

The image features a purple rectangular box in the top left corner containing the Warrigal logo and tagline. The background is a vibrant, indoor event space with people in costumes. A woman in a blue jacket and glasses is interacting with a woman in a brown furry costume. Other people in a blue hat and purple top are visible in the background. A large screen in the background shows a colorful graphic with a globe and abstract shapes.

Warrigal

Inspiring communities
for older people

Annual Report 2023

Navigating Change

Contents

02 Chairperson's Report	39 Our Villages
05 Vision, Purpose & Values	41 Help at Home- Home Servies
06 FY23 Snapshot	42 Occupancy
07 CEO Report	33 Strategic Direction 3 Our People
10 Our Executive Team	45 Workforce Breakdown
11 Our Board of Directors	47 Good Growth
15 Our Awards	49 Our Culture
17 Our History	51 Our Volunteers
21 Service Growth	54 Financial Snapshots
22 Our Quality Framework	55 Strategic Direction 4 Our Organisation
25 Our Strategic Plan	58 Warrigal Multicultural Village
30 Strategic Direction 1 Our Customers	59 Engaging Our Community
33 Strategic Direction 2 Our Services	61 Our Research
37 Clinical Indicators	63 Our Locations
38 Our Food	

Chairperson's Report



Delivering on our Core Purpose



Warrigal's customers are core to everything we do, we exist to ensure older people have great lives. We recognise that being an older Australian in an environment where there's enormous change and sector-wide challenges can create a sense of uncertainty.

Whilst there are many stories circling the aged care industry of what needs to improve, we want to point out to all of you, a number of The Warrigal Way examples that demonstrate all the outstanding contributions you are doing for one another and for our residents, clients and customers. You are making a significant difference. From the bottom of our heart, thank you to each and every one of you!

A SUCCESSFUL YEAR

Warrigal has again had a highly successful year, both operationally and financially. The enormous effort of staff and volunteers ensured Warrigal was successful and sustainable, supporting us to deliver on our core purpose.

Operationally, Warrigal has continued to provide outstanding care and support services to all our customers and I thank our dedicated people for their commitment and passion as they carry out their daily activities. Financially our bottom line numbers have improved, despite the continued additional costs related to minimising COVID-related impacts as we work hard to keep all our customers, residents and staff safe from the virus.

Workforce challenges continue to stress the industry, including Warrigal, and yet our dedicated people ensured we maintained the high standard of care we're known for. This is why the Board and Executive Team were pleased to implement the recommendation of the Fair Work Commission, and provide our staff with the wage increases we all agree they deserve.

WELCOME JENNI

This year we said farewell to our long-serving CEO, Mark Sewell, and welcomed Jenni Hutchins into the team. Those of you who've met Jenni will have undoubtedly noticed the passion and enthusiasm she brings to Warrigal. Jenni joined at a challenging time, when we were mid-integration of the Warrigal Multicultural Village, but this didn't stop her visiting every site, keen to build relationships with staff and residents. She's displayed exemplary leadership and I look forward to working closely with her and the Board as we set Warrigal on the right path for even better future performance and outcomes.

We know as people get older, they want to age in place. They want to do it in an environment that supports ageing well and ageing safely. They want to feel respected, valued and loved by those around them, and by those providing care.

Warrigal has created a Consumer Advisory Committee, comprised of independent community representatives, Board members and staff to provide advice to the Board on consumer needs. The Committee is tasked with helping us better understand what people really want when they seek services from Warrigal. They will do this by engaging directly with our customers and their families, as well as the broader community. I believe this initiative will ensure Warrigal continues to meet our

customers' expectations as the ageing community evolves and needs change.

TOWARDS 2030

The Board has been working closely with the Executive Team to refine the Strategic Plan. Towards 2030 is the blueprint that lays out the direction and actions Warrigal needs to take to ensure our sustainability, meet our regulatory requirements, and meet the needs of an ageing population in an ever changing and growing aged care industry. While Towards 2030 is a reflection of our assumptions and expectations at this point in time, we know there will be modifications needed as we move towards 2030. This framework ensures we're sufficiently prepared and flexible enough to respond to changes in the community, and still deliver on our core purpose.

A REFRESHED BOARD

Since day one, Warrigal has always had a dedicated group of volunteer directors. The current Board members have collectively been on the Board for over 157 years, which averages to just under 20 years per director. That's an incredible contribution from a very professional and dedicated group of volunteers.

As we reflect on their many extraordinary years with Warrigal, we are saddened by the departure of Judy Mullan and Wayne Morris. Wayne and Judy have chosen to vacate their positions, allowing the Board to bring in new directors. On behalf of the Board, the Executive Team and all involved with Warrigal,

we thank them for their invaluable contributions and wish them the very best in their future endeavours.

The Board has developed a skills matrix to guide us in the range of skills and competencies that we require as we move towards 2030. Recruitment of suitable replacements is progressing and I hope to be able to announce the successful candidates in the near future.

THANK YOU

I would like to thank our staff and volunteers for their tireless support and compassion in a continuously challenging environment. Without them, we would not be able to provide the care and support our customers deserve. To Jenni and her Executive Team, thank you for the leadership you've all displayed and for supporting the Board through your submissions, board documents, committee meeting attendance and general counsel. To my fellow Board of Directors, a huge thank you for the support you have extended to me and for your continued commitment to Warrigal.



Wyn Janssen
Warrigal Chair





Our Vision

Older people will have great lives

Our Purpose

We exist so older people live their best lives, on their own terms

Our Values

Integrity | Respect | Compassion | Innovation

FY23 Snapshot



\$219.358 million
revenue



48
COVID recovery grants
submitted



\$4.05 million
government grant
funding



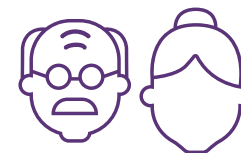
26 essential services
at 15 locations across
NSW and the ACT



4 most common
languages spoken in
our Residential Care
Homes
English, Macedonian,
Italian, Spanish



Welcomed **100**
residents, their families
and **100 staff** at
Warrigal Multicultural
Village



4,262

older people supported

676

in Community Villages

2,106

in Residential Care

201

in Warrigal Social

1,279

Home Services



1,193

people employed

37,474

volunteer hours

397

dedicated volunteers





CEO Report

This year we've continued to demonstrate that Warrigal is committed to seeing older people live their best lives, on their terms.

In my inaugural year as CEO of Warrigal, I'm honoured to share our great success for 2023. It's been a transformative period for our organisation and our sector, and I'm grateful for the trust and support from our people and communities.

I also feel enormous gratitude for the warm welcome I've received from Warrigal's staff, residents and community villages. It's a privilege to lead a vibrant, customer-centric aged care provider that truly does embrace and display our values. Our commitment to being part of the communities we create is evident.

Every day I see our people living our values and bringing our vision to life. I see them create intergenerational connections with children from Little Zak's Academy. I see them ignite joy and laughter through activities like visiting the Southern Highlands Taphouse. I know our people truly do care about creating connections and supporting older people to live their best lives on their terms.

I also want to acknowledge the incredible legacy left by Mark Sewell, who served with dedication and distinction for the past two decades. Mark has continued his unwavering support of Warrigal, cheering us on as we stride into our next adventures,

advocating for older people across communities and the sector to provide the highest quality services possible.

PERFORMANCE

In this financial year, we achieved a remarkable result that reflects our commitment to excellence. Our revenue surpassed expectations, reaching \$219.358 million, and delivering an overall surplus of \$3.109 million for the full year (prior year deficit -\$4.238 million).

KEEPING OUR COMMUNITIES SAFE

I am impressed at how Warrigal has always strived to set the standard for excellence in aged care, and in particular how the organisation navigated COVID, relentlessly innovating to maintain safety and connection.

The pandemic is no longer front and centre in the media, but we've maintained our commitment to the highest standards in keeping our people safe, particularly in high-risk times.

Thoughtful strategies like our VMS (Visitor Management System) ensures our older people are protected, yet always connected to their families and friends. It also identifies residents

who don't get regular visitors, allowing our staff to support them with additional care. We continue to support and advocate for COVID and flu vaccinations.

STRATEGIC PLAN

This year we formalised our approach to our new Strategic Plan. Towards 2030 focuses on four key areas: **Customers, High quality integrated services, Workforce and Growth**. The plan will guide major organisational decisions and actions as we implement change resulting from aged care reforms.

