

Annual Report 2013

Warrigal

Inspiring communities
for older people



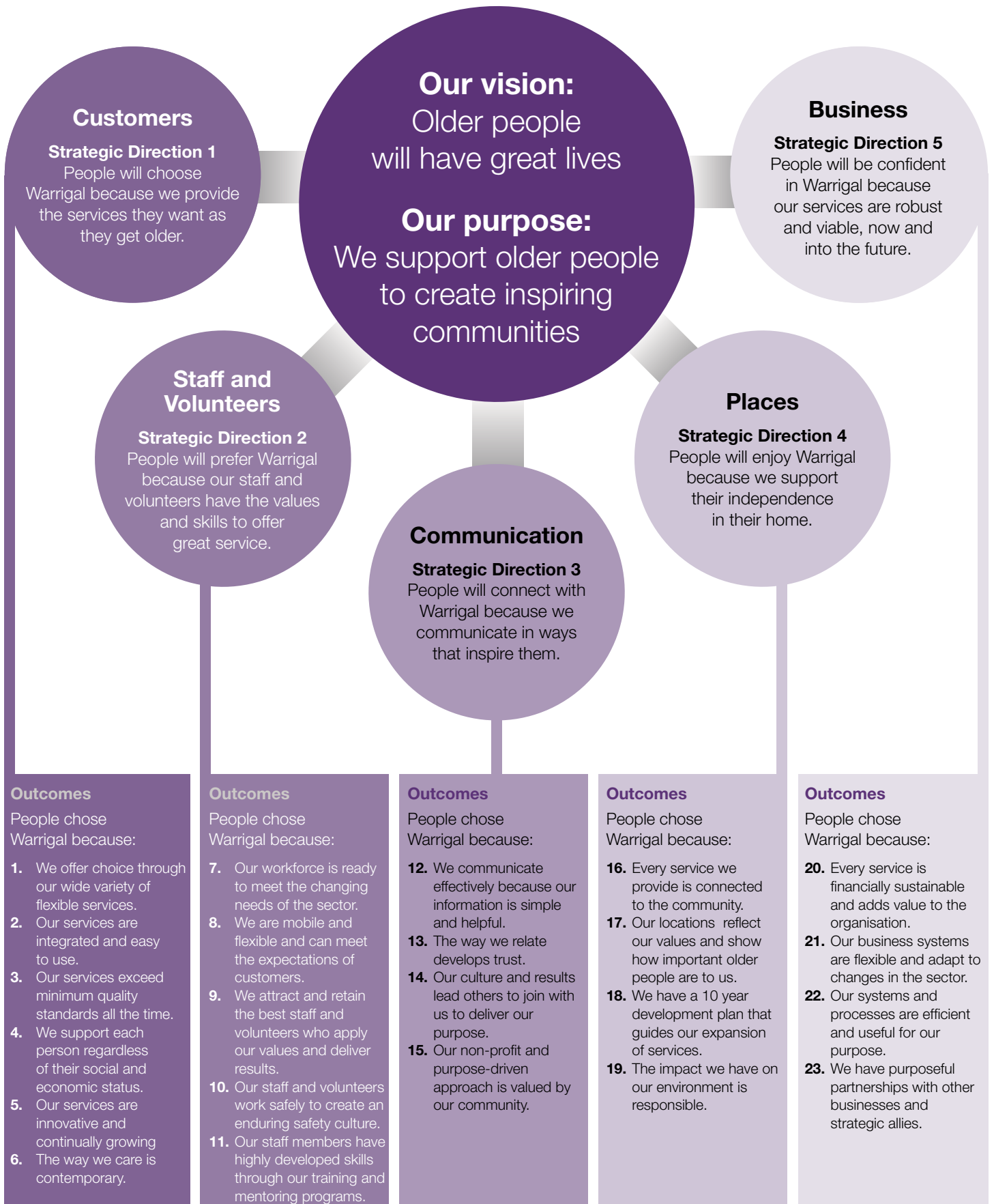
Be yourself

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Towards 2020

Our New Strategic Plan



Being Accountable for 2013

We supported 2435 older people

Our new philosophy has guided the development of our new strategic plan using older people's choice as the main strategy to measure our success.

For the 10th year in succession we received the **Workplace Gender Equality Agency Employer of Choice for Women** citation.

We continue to rapidly expand **Warrigal Connect** our exciting new vision for Community Services.

We addressed the challenges of continuing to improve our **safety performance** and meet the increased costs of **workers' compensation**.

We finished building the next stage of our **expanded services** at Goulburn including our eighth community village.

Our deficit from operations for the year was **\$4.4 million**. This includes one-off adjustments of \$2.8 million as well as our commitment to operations at Warilla.

Our assets grew to **\$143.8 million**.

Our debt to the bank at the end of the year was **\$12.9 million**.

Being Warrigal



Warrigal – This is who we are

Community owned – we are a for purpose organisation endorsed as a deductible gift recipient by the Australian Tax Office. We were initiated by the Shellharbour Lions Club in 1964, later assisted by the Kiama Soroptimists, Shellharbour Rotary Club, Shellharbour Apex Club, local residents and the Shellharbour Council. Our first care home was opened in January 1968 at Mt Warrigal.

We are committed to older people having a choice and to being an employer of choice.

We operate 7 Residential Care homes, 8 Community Villages and offer various levels of support including Warrigal Connect and Club Connect which provides access to in-home support and Respite Club services. We also offer specialised care for palliative and dementia services.

Our Communities

We support Queanbeyan, Goulburn Mulwaree, Wingecaribee, Shoalhaven, Kiama, Shellharbour and Wollongong.

Our people

More than 1000 people deliver our services including 335 volunteers and 752 staff.

Our values

Integrity, respect, compassion and innovation.

Our vision

Older people will have great lives.

Our purpose

We support older people to create inspiring communities.

Our customer objective

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

Being Candid

A few words from Alan Hardy and Mark Sewell

Report of the Chairman and Chief Executive Officer

In our 45th year of service to the community we continue to have a strong commitment to what we do. By embracing the significant compliance hurdles faced last year we now know more than ever that our focus is on older people and the importance of creating and operating the range of quality services they desire.

The incredible resilience of the managers, staff and volunteers, residents and their families at Warilla - and a significant commitment to funding - enabled us to resolve compliance matters there in the second half of 2012. As a result of this teamwork and dedication, accreditation was promptly reinstated.

By early 2013 external audits by the Aged Care Standards Accreditation Agency were positive and complimentary with our residential care home now one of the jewels in our Warrigal crown.

As a result of the federal government's strict constraints on aged care funding we created new resources focussed on maximising occupancy and revenue and have also reorganised our administrative support teams to be more effective. This commitment to efficiency and viability is essential if we are to thrive in the new emerging deregulated competitive environment.

A number of other significant improvements have also been made this year:

- we have created a new Care Quality and Compliance Team to assure every customer of quality services at every location.
- we have a new philosophy of care that prioritises as paramount the personal choices of older people.

- a ten year expansion plan has been finalised that schedules where and when we expand our services.
- a new strategic plan points to 5 new strategic directions that ensure we will be a provider of choice for older people in the years ahead.
- a new brand has been implemented to strengthen the public profile of the entire organisation by ensuring its relevance in a contemporary world and simultaneously reminding our communities that we remain the same people they have come to know and trust over 45 years.

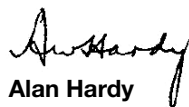
In other news our dedicated Warrigal friend Carol Gribble won the ACS NSW Volunteer of the year award. What an amazing achievement and a timely reminder of our inspiring beginnings by volunteers and how important their work continues to be to everything we do.

Our Property Services Team also won us the ACS Best Sustainability Organisation in NSW, an accolade that acknowledges our commitment to applying some of the world's latest initiatives in conserving and managing resources in real and relevant ways.

We move into 2014 determined to better empower the next generation of older Australians to live the lives they choose.

We are committed to asking the hard questions, to listening, to planning, to taking real and meaningful action and to championing choice.

As such the future is an exciting place for Warrigal and the older people who grant us the privilege of offering them support through all the stages of their lives.



Alan Hardy
Chairman



Mark Sewell
CEO





Mark Sewell
CEO

Been there. Achieved that.

Our History

1960s

1964

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

1967

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



1968

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

1970s

1971

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

Fay Smith officially opens new units



1976

Mrs. Fay Smith was elected as the inaugural president of the first auxiliary.

The home expanded to accommodate another 28 residents.

1980s

1981/1982

Warrigal was incorporated as a public company under the name Mount Warrigal Retirement Village Limited and also became a registered charity.

Opening of the Ladies Auxiliary opportunity shop in Warilla.



1983

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

1984

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

1985

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

1988/1990

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

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

1990s

1991

16 units were constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman.

A community day respite centre commenced at Lake Illawarra named after Beryl Lewis a long serving member of the Board and Auxiliary.

1993

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

Albion Park Rail welcomed 40 residents into the John and Margaret Land Hostel and the first 10 Units of Cluff Court. The village was named after the Mackander family, the hostel after John and 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

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

1995/1997

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

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

1997

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

1998

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

1999

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

2000s

2000/2001

Warrigal Care welcomed into its care the 17 residents of Pencomas Lodge Goulburn.

Warrigal Connect (Community Care) began services in Goulburn.

Warrigal Community Village Albion Park Rail opened its village community centre.

2006/2007

Land was purchased at Beach Street Wollongong for future expansion of services.

Warrigal Connect (Community Care) private services commenced at Illawarra Goulburn and Queanbeyan.

Stage 1 of Bundanoon's Residential Care home was completed for 45 people



2008

Residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new 120 bed home at St Aubyn St Goulburn.

Warrigal Connect Goulburn and Queanbeyan expanded with several levels of Care Connect and Support including specialised dementia home services.

Warrigal Club Connect (Day Respite Service) commenced in Goulburn.

All services renamed to reflect location.

2009

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

A new Strategic Plan for the next 3 years was developed with 4 new strategic directions.

2010s

2010

Warrigal sold our stand alone Warrigal Residential Care Home Gladesville to another non-profit provider.

Warrigal purchased land in Shellcove to develop support through various stages of life for 300 people in a Warrigal Community at that location.

Warrigal's Administration staff expanded to 60.

2011

Warrigal Connect expanded substantially with the acquisition of AllCare In Home Services (Community Connect).

Warrigal Community Village Albion Park Rail expanded by 8 villas. The Administration building was expanded.

Warrigal Connect passed the first round auditing process under the new Common Standards.

2013

New Philosophy of Care

New Strategic Plan 'Towards 2020'.

Updated brand and new look 'Warrigal'.

Goulburn Residential Care Home expanded by 40 rooms.

36 new villas completed at our newest community in Goulburn.

