



*Warrigal*

Inspiring communities  
for older people

# Annual Report 2021

HERE FOR GOOD  
HERE FOR  
YOU



While the global pandemic has affected everyone, it's our oldest citizens living in aged care homes who have been threatened the most by this deadly virus. Warrigal has direct responsibility for over 1600 lives in our aged care homes, as well as more than 1500 frontline staff. From visitor restrictions to COVID vaccinations, our immediate implementation of NSW Health's rigorous requirements has kept everyone safe. Every member of the Warrigal family matters, so we're grateful our retirement village residents and home care and social support service customers are all safe too.

Keeping everyone safe has been a big undertaking, but that's always been our mission. We exist to keep older people safe and happy, regardless of their circumstances, for the rest of their lives. We welcomed the government's decision in July to make vaccines mandatory for aged care workers, this is a vital move in the push to make our homes as safe as possible for our older people.

We continue to feel grateful to our 377 wonderful volunteers for their unwavering selflessness. They've had personal pandemic risks to manage,

yet they never stop thinking about how they can continue to give love and dedicated service to Warrigal's customers. They are continuing the culture of love, caring and fun that Warrigal is so well known for.

Our gratitude to our volunteers extends well beyond the incredible support they provide to our customers.

We owe our existence to a group of 45 volunteers who 'own' the organisation on behalf of the community. These volunteers meet twice a year and elect 7 of their 45 members to the Board. The elected Directors are all highly qualified, dedicated volunteers who closely examine our clinical governance outcomes, staffing, property plans and finances.

The Board's Care Governance Committee has been more valuable than ever, ensuring our clinical quality competence. This ensures the safety and wellness of all our people remains a primary governance matter. The Board's Business Risk and Audit Committee, together with the Planning, Development and Sustainability Committee, have also worked hard, examining the strategies that have enabled us to achieve significant growth again this year.



**A leadership legacy: (l to r) Wyn Janssen current Chair, Mark Sewell current CEO, Alan Hardy former Chair, Ian Wilson former CEO, Alan Cluff former Chair.**

Becoming bigger and stronger has been essential to our survival as a quality service organisation.

All this governance work is done without any remuneration, not even allowances. They work purely for the satisfaction of leading one of the best charities for older people in Australia. Not many organisations are like this now. This community management approach also extends to our CEO and Executive Team. No executive perks or bonuses, no special deals, no overtime or allowances. We truly are community owned, governed and managed.

Warrigal was started by community volunteers over 55 years ago, for the good of older people and we are staying true to our original volunteer purpose. We really are *here for good*, and *here for you*. It is **The Warrigal Way**.

Thank you for being a part of it.

**Wyn Janssen**  
Chair of the Board

# CONTENTS

Here for good; Here for you	<b>03</b>	Good culture	<b>27</b>
Leaders who are here for you	<b>05</b>	Good staff for you	<b>32</b>
A new era	<b>06</b>	Good deeds	<b>33</b>
Good things happen here	<b>08</b>	Strategic Direction 3	<b>35</b>
Awarded for our good work	<b>09</b>	Strategic Direction 4	<b>38</b>
Here to stay: Our history	<b>10</b>	As good as new	<b>40</b>
Here for growth	<b>14</b>	Strategic Direction 5	<b>42</b>
A framework for quality	<b>15</b>	Good business outcomes for you	<b>44</b>
Our Strategic Plan	<b>16</b>	Financial snapshots	<b>45</b>
Strategic Direction 1	<b>18</b>	An act of growth for you	<b>46</b>
Good times, good communities	<b>20</b>	Good research starts here	<b>47</b>
All well and good	<b>21</b>	Quality and compliance	<b>48</b>
Home Services	<b>22</b>	For good measure	<b>50</b>
In good taste	<b>23</b>	In good company	<b>51</b>
Strategic Direction 2	<b>24</b>	Our locations	<b>54</b>



# LEADERS WHO ARE

# HERE FOR YOU



**BEN MARSH**  
**Executive Leader**  
**– Finance and Administration**

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



**PENELOPE BATMAN**  
**Executive Leader – People and Culture**

- Culture
- Employee Relations
- Organisational Development
- Talent Management and Recruitment



**ALISSA WALSH**  
**Executive Leader – Service Innovation and Development**

- Strategic Partnerships
- Technology Solutions
- Strategic Procurement
- Commissioning



**PETER HUTCHINSON**  
**Executive Leader – Property Services**

- Asset Maintenance
- Property Development
- Sustainability



**MARK SEWELL**  
**Chief Executive Officer**

- Company Secretary



**CRAIG SMITH**  
**Executive Leader – Service Integrated Communities**

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

## A NEW ERA

2021 has been a challenging and memorable year, and it is thanks to the strength and resilience of our people that we made it through better and stronger than ever. I feel privileged to lead the great group of people we have at Warrigal. Our purpose is to support older people to create inspiring communities, and when I look at what we've achieved in 2021, we are certainly fulfilling our purpose.

The Warrigal family is an inspiring community of over 5000 people including managers, staff, volunteers and customers, who have all needed encouragement to keep going through the tragic global pandemic and the shocking revelations made by the Royal Commission into Aged Care.

The government's July announcement to make vaccines mandatory for aged care staff was a long-awaited decision, and one that we welcomed.

While the pandemic will require careful ongoing management for many years to come, the Royal Commission is now behind us. We have the final report, the government's response and a roadmap to go forward. We have taken our own responsibility for what the Royal Commission found and we acknowledge that older people in care in Australia haven't had the recognition and support system they deserve.

Warrigal decided, even before the government's response, to commit to a significant process of improvement and reform.



**WE WANT TO ENSURE  
OLDER PEOPLE HAVE  
A LOUDER VOICE, FEEL  
SAFER, AND HAVE  
CONFIDENCE THEY'LL  
RECEIVE THE CARE AND  
SUPPORT THEY NEED  
AND DESERVE.**

We also want the public to have more confidence in the conduct and quality of the aged care system.

One of the most important ways to achieve this is to make sure there's a workforce equipped to deliver the care that so many Australians will need in the years ahead. This is not a simple task, as our emerging aged care workforce has extensive requirements. We need more applicants, better recruits, higher staff numbers, deeper skills, longer careers, more effective resources and government support.



We're improving, but there will also need to be a culture of hope, encouragement, and teamwork across the whole organisation. This can happen now the Royal Commission is over and the positive re-building and reform program can begin. This shift away from the negative image presented through the Royal Commission takes a mammoth effort, but the wonderful frontline staff at Warrigal deserve nothing less.

This year, we have expanded significantly with the recent acquisition of two large homes in Canberra. These homes, at Calwell and Stirling, take us to a new level of size and strength. Their merger into the Warrigal network has already improved our regional network of support and innovation. We also continue to open up and fill our home at Queanbeyan, which is another world class service we can all be proud of. Our next service growth opportunity is

home care, with so many people in their own homes wanting to receive support from us.

We are here to create inspiring communities where older people have great lives. I meet so many people who already are, because they've chosen Warrigal for their housing and support. I look forward to meeting even more in the years ahead as we all are becoming older, we can be comforted by knowing places like Warrigal are delivering the best kind of care and support.

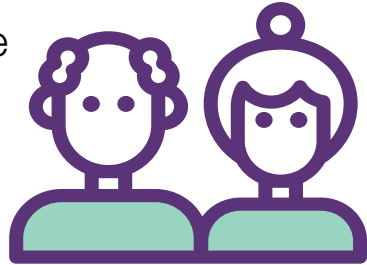
It is an immense privilege to see this great vision continue to unfold and to be part of it.

**Mark Sewell**  
CEO

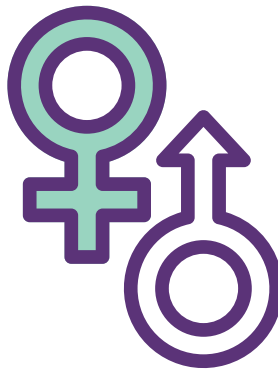
# GOOD THINGS HAPPEN HERE

Supported **3706** older people across all our services:

**1648** in Residential care  
**464** in Community villages,  
**1417** in Home Services,  
**177** in Warrigal Social



**11 Awards** recognising our commitment to ensuring older people **have great lives**



We're in the process of lodging our **Workplace Gender Equality Report** for 2021 and again expect to be compliant with the requirements of the **Workplace Gender Equality Act**.



Achieved **\$128.031m** in revenue

Welcomed **250** residents, their families and **350** staff at **Calwell** and **Stirling** in the ACT (previously Bupa) in December.



**2629** staff trained in **265** training sessions

Provided employment for **1576** people Supported by **377** dedicated volunteers





# AWARDED FOR OUR GOOD WORK

We are grateful to our customers, staff, volunteers, business partners and the community for working with us to achieve such a high level of recognition.



**WINNER**

**Transformation & Reinvention Award**

For our work on the Safe Visiting Areas



**FINALIST**

**“A Brilliant Idea”**

For the urgent creation of a Special Care Unit



**SILVER**

**Silver Award**

For our 2020 Annual Report



**FINALIST**

**Above & Beyond – Individual**

For effective management of Warrigal's PPE stockpile



**FINALIST**

**Above & Beyond – Team**

For creating Warrigal's temporary surge workforce



**FINALIST**

**Transformation & Reinvention**

For enabling staff to work from home, and supplying communication devices to older people so they remained connected



STATE/TERRITORY FINALIST

Provider of the Year  
Innovation in  
Service or Design



# HERE TO STAY:

## OUR HISTORY

1960s

### 1964

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

### 1967

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

1970s



### 1976

Fay Smith was elected as the inaugural president of the first auxiliary. The home expanded to accommodate a safe and secure environment for another 28 residents.

