAT WAY: OUR FRESH FOOD

We always cook every meal fresh: at every home, every day. We have vege patches and there are a variety of choices at every meal for our customers. Our menus are planned by dietitians, with input from our customers through food forums, and cooked by chefs who also get to know what our customers love to eat most. We also conduct regular surveys to ensure we are in touch with our customers' food preferences.

We also have kitchen herb gardens in our villages, lovingly tended to by our residents, from which chefs pick the freshest produce for our winter and summer menus.



Warrigal prepares
and delivers almost

800,000

meals every year





Making our food fresh every day – that's ***the Warrigal Way***.

We offer the Café lifestyle too – who knew!

At our Shell Cove, Warilla, APR, Mount Terry, Bundanoon and Goulburn communities our Warrigal Cafes are the place to be. It's where managers and staff do business; where volunteers and residents get to know each other; and where customers, relatives and visitors meet and talk and get to be in good company over a soy decaf latte or a simple tea. Our cafes are run by volunteers and social enterprises and are really the warm soft centre of our inspiring communities for older people.

REPORT CARD FOR MEETING FOOD STANDARDS

- A ALBION PARK RAIL ✓**
- A BUNDANOON ✓**
- A CONISTON ✓**
- A GOULBURN ✓**
- A MT WARRIGAL ✓**
- A SHELL COVE ✓**
- A WARILLA ✓**

LEARNING ALONG THE WAY: OUR RESEARCH PARTNERSHIPS

Warrigal has enjoyed a close working relationship with the **University of Wollongong** (UOW) for more than 20 years, with research underpinning practices and students undertaking experiential learning across Warrigal's services. In May this year the relationship was taken to a new level with Warrigal and the UOW entering into a formal Research Collaboration Agreement. The Agreement provides the framework for adopting a strategic research approach where research is undertaken to support Warrigal's *2020 Strategic Plan* and related projects as well as providing governance on research outcomes, intellectual property, establishing research collaborations and potential funding streams.

The Agreement is governed by a Management Committee comprising Warrigal's CEO, Mark Sewell, Executive Leader Strategic Innovation and Development, Leanne Taylor and UoW Director, Judy Mullan, as well as UoW's Global Challenges Leading Professors, Geoff Spinks and Lorna Moxham, and Sustainable Buildings and Research Centre's Professor Paul Cooper.

In addition, Warrigal partners with the UoW's work integrated learning practice through partnering with the Faculty of Business' EMBA and MBA students in providing real life case studies for assessable subjects; guest lecturing across a range of Faculties;

student placements drawn from a range of disciplines including nursing; and internships. To support these activities Warrigal's Executive Leader Strategic Innovation and Development Leanne Taylor is the industry representative on the UOW's Workplace Integrated Learning Advisory Committee.

Warrigal also has a partnership with **Dementia Training Australia** (DTA). With the rise of dementia-related illnesses it is critical Warrigal works with DTA to ensure we continue to stay ahead of the curve in terms of creating liveable environments and experiences for people living with dementia. The partnership has been formalised by way of a Memorandum of Understanding where a training needs assessment was undertaken followed by tailored training solutions. In addition to this, DTA provides a consultancy service to Warrigal to provide best practice advice on appropriate work practices and creation of the built environment for people living with dementia.



OUR SIGNATURE BEHAVIOURS



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.

FINDING YOUR WAY: OUR LOCATIONS

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

Mt Terry / 151 places

95 Daintree Dr, Albion Park
NSW 2527

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

Albion Park / 16 villas

7-19 O'Gorman Street
Albion Park NSW 2527

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 12 apartments

20 Hill Street
Bundanoon NSW 2578

Figtree / 39 villas

69 O'Briens Road
Figtree NSW 2525

Goulburn / 36 villas

7 St Aubyn Road
Goulburn NSW 2580

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Queanbeyan / 52 villas and apartments

18 George Street
Queanbeyan NSW 2620

Shell Cove / 33 villas and 47 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

Mount Terry

- Residential Care Home

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

Warrigal

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.



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facebook.com/warrigalcommunities



Follow us on Twitter
twitter.com/warrigalceo



Watch us on YouTube
[youtube.com/Warrigal_here_for good](https://youtube.com/Warrigal_here_for_good)



Follow us on Instagram
[@warrigalinspire](https://instagram.com/warrigalinspire)



Visit our website
warrigal.com.au

Disclaimer. We believe the information contained in this publication is accurate at the time of production (October 2018). However the information is subject to change without notice.