Warrigal is committed to remaining responsive to the changing needs of our customers while enhancing our integrated services to align with the latest reforms and standards. Our workforce remains central to our success, and we are dedicated to attracting, nurturing and retaining, high-quality people. We plan to expand our service delivery, reflecting the latest developments in the sector and reaching more older people.

We feel these objectives will position us as leaders in the industry, capable of adapting and thriving amidst change.



Our Commitment to Older People

Homes, not accommodation

Relationships, not transactions

*We can be **trusted**, because we're part of the community*

Local feel, not a faceless corporation





As an organisation founded by the community, for the community, we exist so that older people live their best lives, on their terms, and we wholeheartedly support the Royal Commission and its recommendations.

Our forebears shaped our country and our communities, and it is only fitting that older people receive the best care and environments in their later years. This is why we're pleased that standards are lifting, and we're delighted to be part of a robust movement that puts older Australians first.

Warrigal is a collaborator, and we're ready to work with the Government on these once-in-a-generation reforms. But it's no secret it's a challenge for the sector to meet the new standards. They need to be linked to the appropriate levels of funding to meet the growing complexity of older Australians' needs as they enter residential care.

And there is work to be done to address the sector-wide staff shortages. This needs to happen at organisational, sector and government levels. Warrigal takes our role in this seriously. We're advocating for our workforce whilst we build our care workforce by implementing innovative programs, paying above industry minimum wages, partnering

with universities to ensure future nurses get the right qualifications, and advocating for a national round table to find appropriate solutions to the staffing crisis.

We look forward to next year's implementation of the new Aged Care Act and revised Standards. This will legislate a human-rights based approach to aged care, with older Australians at the fore of the aged care system.

LOOKING TO THE FUTURE

To finish, I want to deeply thank the Executive team who welcomed me into Warrigal. Together we weather all storms and keep the Warrigal ship stable, safe and focussed on our customers, residents and our future. This would not happen without their abiding commitment to Warrigal and its mission and Warrigal Way.

My deep gratitude too, goes to the Board. Their deep commitment to Warrigal and the Warrigal values and purpose is evident in every interaction, in every meeting and in every decision. They individually and collectively provide an environment for Warrigal to flourish and thrive through their humility and dedication. Thank you to Wyn and the Non-Executive Directors for their guidance and wisdom.

Jenni Hutchins
CEO

Our Executive Team



Suze Mandicos

Executive Leader
Finance and Administration

- Finance
- Community Relations
- Customer Relations
- Payroll
- Rostering



Craig Smith

Executive Leader
Service Integrated Communities

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



Alissa Walsh

Executive Leader
Service Innovation and Development

- Strategic Partnerships
- Technology Solutions
- Commissioning
- Company Secretary



Peter Hutchinson

Executive Leader
Property Services

- Asset Maintenance
- Property Development
- Sustainability



Penelope Batman

Executive Leader
People and Culture

- Culture
- Employee Relations
- Organisational Development
- Talent Management and Recruitment
- Volunteer Management
- Health Safety and Wellbeing

Our Board of Directors



Wyn Janssen
Chairperson

Independent Non-Executive Director

Ex Officio Member of all Committees

Member of the Care Governance Committee

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



Roger Downs
Deputy Chairperson

Independent Non-Executive Director

Member of Business Risk and Audit Committee

Mr Downs was appointed a Director in 1997. Mr Downs is a retired solicitor and holds degrees in Commerce and Law and a postgraduate diploma in Management. He is a board member (and Chair of the Strategic Planning and Governance Committee) of Justice Health and Forensic Mental Health Network (a NSW State Government Statutory Health Corporation).



Wayne Morris
Independent Non-Executive Director

Chairperson of Business Risk and Audit Committee

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS and AMP (Harvard). Mr Morris was appointed a Director in 2009. He is a retired CEO and currently acts as a voluntary business consultant to various community, charity and church organisations. He is also on the boards of Illawarra Performing Arts Centre Inc, Living Sound Broadcasters Ltd (trading as Pulse 94.1), Southern Illawarra Church of Christ, Wollongong City of Innovation Ltd (trading as Destination Wollongong), Wollongong Conservatorium of Music Ltd, ARHG Foundation Ltd, Christian Media Hub Inc and Together for the Illawarra Inc.

Our Board of Directors



Margaret Collins
Independent Non-Executive Director

Member of Business Risk and Audit Committee

Mrs Collins was appointed a Director in 1997. She has over 33 years' experience in the financial services industry and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is a retired Financial Planner. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



Philip Thompson OAM
Independent Non-Executive Director

Chairperson of the Planning Development and Sustainability Committee

Mr Thompson was appointed a Director in 1999. He is a retired Local Government Engineer and was a former Chairperson of a community consultative committee for the Hanson Quarry, Bass Point. He has held voluntary positions with the Salvation Army Red Shield Appeal, was the Association of Apex Clubs NSW State President and Illawarra District Governor. Mr Thompson's Order of Australia Medal in 2011 was for his contribution to Aged Care and Apex, and is currently the Convenor for the Illawarra Order Of Australia Region.



Judy Mullan
Independent Non-Executive Director

Member of the Care Governance Committee

Professor Judy Mullan was appointed a Director in 2000. She is the Associate Head of School for Research and the Academic Lead for Research and Critical Analysis within the University of Wollongong. She is also the Deputy Director of the General Practice Research and Education Network (GPREN). Judy has a degree in Pharmacy and the Arts, and a Ph.D. in Public Health. She is a registered pharmacist and a Fellow of the Society of Hospital Pharmacists of Australia.

Our Board of Directors



Helen Newman
Independent Non-Executive Director

Chairperson of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed a director in 2004. She is a Registered Nurse who worked at Shellharbour Hospital in Nursing Administration. She has several certificates related to postgraduate nursing studies, and a Graduate Diploma in Nursing (Critical Care).



Nicky Sloan
Independent Non-Executive Director

Member of Care Governance Committee

Ms Sloan was appointed to the Board in 2021. She is the CEO of Community Industry Group Ltd, the peak body for not for profit human service organisations in southern NSW. Ms Sloan is Chair of the Board of Wollongong Conservatorium of Music and a Director of Regional Development Australia Illawarra. She is an Honorary Fellow of the University of Wollongong, and holds degrees in Dementia Care, Community and Environment and Marketing. She also holds a Diploma in Project Management.



Alissa Walsh
Company Secretary

Ms Walsh was appointed the position of Company Secretary in 2022. She is currently the Warrigal Executive Leader of Strategic Innovation and Development and has been an Executive Leader in Warrigal since 2019. Ms Walsh is a member of the Australian Institute of Company Directors (AICD) and is currently studying a Graduate Diploma in Applied Corporate Governance and Risk Management through the Governance Institute of Australia. Ms Walsh holds a bachelor of Law Degree with honours and has held various Executive level positions across Non-Government and Government Sectors for the past 16 years.



Shell Cove Celebrates 5 Years

In November, Warrigal Shell Cove celebrated a fantastic milestone — five years since its grand start. The event was attended by our beloved Warrigal customers, villagers, staff and community. Everyone enjoyed a morning tea, including a delicious cake, and got their groove on to the amazing Hot Potato Band.



WINNER
Excellence in Large Business

For our effectively driven growth and strategies implemented to achieve business success and/or resilience.



FINALIST
NSW

For Op Shop team's commitment to sustainability and substantial donation of over \$60,000 in resources directly benefitting Warrigal's residents.



SILVER AWARD

For our 2022 Annual Report, assessed as being clear and transparent.



FINALIST
A Brilliant Idea (Team)

For our Community Relations team's Wisdom in their Words campaign



WINNER
A Brilliant Idea (Team)

For our People & Culture team's ACE program

Our Awards

We've had a year of celebrations, earning five awards for our efforts in improving the lives of older people. Our thanks go out to our staff, volunteers, customers, families, partners, and the whole community who support our mission to provide exceptional service.



Goulburn Village turns 10

The occasion was celebrated with a heart-warming morning tea attended by 30 residents, esteemed guests including Wendy Tuckerman MP, Mayor Peter Walker and our CEO, Jenni Hutchins.