1980s



### 1968

Enid Grant was welcomed as the first resident of the 10-bed "rest home" located on Native Dog Hill (Mt Warrigal). Mrs Enid Baker was the first matron. All other staff were volunteers. Funding came from community donations. The land was leased from Shellharbour Council.

### 1971

Warrigal was already forging ahead with expansion. Sixteen more older people joined. Local service clubs met furnishing and building costs.

### 1980s

Warrigal's solid growth was continuing with the opening of new homes and community villages throughout the Illawarra region including Arcadia Court, Rowland Court and Mt Warrigal. In 1981/2 Warrigal's future was secured as it was incorporated as a public company and became a registered charity. The Ladies Auxiliary opportunity shop in Warilla also opened for the first time.



## 1990s

### 1988/1990

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

### 1983

Warrigal welcomed residents to the 12 Villa Warrigal Community Village in Arcadia Street providing greater protection and services.

### 1993

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

### 1994

With strong growth continuing in the Southern Highlands, 100 residents joined Queanbeyan Community Village (then called Kawaree Retirement Village). 42 residents moved into Linkside Residential Care home and 17 moved to Warrigal Community Village Bundanoon (known then as Linkside Gardens Retirement Village). Warrigal Administration Centre opened at Albion Park Rail.

### 1999

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

### 1984/5

Strengthening the site where it all began, the original Mt Warrigal residential care home closed and was then re-opened with 50 new residents and named after Joan Pearce in recognition of her services to the Board and Auxiliary. An additional Warrigal Community Village also constructed known as Arcadia Court.

### 1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed and Queen Beatrix Residential Care Home in Mackander Village opened with 41 residents. In a bid to protect even more older people out in the wider community, Warrigal Connect commenced operations.

### 1991

Continuing to provide a safe space for older people, 16 units were constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman. A community day respite centre commenced at Lake Illawarra named after Beryl Lewis, a long serving member of the Board and Auxiliary.

### 1998

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

2000s

**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.



**2008/2009**

To provide even greater levels of care and protection, residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new 120 bed home at Goulburn and the sites sold. The Bundanoon home was expanded by 45 beds and Warrigal Connect Goulburn and Queanbeyan increased including specialised dementia home services. Warrigal Club Connect commenced in Goulburn and all services renamed to reflect location.

**2013**

With a commitment to the safety and care of residents, a new Philosophy of Care was developed. A new Strategic Plan called 'Towards 2020' was developed. An updated brand and new look purple 'Warrigal' was launched.

2010s

**2010s**

As the might of social media took force, Warrigal has entered a new era with its state-of-the-art Shell Cove community and the introduction of its own social media presence #ExcitingTimes!

**2006/2007**

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

**2011**

Keeping the wider community safe, Community Connect expanded with the acquisition of AllCare In-Home Services. Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded.

**2014**

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

## 2018

Proving once again our strong commitment to **The Warrigal Way**, winner of the ACSA Aged Care Provider of the Year AUS. Warrigal was formally selected by Christadelphian Aged Care to take over ownership of their Ridgeview Aged Care Home at Albion Park, the home is now officially known as Warrigal Mount Terry.



## 2019

Securing the future of aged care, completion of the \$32M flagship Queanbeyan residential care home representing a whole new approach to aged care living.

2020

## 2017

Substantial growth with construction of the Quay, Care Home and 33 villas at Shell Cove completed. Land parcel of approx. 3300sqm was acquired adjoining the villages. A DA was lodged in March 2019 for 24 new apartments Building upgrades were made at our Coniston, Mt Warrigal and Warilla homes.



2015

## 2017

Winner of the Aged & Community Services Association's Environmental Sustainability Award and the first aged care provider to achieve Gold Level membership with the State Government's Sustainability Advantage Program.

## 2016

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

## 2015

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

## 2020

Keeping our residents safe, Bundanoon site evacuated with the January bushfires and then by March a full COVID-19 action plan was in place.



Sold the site at Corrimal St Wollongong after many attempts to achieve a development model in this location.



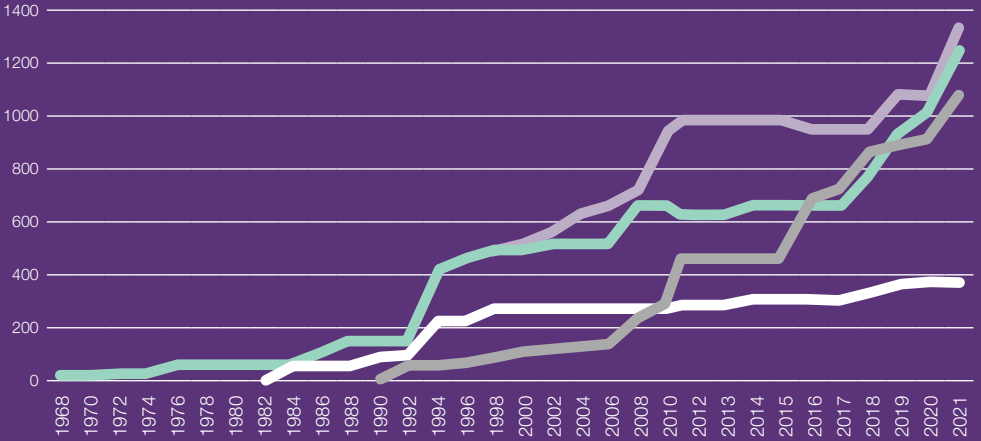
## 2021

Growing our reach and offering great lives for older people in Canberra, we welcomed two new sites into the Warrigal family. The acquisition of two residential care homes – at Calwell and Stirling – means we now have a strong presence in Canberra/Queanbeyan.

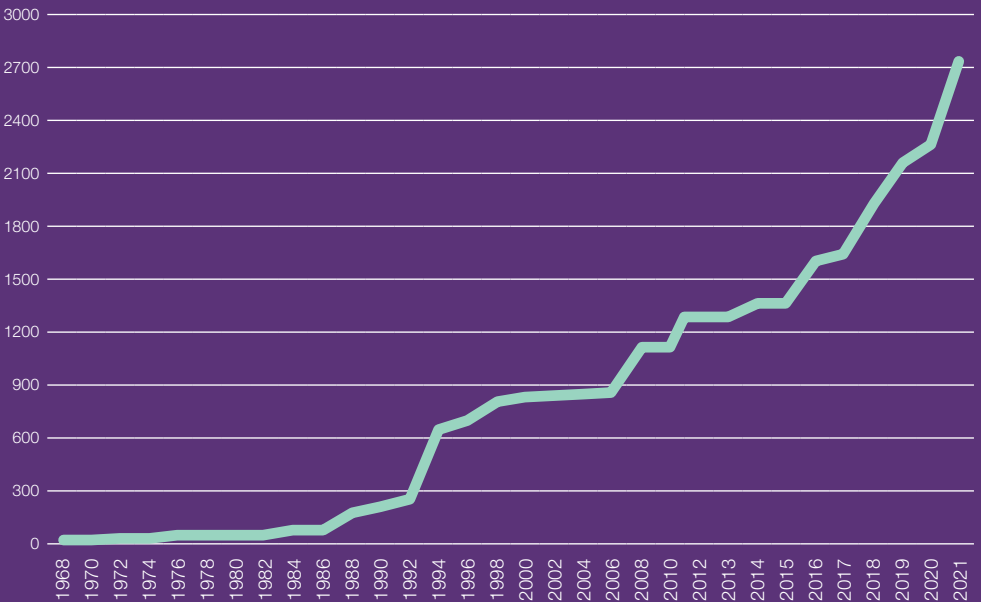
# HERE FOR GROWTH

## HISTORY OF SERVICE GROWTH

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



## ALL SERVICES COMBINED GROWTH HISTORY



# A FRAMEWORK

## FOR QUALITY



# OUR

# STRATEGIC

# PLAN

## OUR VISION:

OLDER PEOPLE WILL HAVE GREAT LIVES

## OUR PURPOSE:

WE SUPPORT OLDER PEOPLE TO CREATE INSPIRING COMMUNITIES



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



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



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



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



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



## Outcomes

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

## Outcomes

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

## Outcomes

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

## Outcomes

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

## Outcomes

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



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



## SAFE PROGRESS

Warrigal's commitment to continuity of care for our customers means more and older people are choosing us to help them have great lives.

This year may have tested us, but it provided great opportunity to prove we're "here for good and here for you."

Despite a seemingly unrelenting resurgence of COVID this year, including cases in all regions where we have homes, we're delighted we've had zero cases in residential care and community villages.

Managing lockdown in a manner that focuses on safety, yet also keeps spirits up, is now just part of **The Warrigal Way**. Customers know our priority is keeping them safe. And thanks to our award-winning Safe Visiting Areas (SVAs), families know we're as committed to protecting the mental health of our customers as we are to their physical safety.