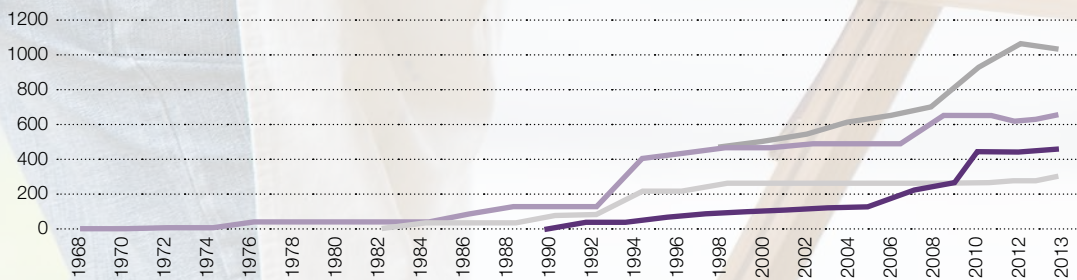


Being at Your Service

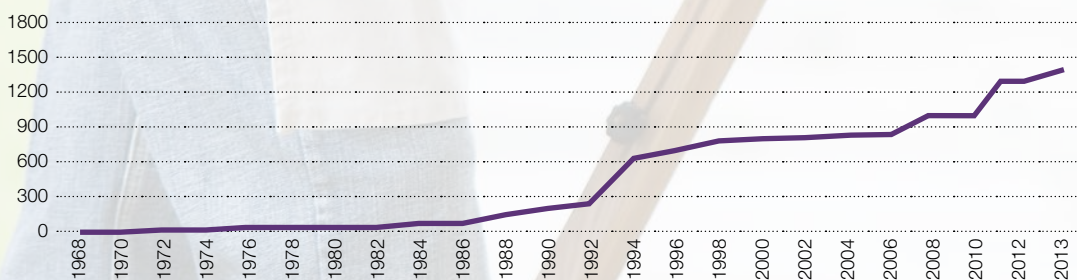
Older people will have support through all stages of life

History of service growth

- Provisional allocated bed licences
- Operational bed licences
- Community Services
- Independent living



All services combined growth history



Being Responsible



Our executive team

Marina Bolton

Executive Manager – Human Resources

Payroll
Organisational Development
Training and Development
Volunteer Services
Recruitment and Retention
Health and Safety

Wayne Temby

Executive Manager – Finance and Administration

Finance
Procurement
Community Relations
Information Services
Customer Services
Business Improvement

Peter Hutchinson

Executive Manager – Property and Sustainability

Property Development
Environmental Sustainability
Asset Maintenance

Mark Sewell

Chief Executive Officer

Company Secretary

Emilia Graham

Executive Manager – Residential Services

Residential Care Homes

- Wollongong
- Shellharbour
- Goulburn
- Bundanoon
- Queanbeyan

Hospitality Services
Care Quality and Compliance

Ian McClintock

Executive Manager – Community Connect

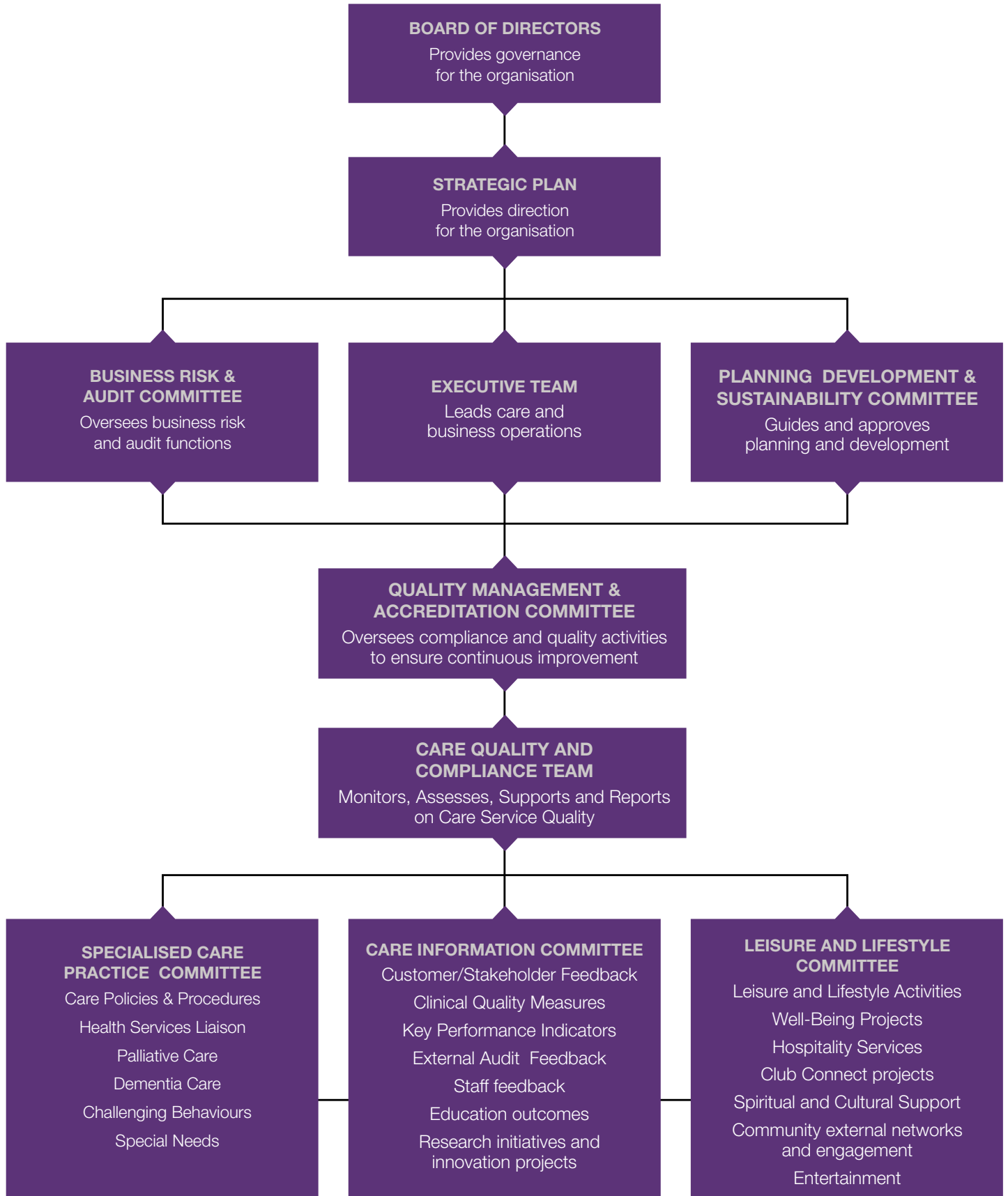
Community Connect
Club Connect
Community Villages

- Wollongong
- Shellharbour
- Kiama
- Shoalhaven
- Goulburn
- Queanbeyan

Strategic Planning
Quality Improvement

Being Inspired

Our Care Quality Framework



Being Transparent

How our performance measures up against our Towards 2012 Strategic Directions

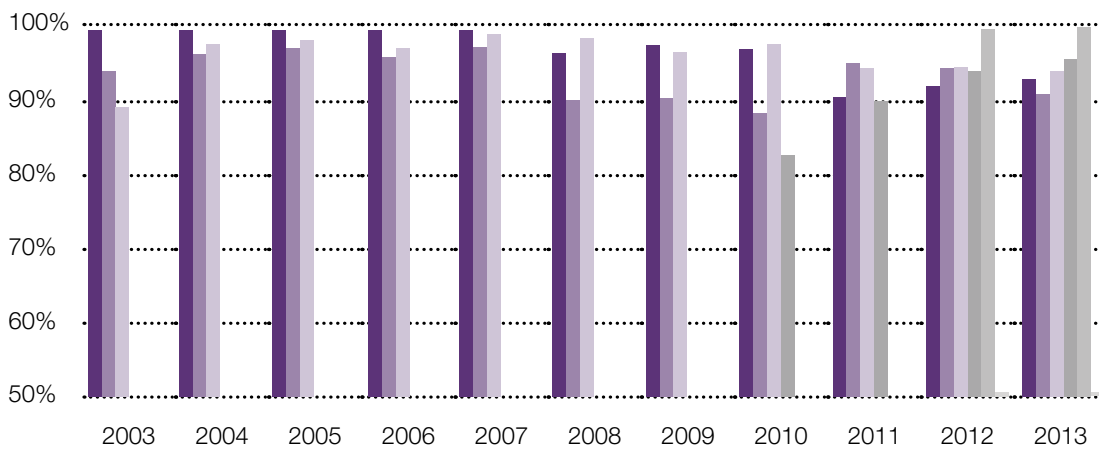
Direction	Results
Older people will have a seamless transition through all levels of care	<p>The services offered at each location are a primary strategic report to our Board. To fill the gaps we built a new Community Village at Goulburn.</p> <p>Our customers speak to our client services team via a free call number and are provided with information and assistance.</p> <p>Our multiple integrated services at Albion Park Rail and Goulburn enable people to move through all stages of care at one location.</p> <p>4 of our residents have moved from our Community Villages into Residential Care homes as their care needs have increased and 29 clients receiving Community Connect services moved into Residential Care homes this year.</p>
Our staff and volunteers will deliver excellent service	<p>A specialised consultant has been engaged to recruit difficult to fill casual care positions in the Southern Highlands. These employees can transfer to permanent positions with Warrigal after completion of 375 casual hours.</p> <p>Training Needs and Skills Analysis increased, and improved training and development opportunities were targeted towards service needs.</p> <p>38 Managers and Coordinators were supported to develop skills and knowledge in leadership finance and governance this year.</p> <p>Staff Engagement Surveys and feedback sessions were repeated at each services location with improved level of response and workplace satisfaction.</p>
Our services will be affordable accessible and sustainable	<p>A variety of financial entry options have been introduced to new Community Village residents at Goulburn and Warilla to ensure they are more affordable and accessible.</p> <p>We exceeded the government's affordability concessional ratios at all residential care services to ensure we are always affordable.</p> <p>We developed energy efficiency projects and regular emissions reports to reduce our environmental footprint and manage costs.</p> <p>We participated with Sustainability Advantage modules and our partnerships with the University of Wollongong Sustainable Building Research Centre ensure we are adopting a strategic approach to environmental sustainability.</p>
We will be influential in the development of services for older people	<p>We are members of 8 ACS advisory committees and our CEO is an ACS NSW/ACT Director and the Illawarra Regional ACS Chair.</p> <p>We have 17 active research partnerships that are recommending continual improvements to the way we deliver services.</p>

Being Strategic

Older people will have a seamless transition through all levels of care (support through various stages of life)

Occupancy Rates 2013

Low Care	93.16%	High Care	90.79%
Warrigal Community Villages	94.22%	Merged Care	95.19%
Warrigal Connect	99.92%	Warrigal Club Connect	50.09%



Operational services at each location for 2012/2013

Location	1	2	3	4	5	6	7	8	9	10	11	12	13
Queanbeyan	0	45	0	60	80	57	0	40	2	2	18	3	20
Goulburn	54	17	25	24	40	0	15	44	5	7	52	21	4
Bundanoon	18	20	25	27	30	12	0	0	0	0	0	0	0
Shellharbour	84	98	109	40	98	151	25	20	0	0	46	47	14
Wollongong	46	0	14	0	138	39	0	0	0	0	76	102	19
Shoalhaven	0	0	0	0	0	0	0	0	0	0	0	25	14
Totals	202	180	173	91	386	229	40	104	7	11	192	198	71

- | | |
|---|--|
| 1 Residential Care Homes (High Care) | 8 Warrigal Connect (Community Aged Care Packages)* |
| 2 Residential Care Homes (Low Care) | 9 Warrigal Connect (Extended Aged Care at Home)* |
| 3 Residential Care Homes (Dementia Care) | 10 Warrigal Connect (Extended Aged Care at Home - Dementia)* |
| 4 Residential Care Homes (Extra Service Status) | 11 Warrigal Connect (Private Services)* |
| 5 Provisional Allocations | 12 Warrigal Connect (Home and Community Care)* |
| 6 Community Villages (Independent Living Units) | 13 Warrigal Connect (Veterans Home Care)* |
| 7 Warrigal Club Connect (Day Respite) | |

* Total number of services at time of information, Private Included.

Being open to Experience

Our Care Practice Committees

Warrigal has three care practice committees in 2013 that were formed from the 5 original ones started in 2004 to map and monitor care practice and initiate care quality improvements within the organisation. Membership of these committees includes staff managers community stakeholders and industry specialists who are able to recommend policy and practice focus training and development and advise the best use of resources.

The three care practice committees are:

1. Specialised Care Practice Committee – used as a focus group for improvements to Palliative Care Dementia Care and other Specialised Care Programs.
2. Care Information Management – oversees the way our iCare and other data systems enable the monitoring of care.
3. Leisure and Lifestyle Committee – focuses on active living initiatives and innovative care philosophies.

Being open to Feedback

Warrigal Customers have their say

At Warrigal we encourage all our customers to provide us with their feedback.

Formal complaints and compliments regarding resident/client care	2006	2007	2008	2009	2010	2011	2012	2013	Change
Complaints resolved internally	47	48	45	39	36	25	31	17	▼
Complaints referred to external agencies	6	1	6	6	4	17	4	4	-
Total complaints	52	49	47	45	40	42	35	21	▼
Total written compliments	117	84	100	26	48	76	72	104	▲

Being in your Home

Care in your home – our Connect Services

Annual Community Services client satisfaction survey

Location	% surveys Returned	Age range (yrs)	No. of clients at location in survey	Significant results
Goulburn	66	67-91	79	100% of respondents indicated they have confidence and trust in staff
Club Connect Goulburn	60	63-98	48	100% of respondents said: <ul style="list-style-type: none"> ■ they find the service opening hours suit them ■ they are satisfied with the meals
Illawarra	61	48-96	258	100% of respondents indicated they were very satisfied or satisfied with the high level of service in personal care
Club Connect Illawarra	70	69-96	43	100% of respondents indicated: <ul style="list-style-type: none"> ■ they have confidence & trust in the staff/ volunteers ■ staff/volunteers provide the care needed with dignity and respect
Queanbeyan	56	64-101	63	100% of respondents indicated: <ul style="list-style-type: none"> ■ they have confidence & trust in the staff/ volunteers ■ staff are caring in their interactions with clients

The Annual Community Satisfaction Survey was completed by 491 clients this year. The survey was completed by clients receiving Warrigal Connect and Warrigal Club Connect services.