Our History

1967

Shellharbour Lions Club, Kiama Soroptomists, Rotary and Apex together formed a strong Board to create the Mount Warrigal Retirement Village. Our founding board members were Norm Rowland, Brian Mackander, Joan Pearce, Anthony Bilton, Ken Stuart, Reg Simpson and Harry Bush.

1964

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



1976

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

1971

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

1960S



1968

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

1970s

1980s

1980s

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

1988/90

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



1983

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

1990s

1991

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

1984/5

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

1993

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

1995/97

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

1998

More solid growth when 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 of blue and green were adopted.

2000s

1994

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

2000s

2006/07

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



2000/01

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

2013
With a commitment to the safety and care of residents, a new Philosophy of Care was developed. A new Strategic Plan called 'Towards 2020' was developed. An updated brand and new look purple 'Warrigal' was launched.

2011
Community Connect expanded with the acquisition of AllCare In-Home Services. Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded.

2014
Goulburn Community Village officially opened including 36 new villas and 40 care suites. A substantial \$17M in funding from Restart NSW for the new Residential Care Home in Shell Cove was approved.



2017
Substantial growth with construction of the Quay, Care Home and 33 villas at Shell Cove completed. Land parcel of approx. 3300sqm was acquired adjoining the villages. A DA was lodged in March 2019 for 24 new apartments. Building upgrades were made at our Coniston, Mt Warrigal and Warilla homes.

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



2022
Increased our services in Wollongong, welcoming Warrigal Wollongong, the Links Seaside by Warrigal from IRT and Multicultural Village Warrarong. Had to close Warrigal Warilla RCH.

We farewelled Norm Rowland, Warrigal's inspiring founder who passed away.

Winner, Excellence in Large Business Award, Business NSW State Awards



2023
Welcomed our new CEO, Jenni Hutchins who led Warrigal through the start of aged care reform implementation. The Royal Commission recommended 148 changes to be implemented in aged care homes from July 2023 to July 2025.

Introduced the Norm Rowland Award. The Award acknowledges the significant contribution of our volunteers, and is tribute to the legacy of our founder, the late Norm Rowland OAM.



2019

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

2008/09

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

2010s
As the might of social media took force, Warrigal has entered a new era with its state-of-the-art Shell Cove community and the introduction of its own social media presence #ExcitingTimes!

2010s

2015
Construction commenced at the Shell Cove marina with a new Flagship community at Shell Cove incorporating a state of the art residential care home, community village and an integrated Community space called The Quay. Warrigal Community Connect Illawarra expanded its commitment to keep older people safe in the community having won the tender by Shellharbour City Council to take over services in the Shellharbour area.

2016

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

2018
Proving once again our strong commitment to The Warrigal Way, winner of the ACSA Aged Care Provider of the Year AUS. Warrigal was formally selected by Christadelphian Aged Care to take over ownership of their Ridgeview Aged Care Home at Albion Park, the home is now officially known as Warrigal Mount Terry.

2020s



2021

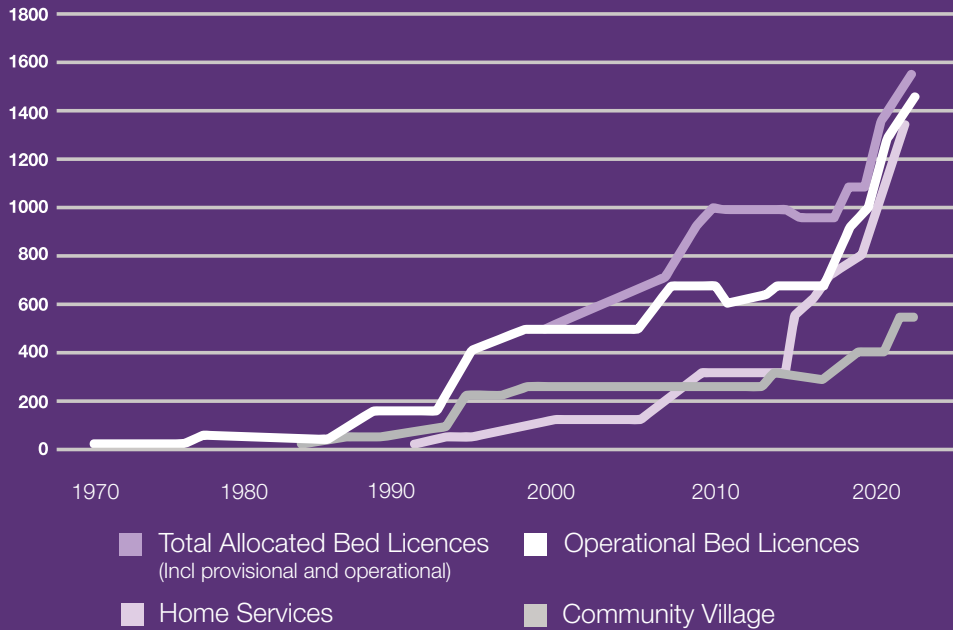
Growing our reach and offering great lives for older people in Canberra, we welcomed two new sites into the Warrigal family. The acquisition of two residential care homes – at Calwell and Stirling – means we now have a strong presence in Canberra/Queanbeyan. Winner of the ACSA Aged Care Provider of the Year AUS. Developed our future strategy called Towards 2030.

2020

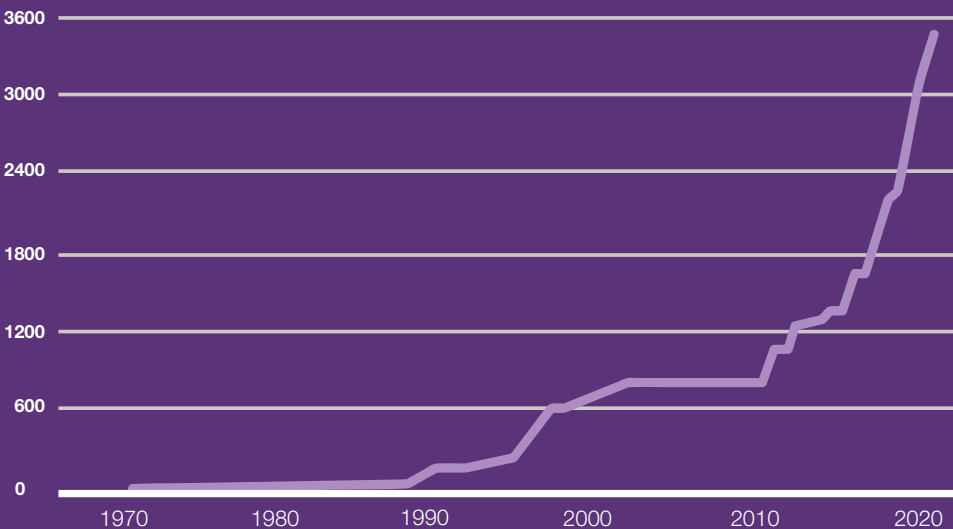
Bundanoon site evacuated with the January bushfires and then by March a full COVID-19 action plan was in place. Sold the site at Corrimal St Wollongong after many attempts to achieve a development model in this location.