We received much heart-warming feedback from families about the positive impact our SVAs are having on our older people. Allan, a family member who hadn't been able to see his mum in four months, said 'The first thing she did when I walked in was put her hands on the glass. It was great to see her, and the smile on her face.'

With improved technology, our staff are well equipped to swiftly respond to changes in visitation restrictions.

The publicity generated by our Special Care Unit (SCU) and SVAs led to an exciting and innovative collaboration with ISLHD (Illawarra Shoalhaven Local

Health District) and other local aged care providers. ISLHD has made a commitment to make additional beds available for aged care residents in the event of a COVID-19 emergency. This was the first NSW LHD to make this commitment. And thanks to our CONNECT19 initiative (**refer page 33**), our customers are comfortable using technology to stay in frequent contact with family and friends.

As we consider how we can continue to provide the services people want as they get older, we're focused on growing our Home Care Services. These services provide an opportunity for many older people to start a relationship with us, before they make the important decision about where to spend their later years. Resources have been

allocated to a Growth and Development Project Plan to create best practice models of home care service delivery and to enlarge the in-home service offerings in the Illawarra and Southern Highlands.

## CANBERRA INTEGRATION PROJECT

Our integration team worked tirelessly on welcoming our two new Canberra homes into the Warrigal family. Their work included due diligence, preparation and planning prior to the December integration, through to managing people, systems, data migration, training, culture, policies & procedures, site signage, and COVID vaccinations. **Read more about this project on page 46.**



# GOOD TIMES, GOOD COMMUNITIES

## CONNECTION AND INDEPENDENCE FOR YOU

Our Villages offer independent living for over 500 residents. We focus on creating a vibrant, social and inclusive environment, including our Older Persons Advisory Group, who we recently surveyed to include their input on important issues and future strategic planning. This involvement ensures our customers have an ongoing voice in matters that affect them.

The easing of COVID-19 restrictions in NSW earlier in the year meant we were able to return to holding activities such as going on bus trips, shopping days and other outings. Unfortunately, we had to cease these activities when the restrictions were once again implemented.

We know it's been a difficult year for our villagers. To better understand how they are feeling, our executive leaders and village managers have again held village walk-throughs.

This is a great way to touch base with our village residents and speak with them directly to understand the impact of COVID, changes to visitor arrangements and anything else they'd like to talk about.

The Retirement Villages Act was recently amended, requiring us to make capital expenditure and related maintenance costs more transparent to residents. Our residents have been informed of these changes and will be consulted for their input before we are required to finalise our plan in 2022.

As part of our safety program, we've equipped all our village halls with QR Codes, as well as free hand sanitizer and masks. Our residents have been diligent in complying with our COVID safety measures, keeping themselves and others safe through COVID-19.

Additionally, a telehealth system in all villas gives reassurance that support is available any time it's needed.

To prevent isolation, we ran a program with our residents to help them understand the value and benefits of technology in maintaining connection with family and friends. The program offered residents the opportunity to learn how to use Samsung tablets that were provided free as part of the program.

With the help of volunteer trainers, the training sessions helped overcome the natural obstacle of unfamiliar technology.

## SENIORS CONCERT

Our Warrigal Villagers had a delightful day attending the Premier's Seniors Concert in the heart of Sydney as part of the NSW Seniors Festival. They were entertained by Aussie pop icons, Human Nature, with the villagers enthusing that the 'Concert was absolutely fabulous!'. Thanks to our volunteer bus driver Wayne for making it possible too. It was a brilliant day out for all.



# ALL WELL AND GOOD

Our Wellness and Lifestyle teams work closely with our customers and residents to design programmes to maintain independence, and promote choice and decision making. We encourage them to be socially, physically and spiritually healthy with programs like music therapy and entertainment, massage, pet therapy, mobilisation, art therapy, pain management, sensory therapy, physiotherapy and more.

COVID has continued to affect our service delivery, and we've focused on supporting our residents' emotional health through safe visiting rooms, pastoral care services, and social connection via phone and video calls, with the help of our volunteers. We've captured more resident activities on social media and received an

overwhelmingly positive response to the posts. After several months without volunteers in our homes, we were excited and grateful to welcome them back.

We also commenced a corporate volunteer partnership with Mercer.

Mercer employee volunteers helped decorate our Warilla and Mount Terry homes for Christmas and have been included in a calendar of activities for our residents this year.

Our Warrigal Social teams supported customers with doorway visits and providing activity packs and as restrictions eased, smaller group sessions and bus outings resumed. Warrigal Social Illawarra has also begun a Friday friendship group from Warilla Village Hall.

## OUR RESIDENTIAL CARE HOMES AT A GLANCE



**1050**

FEMALE



**598**

MALE

**207**

RESPIRE CARE RESIDENTS  
average stay **22** days

**1441**

PERMANENT CARE RESIDENTS  
average stay **841** days

## MOST COMMON LANGUAGES SPOKEN



English



Italian



Macedonian



Spanish

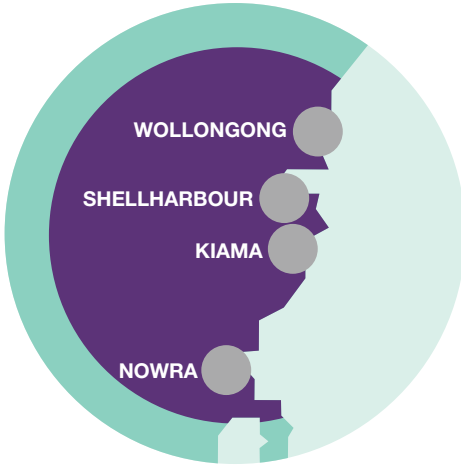


German

## HOME SERVICES

In the last year, Warrigal Home Services provided assistance to an overall total of 1594 customers.

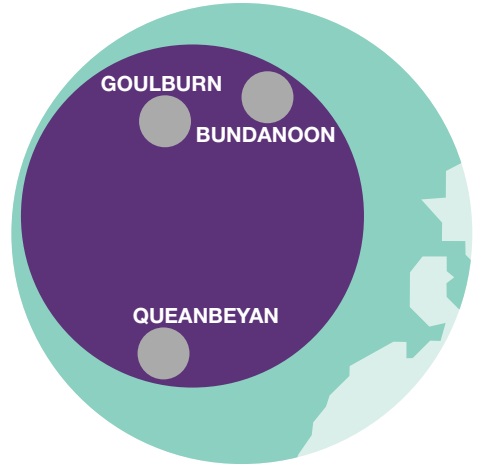
### ILLAWARRA



**Total Customers – 1095**

<b>146</b>	Warrigal Social (CHSP Group)
<b>266</b>	Warrigal Home Services (Home Care Packages)
<b>62</b>	Warrigal Home Services (Private and Brokered Service)
<b>578</b>	Warrigal Home Services (CHSP Individual)
<b>43</b>	Warrigal Home Services (Veterans Home Care)

### SOUTHERN HIGHLANDS



**Total Customers – 499**

<b>31</b>	Warrigal Social (CHSP Group)
<b>195</b>	Warrigal Home Services (Home Care Packages)
<b>52</b>	Warrigal Home Services (Private and Brokered Service)
<b>150</b>	Warrigal Home Services (CHSP Individual)
<b>71</b>	Warrigal Home Services (Veterans Home Care)

# IN GOOD TASTE

At Warrigal we are firm believers in the importance of fresh, healthy food. We are proud to say we can offer freshly prepared and cooked food in our homes every single day, and we understand the importance food plays in our customers' lives.

We think food is so important that we use professional chefs, outsourcing almost all of our catering to professional catering companies. This means we can offer seasonally-changing, dietician-reviewed menus, ensuring food is both delicious and nutritious.

We deliver more than  
**1 million**  
meals every year to residents  
in our homes and villages

While food in aged care homes often has a bad reputation for being almost hospital-like, we strive for superior dining experiences. We think our customers deserve to enjoy an experience that's more like that of a club or a cruise ship.

We also have herb gardens in many of our Community Villages, which are tended to by our residents.

We seek frequent feedback from customers through forums and surveys. It's important for us to know their preferences, and every customer is offered at least two, and sometimes three hot meals a day, plus morning tea, afternoon tea and supper.

Our onsite cafés are a vital part of the vibrant social and dining lifestyle we seek to create at Warrigal. Both coffee

## HOME GROWN VEGGIES AT MT WARRIGAL



Our Mt Warrigal residents love to grow home-grown veggies in their very own veggie garden. They have a sense of pride in planting, watering, and watching them grow, as well as enjoying fresh tomatoes, lettuce and cucumbers in their meals.

and tea lovers are able to get a range of options, including espresso coffees, while also enjoying the social benefits of a community hub. That's why we were excited to finally re-open our cafes in April, after COVID-19 required months of them being closed.

Our cafes are run by volunteers and social enterprises, and are a thriving hub where our managers and staff frequently have meetings, volunteers and residents build relationships, and customers, relatives and visitors get to meet, talk and socialise.

A Albion Park Rail	A Mt Warrigal
A Bundanoon	A Queanbeyan
Calwell - Compliant	A Shell Cove
A Coniston	Stirling - Compliant
A Goulburn	A Warilla
	A Mount Terry

Ratings for all our homes have been assessed by the State Food Authority, ACT homes are not rated, only marked as Compliant or Non-Compliant.