The average over all response rate for all community care services was 64%. The survey covered 9 domains: Personal Care Medication Monitoring Shopping Transport Food Services Domestic Services Social Support Respite and Accounts. The oldest participant was 101 years and the youngest 48 years old.



Being Connected

Warrigal Connect

Our Community Services

In the latter part of the year Warrigal implemented an exciting new look to strengthen our public profile across the entire organisation in a way that modernises our image and ensures the relevancy of services that connect with older people in their changing world.

As such Community Services will now be known as Warrigal Connect. In 2013 we connected with 1,530 older people in the Illawarra Goulburn and Queanbeyan areas in their homes and at our clubs.

Services continued to expand with growth in private and brokerage services in the Illawarra Goulburn and Queanbeyan areas.

The lack of success in achieving government funded growth in packaged care in all three locations has been frustrating but we are hopeful that we

will soon be able to offer all types of community care in all locations. With the Commonwealth Government's new emphasis on home support programs Warrigal Connect will be expanding services to meet the growing demand in all of our locations.

Warrigal Connect assists people to remain living in their own homes. We provide cleaning, transport, social companionship, social outings, personal care, home maintenance and emergency respite. This year we supported 1132 older people in their own homes.

Our approach to service delivery has had a strong focus on tailor made care supporting the customer to make informed choices on services they receive. Over this past year we have asked several consumers in Goulburn and Queanbeyan to participate in a trial of Consumer Directed Care (CDC). This is an approach where the consumer has greater control over the delivery of services including who

delivers them and when. In the future all home support services will be delivered using a CDC approach.

Warrigal Connect is committed to repackaging, developing and initiating many exciting and relevant new services for older people living in a contemporary world.

Services in partnership

Ongoing partnerships with other organisations have resulted in new service types being able to be delivered more frequently over this past year. For example in Goulburn overnight Respite Care (Short Term Support) was provided for the first time thanks to a successful partnership with another large non-profit organisation which required this service.

Older people who use our private fees and brokerage services in all locations have rapidly expanded from a monthly average of 122 in 2012 to 212 per month this year.

Being Here

Warrigal Club Connect

Warrigal Club Connect is our new name for our very successful Day Respite Services. Club Connect provides a caring environment for older people and people living with dementia to enjoy while giving their carers a break. Staff members have been assisted by over 20 volunteers who help with various activities from driving buses to providing entertainment. The Illawarra service has provided care for 67 people with the ratio of people with dementia increasing from 60% in 2012 to 75% in 2013. The Lake Illawarra service continues to be popular with clients and their families and will be moving to even better premises at Albion Park Rail soon.

Club Connect in Goulburn is in its fourth year of operation with funding from the Commonwealth Department of Health and Ageing through the National Respite for Carers Program. The service has provided

extended short-term support hours for 77 customers during the year Monday to Saturday. The number of clients with Dementia attending the service is trending upwards with a shift from 30% last year to 40% this year.

Warrigal Community Villages

Our eight Community Villages offer independent living in purpose built accommodation for older people. We consult with our 254 village residents through monthly visits to each location by managers, bi-monthly resident committee meetings and quarterly combined resident committee meetings. The Village Services team continues to work with the residents to plan programs including an annual holiday, attendance at concerts and shows and other regular recreational activities which ensure residents get the most out of village life.

While the Village Services team aims to provide an enjoyable and rewarding living environment and ongoing support as residents age and their needs change it recognises the imperative that you can 'be yourself' in a Warrigal Community Village.

We help create inspiring communities for older people. You enjoy them in your own way.

In September 2013, 36 new villas were completed at Warrigal Community Village Goulburn. With this brand new village now open we can now offer all service types from our Goulburn location.

Mulwarae Magic

The Mulwarae High School Community Service Project is now in its second year with three year-twelve students volunteering at Warrigal Club Connect Goulburn every Thursday. This is an excellent initiative which encourages students who may be thinking about a career working with older people and promotes positive cross generational interaction.





Being There

Residential Services

Who were our residents?

This year Warrigal's Residential Services cared for 905 older people in the Illawarra Bundanoon Goulburn and Queanbeyan regions. We provided permanent care for 806 residents with an average stay of 822 days and short-term support for 99 residents with an average stay of 52 days.

The average age of our residents was 84 years. 311 customers were male and 594 were female. There is an average of 37.4% culturally and linguistically diverse residents across our Residential Care homes. Italian Australian is the most prevalent identified nationality using Warrigal services and as such Italian is the primary language other than English spoken by our residents. Bonjourno Italiano! The next most popular languages are Macedonian and Dutch.

Wellness Program

A Specialised Palliative and Pain Management Program with exercise and massage were piloted in our Residential Care homes at Albion Park Rail and Warilla in 2011. Due to the program's success we have rolled it out to all our other five Residential Care homes. The program has been renamed 'The Wellness Program' as the results indicate residents



involved are enjoying a greater degree of independence and happiness. This is due to a reduction in the amount of pain experienced increased mobility and on our part a cautiously hopeful anticipated increase in social engagement. This did evolve and our being 'well for the day' is each day's goal.

Our Wellness Program provides the opportunity for residents to participate in the wellness activities for up to 4 days per week for sessions that are tailored to their

individual needs. The Wellness clinics have become a social meeting place where residents can chat as they receive their heat or massage treatments and enjoy each other's company while participating in mini gym sessions. Our skilled team of physiotherapists, physiotherapy aides, personal carers and specialised palliative registered nurses help to improve the quality of life for residents with chronic pain and those nearing the end of life.

The extended Wellness Program is funded from the Department of Health and Ageing (DoHA) via the Aged Care Funding Instrument (ACFI) and we appreciate their funding and these positive outcomes.

The number of residents who have benefited from the program has risen from 250 in 2012 to 302 in 2013. Over 50% of residents living in our Residential Care homes are using our Wellness services.

Being Compliant



Assessment by an independent authority

All residents are required to be assessed as eligible by an Aged Care Assessment Team (ACAT) before being considered for commonwealth funded aged care. Fees and charges are based on income assets and level of care required. They are determined by the Aged Care Act 1997. The Aged Care Accreditation Standards set benchmarks for compliance and conduct visits between major audit rounds each year.

All Warrigal Care Homes were found to be fully compliant with all 44 Aged Care Standards and Accreditation Agency outcomes in the last Major Round of Audits Round 5 in 2012.

Our people at our Warilla Care Home endured a turbulent time in 2012/2013 when the home was assessed by the Aged Care Standards and Accreditation Agency in August as having a significant number of non-compliances. The home was given 4 sanctions including the appointment of a clinical advisor and administrator and accreditation was revoked in September.

The management team responded immediately implementing a number of significant actions to address the issues raised and to cooperate fully with the many demands made by the Standards Agency.

The actions we took resulted in the successful reinstatement of accreditation in October and the withdrawal of sanctions in February 2013.

Since then the home has been re-assessed by the Agency on two separate occasions and was found to have met all 44 expected outcomes under all four aged care standards.

A number of significant changes were implemented over the last 12 months including changes to senior management, significant repairs and upgrading of the home, extensive education and training for all staff, and the establishment of the Care Quality and Compliance team.

Assessors have regularly interviewed managers staff, volunteers, residents and relatives and reported that the level of satisfaction is now very high. We are very proud of everything the great team at Warilla has achieved.

Validation audits conducted by the Department of Health and Ageing

From 1st February 2013 further 'claw back' revenue initiatives were implemented including validation audits designed to scrutinize providers claims under the Aged Care Funding Instrument.

Location	Month	Files reviewed	Results
Goulburn	Aug 12	13	8 downgrades
Coniston	Aug 12	20	10 downgrades
Bundanoon	Sep 12	13	4 downgrades

Annual Aged Care Resident Satisfaction Survey

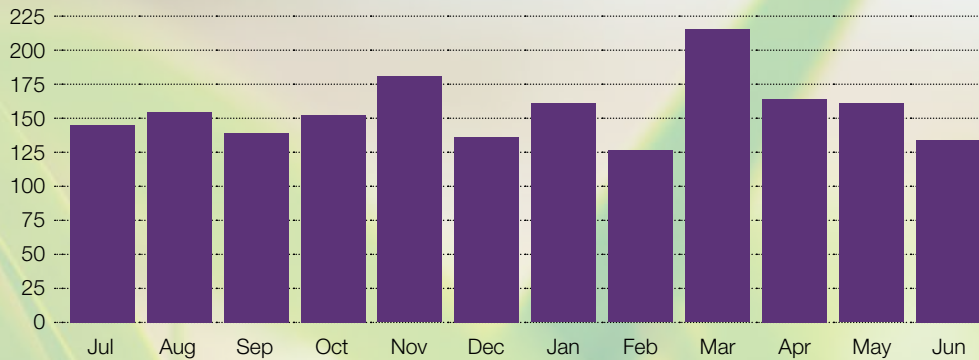
Location	% surveys returned	Age range (yrs)	No. clients at location	Significant results
Albion Park Rail	40	63-98	145	<p>62% of participants responded yes to "Is the number of staff to provide care adequate?". This represents a 14% increase from 2012.</p> <p>90% of participants responded yes to "Does the Manager address you by name?". This represents a 11% increase from 2012.</p> <p>86% of participants responded yes to "Do you believe the Managers know who you are?". This represents a 19% increase from 2012.</p> <p>71% of participants responded yes to "Are the meals served at the correct temperature?". This represents a 13% increase from 2012.</p>
Bundanoon	62.5	68-99	90	<p>100% of participants responded yes to questions "Is the environment clean & free of unpleasant smells?" "Do the staff make your family & visitors welcome?" & "Do you have enough privacy?". These results were also achieved in 2012.</p> <p>98% of participants responded yes to "Is the number of staff to provide care adequate?". This represents a 11% increase from 2012.</p> <p>100% of participants responded yes to "Do you attend the outings provided?". This represents a 23% increase from 2012.</p> <p>100% of participants responded yes to "Is there enough variety in the activities provided?". This represents a 19% increase from 2012</p> <p>The following 9 questions all scored a 100% response rate from participants. These results were indicative of a 2% - 5% increase from 2012 results.</p> <p>"Do you feel at home in your room?"</p> <p>"Do you have confidence & trust in the staff?"</p> <p>"Is the staff caring in their interaction with you?"</p> <p>"Do the staff provide the care you need with dignity and respect?"</p> <p>"Does the Manager know you by name?"</p> <p>"Do you believe the Manager knows who you are?"</p> <p>"Are you provided with enough to eat?"</p> <p>"Do you have the opportunity for physical activity?"</p> <p>"Do you enjoy activities organised by the facility?"</p> <p>Continued Excellence and satisfied residents is evident from these results. Well done Warrigal Bundanoon!</p>
Coniston	51	69-88	56	<p>100% of participants responded yes to "Does staff make family & visitors welcome?". This represents a 4% increase from 2012.</p> <p>100% of participants responded yes to "Do you believe the Manager knows who you are?". This represents a 12% increase from 2012.</p> <p>97% of participants responded yes to "Are you provided with enough to eat?". This represents a 26% increase from 2012.</p>
Goulburn	40.8	60-96	120	<p>The following two questions scored a 100% response rate from participants. These results were achieved in 2012 also.</p> <p>"Is the environment clean & free of unpleasant smells?"</p> <p>"Are you provided with enough to eat?"</p> <p>100% of participants responded yes to "Do you have enough privacy?". This represents a 4% increase from 2012.</p>
Mt. Warrigal	89.5	66-100	38	<p>100% of participants responded yes to "Do staff make family & visitors welcome?". This result has been achieved in 2012 and 2011.</p> <p>100% of participants responded yes to "Do the staff provide the care you need with dignity and respect?". This result was also achieved in 2012.</p>
Queanbeyan	60	67-91	44	<p>The following three questions scored a 100% response rate from participants. These results were achieved in 2012 and 2011 also.</p> <p>"Do you have enough privacy?"</p> <p>"Does the Manager address you by name?"</p> <p>"Do you believe the Manager knows who you are?"</p> <p>100% of participants responded yes to "Do the staff make you family & visitors welcome?". This represents a 3% increase from 2012.</p> <p>100% of participants responded yes to "Do you have confidence & trust in the staff?". This represents a 3% increase from 2012.</p> <p>100% of participants responded yes to "Do you feel you have the freedom to vary your daily routine?". This represents a 10% increase from 2012.</p>
Warilla	25.8	59-92	89	<p>100% of participants responded yes to "Do staff make family & visitors welcome?". This represents a 11% increase from 2012.</p> <p>96% of participants responded yes to "Do you have enough privacy?". This represents a 16% increase from 2012.</p> <p>85% of participants responded yes to "Are the meals served at correct temperature?". This represents a 20% increase from 2012.</p> <p>92% of participants responded yes to "Do you have the opportunity for outdoor activities?". This represents a 47% increase from 2012.</p>

The Annual Resident Satisfaction Survey was completed by 243 residents this year. Our oldest participant was 100 years old the youngest 63 years old. The survey questions cover five domains: Environment, Care, Feelings, Food and Activities. Continuous improvement planning has commenced from the resident feedback.