History of Service Growth

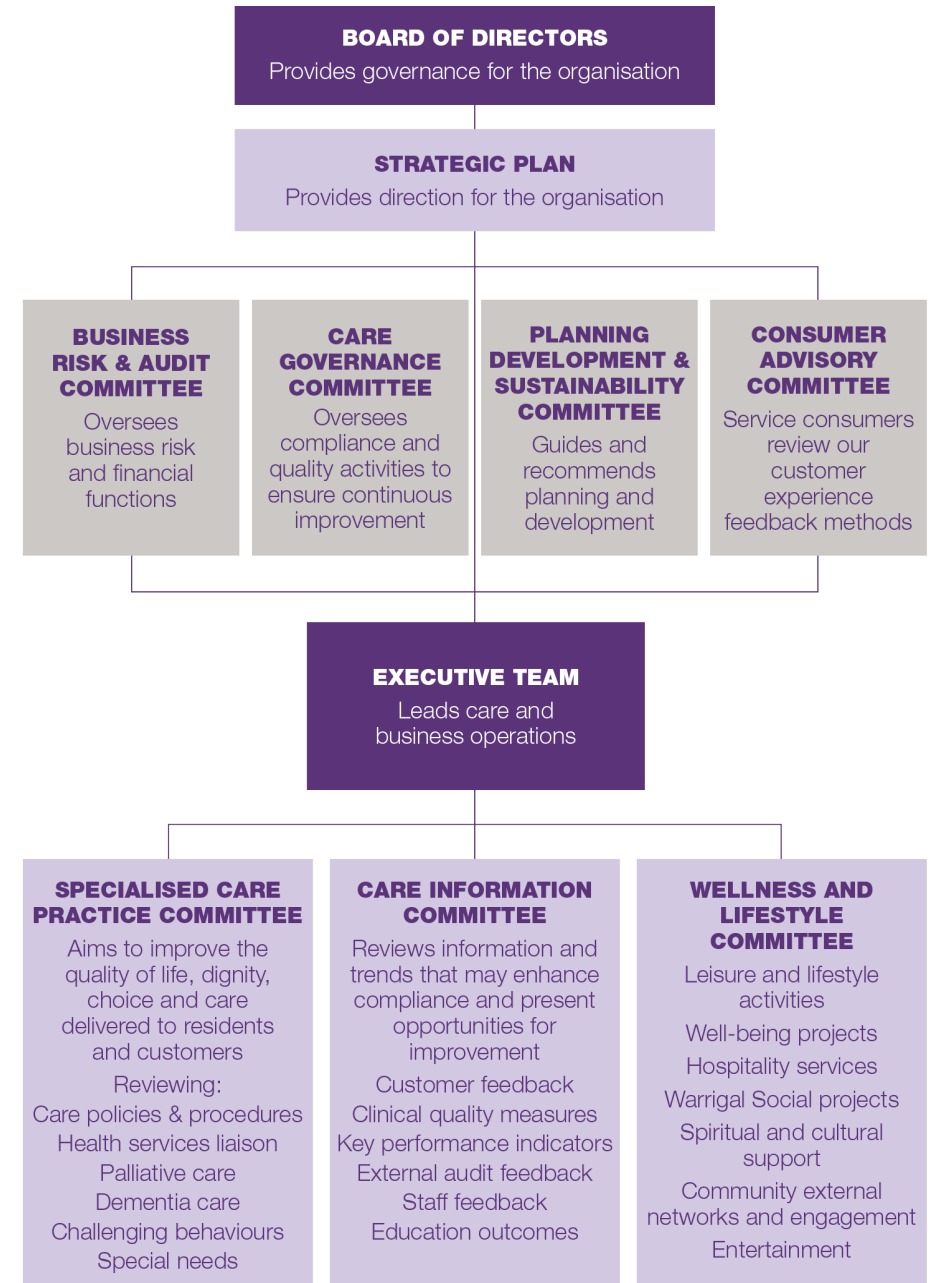
Our Historical Service Growth by Service Types



All Services Combined Growth History



Our Quality Framework





Acknowledgement of Country

Warrigal acknowledges that our homes are located on the lands of Aboriginal people. We offer enduring respect to the Traditional Custodians of the land where we create connections and communities older people love, so they have great lives.

We recognise the leadership of Elders past, present and emerging, and their deep connection to land, waters and community in NSW and ACT where we support older people, and extend our gratitude for the honour of sharing it.



Diwali Festivities

Our Warrigal homes ignited with the joy of Diwali, one of the most cherished Hindu festivals. Diwali, often called the Festival of Lights, shimmers with the celebration of all things positive and prosperous. Our homes became a canvas of vibrant traditions as staff and residents came together to deck the halls with colourful decorations, indulge in scrumptious traditional delights, sway to the rhythm of dance, and revel in the richness of culture.

Inclusive Care

What makes Warrigal communities and workplaces so vibrant is that we wholeheartedly embrace the concept of inclusivity. Being truly inclusive means creating an environment where core human needs are prioritised, enabling a sense of connectedness and belonging for everyone.

Inclusivity is at the core of Warrigal, because we understand its profound importance. It is rooted in principles of dignity, respect, and human-centric care, recognising the uniqueness of every older person's needs and preferences. We invest in staff training and education on diversity and cultural competence, ensuring they are sensitive and responsive to the diverse backgrounds of our customers.

Warrigal is proud to champion inclusivity, creating an environment where diversity is respected and celebrated, older people play an active role in shaping their care experiences, and employees find meaning and fulfilment in the work they do.

Our Strategic Plan - Towards 2030



Strategic Direction #1

Our customers will have confidence in us



Our Intent: We will provide an outstanding experience for all older people, including those with complex care needs. We will earn the trust of their carers and families, and the communities in which they live, by working with them, in partnership with other quality providers when needed, and by being transparent in our dealings with all who entrust us to operate services, and advocate for them on their behalf.

Strategic Outcomes	Key Result Areas
1. Provide guidance and navigation support enabling easy access to services at Warrigal	Customers and their families are aware of us. Customers choose us
2. Strengthen and create connection with customers and within communities	Customers are satisfied
3. Offer a range of services to transition through to meet our customer's different choices as they age	Customers and their families tell others about us
4. Partner with value-add businesses and service providers to deliver holistic support	People are supported regardless of socioeconomic status
5. Enhance offerings and inclusive services to serve more diverse customers	



Strategic Direction #2

Our services are seamless and highest quality



Our Intent: We will offer a wide range of services, within different environments, and high quality tiered (base + self-funded) support and service models. We will provide significant support systems in people's homes including in community villages, while ensuring that those in residential care have access to quality living, along with quality health and social supports. Everyone deserves safety and happiness.

Strategic Outcomes	Key Result Areas
1. Continue to strengthen the performance of our compliance with safety and quality standards	We meet demand People are happy
2. Within each service type, diversify the service offerings (e.g. psycho-social supports, allied health, transport, home maintenance, dementia, subacute/rehab care)	People are safe Customers have choice Services are seamless
3. Modernise physical environments to ensure they are comfortable, safe, beautiful and sustainable	Technology is beneficial
4. More technology enabled point-of-care customer service and care service delivery	
5. Enhance easy seamless transition between service offerings	



Strategic Direction #3

Our managers, staff and volunteers will be capable and engaged



Our Intent: We will continue to grow our workforce, including volunteers, to meet growing customer and community needs and expectations. We will strengthen our skills base so our people are highly competent and socially engaged, using technology, while preserving our Warrigal team culture, and being the first choice for people seeking meaningful work.

Strategic Outcomes	Key Result Areas
1. Promote a one team culture – The Warrigal Way	Our people are highly engaged
2. Provide opportunities for learning and growth to build fulfilling careers in Aged Care	Our people are high performers
3. Attract and retain great people using innovative programs	Our people are capable
4. Provide the environment for people to flourish and be their best selves	People want to work for us
5. Introduce innovative systems and technology to support our worker	



Strategic Direction #4

Our organisation will have sustainable growth



Our Intent: We will operate a sustainable and reliable organisation that our communities recognise is 'here for good' because it invests in serving more people in more ways. This means meeting people's needs at an acceptable cost, having strong revenue sources, and harnessing technology and business efficiencies.

Strategic Outcomes	Key Result Areas
1. Define service offerings and costs, so that customers can differentiate between base and value-add options	We are growing
2. Improve digital enablers, including single portable customer records, contemporary customer interfaces, smarter processes that enhance speed, quality and reduce costs	We have a social license
3. Optimise ethical governance to provide assurances required in a more regulated system and streamline policies and procedures to improve service consistency	Overheads are optimised
4. Continue to act as leaders in environmental and development sustainability and ethical service systems practices	Environmentally sustainable
5. Strengthen financial sustainability, by increasing predictability of revenue streams and optimising value derived from assets	

Pawsitive Moments

One of the most cherished guests at Warrigal Albion Park Rail is Jack. He brings smiles and joy to our residents during his visits. Our furry friend reminds us that pet therapy is a wonderful way to ease stress, reduce anxiety, and alleviate nervous tension. Life is definitely brighter with pets by our side.



Our Customers

Warrigal supports older people by creating outstanding, inclusive experiences that create the connections and communities they love.

When people choose Warrigal, we make a commitment that they will live their best lives, on their terms.

This means we embrace and welcome change, and consistently look for ways we can provide an outstanding experience for our customers.

Quality Indicator Program Expansion

We welcomed the change in April to continue lifting standards of care for older people. All providers are now required to report on an additional six Quality Indicators to the Department of Health, increasing from five to eleven Indicators. Part of our new reporting activities includes surveying residents or their representatives about their experience and how they rate their quality of life.