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



101yr old Warrigal founder Norm Rowland meets Volunteer Coordinator Michelle Chate

## GOOD PEOPLE

## FOR YOU

The past year has been a challenge for everyone at Warrigal. But we've seen it as an opportunity to demonstrate that our workforce is always ready to meet the changing needs of the sector.

Our frontline staff touch our residents' and customers' lives every day, so attracting, recruiting and retaining the right people is crucial to ensuring people choose Warrigal. We want employees who embody the Warrigal culture, so we look for people who have the values, experience and skills to offer great service to our customers.

### COVID READINESS WITH OUR SURGE WORKFORCE

In readiness for a possible COVID outbreak within our homes, and an immediate need for additional staff, we created a surge workforce of 100 extra people in a very short space of time. We were rigorous in ensuring each person embodied **The Warrigal Way** from day one, enabling continuity of exceptional care for our customers.

This initiative was highly effective and successful, reducing the need for agency staff and overtime, with a large number transitioning into permanent positions.





Additionally, this initiative provided numerous ongoing benefits in our recruitment and onboarding procedures. We've improved applicant screening and shortlisting, reduced administration times, and improved how we identify and train candidates who fit Warrigal's culture.

## FULL STEAM AHEAD FOR TRAINING

Training our people continues to be a priority for Warrigal, and even COVID

can't put the brakes on our training programs. We held training sessions on dementia and behaviour management, Chief volunteer training, fire, governance and compliance and a range of clinical training.

We developed an online module on the Serious Incident Response Scheme (SIRS), replacing the Elder Protection module for Residential and Support Services Staff. We also released four new online modules around managing dementia and challenging behaviours.

## CONTINUITY OF CARE IS EVERYTHING AT WARRIGAL. THIS YEAR WE:



Formalised the **Unplanned Leave Project**, with the goal of reducing unplanned leave, as well as improving leave data, policies and procedures.



Created a **pool of care service employees** who are primarily being used to cover unplanned leave across the four Illawarra sites.



Built a **surge workforce of 100 people** in readiness for a possible COVID outbreak in our homes

### WOWING OUR CUSTOMERS

We've developed and implemented a Warrigal Onboarding Week (WOW) program to assist new starters in Care Service roles. This is a 5 day program where staff undertake training related to clinical care, mandatory training and competencies, a Welcome to Warrigal module, and training on IT applications. The feedback from WOW has shown that staff feel better equipped to undertake the requirements of their role. Warrigal will look to develop WOW programs for other roles within Warrigal in the near future.



# GOOD CULTURE

## THE WARRIGAL WAY

This year provided Warrigal with many opportunities to review how we do things. One of those included a refresh of our culture program. We moved to an online program focussed on aligning our Signature Behaviours and performance outcomes. Our Signature Behaviours underpin everything we do at Warrigal. Our culture is vital, as it's designed to improve wellbeing, help us work collectively towards achieving our shared goals, and focus on building connection and achievement in our workforce.

We monitor and measure this in two ways:

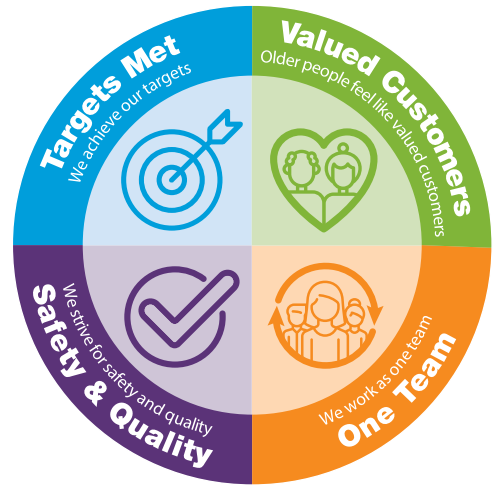
- with our leaders, through their participation in Warrigal's leadership program,
- by having regular check-ins with our workforce via surveys, to see how they're applying the Signature Behaviours.

Our culture program is tailored to each of staff, management and executives.

## ASSESSING OUR CULTURE

To prepare our workforce for the new culture program, we undertook a culture assessment with all staff. This assessment provides an analysis of Warrigal's current cultural state.

The results of this report demonstrated a net culture indicator of 55%. This score demonstrates how aligned our people are in working towards achieving Warrigal's strategic objectives. This was a reasonably good score for the aged care industry, and is



also a 25% increase from last year. The result means we have moderate levels of collective workforce engagement, despite the pandemic and disrupted work.

## TAILORED LEARNING FOR OUR LEADERS

All our leaders and executive staff participate in Warrigal's leadership program. This program provides our leaders with tailored learning modules focussed on leading wisely and building teams with a shared focus. The new online program provides leaders with their own individual dashboard so they can see how they're tracking against Warrigal's key performance indicators. Its interactive learning modules and checkpoint reports are also available for leaders to review at any time on their own individual dashboard.

In addition to the learning modules, leaders participate in two checkpoints per year. The checkpoints provide our leaders with insight, understanding and analysis of the current level of alignment within the leadership group.

In May our leadership reported a Net Leadership Score of 56%,

# HOW WE MEASURE OUR CULTURE AT WARRIGAL



demonstrating leaders are accountable to each other and to staff, which is vital in the current pandemic crisis climate.

These results suggest the leadership group is learning to apply new insights to their leadership and are open to exploring new ways to work collectively, and lead the workforce toward the successful achievement of the organisation's objectives.

## CULTURE CHECKPOINTS

Staff were introduced to the new workforce connect culture program in May. This program measures and monitors how we're applying the behaviours and tracking against performance goals. This was the first workforce survey using the recently updated Signature Behaviours, which are: Targets Met, Valued Customers, One Team, and Safety & Quality.

Staff were asked to participate in the program via the new online platform. To drive participation, we created a six week communication campaign in the lead up to the checkpoint. It's delivered as an online questionnaire for staff and our leadership team, and is designed to understand 'how we perceive ourselves and our colleagues demonstrating the Signature Behaviours.

Limited face to face engagement activities as a result of COVID-19 restrictions presented a number of challenges this year, including workforce participation. There was a strong reliance on online and SMS communications to





spread key messages.

This was shown in the scores, with a net culture score of 34% and participation score of 48%. A number of factors impacted these results. Staff were still becoming familiar with connecting the behaviours to everyday work outcomes, and relying on online communication was challenging. Over 50% of participants provided comments, which equated to 1800 comments from the 462 participants, giving us lots of additional information.

It's common to have high and low score variations when first using the checkpoint and dashboard. The workforce is beginning to learn how to apply these new behaviours and become familiar with the new survey format. This checkpoint will set a baseline for the next checkpoint due later this year.

## **PILOT LEADERSHIP PROGRAM FOR RNS**

In partnership with the University of Wollongong, Warrigal will be piloting a leadership program. A Registered Nurse from each site or service will be selected to participate in this 20-week program. The training includes leadership attributes, clinical governance, operational leadership, leading change, and formative/summative assessments. We expect this program to be rolled out in late 2021.

## **SENSORY SESSIONS IN GOULBURN**



Warrigal Goulburn residents enjoyed a fantastic sensory session that included soft music, massages and lovely scented warmers...the light projector also made it a lovely, relaxing experience for all.

## **STREET ART – WARILLA**



Our Warrigal Lifestyle and Wellness team at Warilla get together every week (weather permitting) to take our residents out for a walk in the local neighbourhood. On one of these occasions, they visited this beautiful local artwork in Beverly Avenue. Our residents were amazed and thoroughly enjoyed their time.

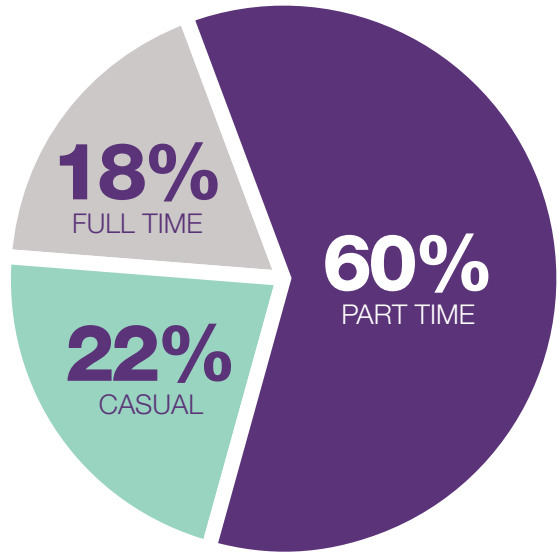
## STRONG GROWTH



# 1564

TOTAL NUMBER OF STAFF  
(this is an increase of **334** new staff  
in 12 months)

## OUR FLEXIBLE WORKFORCE



## OUR GENDER PROFILE AS AT JUNE 2021

OUR WORKFORCE IS



# 84%

FEMALE

# 16%

MALE



## 3 of our 7

directors are female

Women are very well represented in executive and management roles with

## 33 of the 55 managers

being women

We have

## 2 female

executive managers  
within the six member  
executive team

## TESTIMONIALS



“I feel grateful that my Father is in a safe and protected environment at Warrigal. He’s happier than I have seen him in a very long time and even more conversational than ever. Dad was diagnosed with Dementia almost 4 years ago and is in his first year in residential care.”