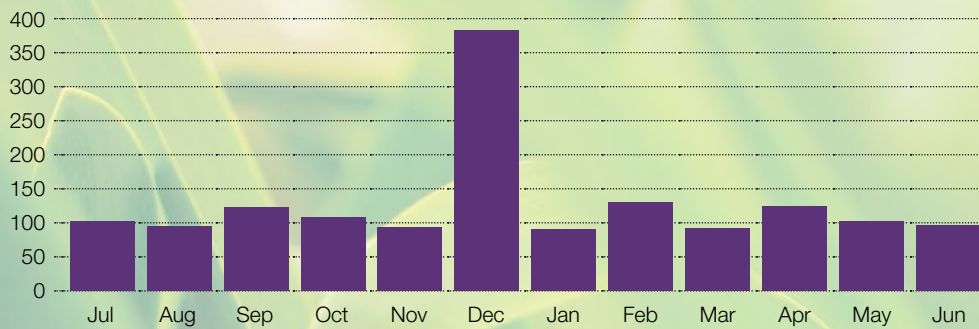
Clinical indicators of health 2012 – 2013

We record and report on clinical indicators of resident health on a monthly basis and this information is used to develop our research programs care quality committees project teams and wellness initiatives.

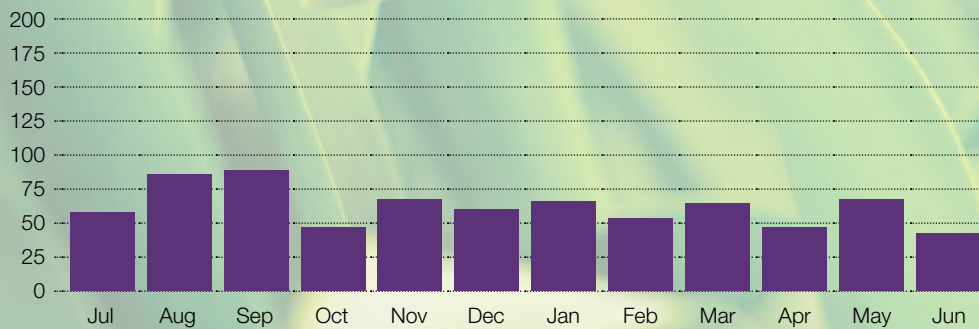
Falls



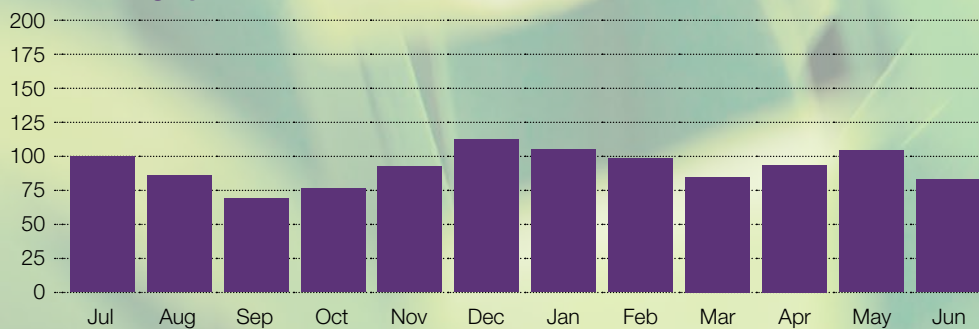
Infection



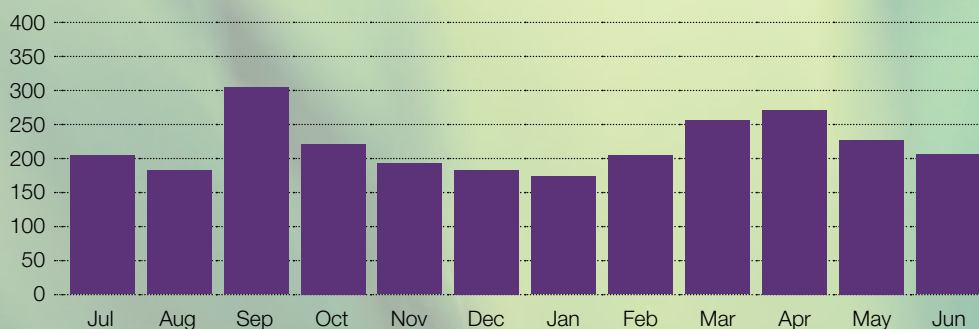
Medication error



Alt. Skin integrity



Behaviour



Being Gourmet



Our fresh food commitment

Warrigal is committed to a fresh cook service at every location. Our Hospitality staff takes enormous pride in presenting fresh food that is appealing, tasty and pleasing to all residents. They cater knowing that residents look forward to meal time enjoying the sharing of good food with good company.

Warrigal also ensures strict control measures are in place to safeguard and eliminate any risk to their residents when it comes to food service hygiene. Our entire fresh food services are now audited regularly by the NSW Food Authority.

Location	Audit Date	Results
Goulburn	20/11/2012	A
Queanbeyan	25/10/2012	A
Coniston	2/5/2013	A
Warilla	6/5/2013	A
Mt. Warrigal	26/9/2012	A
Bundanoon	7/05/2013	A
Albion Park Rail	09/05/2013	B
Illawarra Club Connect	19/12/2011	A+

The NSW Food Authority applies the following ratings to all licensed food businesses. A: Acceptable B: Acceptable C; Marginal D: Unacceptable E: Unacceptable

Being at the Forefront

Our research partnerships

Australian National University

Specialist Mental Health Service for Older People

Staff survey Strains in Dementia Care. The project measures the levels of strains/stress staff experience. It involves surveying staff that care for residents living with Dementia

Canberra University

Faculty of Health

Malnutrition Screening Project
Residents screened for malnutrition

Curtin University

Missing workers: retaining mature age women workers to ensure future labour security 45+

Greater Southern Area Health Service/ Australian National University

Cognitive Behaviour Therapy (CBT) for adults with anxiety and depression

(ISML)

Illawarra Shoalhaven Medical Local

Bridging aged care & general practice in the Illawarra Shoalhaven – a trial of improved access, coordinated care and e-health technologies

NSW/ACT Dementia Training Study Centre

The dementia-related educational needs of overseas qualified nurses

NSW/ACT Dementia Training Study Centre

Environmental Assessment Tool (EAT). Development of iPad application and staff training to assess the strengths and weaknesses of the physical environment for residents with dementia

Regional Development Australia (RDA) Illawarra

LIEEP: Low Income Energy Efficiency Program
“EE3A: Pathways and initiatives for low income people to manage energy”
\$2.3 Million Government Grant Success to Implement Energy Efficiency Project

Southern NSW Local Health District

Aged Care Evaluation Unit

Evaluation of an instrument for management of behavioural & psychological symptoms of dementia in aged care

University of NSW

School of Aviation

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

University of Sydney

Heat Ready Study
Identifying the practices and strategies that can be used by Aged Care Facilities during periods of extreme heat to assist in caring for staff and residents

University of Wollongong/DTSC

EAT-HC : (Environmental Assessment Tool – High Care)
Development of a tool to evaluate residential facilities for people in the later stages of dementia

University of Wollongong/DTSC

Evaluating the impact of the Environment of Physical Activity Levels and Healthcare Outcomes for People with Dementia Living in Residential Aged Care Facilities. Increasing PA levels for those with dementia a train the trainer approach. Development of a package to be used across Warrigal

University of Wollongong

Faculty of Commerce

Commerce Internship Program

University of Wollongong

SBRC/AUSCCER Collaboration

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

SBRC/AUSCCER along with Warrigal were successful in the attainment of \$10 000 from the UoW Research Partnerships small grant program. Warrigal and UoW are contributing towards a matching PhD Scholarship for this project

University of Wollongong

SBRC/AUSCCER Collaboration

Keeping Warm Keeping Cool

A collaborative research project with Property Services documenting the where, what, when, why and how people aged 65 and older keep cool in their homes

University of Wollongong

School of Health Sciences

Dietetics Food Service Placements
Dietetics Food Service Inquiry Project

University of Wollongong

School of Health Sciences

Annual Resident and Community Services Satisfaction Survey: Benchmarking and Quality Improvement Project

University of Wollongong

School of Information Systems and Technology

Battling the challenge of continuous training of health care workers to use clinical IT systems through self-management of cognitive load

University of Wollongong

School of Information Systems and Technology

Understanding the Medication Management Process in Residential Aged Care

University of Wollongong

School of Medicine

Interdisciplinary Clinical Experience (ICE) - program

University of Wollongong

School of Medicine

Pain Medication Management Study
The interaction between health literacy social networks and attitude to health on the safe use of medicines by older people with arthritis

University of Wollongong

School of Nursing Midwifery & Indigenous Health

Supported Authentic Learning Experiences

University of Wollongong

School of Psychology

Examining the psychological factors that contribute to the level of adjustment in older people living in Independent Living Units

University of Wollongong

School of Psychology
Illawarra Institute for Mental Health

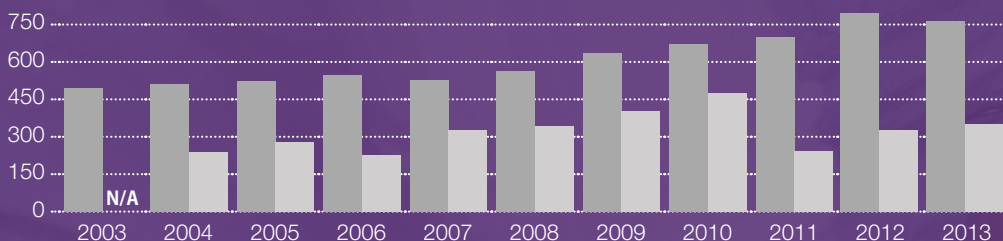
Reminiscence in depressed and healthy adults: An exploration of the effects of cue modality on autobiographical memory retrieval

Being by your side

Yet again our staff and volunteers deliver excellent service


Staff and Volunteer Numbers

■ Staff ■ Volunteers



Warrigal is a major employer in the Illawarra and Southern Highlands. Our 752 employees are our organisation's most valued asset. Through these people we have contributed \$32,157,443 in wages

and superannuation to the communities we serve. The reduction in numbers this year was due to the engagement of Edmen contractors to recruit and supply our casual care staffing in the Southern Highlands.



“Too many of us fail to fulfill our needs because we say no rather than yes or perhaps later in life yes when we should say no.”

Dr. William Glasser

Being beside our people

Positive people strategies

Our people matter most and a number of positive people strategies have been implemented in 2013 to support our dedicated team of staff and volunteers.

Our signature Staff Engagement Surveys were again repeated at each service location in 2013. Follow up Staff Engagement Sessions were again facilitated by the CEO and Executive Manager for Human Resources to gain important feedback, increase communication and improve the quality of work relationships.

Our staff again reported overwhelmingly that working with residents and clients was the most satisfying aspect of their employment demonstrating the collective compassion and dedication of our staff to provide excellence in service to older people. This year availability of skilled qualified and experienced staff was identified as an area for improvement.