Aged Care Quality Standards

In July 2024, the new Aged Care Act will be implemented, and the current 8 Quality Standards used to review our performance by the Aged Care Quality and Safety Commission will change.

To prepare, we've formed working groups for each Standard. The groups meet regularly to determine what needs to change and what the impacts will be.

They've been instrumental in sparking positive change, like our exciting new partnership with the Maggie Beer Foundation (see Food section for more info).

Catering

One of the Quality Standards is the dining experience, which incorporates the quality of meals, nutrition and hydration, and the physical environment.

While most of our catering services are outsourced, we've proactively engaged with our catering partners in monthly meetings with senior management to ensure they are well-prepared and aligned with the new Standard. These meetings have allowed us to provide feedback and collaboratively review implementation plans.



Aged Care Reforms

Navigating change brought about by the 148 recommendations made by the Commission has played a significant role in our operations this year. Some of these include the introduction of:

Aged Care Code of Conduct and Banning Orders

The Code of Conduct outlines behaviours expected of approved providers, aged care workers and governing persons of approved providers. The banning orders prohibit or restrict any individual who has been deemed unsuitable to provide care (by the Commission) from engaging in, providing or being involved in the provision of aged care.



Residential Care Funding model (AN-ACC)

Administered by the Department of Health and Aged Care, the new model will better align funding to aged care providers with the cost of delivery of care.



Star Ratings

The new rating system provides simple information about the quality of care delivered by a home, and how a home compares to others. The ratings can change on a daily basis with updated surveys or accreditation results, and our objective is that all our homes have a minimum 3-star rating (meets expectations).



24/7 RN and care minutes

Since July, Registered Nurses (RN) are required 24/7 in all aged care homes. We know the value of always having an RN on site, so this was already in place at most homes. From October 1, homes will be required to deliver at least 200 care minutes per resident per day, including 40 minutes with an RN. As we navigate staff shortages, this will present challenges.



Several Warrigal teams are working diligently on recruitment campaigns to ensure we meet this requirement. Additionally, as part of our commitment to transparency and quality care, we introduced early reporting on this, which will support our transition to this new level of care.

SIRS

In December, the Serious Incident Response Scheme (SIRS) was extended to Home Services. SIRS helps prevent abuse and neglect of older people in aged care services through education and accountability. Extending the initiative to Home Services will ensure a consistent approach to managing reportable incidents, and support consumers and their families to feel safe and confident about their quality of care and services.

New outreach service

In July, Warrigal commenced a trial Outreach Service with Illawarra Shoalhaven Local Health District. The Service is aimed at reducing the need for residents in the Illawarra to be transferred to hospital where they experience acute clinical changes in their condition. The Outreach Service Team includes a geriatrician, nurse practitioner and clinical nurse consultants who visit the home when the change occurs. This has been an important program that has improved the dignity and quality of life for residents.

Leadership

We've implemented several new leadership tiers to the Wellness and

Lifestyle teams. New roles include allied health team leader, a lifestyle team leader and a lifestyle coordinator, and have created:

- Improved communication between different teams, contracting services and regions, resulting in greater collaboration and implementation of best practices
- Enhanced on-site Supervision/ Mentorship including support for new graduates and limited registration physiotherapists to enable them to gain valuable experience and skills under the guidance of experienced professionals
- Better on-site coordination and execution of recreational activities and events, creating a vibrant and enriching environment for our residents
- Consistency in services across different locations resulting in residents receiving the same level of care from our allied health professionals and lifestyle staff
- Improved reporting and monitoring systems and internal benchmarking to ensure compliance and quality programs across the organisation

PALM Scheme Sparks Cross-Border Connections



Warrigal Goulburn was graced by a special visit from the Honourable Minister Agni Deo Singh, all the way from Fiji, to dive into discussions about the PALM (Pacific Australia Labour Mobility) Scheme. Our CEO, Jenni Hutchins, joined hands with Australian government delegates, PLF (Pacific Labour Facility) representatives, and our Fijian Warrigal colleagues. The occasion not only marked the warmth of intercontinental bonds but also celebrated the triumphant strides of the program.

Our Services

To continue our commitment to seamless services of the highest quality, we welcome change brought about by aged care reforms.

The government has responded to the findings of the Aged Care Royal Commission with a reform roadmap that requires service providers to navigate with precision and speed while delivering innovative solutions.

Warrigal accepts this challenge because we pride ourselves on the solutions we offer to older people seeking to live their best lives on their terms. We pride ourselves on the community we create through the experiences we offer. This is made possible by the services we provide and continue to improve.

Highlights of our service enhancements over the last 12 months include:

Customer experience

Our customer experience is not only vital, its core to our purpose of older people living their best lives, on their terms. To deliver seamless services of the highest quality, we must commit to a truly customer-centric approach, placing our customers at the heart of every decision and action. By doing so, we shape our services to enhance customer satisfaction, foster loyalty, and inspire advocacy.

To do this, we must deeply understand every step of our customer journey. This will allow us to map out, deploy and continuously refine a customer experience that ensures customers feel happy and safe, as we support them to have great lives.

Central to this transformation is our Consumer Advisory Committee, which held its inaugural meeting in June. Comprising Warrigal Customer Experience Specialists, independent community members, Board members, and customers and volunteers from across our services, the committee, along with our newly appointed Customer Experience Manager and external consultants, is dedicated to crafting a customer-centric framework for our services.

Quality and compliance system

Our Quality and Compliance System has enabled us to manage Continuous Improvement initiatives for our services. This year we rolled out new functionality that allows staff to provide operational, customer-related and service-related feedback through an online form. The system automates notifications and actions that assist our responsiveness to issues raised, and improves our quality of care and services. In August, we introduced a public feedback online form on our website. This gives customers, volunteers, residents and their representatives an opportunity to share detailed compliments, complaints and suggestions as part of our commitment to continued improvement, transparency and two-way communication.

myWarrigal app

In December, we introduced the myWarrigal app, replacing the Shell Cove Portal for Residential Services and Villages. This app simplifies family connections, offering a view of loved ones' activities and event bookings. It's a digital hub that fosters community engagement, providing easy access to information, service requests, and discussions. We plan to expand myWarrigal to other sites in the next 12 months.

Technology changes

To embrace the future and streamline our operations, we've partnered with Ethan, a Managed Services Provider (MSP), to address our evolving IT needs. With an executed agreement in place, we've launched a transformative project aimed at re-imagining IT processes at Warrigal. Our focus over the next year includes enhancing the service desk, optimising backend infrastructure, and fostering a new approach to technology interaction and collaboration.



Embracing digital skills

Many of our village residents from Warrigal Figtree, Shell Cove, and Albion Park Rail came together for an Intergenerational Digital Literacy Workshop with students from Albion Park High School. Residents are enormously enthusiastic about the program, with the group continuously growing as more residents embrace learning new digital skills and getting to know each other.

Reaccreditation Report

As part of preparations for the new Standards and Aged Care Act, five of our care homes had a full reaccreditation review, and two of our home services locations went through Quality Reporting. There were also seven other reviews undertaken throughout the year.

Here's a summary of the outcomes:

Home	Event	Action	Not mets	Comment/ Outcome
APR	Reaccreditation May 2023	Three requirements not met	4(3)(d), 4(3)(f), 6(3)(d)	Response submitted; nil overturned
BUN	Assessment Contact October 2022	Review	1(3)(a), 1 (3) (b), 2 (3) (d), 2 (30 (e), 4 (3) (a), 4 (3) (b), 7 (3) (a),	Nil change
BUN	Assessment Contact July 2023	Review the not mets 1(3)(a), 1 (3) (b), 2 (3) (d), 2 (30 (e), 4 (3) (a), 4 (3) (b), 7 (3) (a),		Report advises all requirements now met
CAL	Assessment Contact November 2022	Review the not mets 3 (3)(a), 3 (3)(b), 4 (3) (b)	3 (3) (a) remains as not met	Overturned two not mets
CON	Assessment Contact March 2023	Review the two outstanding not mets 2(3)(e), 3 (3)(g)		Overturned
GLB	Reaccreditation February 2023	Home met all requirements		
WMV	Reaccreditation April 2023	Home met all requirements		
MTW	Assessment Contact August 2023	Review not met 3(3)(a)		Awaiting report