“My Husband has been a resident at Warrigal in Goulburn for over four years. He has been well cared for and all his individual needs have been met by the Carers. He enjoys having lots of talks with the staff and particularly enjoys chatting with the staff from other Countries and Cultures. I visit on a regular basis and have always been made feel welcome. I consider us very fortunate to have such a caring and professional Aged Care facility in Goulburn. “

# GOOD STAFF FOR YOU

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

## Number of staff

Management and Administration	<b>224</b>
Registered and Enrolled Nurses	<b>160</b>
Care Service Employees, Companions & Assistant in Nursing (AINs)	<b>939</b>
Physiotherapists, Physio Assistants, Leisure & Entertainment Officer (LEO), LEO Team Leader	<b>64</b>
Community Care	<b>128</b>
Kitchen, laundry and cleaning	<b>75</b>
Contractors for food and cleaning	
Catering	<b>138</b>
Cleaning	<b>50</b>
Volunteers	<b>376</b>

As at 30 June 2021

12 months to June 2021

	Facility 1 Warilla	Facility 2 Coniston	Facility 3 Mt Warrigal	Facility 4 Goulburn	Facility 5 Bundanoon	Facility 6 Albion Park Rail	Facility 7 Shell Cove	Facility 8 Mt Terry	Facility 9 Queanbeyan	Facility 10 Stirling	Facility 11 Calwell	TOTAL WARRIGAL
Occupied Bed Days (OBD)	23,874	19,324	14,230	55,965	29,936	52,677	46,300	52,406	28,483	22,420	26,120	371,735
RN time per resident (in minutes)	39	41	29	21	45	27	26	23	42	47	46	32
Total care time per resident (in minutes)	222	190	125	193	201	185	191	175	235	173	178	190

On 1 March 2021 Aged Care Royal Commission delivered its final report that included 148 recommendations for the Commonwealth to consider. One of the key recommendations proposed minimum requirements of care for each resident/day from 1 July 2022. In the 2021 Federal Budget in May 2021 the Commonwealth committed to increased funding to meet this recommendation. From 1 July 2022 aged care providers will need to ensure that on average each resident receives at least 200 minutes of care per day, with at least 40 minutes of that time provided by a registered nurse. This requirement will increase from 1 July 2024, the minimum staff time standard will increase to require to 215 minutes per resident per day for the average resident, with at least 44 minutes of that time provided by a registered nurse. Warrigal is working towards meeting these requirements.



# GOOD DEEDS

## OUR DEDICATED VOLUNTEERS

Our volunteers are the lifeblood of Warrigal, and we feel grateful every day to have such committed and selfless people genuinely care for and support our customers.

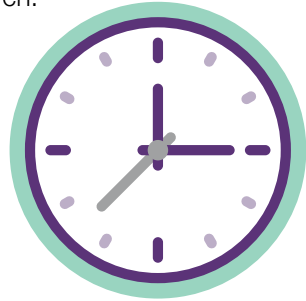


**377**

active volunteers

We were started by volunteers and our dedicated team continues to grow, with over 377 volunteers helping our older people have great lives.

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



**11,914**

hours of volunteer work

This number is lower than usual, due to COVID.

## CONNECT-19: KEEPING OUR VOLUNTEERS AND CUSTOMERS CONNECTED

Warrigal's 'Connect-19' program was launched in July 2020 to combat social isolation for older people.

At the time of launch, we had more than 400 volunteers, who were unable to access our homes and provide their usual care and laughter for our customers. So we created Connect-19, redeploying volunteers to make regular contact with our older people via phone and video calls, letters and emails. We also provided devices, along with

training, facilitating inclusion for older people and volunteers alike.

In addition to the obvious social benefits for older people, Connect-19 ensured our valued volunteers continue to feel part of the Warrigal family. Volunteer Barbara says, 'Frieda has shared many stories with me. I feel privileged to have her confidence. I often share my own life stories with her and to my surprise and delight, have found we have lots in common'.





## THE INSPIRATIONAL MARGARET KING

Margaret, 89, moved to Warrigal's Albion Park village some 17 years ago. She signed up to volunteer without giving it another thought and worked in Warrigal's cafe on-site for over five of those years bringing activities, playing games like Snakes and Ladders and having a good chat with residents.

Her volunteer role soon developed

to giving residents choice and the ability to purchase items, and so the 'Lolly Trolley' got started and she's been doing it weekly ever since.

"I really love talking to the residents and hearing their stories. I also like to tell them silly stories of all the things that have happened to me over the years and we all have a good laugh."



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



## GOOD COMMUNICATION FOR YOU

In the last 12 months, Warrigal has continued to enhance the way we communicate with our customers, connecting and engaging with them in inspiring and practical ways.

COVID-19 forced us to revisit our communication methods and channels, and when combined with the media's continued interest in the aged care sector, it was vital we frequently provide swift, flexible and relevant news and updates to our communities and their families.

The ongoing hearings from the Royal Commission into Aged Care, constant media attention on the negative aspects of the sector, the budget, and COVID-19 vaccination issues has meant our industry is constantly in the spotlight. This understandably results in questions, and it's always our priority to communicate with our residents, their families and staff in a timely manner. In addition to addressing questions through newsletters and meetings, we also held special Zoom meetings with families. This gave them an opportunity to share concerns and give feedback on a range of topics directly to our CEO and Executive.



To make sure important messages are never missed, we now use a mix of emails, text messaging, our website, social channels, and letters in the mail.

We've continued to work on small website improvements to help deliver a smooth and engaging user experience for our customers as we push forward with a new, improved website.

## ROBUST SYSTEMS FOR OUR CUSTOMERS

We've undertaken trials of other technology such as CheckedinCare. This system will be implemented across all of our homes and services at the completion of successful trials. CheckedinCare supports the social aspects of our customers' lives in our homes, villages and Home Services, allowing people to stay connected with

their loved ones and benefit from a great social life at Warrigal.

## CAMPAGNING FOR GOOD

After the acquisition of the two homes in Canberra, we focused on ensuring the Warrigal brand and story is known to the local market. We proactively sought to share stories in the wider media about our newest homes, and focussed on social media advertising to reach more people in Canberra.

We conducted a recruitment campaign via Zoom to attract new Registered Nurses and Care Service Employees in the Illawarra. Over 65 candidates registered for the recruitment event.

We also campaigned for staff signatures on a national petition seeking government commitment to



Our Facebook page has

**3,425**  
followers



Our Instagram profile has

**503**  
followers



Our CEO Twitter account has

**913**  
followers

**twitter.com/warrigalceo**

Thought leadership for aged care, industry issues and topical information

comprehensive reform of the aged care system, so all older Australians are supported to live their lives with dignity. We raised awareness via posters, text messages, intranet, social media posts and website banners.

## IN THE MEDIA

This year Warrigal had regular stints on local media channels, such as ABC Illawarra radio and WIN TV News, giving us another platform to voice our views. Our CEO has commented publicly on a range of topics like COVID-19, the vaccination program and the Royal Commission into Aged Care. He also shared wisdom on behalf of our residents, customers and volunteers on a wide range of topics affecting older people.

## OUT AND ABOUT IN THE COMMUNITY

Despite the pandemic, this year we managed to still help grow our brand and engage with our communities.

- **International Women's Day**  
Luncheon at Wollongong Entertainment Centre: With a large proportion of Warrigal's staff being women, Warrigal is proud to sponsor this local event. We filled two tables with amazing Warrigal staff.
- **Canberra Expo:** We showcased our village in Queanbeyan and highlighted our new presence in the market – our Calwell and Stirling sites. The expo attracted over 2000 attendees.



HERE FOR GOOD  
HERE FOR  
YOU

## “THERE IS A SPOT TO GET YOUR SHOT!”



Getting our people vaccinated against COVID-19 has been a priority for Warrigal.

Because of the number of challenges that impacted vaccine uptake, we launched the “There is a spot to get your shot!” campaign, prior to the vaccine being made mandatory. The purpose was to help increase uptake through education about the benefits, dispelling myths and making vaccination accessible. A series of posters, banners, videos and even staff incentives were some of the strategies used.

Although the decision for mandatory vaccinations was announced by the government a few months after our internal campaign started, we had to work hard to increase uptake with so many barriers. We eventually achieved an extraordinary 100% before the mandated date of September 17.





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



## GOOD PLACES

### FOR YOU

Older people live better lives when they're able to be independent. When we support independence in our customers' homes, we know we're helping them live great lives.

To foster independence in our customers, we have:

- continued close consultation with customers on what they would like in their homes,
- continued working with the UOW Sustainable Building Research Centre to use Shell Cove as a Living Lab to trial innovative & sustainable building systems,
- made revisions to our 10-year plan to guide our Service Expansion Program.

We recognise the importance of engaging our customers, working on how we communicate with residents, to enable more customers having easy access to property services.

This will increase our ability to obtain and record customer feedback while conducting maintenance and property services in our homes and villages, as well as our proactive monthly environmental audits, which are designed to maintain and improve Warrigal's homes and villages.

## STAYING COVID SAFE

As COVID continues to dictate the need for frequent working from home, we've established a set of COVID-Safe guidelines for support services staff. These guidelines form part of a hybrid Support Services model, as we manage essential roles that are needed in the office while other staff continue to work remotely.

## DEVELOPMENTS AND ACQUISITIONS

Finding a suitable location for a future Wollongong Service hub remains a high priority. A Project Control Group was established to guide this work.