In line with our five-year workforce plan - developed in 2011 - we have endeavoured to implement effective recruitment and retention strategies in 2013. All Employment Services policies and procedures were reviewed and updated this year to support future workforce growth plans and comply with current industrial legislation. A visit to New Zealand to recruit staff was again undertaken and sponsorship of overseas nurses has assisted us to fill gaps in workforce supply especially in the Southern Highlands.

A retention program including team building conflict management and the role of the supervisory nurse was executed and Management Development was undertaken in the areas of communication performance management and mentoring. This work will continue to assist us in achieving adequate and sustainable staffing levels into the future and ensure our residents and customers continue to receive quality care services from a strong team of dedicated and professional employees.

Gender equity for 10 years

We were again successful in achieving the Employer of Choice for Women citation from the Workplace Gender Equality Agency (WGEA) formerly the Equal Opportunity for Women in the Workplace Agency (EOWA). Warrigal is one of only two Health Care and Social Assistance organisations in Australia to have received the citation for 10 years or more a fact that clearly speaks volumes about our commitment to gender equity policies.

Improved Pay and Conditions

Our employees are covered by an Enterprise Agreement which provides pay and conditions at generous rates above the National Employment Standards and Modern Awards. Our current Enterprise Agreement was negotiated with the relevant Unions and individual employee representatives and implemented in 2011. Our staff will continue to benefit from increases in salary, enhanced flexibility provisions and salary packaging arrangements in 2013 and again in 2014. Purposeful partnerships with unions and employee representatives have been developed and no days were lost to industrial action this year.

Our Human Resource Information System (HRIS) was upgraded this year to improve efficiencies in rostering and payroll. Introduction of employee on-line self service, known as eStaff, was implemented this year and is currently utilised by over 50% of our workforce.

Staff Development Opportunities

Training and development programs this year included ongoing Clinical, Community Services and Support Services Development Programs. Our Management Team received training in governance responsibilities, budget planning, project management tools and procedures managing non-performance and shaping a positive workplace culture.

Our staff attended 739 other training sessions throughout the year. This has increased from 606 sessions last year. We are working smarter to capture more training over half and full day sessions increasing the number of topics covered and decreasing the actual hours spent from 14,900 last year to 13,265 hours this year. We supported 132 staff through traineeships and government funded qualifications in 2012/2013.

Working with us

The aged care industry has some of the most caring and generous people working in it from our community. Those who work directly with older people offer kindness, respect and friendly professionalism in all aspects of their work. It's a fulfilling role to make a person's life fun and interesting as they get older.

Warrigal has been acknowledged as an Employer of Choice for Women by the Australian Government's Equal Opportunity for Women in the Workplace Agency since 2001. We provide extensive support, training, development, information, excellent conditions and a wonderful team of people to work with.



Work health and safety

Our strategic outcome is to have an Enduring Safety Culture. We have now conducted our Safety Culture Survey for three years. Results for residential services were a little worse this year whilst community services showed an improvement. Property Services results showed the most significant improvement in all areas surveyed (Management Commitment Training and Supervision Injury Management Safe Work Procedures Consultation and Reporting Safety).

In 2012-2013 we customised our Emergency Response Plans for Fire and Smoke and Service Continuity Plans for each home; progressed to a competency based manual handling training program; and formed the Peak Work Health and Safety (WHS) Team comprising representatives from all services. This team has identified that challenging behaviours is an emerging WHS issue and has made recommendations to the Care Practice Committee Specialised Care for consideration.

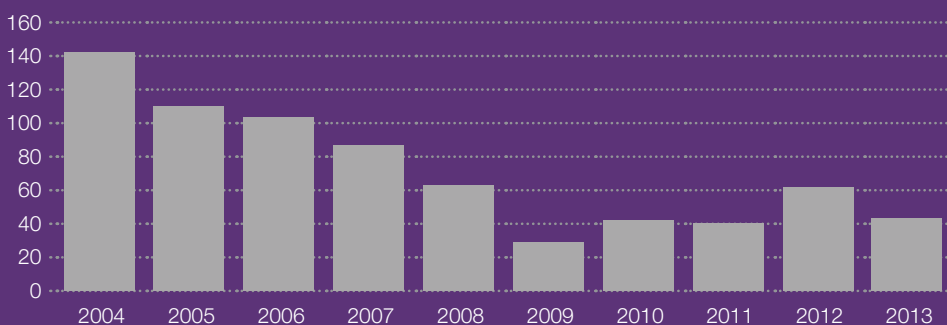
In July 2013 we took the major decision to move the management of our health and safety programs from internally managed by Employment Services to an external expert. Recovery Partners will be providing all our risk auditing, safety education, injury prevention and injury management services for the organisation.

Injury management

Whilst our Lost Time Injury Frequency Rate (LTIFR) has decreased to 2010 levels our focus on the early intervention model has not translated directly into decreased premiums. As such, we have evolved the model to gain greater management participation, work towards ensuring better medical management of injured workers through the sourcing of, and referral to, leading medical practitioners and specialists.

The number of claims for workers compensated injuries did decrease this year from 69 to 59. Analysis of these claims continues to identify multi-factorial causes which emphasises the need to re-focus our attention on both injury management and WHS strategies to address those causes.

Lost time injury rate 2004-2013



Being Supported



Our Volunteers

Warrigal volunteers are an inspiring group of people who provide invaluable support to our staff and positively impact upon the lives of older people in our communities who choose our services.

Our volunteers are provided with the same orientation, training and development opportunities as our staff and are supported in their roles by our Volunteer Services Officers. This year we have introduced a new set of volunteer interview questions to better match volunteer attributes and talents with the needs and interests of our residents and customers. New volunteer rosters have also been introduced to target activities and maximise the benefit of time spent in Residential Care homes and at our Club Connect services.

We started with a few volunteers and now Warrigal receives assistance from 335 inspiring volunteers.

Volunteer with Us!

- Visit your older friends and relatives regularly
- Participate in the functions and special events at your local community village
- Become a donor to Warrigal: you can donate by secure credit card payment online at www.givenow.com.au/warrigalcare - all donations over \$2 are tax deductible

Volunteering can be rewarding surpassing all your expectations.

We need your time and talent to:

- Help in the garden
- Read to the visually impaired
- Cook the BBQ at a special event
- Organise a fundraising event
- Drive one of our buses
- Join our Chaplaincy and Pastoral Care Program

These are just a few of the ways you could assist Warrigal. If you have some time or a special talent you can offer, please call our Volunteer Services Officer on 4257 4257.

Older people at Warrigal are looking forward to meeting you.

So are we.

Celebrating Excellence in Volunteering



Carol Gribble is a dedicated Warrigal Volunteer who has worked tirelessly to support our Auxiliary Committee and manage our iconic Warrigal Opportunity Shop for nearly 30 years. Carol is exceptional in her generosity and commitment to enhancing the lives of Warrigal residents and clients. Her contribution was formally recognised by her peers and the aged care industry this year when she received the ACSA State Award for Excellence in Volunteering.

Being Committed

Our updated Code of Conduct

Our Commitment:

We at Warrigal are committed to:

1

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

2

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

3

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

4

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

5

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

6

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

7

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

8

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

9

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

10

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

Being Recognised

Staff Service Awards

5 Years

Jennifer Cikos
Naydan Hill
Anne Duff
Margaret Devlin
Leonie Hummel
Rhonda Matthews
Nenita Pooley
Susan Rutherford
Vicky Tarawhiti
Dawn Stone
Kylie Tickle
Sandra Elliott
Bronwyn Hall
David Farmer
Robyn Sloggett
Melissa Lane
Nikita Butt
Victoria Riley
Sophia Iordanidis
Stefania De Candia
Diane Heaton
Irene MacDonald
Regina Siilbek
Toni Shakespeare
Richard Sape
Stanley Hill
Kerry McKay
Meredith Myers
Leanne Hall
Michelle Lloyd
Kylie O'Brien
Melissa Wrigley
Terri Watson
Ellen McClelland
Wayne Thomas
Belinda McClelland
Amanda Kranitis
Annie Kirkpatrick
Rowena Jenkins
Susan Harriott
Diane Phyllis Hulbert
Colleen Marian Hogan
Kylie Medway
Sandra Cato
Ian McClintock

Jennifer Channell
Jennifer Goodwin
Bronwyne Thomson
Rosanne Norcott
Helen Peck
Brian Nobbs
Elle Westbury
Jillian Carole Markoja
Jodie Goldsmith

10 Years

Jean Da Cruz
Yvonne Frankham
Patricia Roychowdhury
Debbie Davis
Janelle Borg
Lorraine Brown
Colleen McDougall
Susan Bruce
Joann Nunn
Nicole Beer
Joseph Scott
Daniella Burgess
Maria Gruevski
Rhonda Harrington
Christine Morgan
Louise Partridge
Pauline Hill

15 Years

Peter Hutchinson
Kerry Morley
Angela Parry
Kathleen Hull
Paul Johnson

20 Years

Patricia Jackson
Margaret Waugh

25 Years

Christine Rae
Kellie-Anne Edwards

Our Supporters

Volunteer List

Christine Briffa
Joe Briffa
Geoffrey Broome
Barry Clark
Sheila Clark
Dennis Curtis
Rex Halpin
Alan Harding
Warren Harmer
Michael Hockey
Peter Hopley
Robert Matthews
Michael McGrath
Bob O'Connor
Kay O'Donnell
Neville Pulley
Darren Ratcliffe
Alan Thayer
Beth Tyson
David Wilson
Keith Clemment
Ian Walsh
Zenda Aldridge
Judith Bird
Marie Bowley
Jan Buikstra
Betty Gorton
Carol Gribble
Polly Hannalore
Sue Johns
Inga Keen
Lorraine Korgitta
Wendy Mancell
Francis Mason
Jan McKechnie
Wendy Meikle
Sandra Pearson
Lyn Thomas
Rosemary Thomas
Graham Thomas
Betty Uren
Marion Webber
Anne Webber
Louise Williams
Leanne Yates
Corina Biste

Julie Chadwick
Irene Forskitt
Robert Forskitt
Helen Jablonski
William Logan
Kellie Memmo
Sabine Mueller
Lutz Mueller
Patricia O'Connor
Joan Tuck
Carol Wilson
Emanuel Briffa
Hoang xuan Bui
Anita Burgess
Kaara Calma
Connie Candelaria
Ying Chai
Xiaoting (Vicky) Chen
Diane Dean
Sue Geenty
Steven Gruaski
Jessica Hearne
Trent Hubbard
Fiona Jeffrey
Ron Knowles
Sophia Kuleas
Mee Lay
Albinas Lenartas
Mary Mary
Martin Mushaba
Vi-Dai
(Vincent) Nguyen
Verona Niebling
Cho Pae
Jessica Patmore
Ranjith Raj
Susan Reiher
Angela Stephenson
Brittany Woodside
Mary Cotton
Helen Ford
Mona Hanigan
Anne Steep
Janny White
Dawn Wilson
Maureen Miller
Connie Woods

Kathleen Moore
Eva Bennett
Frank Jefferies
Val Langlois
Norm Peacock
Betty Peacock
Alison Smithers
Marina Teasdale
Rita Waite
Wendy Swire
Amber McGrath
George Nettlebeck
Valerie Nettlebeck
Edith Rayner
Renae McEntee
Blanca Orellana
William Villy
Pauline Baxter
Lynnette Beringer
Ted Clapham
Mary Clapham
Mick Davis
Jade Demczynszyn
Karen Guthrie
Ashleigh M Harvie
Anne Hacker
Robert Jones
Don McAlister
Evelyn Rickards
Darrell Rickards
Steven Turner
Jade Kelly
Robyn Shoard
Ronald Shoard
Sarah Sparidaans
Renee Smith
Belinda Wohlyemuth
Shane Willey
Laraine Payne
Margery Power
Georgia Maryvale
Elaine Pauling
Nolene Coles
Carlene Coulter
Caroline Lever
Melissa Barber
Peter Campbell

Shirley Carroll
Alan Cluff
Lorraine Cluff
Terence Cobby
Bronwyn Coombes
Robert Hannam
John Iconou
Jade Jeffree
Alan Jones
Michael Lambert
Anna Leshnik
Mauren Lillis
Hannah Lindsay
Denise MacNamara
Scott Matthews
Zac Newton
Janet Nicholson
Greg Pincham
Matthew Potter
Bernice Silby
Lyn Strachan
Barry Templeman
Gary Van Pelt
Dianne Watts
Elsie Webster
Joyce White
Vera Kotrevska
Stonja Mitrovska
Cena Kotevska
Janet Allen
Judith Atkinson
Fay Berwick
Carmen Bonnici
Joan Burke
Veronica Greenfield
Margaret King
Evelyn Lucas
Pat Macleay
Janette Monk
Christene Ryan
Mary Slater
Ella Smith
Josie Testa
John Angus
Don Burgess
Cristina Cristia
Mary Daly