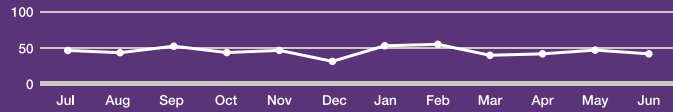
Home	Event	Action	Not mets	Comment/ Outcome
QBY	ICM November 2022	Infection control visit		Nil actions required
QBY	Reaccreditation February 2023	Outcome was 13 not mets	1 (3) (a), 2 (3) (a), 2 (3) (e), 3 (3) (a), 3 (3) (b), 3 (3) (e), 4 (3) (f), 5 (3) (b), 6 (3) (c), 6 (3) (d), 7 (3) (a), 7 (3) (b), 8 (3) (c)	2 (3) (a), 3 (3)(e), 5 (3) (b) and 8 (3) (c) were overturned leaving 9 outstanding
SHC	Assessment Contact March 2023	Review of Standard 7		Nil actions required
SHC	ICM May 2023	Infection control visit		Infection control visit
WOL	Reaccreditation June 2023	Home met all requirements		
HS GBN	Quality Review March 2023	Service met all requirements		
HS QBY	Quality Review February 2023	Outcome was four not mets	1(3)(b), 2(3)(e), 7 (3) (e)and 8(3) (c),	No response submitted to overturn
HS QBY	Assessment Contact August 2023	Review the four not mets		All of the not met outcomes were overturned

Clinical Indicators

JULY 2022 - JUNE 2023



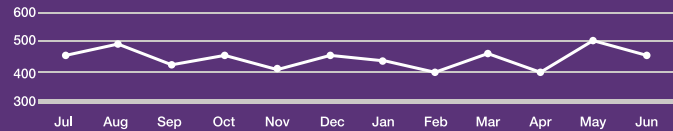
Behaviour Incidents



Behaviour incidents remained steady.



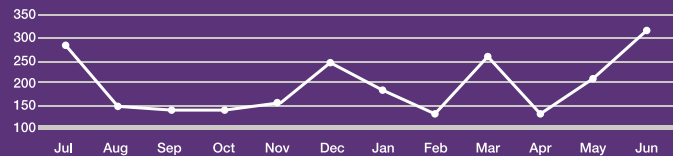
Falls Incidents



Falls incidents increased due to the acquisition of a home in May/June 2022 providing additional data.



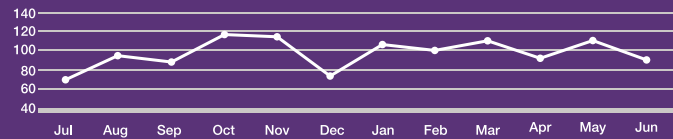
Infection Incidents



The respiratory infection rate increased in Jul, Dec, Mar & Jun as a result of an increase in COVID – 19 cases. There were additional outbreaks in the last two months of the year including influenza and gastroenteritis.



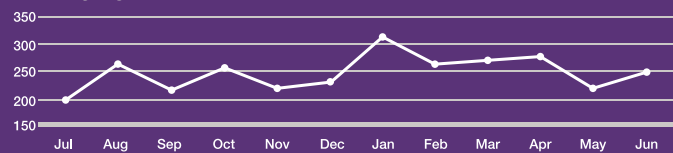
Medication Incidents



Medication errors and incidents were directly affected by an increased use of agency staff. The main types of errors were process related errors.



Skin Injury Incidents



Skin integrity issues include fall related skin tears, bumping into objects and reduced mobility.

Our Food

At Warrigal, great food is crafted with care and served fresh on site. With a commitment to nourishment and quality, we take pride in preparing mouth-watering dishes that are both healthy and delicious.

Our team of talented chefs from within Warrigal and professional catering companies are supported by dietitians.

We go above and beyond to create an enjoyable dining experience for our residents and customers that engages all the senses. Our on-site teams work hard to create inviting dining spaces, focusing on a warm ambiance that sparks friendly conversations, and encourages residents to truly engage in the pleasure of mealtime.

We understand that everyone's tastes and dietary needs are unique. That's why we actively encourage feedback from our residents and customers through forums and surveys. This valuable input helps us continuously improve our menu offerings, ensuring a wide range of hot and cold meal choices throughout the day.



*We're proud to maintain our **A rating from both the NSW and ACT Food Authorities**, highlighting our commitment to maintaining the highest standards of food safety, hygiene and compliance.*



Maggie Beer Foundation partnership

In honour of Gwen Edwards and her deep passion for food during her time at Warrigal Mount Terry, we are profoundly grateful to Anne and Garry Edwards for their generous sponsorship which has enabled us to establish a meaningful partnership with the Maggie Beer Foundation.

Commencing at Mount Terry, the Foundation conducts regular on-site mentoring sessions with our staff and catering partners. Together, we are dedicated to enacting subtle yet powerful changes, our ultimate objective is to craft a premium dining experience where each meal becomes a treasured moment, enriching the daily well-being and happiness of both our residents and customers alike.

This invaluable support from Anne and Garry Edwards is not only appreciated by us but also deeply cherished by our residents and customers.



Our Villages

This year, we welcomed Warrigal Multicultural Village to our growing village communities. Collectively, 676 residents live independently across eleven Warrigal villages.

Residents have regular village meetings, ensuring they have a voice, stay informed, and actively participate in shaping their living environment. This collaborative approach offers agency for residents, and contributes to a higher quality of life.

Our reinvigorated Village Services team has a fresh approach to focusing on resident wellbeing. Shell Cove also has a Community Facilitator, a role with similar responsibilities.

The role ensures residents feel:

- connected to Warrigal, and to each other
- heard, including the opportunity to discuss their needs
- safe at all times.

Our residents also have access to a number of services, including an emergency call system, to provide reassurance that support is always available, and only a button push away.

Celebrating 102 Remarkable Years with Bertram

In April, the Warrigal Wollongong family had the joy of celebrating Bertram's 102nd birthday. Known for her infectious laughter and melodious singing that echoes through our halls, Bertram's spirit has been a true light, brightening the days of all around her.

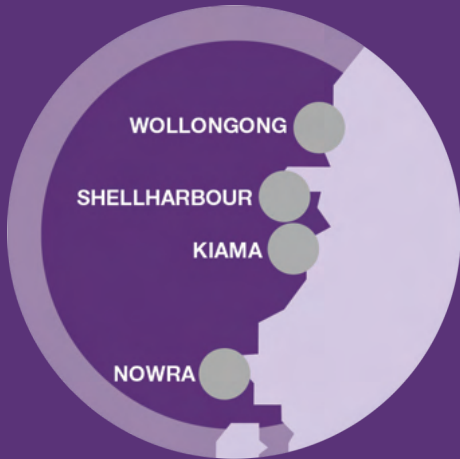


Help at Home

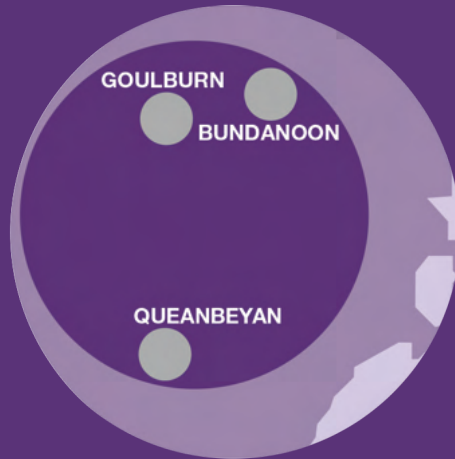
Home Services

In the last year, warrigal Home Services provided assistance to an overall total of **1480** customers.

Illawarra



Southern Highlands



Total Customers **1,032**

167 Warrigal Social

246 Warrigal Home Services (HCP)

96 Warrigal Home Services (Private and Brokered Services)

399 Warrigal Home Services (CHSP Individual)

124 Warrigal Home Services (Veterans Home Care)

Total Customers **448**

34 Warrigal Social

174 Warrigal Home Services (HCP)

68 Warrigal Home Services (Private and Brokered Services)

102 Warrigal Home Services (CHSP Individual)

70 Warrigal Home Services (Veterans Home Care)

Our Residential Care Homes at a Glance



1,323 female
783 male

241
respite care residents

average stay of **25** days

1,865
permanent care residents

average stay of **840** days

Operational Services

By Location

	1	2	Operational 1+2	3	4
Queanbeyan	118	12	130	0	54
Goulburn	140	25	165	0	36
Bundanoon	62	28	90	0	12
Shellharbour	382	89	471	0	236
Canberra	216	72	288	0	0
Wollongong	257	57	314	66	201
Totals	1175	283	1458	66	539

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

Occupancy

92.65%

Residential

94.85%

Warrigal Community Villages

Our People

Beyond strengthening capability and engagement, this year our focus has been on preparing for the people-related impacts on Reform implementation, and building our appeal as a great place to work.