Our continued growth means the search for a larger support office building in the Shellharbour region has now been prioritised as we increase the number of support services staff.

We've also focused on finding and building more accommodation places



for our residents, including:

- 3 additional resident suites at Shell Cove, which has now been completed,
- 1 additional suite at Queanbeyan which has commenced,
- 5 additional resident suites approved for Goulburn with construction in the second half of 2021, and
- a Development Consent achieved for 18 additional resident suites at Mount Terry.

## A LIVING LABORATORY AT SHELL COVE

The Shell Cove Living Laboratory is now fully operational. This collaboration with UOW delivers on our commitment to sustainable practices. Using trial technologies, the Lab tracks and captures essential data about air temperature, air quality and relative humidity. A rooftop weather station and window sensors track when natural ventilation is in use.

The data captured will be used to evaluate the impact the trial technologies have had, and enable better choices about the technology we use to improve energy efficiency and

thermal comfort.

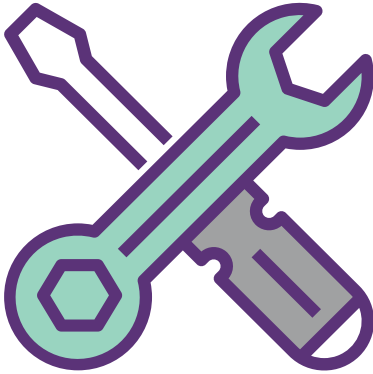
Continuing our commitment to a more sustainable Warrigal, we participated in the development of the NABERS\* sustainability assessment tool for buildings. In recognition of our participation, Warrigal Queanbeyan and Goulburn will be part of the trial phase of the new NABERS rating tool.

These sites could potentially be one of the first residential aged care/retirement living sites to receive a NABERS star rating.

\*NABERS is a national rating system that measures the environmental performance of Australian buildings and tenancies.



# AS GOOD AS NEW



Property Services staff responded to

# 18,878

requests for general maintenance during the past 12 months across our homes and villages. This work was completed on a priority and essential basis to ensure the safety of residents and staff during COVID-19.

Our Community Villages benefited from

## 37 villa refurbishments

ranging from painting walls, to major refurbishments including new kitchens, bathrooms and laundries. We've also made improvements so that we can offer better refurbishment and cost choices for incoming residents.



There were

# 17 projects

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

- Safety Improvements to Albion Park Rail site with the installation of Compliant Hydrant Booster System
- Bushfire prevention strategies to better protect Bundanoon and Mt Warrigal homes
- Renovation works at Albion Park to support the set up of a Men's Shed





## COMPLIANT PROPERTIES

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

## SHELL COVE CLOSE TO CONSTRUCTION

Project planning was finalised for the additional 24 apartments at Shell Cove and subject to final favourable feasibility results the project is expected to move forward to construction in the second half of 2021.

## SERVICE EXPANSION PROGRAM

Our service expansion program is focused on how we can best use existing vacant land holdings, as well as our homes and villages to expand or make improvements. Following the purchase of the Calwell and Stirling homes, the program was recast and ten capital projects were reprioritised. These include Shell Cove, Wollongong, Warilla, Calwell, Stirling, Bundanoon and more.



## FRIENDSHIPS AND FRATERNISING AT THE MEN'S SHED

This year we assisted community members to start up a Men's Shed at our Oak Flats property in the Illawarra. Men's Sheds offer significant social and psychological benefits for older people, including reduced social isolation, enhanced self esteem, and a sense of belonging. We know this initiative will do great things for our community, and we look forward to sharing stories about new friendships, new skills and finished projects.



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



## GOOD PROGRESS

### FOR YOU

Over the past 12 months, Warrigal's technology improvements have enhanced our customers' experience, kept everyone safe, and enabled future focused services.

In addition to developments as part of our three year Technology Strategy Roadmap (TSR), COVID also continues to drive the need for technology improvements.

To improve coverage and connectivity, we've upgraded our NBN and Wi-Fi networks. This upgrade will support the growth in demand to work from home, the ability to stay connected during COVID-19 restrictions, as well as support future technology solutions. We migrated our standard operating environment to a cloud based service, providing improved reliability and business continuity. It also offers future benefits including scalability, flexibility and integration capability for future technology solutions, such as Office365 and Teams.

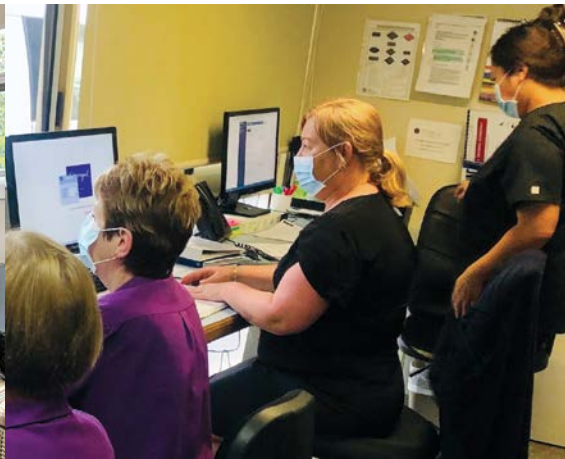
All Warrigal sites, including the two new homes in the ACT, are now benefiting from our new smart rostering system.

We also commenced work to review the architecture of our existing internal systems. This review will deliver a high level roadmap to achieve the desired future state, being:

- near real time access to data for enhanced decision making,
- automation and streamlining of processes, allowing the focus to be on care,
- improved quality and timeliness of reporting.

## IMPROVING THE VISITOR EXPERIENCE

With the continued COVID-19 practices and restrictions in place this year, we also trialled a visitor management solution that will replace traditional and paper sign in. This Visitor Management System will be implemented at all of our homes and service locations. It provides automated booking, visitor screening and tracking, optimising our visitor experience. We can also respond in real time to any changes in COVID restrictions.



# GOOD BUSINESS

## OUTCOMES FOR YOU

### OPERATIONAL SERVICES AT EACH LOCATION FOR 2020-21

Location	1	2	Operational	3	4
			1 + 2		
Queanbeyan	112	12	124	2	55
Goulburn	135	25	160	0	36
Bundanoon	65	25	90	0	12
Shellharbour	421	113	534	0	236
Canberra	216	72	288	0	0
Wollongong	45	14	59	78	39
<b>Totals</b>	<b>994</b>	<b>261</b>	<b>1255</b>	<b>80</b>	<b>378</b>

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

Figures represent the number of bed licences.