Marilyn Magnee
Jodie McNeill
Alan Neate
Linda Pill
Josephine Pulido
Allan O'Rourke
Linda O'Rourke
Sue Sinclair
Margaret Windolf
Ron Kemp
Marika Arki
Claire Bogaert
Lyn Brown
Natalie Carbone
Alana Collie
Edna Green
Emily Hale
Grace Hansen
Susan Hudson
Shaun Iacovelli
Lee-Ann Jackson
John Jullien
Rhonda Lister
Robert Leishman
Robert Macleay
Noreen McCormack
Maureen Moore
Lydia Mulder
Corrie Rankin
Verne Robinson
Anne Rutherford
Heather Schuster
Jeanette Stennett
Kerry Stier
Leonard Townsend
Jessie Vaughan
Paul Weightman
Sam Whiffen
Kylie Whittaker
Stephen Coates
Philip Bonnici
Daniel Moane

Company Members

Neil Bayo
Mary Clapham
Edward Clapham
Alan Cluff
Lorraine Cluff
Margaret Collins
Maria Del Turco
Anne Doorn
Roger Downs
Betty Gorton
Carol Gribble
Helen Hadlow
Marion Hardy
Alan Hardy
Wynand Janssen
Peter Keyes
Lorraine Korgitta
Kay Lucas
Wayne Mackander
Brian Mackander OAM
Brian McKenzie
Brian Monk
Janette Monk
John Moolhuizen
Elaine Moolhuizen
Wayne Morris
John Mullan
Judy Mullan
Helen Newman
Sandra Pearson
Russell Pearson
Ronald Pickford
Norman Rowland OAM
Lavena Scifleet
Diane Smith
Anne Steep
Eric Stevenson
Philip Thompson
Betty Uren
Janet Walsh
Brian Walsh
Brian Weir
Jillian Wilson
Margaret Windolf

This years annual report is in memory of the valuable contribution made to Warrigal by Company Members Sylvia Hamshire, Beryl Lewis and Olive James.

Being Leaders



Our services will be affordable accessible and sustainable

Statutory regulatory and policy

Warrigal obtained an unmodified set of statutory Financial Reports signed off by our auditors KPMG.

From 1st February 2013 further 'claw back' revenue initiatives were implemented by the Department of Health and Ageing (DoHA) via changes to the Aged Care Funding Instrument (ACFI) eligibility requirements. This change was on top of a one-off reduction in the amount paid under the ACFI levels on 1 July 2012. This equated to a loss of \$791,000 for Warrigal.

As part of the Living Longer, Living Better reforms consumers will be provided with a 28 day choice of payment method period to decide upon payment arrangements resulting in uncertainty of cash flows and difficulties providing information to banks and financiers. At Warrigal we are implementing changes to the way we calculate monitor and collect daily payments and refundable deposits so that we can maintain the quality of our accommodation as well as our strong financial position.

From 1st July 2013 the My Aged Care website (www.myagedcare.gov.au) and the national contact centre (1800 200 422) for information about the aged care system and services commenced operations. Our 1800 626 670 information line at Warrigal has been expanded to provide a one-stop customer information contact for all our services. We have prepared ourselves to integrate with the new national Gateway and Call Centre assessment processes by providing up to date information to the Gateway for the new My Aged Care Website, and reviewing all of our printed collateral to provide information to our customers in a clear and informative manner. Our new website will also show clear and transparent information and will comply with the new changes to be implemented in 2013/14 as an outcome of the 'Living Longer, Living Better' reforms.

The NSW Fair Trading Minister announced that all villages were required to implement a simplified standard contract together with a 'plain English' contract to make it easier for people to choose which villages best suit their needs. Warrigal interacted with the ACS (for existing seven villages) and Atkinson Vinden Lawyers (Goulburn village) to comply with these changes. The simplified standard contract was implemented at all our retirement villages by 1st October 2013. Warrigal also developed a general inquiry document that explains the services and facilities available in a village and a simplified disclosure document so that retirees and their families will be able to clearly see their rights and obligations and make accurate comparisons between villages.

Being Switched On

Using technology for better communications

An upgrade to our core information technology infrastructure this year has provided increased capacity and flexibility to accommodate future growth. Additional applications to increase process efficiencies in Payroll and Asset Management were introduced and a series of information system user satisfaction surveys has indicated a reducing level of frustration with system issues and network speed over the past year.

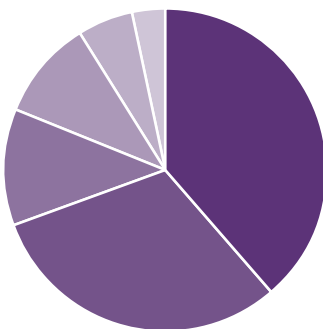
Microsoft Office 2010 became the default Office application platform replacing Office 2003. Users were provided with a three month pilot period and since transition have reported their computer experience as faster and more reliable.

A social media computer policy was developed approved and added to the intranet as a risk mitigation strategy aligned with the Warilla Project.

A joint service tripartite review program involving Warrigal, Microsolve and Business Partner I.T Integrity was approved in early March to review the entire IT Service model including technology, processes & people.

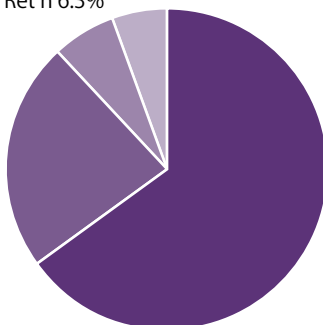
Summary of expenditure by service type 2013

- Merged Care 47.3%
- Low Care 14.5%
- ILU 6.9%
- High Care 37.6%
- Other 12.1%
- Community Care 3.8%



Summary of income sources 2013

- Govt Funding 65.1%
- Loan DMF Bond Ret'n 6.3%
- Resident fees 23.2%
- Other 5.5%



A Community Care Management System Project commenced this year with iCareHealth CCM software certified for use with Warrigal computing environment and a plan for software implementation delivered. This planning manages risk during pilot and implementation phases to be undertaken by Community Care staff commencing late in 2013.

Our IT Services Continuity Plan was implemented at the Warilla home in June during a three day outage of the ADSL network. This involved deploying laptops and mobile broadband connections to enable access to iCare, Intranet and other IT services.

Due Diligence

Our Business Risk and Audit Committee (BRAC) continues to meet quarterly ensuring a focus on effectively managing current and future business risks. To mitigate risk of default the Finance Team, with direction from Kells, have updated the process of registering caveats on the title of a property owned by residents of Warrigal homes in the event they have significant outstanding debts including accommodation bonds.

An accommodation bond review was undertaken and implemented for all current and proposed residential care homes.

KPMG and Bendigo Bank were kept up to date with regard to all compliance issues.

Income Growth

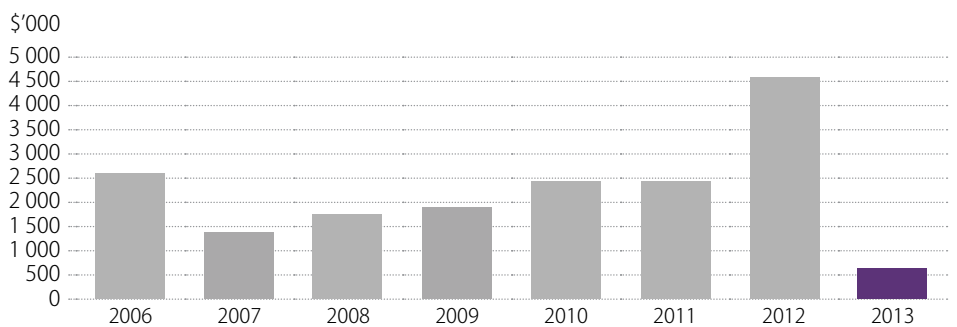
The tripartite agreement between the Bendigo & Adelaide Bank, Warrigal and Grindley Constructions was finalised for a \$16m Goulburn stage 2 draw down facility with separate draw downs of \$6.5m for the residential care home and \$9.5m for the village.

A resident mix review at Bundanoon residential care home to maximise funding was completed. As a result DoHA approved our request to reduce the number of high care ESS places from 45 to 27 effective from 1st December 2012.

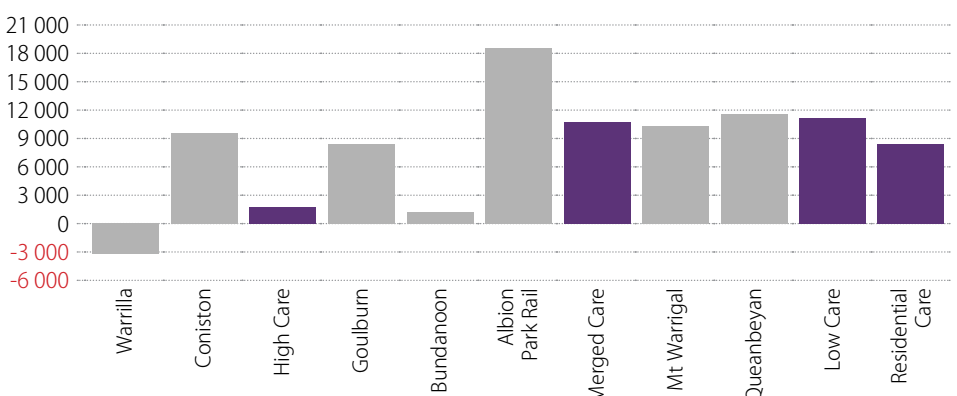
To address the reducing numbers of low care residents as a result of the expansion of community care packages 28 pre 1997 bed licences were approved by DoHA to be transferred from Mt Warrigal home with 14 licences going to Bundanoon and 14 licences to Goulburn effective 6th May. This increases the potential high care places at Bundanoon to 86 and Goulburn to 116.

DoHA also approved the transfer of one pre 1997 place from Warilla home to Queanbeyan effective 1st August the sale of one high care place from Warilla effective 12th August 2013 and the activation of the 40 provisional high care places including 16 high care ESS places at Goulburn effective 2nd September 2013.

Cash from operating activities



2012-2013 Earnings before interest, tax, depreciation and amortisation for high, merged and low care homes per bed





Being Property Savvy

Our Land and Buildings

Our Property Development Plan

The 10 Year Property Development Plan was finalised and adopted this year to facilitate the delivery of all projects in line with Warrigal's strategic plan, vision and purpose in a financially sustainable manner.

Project Sequencing:

Location	Care Home	ILU / Commercial
Shell Cove	Feb 2016	Sep 2014
Wollongong	Mar 2018	Sep 2015
Queanbeyan	Sep 2018	Mar 2020
Warilla North	Oct 2020	N/A
Warilla	N/A	Sep 2021
Goulburn	N/A	Jun 2022
Bundanoon	Mar 2023	Mar 2023
Oak Flats	N/A	Sep 2023

Service expansion in Wollongong has been delayed as the Planning Proposal to rezone our site with increased building height was not supported by Council. This project is being reviewed in light of changes in the NSW Planning system set to be implemented in 2013. Another Wollongong location is also being assessed.

Construction of the Community Village at Goulburn and extension of the Residential Care Home was completed on 30th August 2013. 36 two and three bedroom villas will be majority occupied in September with residents ready to make their homes there. The extension to the care home provides an extra 40 single rooms with ensuites.

Development Consent for the Community Village at Shell Cove was obtained in December 2012 for 98 apartments and a 128 bed Residential Care Home. A further Development Application in relation to the service will be lodged late 2013 in order to incorporate improved design initiatives and to ensure the financial sustainability of the project.

Development Consent for our planned Queanbeyan 125 bed Residential Care Home was gained in November 2012. A Construction Certification was prepared for an additional wing for the Bundanoon Residential Care Home and gained approval in July 2013.

An extension was completed at the Albion Park Rail home in July 2013 providing an additional 10 work spaces and office areas. Improvements also included an upgrade to the foyer and reception area.



Asset Management

Effective asset maintenance programs

A new Asset Management System “eProperty” was implemented this year to allow all property requests to be electronically lodged, tracked and managed. This system provides a more effective management and reporting process.