Employee Value Proposition project

This year marked the commencement of our Employee Value Proposition (EVP) project, aimed at understanding the value employees derive from working with Warrigal. We initiated this project to gain insights into our employees' perspectives, their reasons for joining and staying with us. Our ultimate goal is to create an EVP that is highly esteemed by both our current employees and the talent we aspire to attract.

Phase one, known as 'Discovery,' began this year and is set to conclude in November. During this phase, our primary focus is on understanding the desires of our target talent. We aim to uncover what attracts these individuals to an employer and what they seek from their workplace. Additionally, we're delving into how our external market and staff perceive Warrigal as an employer and how we compare to our competitors. Phase one also serves to identify our strengths and what makes Warrigal an exceptional place to work.



We employ a range of research techniques, including an all-staff survey with 717 participants, interviews with business leaders, group discussion sessions with employees, external market research, and an audit of our employer brand presence. The insights gathered during the Discovery phase will be instrumental in highlighting the employment attributes that have the most significant impact on attracting and retaining the right talent.

What Phase One, 'Discovery' Looks Like



Fair Work Value Increase

In November, a Full Bench of the Fair Work Commission provided a 15% wage increase to direct aged care workers covered by the Aged Care Award as part of the Fair Work Value case. Warrigal was not bound to the decision because we have an Enterprise Agreement, and the agreement pays above award rates, however, Warrigal recognises the immense value of our employees and decided to pass on the 15% increase to all eligible staff members working in direct care. The increase not only recognises the invaluable work of our people, but also reinforces our commitment to attracting and retaining top talent within the aged care industry.

The Fair Work Value case will have a Stage 3, in late 2023 to early 2024, which is intended to deal with wage increases for cleaners, food services workers, maintenance and other support services employees such as laundry workers.

In recognition of the work these staff members perform, in August 2023, we've also paid them an ex-gratia payment of \$750 (pro-rata for part-time and casual employees). Warrigal eagerly awaits the outcome of Stage 3, and is hopeful the Fair Work Commission will recognise the value of the work performed by these integral staff members.

Casual Conversion Project

Warrigal actively encourages its casual employees to convert to permanent part-time and full-time employment. We do this because we want our team to have stability and to grow the connection between our team and the residents. Since July (2022), 74 casual employees have converted to permanent employment, with an average of five conversions per month.

Workforce Breakdown

Registered and Enrolled Nurses Care	170
Service Employees, Companions & Assistant in Nursing (AINs)	987
Physios, Physio Assistants, Leisure & Entertainment Officer (LEO), LEO Team Leader	83
Community Care	121
Catering	87
Cleaning	24
Management and Administration	212
Volunteers	351

All aged care providers were required to report to the Department of Health and Ageing if each resident receives 200 minutes of care per day (in average), with at least 40 minutes of that time being with a registered nurse. Here are the care minutes by site:

	Coniston	Mt Warrigal	Goulburn	Bundanoon	Albion Park Rail	Wollongong	Queanbeyan	Shell Cove	Stirling	Mount Terry	Calwell	Multicultural Village
RN time per resident (in minutes)	40	45	28	37	33	25	40	45	28	37	33	33
Total care time per resident (in minutes)	196	196	227	223	208	178	196	196	227	223	208	207

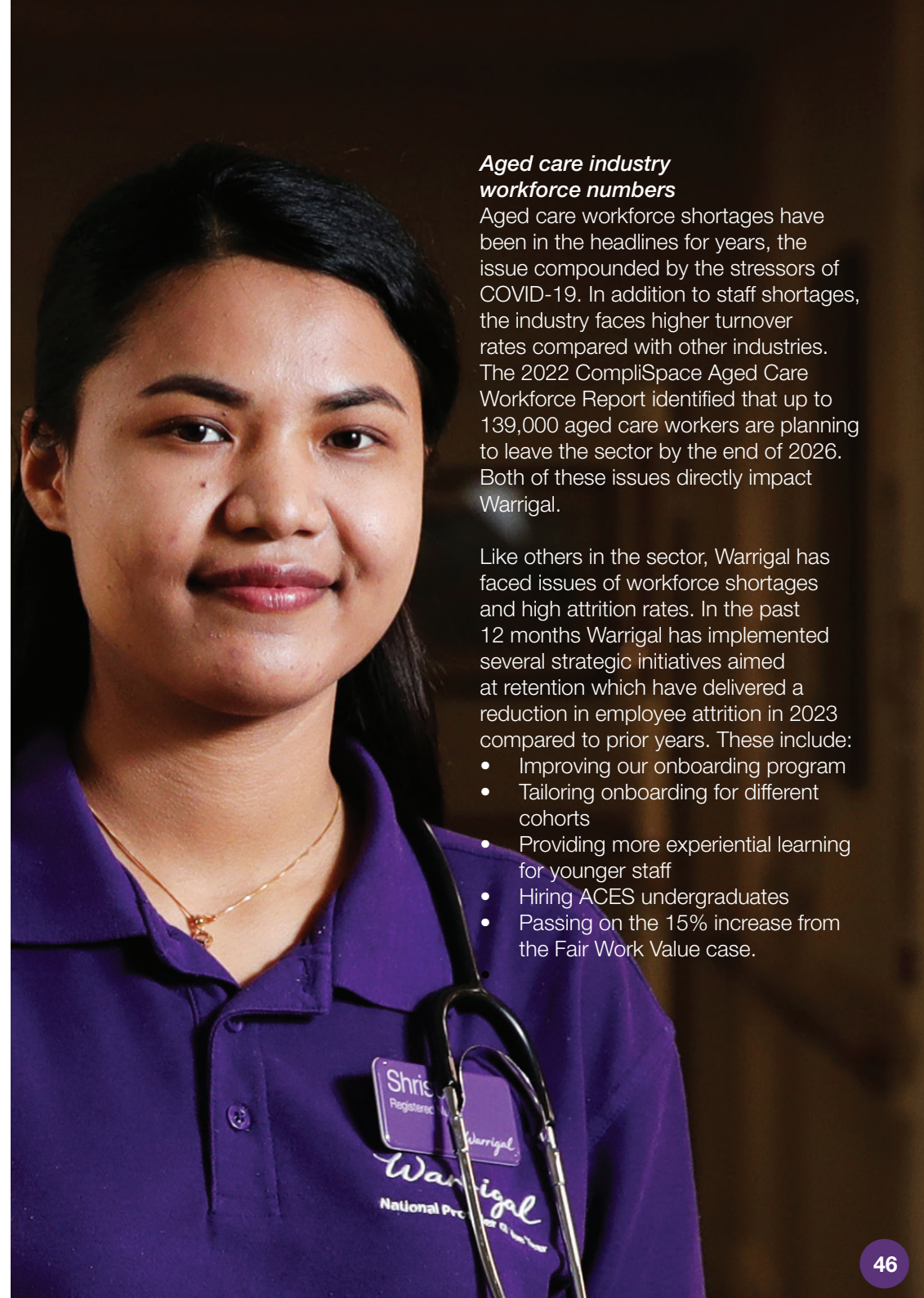
Multicultural Village data is for June quarter only, due to formally integrating the site in April.

Aged care industry workforce numbers

Aged care workforce shortages have been in the headlines for years, the issue compounded by the stressors of COVID-19. In addition to staff shortages, the industry faces higher turnover rates compared with other industries. The 2022 CompliSpace Aged Care Workforce Report identified that up to 139,000 aged care workers are planning to leave the sector by the end of 2026. Both of these issues directly impact Warrigal.