### OCCUPANCY



**89%**

Residential Care

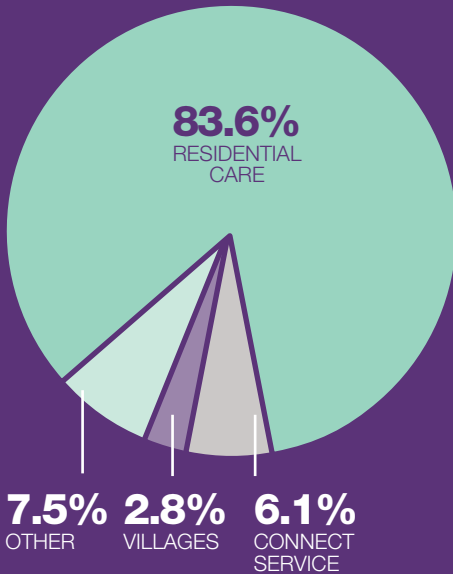


**91%**

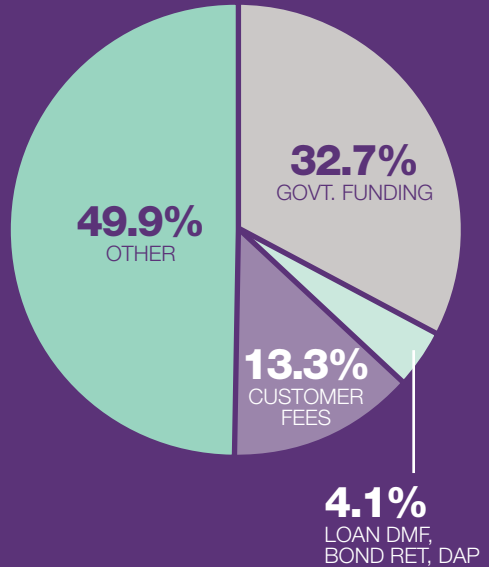
Warrigal Community Villages

# FINANCIAL SNAPSHOTS

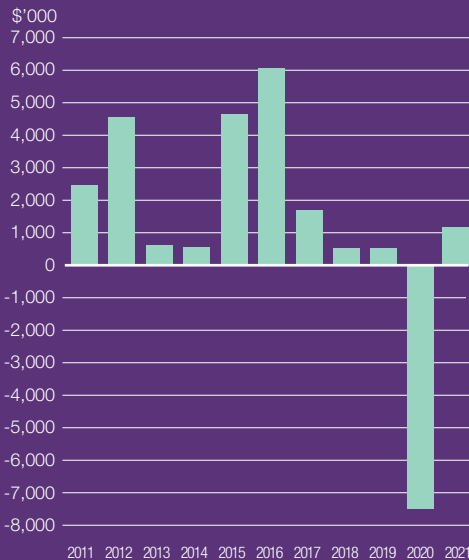
## EXPENDITURE BY SERVICE TYPE



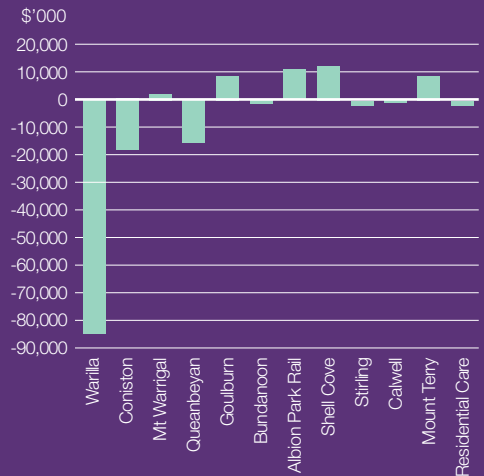
## SUMMARY OF INCOME SOURCES



## CASH FROM OPERATING ACTIVITIES



## 2020-21 EBITDA (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION) FOR RESIDENTIAL CARE HOMES PER BED



# AN ACT OF GROWTH FOR YOU

## CANBERRA INTEGRATION PROJECT

On 1st December 2020, we officially welcomed our two new Residential Care Homes in Canberra. In what we have affectionately dubbed “The Golden Triangle”, the two new homes in Calwell and Stirling form an almost perfect geographical triangle with our Queanbeyan home. When combined with Warrigal Goulburn, these homes cover a tremendous region, with a population of close to half a million people.

Taking almost 12 months, including the due diligence process, preparation and planning, we approached it with

a ‘listen and learn’ approach. We were mindful that we were taking on experienced staff, and they would have a wealth of knowledge to share with Warrigal, and we could all learn from each other.

Given the timing over the Christmas period, the goal from day one was to carefully integrate the new homes in waves.

February 28 was the official separation date. Celebrations were held at both homes to mark the significant event in Warrigal's history and also to welcome both the managers, staff, residents and families of these homes to the Warrigal family.



# GOOD RESEARCH

## STARTS HERE

Warrigal's current research projects and student placements continued to be placed on hold this year as Warrigal purposefully and intentionally responded to and implemented safe work practices for its customers, staff and volunteers because of the pandemic.

However, we were delighted to be able to resume our Older People Advisory Group (OPAG) meetings this year, providing vital feedback from our older people on relevant issues that affect them. Our "Palliative Care Outcomes Collaboration: Evidence based improvement of patient, family and carer outcomes" research partnership with UOW's AHSRI\* research centre, was successful in receiving a \$8.91 million grant over 3 years. This funding will be used to expand and embed PCOC Wicking Model into residential aged care settings and to improve the provision of quality

palliative care. As part of a government package in response to the Aged Care Royal Commission into Aged Care, the funding is available from 1 July 2021 to 30 June 2024. Partnering with UOW in this research confirms our commitment to the provision of quality aged care services.

Equally, our commitment to health and well-being is evidenced in the continuance of the WARRA^ research undertaken with UOW. This project has been able to make great strides in its data collection and interviews, even under COVID restrictions.

With continued uptake of the COVID and influenza vaccines in customers and the community, and vaccination now being mandatory for aged care staff, we look forward to resuming our focus on research.

\*Australian Health Services Research Institute  
^Wollongong Antimicrobial Resistance Alliance

## AUNTY LINDY

Warrigal has always been committed to inclusion and diversity. We recognise the unique position of Aboriginal people in Australian culture and history, and show respect for Aboriginal people. Acknowledgement of Country plaques now take pride of place near the entrance and in reception areas in all Warrigal homes.

Thank you to our Chairman Wyn and our beautiful friend Ms Lindy Lawler for attending the official installation of an Acknowledgment of Country plaque at our Warrigal Shell Cove home.



## COMPLIANCE

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

These results are benchmarked against the industry.

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

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

## RESIDENTIAL CARE

### Visits by the Aged Care Quality and Safety Commission

- 29 September 2020 – Albion Park Rail / 1 October 2020 – Warilla: Satisfied
- 23 October 2020 – Coniston assessment contact
- 28 October 2020 – Shell Cove assessment contact
- 3 December 2020 – Albion Park Rail assessment contact

- 31 December 2020 – Mt Warrigal assessment contact
- 4 February 2021 – Calwell assessment contact

All of the above findings were satisfactory.

### Infection control and COVID-19 related visits

- 7 Oct 2020 – Coniston
- 23 Dec 2020 – Bundanoon
- 23 Dec 2020 – Coniston
- 23 Dec 2020 – Shell Cove
- 31 Dec 2020 – Mt Warrigal
- 31 Dec 2020 – Queanbeyan
- 2 Jan 2021 – Mt Terry
- 13 Jan 2021 – Stirling
- 19 Jan 2021 – Bundanoon

The findings were satisfactory with some opportunities for improvement which have been actioned.

### Announced visits by the Aged Care Quality and Safety Commission

- 9 October 2020 - Queanbeyan Performance Assessment; requirements met
- 23 October 2020 – Goulburn Performance Assessment; Standard 3 (3a) requirement not met
- 28 January 2021 – Mt Warrigal Assessment Contact; satisfactory
- 11 March 2021 – Goulburn; requirement met
- 31 March 2021 - Warilla Assessment contact; remain unmet for 3 (3a)
- 6 April 2021 – Calwell Assessment contact Standards 3 (3a) and 3 (3d) not met



HERE FOR GOOD  
HERE FOR  
YOU

- 28 April 2021- Illawarra, Goulburn and Queanbeyan Home Services; all findings were satisfactory

### Re-Accreditation visits by the Aged Care Quality and Safety Commission

- 17-20 May 2021- Calwell Re-Accreditation Audit. Not met are: Standard 3 (3a) and 3 (3b), Standard 4 (3b), Standard 6 (3c) and (3d), Standard 7 (3e) and Standard 8 (3c).
- 3-6 August 2021-Stirling Re-Accreditation Audit. All requirements were met

### SERIOUS INCIDENT RESPONSE SCHEME

The Serious Incident Response Scheme (SIRS) commenced on 1 April 2021. The scheme requires every residential aged care service to adopt a systemic approach to minimising the risk of and responding to serious incidents involving residents. We are required to report all "Priority 1" incidents within 24 hours. From 1st April to 30th September we reported 134 incidents since the scheme began. The scheme will be expanded from 1 October 2021, to include all 'Priority 2' incidents which are reportable incidents that must be reported within 30 days. All incidents are reviewed by the Care Governance Committee.

### THANK YOU BETTE!



When the Second World War broke out, some 5,000 Australian nurses served in different locations all around the world. One of them was Bette, who served as a nurse for 1001 days.

Bette's family were present at our Warrigal Shell Cove home when our Executive Craig Smith presented Bette with a certificate and medallion to recognise it's been 75 years since WWII ended.

### HAPPY 100 YEARS YOUNG

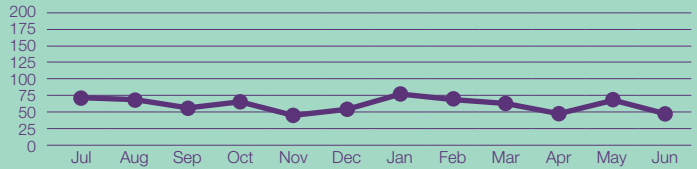


Our wonderful customer Wynn who has been living in our Warrigal Shell Cove home since 2018 celebrated being 100 years young. It was a big deal, as you can see from the size of her cake! Wynn was surrounded by her beautiful family who visit regularly (her son also happens to volunteer at the home).

# FOR GOOD MEASURE



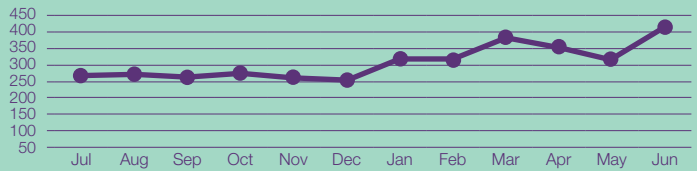
## BEHAVIOURS



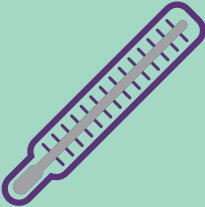
The overall trend of increases in January is due to the additional two homes in Canberra that commenced reporting.



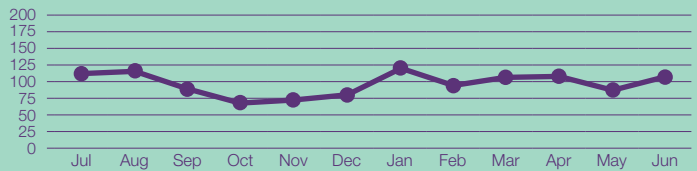
## FALLS



The increase in March is due to the implementation of the "Keep an Eye on Me Program", with decreases reflected in April and May. Restrictive practices were implemented in June, which reflects the increase. This meant that bed rails were removed and beds were lowered, so if a resident rolled out of bed onto a mat, this was classified as a fall.