Property Services received additional resources to align with industry benchmarks for maintenance services including the addition of 3 Regional Maintenance Supervisors, 3 General Assistants and 1 additional Maintenance Officer.

This year Property Services staff responded to 11,511 requests for general maintenance up from 9,517 last year.

38 village villa and apartment refurbishments and 73 room refurbishments were completed in our Residential Care Homes.

33 capital and major maintenance projects were completed as part of the Property and Equipment Plan (PEP). This included Stage 2 Landscape works at the Community Village at Lake Illawarra that involved the creation of formal garden beds extended BBQ area and additional outdoor seating areas. Pedestrian paths were improved at Queanbeyan and stair chairs installed in the village stairwells. Acoustic rated operable walls were installed at Goulburn and Bundanoon and our Mt Warrigal Residential Care home received an upgraded courtyard with improved shade sails.

Preventative Paint Maintenance Programmes continued at all villages to maintain a high standard of maintenance and presentation.

Over \$400k was allocated to improving the Living Environment for residents at Warilla and Coniston to address occupancy challenges compliance risks and the delay with the Wollongong project. Further extensive upgrades to these locations are planned for 2013/14.

Property compliance

All Warrigal Residential Care Homes maintained their Commonwealth Certification in 2012/13.

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

In line with legislation effective 1 January 2013 we have nominated with the Department of Planning and Infrastructure (DoPI) a 3-year term for the installation of sprinklers at care homes that do not have sprinklers including Warilla, Mt Warrigal and Coniston. Statutory signage explaining this process was installed by 30 April 2013 and an installation plan was provided to the DoPI by 1 September 2013. All other Warrigal Care Homes have sprinkler systems fitted.



Our Philosophy

These four outcomes describe the experience we believe all our residents and clients should have.

Older people should every day have the opportunity to be themselves and experience:

Independence - Freedom from total dependence on, or dominating control by, another person or organisation.

Dignity - Older people will always be treated as being worthy of esteem and respect.

Happiness - Older people should be able to experience a sense of purpose and live enriched lives with laughter and creativity.

Connectedness - Older people are welcomed and experience friendship, affection, acceptance, companionship and meaningful relationships.

At Warrigal Care our philosophy starts with “F” - fun, food, family, friends, familiarity, freedom, fitness, future, favourite things, fruit, feelings, frolicking, fraternising, fellowship, etc.

“I chose to do what I did today. It was a good day and I was able to be myself.”

Being Influential

We will be influential in the development of services to older people

A new philosophy, strategic plan and brand

Our new 2013 philosophy promotes choice for older people.

We want older people to choose us and experience an inspiring community life where they can be themselves and say they've had a good day. The philosophy has the 4 key themes of Independence, Dignity, Happiness and Connectedness. It is based on the theories and frameworks of William Glasser, Hans Becker, the theories of Asset Based Community Development by Peter Kenyon, The Eden Philosophy by Dr William Thomas and The World Health Organisation's Aged Friendly Cities. It was approved by the Board in 2013 and communicated in a series of workshops with managers and staff during July and August 2013.

Telling our Story Better

Our new philosophy has guided the development of our new strategic plan 'Towards 2020' and our new public profile.

We started this journey with extensive research and collaboration with our customers, prospective customers, staff and volunteers. Focus groups, surveys and workshops were conducted through all our geographical locations.

Together with our business partner 'Principals' a new visual identity, new tone of voice, new logo and new colour was decided. We needed to stay fresh and innovative and be ready for the new aged care reforms and our changing customer.

From our philosophy and research findings we decided to drop the word 'Care' from our name. The word 'care' conveys dependency. We recognise that there is strong public negative association with 'aged care'. By having "Care" in our name we are starting off with a perception that all we do is residential care, this disassociates ourselves from our other service types such as Community Village living and Connect (in-home) Services.

Our reputation and brand has evolved. We needed a new fresh look, symbolic of our new philosophy and the changing face of aged care, a new name to represent our expanding range of services and to reinforce our commitment "to create inspiring communities for older people"

Our new visual identity and our name now reflect our evolution and expansion of our new communities and services and from now on we are delighted to be known as Warrigal, whose inspiring communities for older people allow you to be yourself.

We chose purple as our new colour, it stands for Wisdom & Royalty, Enlightenment & Innovation, Distinction & Respect

We hope you like our new look and find us vibrant, individual, supportive and fun.

Engaging and supporting our communities

Auxiliaries

Our 3 auxiliaries are located in Goulburn, Illawarra and Bundanoon. They are each incorporated as separate associations but remain significant stakeholders in our organisation as volunteers, fundraisers and community advocates. We sincerely thank them for their impressive and loyal ongoing support.

Warrigal Goulburn Auxiliary Report

Funds raised \$12,899.18

The Warrigal Goulburn Auxiliary fundraising ventures this year have included raffles, fetes, morning teas and luncheons. This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Goulburn residents and clients.

President- Wendy Crisp
Secretary- Barbara Dunn
Treasurer- Freda Bush
Total Members- 16

Warrigal Illawarra Auxiliary Report

Funds raised \$56,880.00

The Warrigal Illawarra Auxiliary fundraising has been very successful this year and has included fashion parades, luncheons and bingo mornings. The Opportunity Shop attended to by our wonderful volunteers and under the guidance of Carol Gribble has provided our main source of funding. Bendigo Bank has been a great supporter of our activities this year making a donation of \$500.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Illawarra residents and clients.

President - Betty Gorton
Secretary - Lorraine Korgitta
Treasurer - Wendy Meikle
Total Members - 22

Warrigal Bundanoon Auxiliary Report

Funds raised; \$10,076.00

The Warrigal Bundanoon Auxiliary fundraising has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events including Easter Mothers Day and Winter Christmas raffles luncheons and BBQ events.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Bundanoon residents and clients.

President - Dorothy Quigg
Secretary - Margaret Hinton
Treasurer - Ann McCarter
Total Members - 13

Being Sustainable

Our Environment

We are continually reviewing our buildings and how they can be more efficient. As Warrigal Communities run 24 hours per day, 7 days per week, any efficiency improvements we can make have a 365-day impact.

We have continued our strategic approach regarding energy usage and are beginning to see reductions in our energy consumption across the organisation contributing to our aim to reduce our environmental footprint and manage costs. Maintaining awareness and raising the profile of environmental sustainability across all Warrigal locations remains a key driver to facilitate ongoing reductions.

Warrigal is committed to minimising our environmental impact now and into the future. Energy efficiency in Aged Care is a relatively new frontier. To assist with our

endeavour we have developed collaborative partnerships with Regional Development Australia-Illawarra and continue our relationships with the Office of Environment and Heritage and multiple departments within the University of Wollongong including the Sustainable Buildings Research Centre. These working collaborations enable innovative initiatives created specifically to integrate into our industry and recognise the existing knowledge and interest of older people in environmental sustainability.

Monitoring our energy use

Warrigal uses a robust and independent emissions reporting system and is one of the first aged care organisations in Australia to independently and transparently report its emissions.



2013 ACSA Award in Sustainability

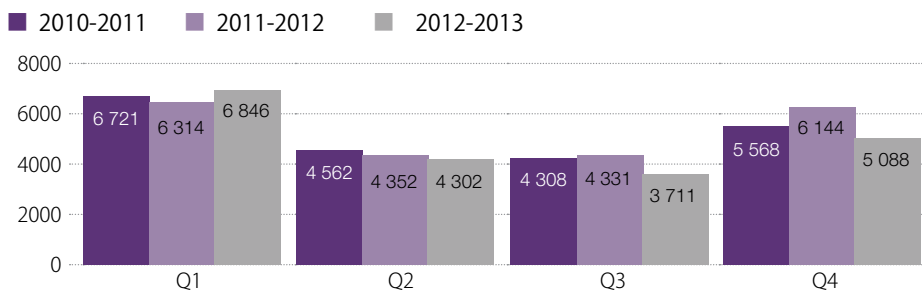
In May 2013, Warrigal's commitment to environment was recognised at the Aged & Community Services Association of NSW & ACT Awards, winning in the category of Sustainability.

We have been keen to adopt sustainable practices within our day to day operations and have also helped our residents to be aware of and manage their own ecological impacts. A worthy focus when it comes to truly providing a sense of community conscience for our residents.

Our Sustainability team have made exceptional efforts in improving Warrigal's ecological footprint which has been recognised by the ACS Award for Excellence – Sustainability win.

Quarterly Comparison to Previous Years

This graph shows our emissions (tCO2e) breakdown for Warrigal over the 2012-13 financial year.



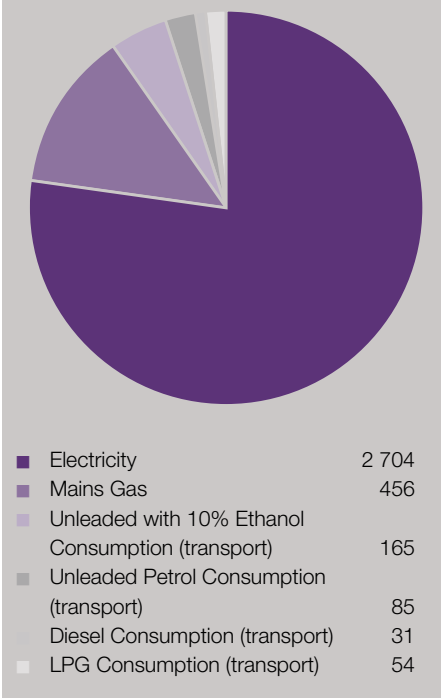
Energy Efficiency Projects

Emissions data for 2012-13 have indicated that electricity and gas represent approximately 92% of our tCO2e emissions. As a result energy efficiency projects are a key priority in order to reduce our environmental footprint. We have upgraded to more efficient lighting and installed cold water laundry systems.

The table below provides a summary of energy reduction projects completed in 2012-13 financial year.

Project	Site	Energy Savings (MWh)	Payback Period (Years)
85 more efficient fluorescent strip lights and light fittings in general areas and resident rooms	Albion Park Rail	15	2.98
Convert laundry to cold water	Goulburn	49.3	0.81
	Bundanoon	93.9	2.31
		158.2 MWh	Ave 2.03

This graph shows energy consumption (GJ) per quarter for the whole organisation for the last three years.



Being Direct

The directors present their report together with the financial report of Warrigal (the company) and the consolidated financial report of the group, being the Company and its controlled entities for the financial year ended 30 June 2013 and the auditors report therein.



Alan Hardy

Chairman

Independent Non-Executive Director

Age 71 years

Member of the Quality Management and Accreditation Committee

Member of Planning Development and Sustainability Committee

Member of Project Control Group

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



Brian Monk

Vice Chairman

Independent Non-Executive Director

Age 69 years

Member of Planning Development and Sustainability Committee

Mr Monk was appointed director in 1988. Mr Monk is now semi retired after working for 48 years and has run four successful small businesses in industrial and catering sectors. He has qualifications in supervision and management as well as three mechanical trades. Professional interests include transport tourism OHS&E and building construction.



Roger J Downs

Vice Chairman

Independent Non-Executive Director

Age 59 years

Member of Business Risk and Audit Committee

Mr Downs was appointed director in 1997. He is a Lawyer and Chairman of Partners at Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management and is also an Accredited Specialist in Property Law and Business Law. He is chair of the Business Law Committee of the Law Society of NSW a Director of Community Alliance Credit Union Ltd and a board member of the Illawarra Shoalhaven Local Health District. His community involvement includes 18 years in Corrimal Apex Club and many years as honorary legal adviser to Surf Life Saving Illawarra.



Peter (Wayne) Morris

Independent Non-Executive Director

Age 55 years

Chairman of Business Risk and Audit Committee

GAICD ACIS ACIM MIPA AImm AIFS and AMP (Harvard). Appointed as director in 2009. CEO of CareWorks Inc & Secretary of Churches of Christ in NSW Property Trust. 30 year career at IMB Ltd including 7 years as CFO and 9 years as CEO. Voluntary business consultant to various community, charity and church organisations. Also on the boards

of Newcastle Permanent Building Society Ltd, Illawarra Performing Arts Centre Inc., Southern Illawarra Church of Christ, Wollongong Symphony Orchestra Foundation Ltd, Destination Wollongong Limited and the Advisory Council to Illawarra Venues Authority. Previously board member of an industry association, a financial planning company, a not-for-profit research organisation, a private school and other community organisations.