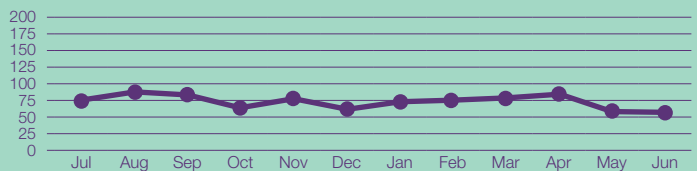
## INFECTIONS



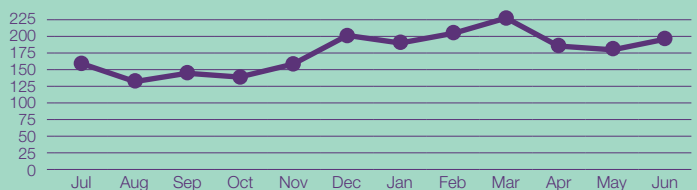
The decrease in infections following January was the impact of the Infection Control Leads at each care home.



## MEDICATION



## SKIN INTEGRITY



## OUR BOARD OF DIRECTORS



### WYN JANSSEN

#### **Chairperson**

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

Ex Officio Member of all Committees

Member of the Care Governance Committee

Mr Janssen was appointed a director in 2012 and became chairman in 2016. He has worked in commercial financial roles for over 40 years; the last 20 were as Regional Finance Director for a multinational corporation. He was previously a director, and Treasurer, of Warrigal Care from 1997 until 2009, resigning from that role to take up an overseas assignment. He holds degrees in Commerce and Education as well as an MBA. He is a member of CPA Australia and a Fellow of the Institute of Company Directors. He is a charter member of the Rotary Club of Illawarra Sunrise.



### ROGER DOWNS

#### **Deputy Chairperson**

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

Member of Business Risk and Audit Committee

Mr Downs was appointed a director in 1997. He is a lawyer and a consultant to Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management. He is a director of Illawarra Credit Union Ltd and until 30 June 2021 a board member (and Chair of the Planning Committee) of Illawarra Shoalhaven Local Health District.



### WAYNE MORRIS

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

Chairperson of Business Risk and Audit Committee

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS and AM (Harvard). Mr Morris was appointed a director in 2009. He is a retired CEO and currently acts as a voluntary business consultant to various community, charity and church organisations. He is also on the boards of Illawarra Performing Arts Centre Inc, Living Sound Broadcasters Ltd, Southern Illawarra Church of Christ, Wollongong City of Innovation Ltd (trading as Destination Wollongong), Wollongong Conservatorium of Music Ltd, Wollongong Symphony Orchestra Ltd, The Disability Trust and Food For Life Community Care.



## **MARGARET COLLINS**

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

Member of Business Risk and Audit Committee

Mrs Collins was appointed a director in 1997. She has over 33 years experience in the financial services industry and has completed the Diploma of Financial Planning through Deakin University.

Mrs Collins is a retired Financial Planner. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



## **PHILIP THOMPSON OAM**

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

Chairperson of the Planning Development and Sustainability Committee

Mr Thompson was appointed a Director in 1999. He is a retired Local Government Engineer and the Chairperson of a Community Consultative Committee for the Development of the Hanson Quarry, Bass Point. He has held Regional voluntary positions with the Salvation Army Red Shield Appeal, was the Association of Apex Clubs NSW State President and Illawarra District Governor. Mr Thompson was awarded an Order Of Australia Medal (OAM) in 2011 for his contribution to Aged Care and Apex, and is currently the Treasurer for the Illawarra Order Of Australia Committee.



## **JUDY MULLAN**

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

Member of the Care Governance Committee

Associate Professor Judy Mullan was appointed a director in 2000. She is the Academic Director: Research within the School of Medicine, the Academic Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and the Deputy Director for the Illawarra & Southern Practice Research Network (ISPRN) within the University of Wollongong. Judy holds Bachelor degrees in Pharmacy and the Arts, and has a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Her community involvements include voluntary work for aged care services, disability services, multicultural organisations, church organisations, and support for regional and rural medical and health.



## HELEN NEWMAN

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

Chairperson of the Care  
Governance Committee

Member of Planning  
Development and  
Sustainability Committee

Mrs Newman was appointed  
a director in 2004. She is a  
Registered Nurse currently  
working at Shellharbour  
Hospital in Nursing  
Administration. She has  
several certificates related  
to post graduation nursing  
studies and a Graduate  
Diploma in Nursing (Critical  
Care). She is a member of the  
Australian College for Infection  
Prevention and Control.



## PETER BUCKLEY

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

Peter Buckley resigned from  
the Board on 06/07/21

Member of the Planning  
Development and  
Sustainability Committee

Mr. Buckley was appointed a  
director of Warrigal in 2018.  
He is an experienced executive  
leader and company director  
in a wide range of sectors  
including Engineering Services,  
Private Health Insurance,  
Education, Aged Care and  
Manufacturing. He is also a  
director for The Macarthur  
Credit Union, Vice President  
of The Illawarra Connection  
and member of the Salvation  
Army Illawarra Advisory  
Board. He holds a degree in  
Commerce and an MBA with  
distinction. He is a graduate  
of the Australian Institute of  
Company Directors.



## MARK SEWELL

### **Company Secretary**

Mr Sewell, MBA, B.Soc  
Sci, AIMM, GAICD, was  
appointed to the position of  
Chief Executive Officer and  
Company Secretary in April  
2008. He was the Deputy  
Chief Executive Officer of  
Warrigal Care from 2001 and  
previously held management  
positions with the NSW  
Government Departments  
of DADHC, DoCS and IAHS.  
He has been a member of  
the Minister for the Illawarra's  
Community Advisory Panel  
and is on the Illawarra  
Business Chamber Advisory  
Council. He is a director on a  
number of non-profit boards  
and is national Director,  
NSW counselor and regional  
chairperson for Aged  
and Community Services  
Australia.

# OUR LOCATIONS

## SUPPORT SERVICES

### Administration Centre

2 Pine Street  
Albion Park Rail NSW 2527  
Phone: 1800 927 744  
Fax: 02 4257 4232

### Illawarra Auxiliary Op Shop

George Street  
Warilla NSW 2528  
Phone: 02 4296 3794

### Property Services Depot

121 Industrial Road  
Oak Flats NSW 2527

## RESIDENTIAL CARE HOMES

### Albion Park Rail / 149 places

2 Pine Street  
Albion Park Rail NSW 2527

### Bundanoon / 90 places

20 Hill Street  
Bundanoon NSW 2578

### Calwell / 144 places

43 Were Street  
Calwell ACT 2905

### Coniston / 60 places

91 Bridge Street  
Coniston NSW 2500

### Goulburn / 160 places

7 St Aubyn Road  
Goulburn NSW 2580

### Mt Warrigal / 40 places

5 Rowland Avenue  
Mount Warrigal NSW 2528

### Mount Terry / 151 places

95 Daintree Dr, Albion Park  
NSW 2527

### Queanbeyan / 124 places

Cnr Canberra Avenue &  
Campbell Street  
Queanbeyan NSW 2620

### Shell Cove / 128 places

50 Harbour Boulevard  
Shell Cove NSW 2529

### Stirling / 144 places

41 Fremantle Drive  
Stirling ACT 2611

### Warilla / 100 places

1 Arcadia Street  
Warilla NSW 2528

## WARRIGAL HOME SERVICES

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580

## WARRIGAL SOCIAL

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580

## WARRIGAL COMMUNITY VILLAGES

### Albion Park / 16 villas

7-19 O’Gorman Street  
Albion Park NSW 2527

### Albion Park Rail / 64 villas

2 Pine Street  
Albion Park Rail NSW 2527

### Bundanoon / 12 apartments

20 Hill Street  
Bundanoon NSW 2578

### Figtree / 39 villas

69 O’Briens Road  
Figtree NSW 2525

### Goulburn / 36 villas

7 St Aubyn Road  
Goulburn NSW 2580

### Lake Illawarra / 30 villas

1-7 Grove Circuit  
Lake Illawarra NSW 2528

### Queanbeyan / 52 villas and apartments, and 8 serviced apartments

18 George Street  
Queanbeyan NSW 2620

### Shell Cove / 33 villas and 47 apartments, and 6 serviced apartments

50 Harbour Boulevard  
Shell Cove NSW 2529

### Warilla / 40 villas and apartments

1 Arcadia Street  
Warilla NSW 2528



## GOULBURN

- Residential Care Home
- Warrigal Home Services
- Warrigal Social
- Community Village

## CANBERRA

- Calwell**
- Residential Care Home
- Stirling**
- Residential Care Home

## QUEANBEYAN

- Residential Care Home
- Warrigal Home Services
- Community Village

## BUNDANOON

- Residential Care Home
- Community Village

## ALBION PARK

- Community Village

### Mount Terry

- Residential Care Home

## ALBION PARK RAIL

- Residential Care Home
- Warrigal Social
- Warrigal Home Services
- Community Village
- Administration
- My Club Connect

## WOLLONGONG

### Coniston

- Residential Care Home

### Figtree

- Community Village

## 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

## CONTACT DETAILS

Warrigal Registered Office  
ABN 34 002 392 636

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

**Toll free** 1800 927 744  
**Fax** 02 4257 4232  
**Email** [warrigal@warrigal.com.au](mailto:warrigal@warrigal.com.au)

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

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



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Follow us on Instagram

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



Visit our website

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

Disclaimer: We believe the information contained in this publication is accurate at the time of production (October 2021). However, the information is subject to change without notice.