Margaret Collins

Independent Non-Executive Director

Age 60 years

Member of Business Risk and Audit Committee

Mrs Collins was appointed as Director in 1997. She has over 31 years experience in the financial services industry, is a Fellow of the Institute of Financial Services and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is presently a Financial Planner with Smart Financial. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



Philip Thompson OAM

Independent Non-Executive Director

Age 63 years

Chairman of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Thompson was appointed as Director in 1999. He holds qualifications in Civil Engineering and is presently a Subdivision and Development Engineer for Shellharbour City Council. He has held voluntary positions with the Salvation Army Red Shield Appeal as their Shellharbour/Kiama area chairman from 2000 – 2007 was the Association of 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.



Judy Mullan

Independent Non-Executive Director

Age 53 years

Member of the Quality Management and Accreditation Committee

Member of the Active Ageing Committee

Dr Judy Mullan was appointed director in 2000. She is a senior lecturer in the Graduate School of Medicine at the University of Wollongong and the Illawarra Health and Medical Research Institute (IHMRI) theme leader (scientific) for Ageing and Chronic Conditions. Judy holds a Bachelor degree in Pharmacy and the Arts as well as a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Her community involvements include voluntary work for aged care services, multicultural organisations,

church organisations and support for rural health and medical university students. Her professional focus is to improve health literacy as well as the safety and quality of medicine use among older people with chronic conditions.



Patricia Anne Doorn (nee Cleary)

Independent Non-Executive Director

Age 68 years

Member of the Quality Management and Accreditation Committee

Appointed a director in 2009. Mrs Doorn is a Registered Nurse with decades of hospital and aged care management experience. Retired since 2004 she is active in her community and church and an honorary member of Kiama Rotary Club.



Helen Newman

Independent Non-Executive Director

Age 54 years

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to post graduation nursing studies and a Graduate Diploma in Nursing (Critical Care). She is a member of the Australian College for Infection Prevention and Control. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



Wynand Janssen

Independent Non-Executive Director

Board Appointed

Age 62 years

Mr Janssen has worked in commercial financial roles for over 40 years, the past 20 as Regional Finance Director for a multinational corporation. He was previously a Director and Treasurer of Warrigal from 1997 until 2009 resigning from that role to take up an overseas assignment. He holds a degree 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 or Illawarra Sunrise and has served in various capacities both within the club and at district levels. He was reappointed a director in December 2012.



Mark Sewell

Company Secretary

Mr Mark Sewell MBA B.Soc Sci AImm MAICD was appointed to the position of Chief Executive Officer and Company Secretary in April 2008. He was the Deputy Chief Executive Officer of Warrigal since 2001 and previously held management positions with the NSW Government Departments of DADHC, DoCS and IAHS. He is a director on a number of non-profit boards and is a director and the regional chairperson for the Aged and Community Services Association NSW/ACT.

Being Explicable

Directors' Report

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

Meetings								
Director	Board of Directors meeting and extraordinary meetings		Business Risk and Audit Committee meetings		Planning Development and Sustainability Committee meetings		Quality Management and Accreditation Committee meetings	
	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended
A Hardy	12	11	-	3*	2	2	5	3
B Monk	12	11	-	2*	2	2	-	-
R Downs	12	10	4	4	-	-	-	-
P Morris	12	11	4	4	-	-	-	-
M Collins	12	11	4	3	-	-	-	-
P Thompson	12	10	-	4*	2	2	-	-
J Mullan	12	10	-	1*	-	-	5	2
P Doorn	12	9	-	-	-	-	5	2
W Janssen	6	6	-	2*	-	-	-	-
H Newman	12	11	-	-	2	2	-	-

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

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

Objectives

The objective of the Company up to 2013 is to provide excellence in service to older people. The Company aims to deliver innovative and quality aged care through superior services, practices and management. The four (4) strategic directions underpinning this objective are: older people will have a seamless transition through all levels of care; staff and volunteers will deliver excellent service; services will be affordable, accessible and sustainable; and, the Company will be influential in the development of services for older people.

The Company's 2012 Strategic Plan outlines a total of twenty four (24) short term objectives (strategic outcomes) linked to the strategic directions.

Principal activities

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

- High care – Warilla and Coniston;
- Low care – Mount Warrigal and Queanbeyan;
- Merged care – Goulburn, Bundanoon and Albion Park Rail;
- Independent living villas – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan and Bundanoon;
- Day Respite centres – Illawarra and Goulburn;
- National Respite for Carers Programme (NRCP) - Goulburn;

- Extended Aged Care at Home (EACH) and EACH Dementia programs in Goulburn and Queanbeyan;
- Home and Community Care (HACC) programs at Goulburn, Queanbeyan and the Illawarra; and
- Community Care (CACP) programs in the Illawarra, Queanbeyan and Goulburn.

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

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

Review and results of operations

	2013 \$'000	2012 \$'000
Result		
Net (deficit) / surplus	(4,424)	7,129

The 2013 result includes an impairment loss of \$2,821,000 for Wollongong properties held for service expansion. The 2012 result includes a dividend of \$4.77 million from the liquidation of Warrigal Care Gladesville Limited.

Excluding the 2012 dividend, the Company's income increased from \$48.66 million to \$49.55 million in 2013 (an increase of \$0.89 million or 1.82%) due to increases in government funding and care recipient contributions.

Excluding accelerated depreciation and impairment losses, expenditure increased from \$46.99 million to \$51.96 million in 2013 (an increase of \$4.97 million or 10.58%). This was mainly due to the increases in wages and care costs necessary to maintain our standards of care and for additional costs of expanded services.

Residential care continues to be the Company's core business, although costs of \$1,174,000 and lost revenue of \$618,000 were incurred as a result of sanctions imposed by the Department of Health and Ageing during 2013.

Excluding one-off items in both financial years, the 2013 result would be a surplus of \$189,000 and the 2012 result would have been a surplus of \$2,356,000. The reduction in underlying surplus reflects costs rising faster than revenue. The main type of expenditure is personnel costs, which rose by 10% or \$3,140,000 in 2013. The main type of revenue is government funding, which rose by 2% or \$634,000 in 2013.

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

Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in subsequent financial years.

Likely developments

A revised development application for the expansion and redevelopment of services at Queanbeyan was lodged in July 2013 and is expected to be approved by the end of 2013. Sixty (60) high care places were obtained in the 2010 ACAR and approved for ESS in the 2011 ACAR.

A construction certificate for a fifth wing at Bundanoon was obtained in July 2013 although timing of construction remains under consideration by the board. Once construction is completed the thirty (30) high care places obtained in the 2008 ACAR will be activated, bringing total capacity to one hundred and twenty (120) places at that site. The development of new independent living villas at Bundanoon is in the pre-construction phase with works not expected to commence before June 2014.

It is expected that existing operations will continue at Mount Warrigal in line with the lease with Shellharbour Council. The value of Warrigal Care Mount Warrigal will be written down over that period, resulting in accelerated depreciation expense up to 31 December 2020.

A development application for an independent living village and a one hundred and twenty eight (128) bed ACF at the Shell Cove site was approved in December 2012. Ninety eight (98) high care licences were obtained in the 2010 ACAR with forty six (46) approved for ESS.

Land has been purchased in Wollongong to provide additional aged care facilities utilising the one hundred and forty (140) places obtained in the 2008 and 2007 ACARs. A range of aged care services, including independent living villas, are planned at this site. The timing of construction is subject to changes to planning restrictions.

It is expected that significant refurbishments at Coniston will allow for operations to continue for some time rather than transfer to Shell Cove or Wollongong on completion.

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

Environmental regulation

The Company's operations are not subject to any significant environmental regulations under Commonwealth or State legislation. However, the Board believes that the Company has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Company.

Significant changes in the state of affairs

In the opinion of the directors there were no significant changes in the state of affairs of the Company that occurred during the year under review.

Directors' interest and benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements, by reason of a contract made by the Company, its controlled entities, or a related body corporate with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest, other than as disclosed in Note 19 to the financial statements.

Indemnification and insurance of officers

The Company paid a premium in respect of a contract insuring directors and officers of the Company against liability. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability insurance contract, as such disclosure is prohibited under the terms of the contract.

A deed of indemnity has been entered into with RJ Downs, a director of the Company, to indemnify him from and against any liability incurred in his position as a director of the Company, including reasonable defence costs. This deed excludes indemnity to the extent that such indemnity would be prohibited by: Section 241 of the Corporations Act 2001; or any other statutory provision or the common law.

Members' liability

The Company is limited by guarantee and has 44 members (2012: 45 members).

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

Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 28 of signed version of financial statements and forms part of the directors' report for the financial year ended 30 June 2013.

Rounding off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made with a resolution of the directors:



Roger J Downs
acting Chairperson of the Board



(Peter) Wayne Morris
Director

Signed at Albion Park Rail, this 23rd day of September 2013

Be In Touch

Our Services

Residential Care Homes

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Manager: Yvonne Frankham
Phone: 02 4229 4433
Email: yfrankham@warrigal.com.au

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Manager: Vernia Blundell
Phone: 02 4884 6100
Email: vblundell@warrigal.com.au

Goulburn / 160 places

7 Aubyn Road
Goulburn NSW 2580

Manager: Wannapa Foytong
Phone: 02 4823 0600
Email: wfoytong@warrigal.com.au

Warilla / 100 places

1 Arcadia Street
Warilla NSW 2528

Manager: Sue Brown
Phone: 02 4297 0999
Email: sbrown@warrigal.com.au

Albion Park Rail / 149 places

2 Pine Street
Albion Park Rail NSW 2527

Manager: Joanne McGoldrick
Phone: 02 4230 8150
Email: jmcgoldrick@warrigal.com.au

Mount Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Manager: Kathleen Woerz
Phone: 02 4297 0211
Email: kwoerz@warrigal.com.au

Queanbeyan / 46 places

Cnr Canberra Avenue & Campbell Street
Queanbeyan NSW 2620

Manager: Otto Mahlaba
Phone: 02 6299 3876
Email: omahlaba@warrigal.com.au

Warrigal Connect

Illawarra / 388 packages

2 Pine Street Albion Park Rail NSW 2527

Manager: Sue Piper
Phone: 02 4256 7880
Email: spiper@warrigal.com.au

Goulburn / 133 packages

7 Aubyn Road Goulburn NSW 2580

Manager: Belinda McClelland
Phone: 02 4823 0608
Email: bmcclelland@warrigal.com.au

Queanbeyan / 85 packages

Cnr Canberra Avenue & Campbell Street
Queanbeyan NSW 2620

Co-ordinator: Beatrice Vann
Phone: 02 6297 3511
Email: bvann@warrigal.com.au

Warrigal Club Connect

Illawarra 125 places per week

29 View Street
Lake Illawarra NSW 2528

Co-ordinator: Debby Hiess
Phone: 02 4297 2692
Email: dhiess@warrigal.com.au

Goulburn 105 places per week

7 Aubyn Road
Goulburn NSW 2580

Co-ordinator: Rowena Jenkins
Phone: 02 4823 0605
Email: rjenkins@warrigal.com.au

Warrigal Community Villages

Co-ordinator: Lynell Ratcliffe

2 Pine Street
Albion Park Rail NSW 2527

Phone: 02 4256 7878
Email: lratcliffe@warrigal.com.au

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Albion Park / 16 villas

7-19 O'Gorman Street
Albion Park NSW 2527

Figtree / 39 villas

69 O'Briens Road
Figtree NSW 2525

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Queanbeyan / 57 villas and apartments

18 George Street
Queanbeyan NSW 2620

Bundanoon / 12 villas

20 Hill Street
Bundanoon NSW 2578

Goulburn / 36 villas

7 Aubyn Road
Goulburn NSW 2580

Support Services

Administration Centre

2 Pine Street
Albion Park Rail NSW 2527
Phone: 1800 626 670 or 02 4257 4257
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



Contact details

Warrigal Registered Office
 ABN 34 002 392 636

2 Pine Street
 Albion Park Rail NSW 2527

Toll free 1800 626 670
Phone 02 4257 4257
Fax 02 4257 4232
 Email warrigal@warrigal.com.au

For more information about this annual report contact Community Relations on (02) 4257 4257

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

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www.youtube.com/warrigalcommunities

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www.warrigalcare.org

Disclaimer

We believe the information contained in this publication is accurate at the time of production (October 2013). However the information is subject to change without notice.