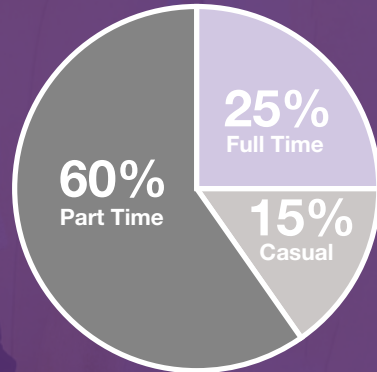
Like others in the sector, Warrigal has faced issues of workforce shortages and high attrition rates. In the past 12 months Warrigal has implemented several strategic initiatives aimed at retention which have delivered a reduction in employee attrition in 2023 compared to prior years. These include:

- Improving our onboarding program
- Tailoring onboarding for different cohorts
- Providing more experiential learning for younger staff
- Hiring ACES undergraduates
- Passing on the 15% increase from the Fair Work Value case.





Good Growth



Total Number of Staff 1,934

Hiring ACEs

The Assistant Care Employee Program (ACE) is geared toward hiring high school students in their final years, offering them the opportunity to work an average of two four-hour shifts weekly. This program serves as a stepping stone for students as they complete their schooling, providing a pathway into Warrigal's nursing program. ACEs can explore traineeships, pursue nursing degrees, or continue as ACEs while attending university.

Since its launch, we've welcomed 67 ACEs into the program, boasting an impressive 90% retention rate. We're particularly thrilled that one of our ACEs has transitioned to a Care Service Trainee, and another has embarked on the Undergraduate Program.

Undergraduate Nursing Program

The Undergraduate Nursing Program is a new initiative this year and already has 80 employees. Participants in the program are mixed across their first, second and third year of study to become Registered Nurses. These undergraduates enhance our quality of care for our residents as their studies equip them with knowledge and skills in personal care, nutrition, hydration support, falls prevention, medication administration and wound care.

IllawarraYES partnership

Warrigal has teamed up with IllawarraYES to connect young workers with promising job and career prospects in aged care. This program equips individuals aged 16-24 with employability skills, vocational training, and work experience to prepare them for future employment, including apprenticeships and traineeships, offering top-notch development and training opportunities to young workers for a successful future.



17% MEN 83% WOMEN

4 of our 8 directors are women
81% of managers are women
We have 4 women executive managers within the 6-member executive team

Gender Equality Report

As an employer of more than 100 employees, Warrigal is required to submit an annual Workplace Gender Equality Report to the Workplace Gender Equality Agency. Our 2023 report has been assessed against key gender equity criteria, and has been deemed compliant with the requirements of the Workplace Gender Equality Act.

Our Culture



The Warrigal Way - Our Culture

The Warrigal Way is something we've been proud of for many years. Our values and signature behaviours are the pillars of the Warrigal Way and these guide our employees in the way they interact with each other, our residents and customers, and the community.

Showcasing Stories

A key focus of the Warrigal Way is to share our good news stories. We do this to cultivate a culture that feels connected and engaged. During the year we developed a booklet to showcase the care and attention our team provides to residents. The booklet celebrates our achievements big and small. Through these stories we share the lengths our staff go to create a positive and memorable experience for our older people.

Measuring Our Culture

We take pride in our culture and take an active role in measuring our four signature behaviours three times a year via an employee check-in survey.

The surveys, which are open for two weeks, help strengthen the Warrigal Way. They provide an opportunity to our workforce and leaders to share feedback so we can continue to highlight, improve and demonstrate our values. The survey is also an opportunity for our workforce and leaders to share examples of how they're applying the behaviours and the positive impact this has on staff well-being, our achievements and those we support.



Site leaders have real-time data on their team's engagement through individual culture dashboards. These dashboards help our leaders track their team's engagement over time.

Our Volunteers

The heart of our community is our volunteers. This year, and every year, we acknowledge, celebrate and thank them for their contribution.

The Inaugural Norm Rowland Awards

We introduced the Norm Rowland Award as a tribute to the legacy of Warrigal's founder, the late Norm Rowland OAM. Through the Award we appoint Norm as the patron of our volunteers, commemorating and honouring his commitment to older people over his 60 years of volunteering at Warrigal.

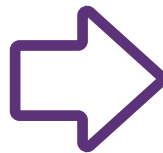
The Award formalises our acknowledgement of the significant contribution of our volunteers. It celebrates and recognises outstanding volunteers who share Norm's ethos,

passion, and his dedication to serving the needs of older people in the community.

Managers and staff assessed nominations against six selection criteria. Nominations were judged by our CEO, Chair of the Board, and our Volunteer Coordinator. Winners were approved by our Chairman and Dr Robyn Rowland AO, Company Member and Norm Rowland's daughter.



2023 Winners - Jan Elliott (Stirling) and Linda & Alan O'Rourke (Albion Park Rail) *The inaugural winners embody the six categories of:*



Lasting and meaningful contribution



Addressed a need and made a positive impact



Aligns with Warrigal's core values



Commitment and dedication



Years of service



Testimonials

Each week, Linda & Allan selflessly provide pastoral care support and communion to over 30 residents, offering comfort and meaningful one-on-one interactions. Their dedication knows no bounds, as they continued their visits even during challenging times like the COVID outbreaks, providing crucial emotional support.

Additionally, Linda & Allan play a pivotal role in planning Christmas and Easter Church services, bringing joy and spiritual fulfillment to the community. Residents and staff eagerly anticipate their visits, deeply appreciating the invaluable time and care they offer.



Age is no barrier

Barbara is a resident of Warrigal Albion Park Rail who also dedicates her time as a volunteer Gardening Assistant. Alongside fellow volunteers, Barbara tends to the immaculate courtyard gardens of the home, finding a profound sense of connection, purpose, and personal fulfilment through her gardening efforts.

Barbara's vibrant social connections expanded further when she attended Warrigal's Volunteer Week lunch, where she had the pleasure of meeting other dedicated volunteers. At 89 years young, Barbara defies stereotypes with her boundless energy and zest for life. She discovers immense joy in contributing her skills and time to enhance the outdoor spaces for everyone's enjoyment. Her dedication, along with the team's, is wholeheartedly appreciated within the home.

Community Helping Hands Program

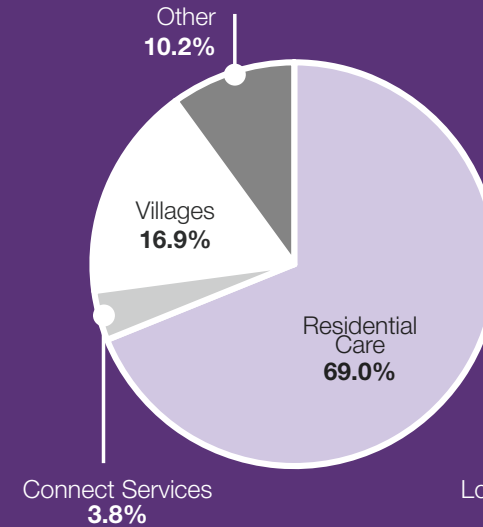
In collaboration with The Disability Trust, we launched the Community Helping Hands Program at our Albion Park Rail home, aimed at providing young people with disabilities opportunities to develop work skills through volunteering. Initially starting with four participants and two dedicated Support Workers, who volunteer their time every Tuesday, the program actively contributes to various aspects of the home's operations.

Our volunteers engage in kitchen activities, diligently managing morning dishes, table setup, and lunch tray organisation. They also operate the on-site Café, offering barista-style coffee and selling cakes to residents, staff, and families. Additionally, these volunteers provide invaluable support and companionship to residents during various activities and Bingo sessions.

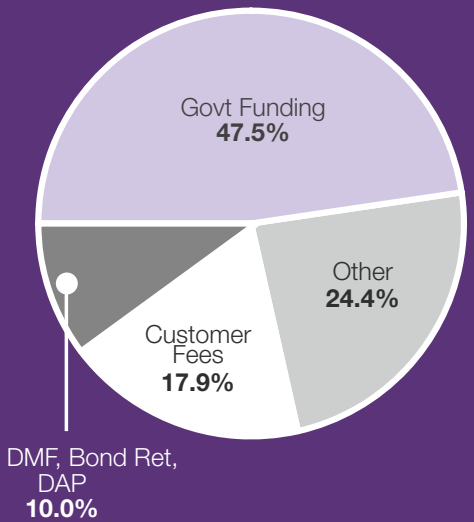
Their swift integration into the home's community has demonstrated tremendous benefits for our residents and employees. Given the program's success, we are thrilled to sustain our partnership with The Disability Trust and have plans to expand the program to other homes throughout the Illawarra.

Financial Snapshots

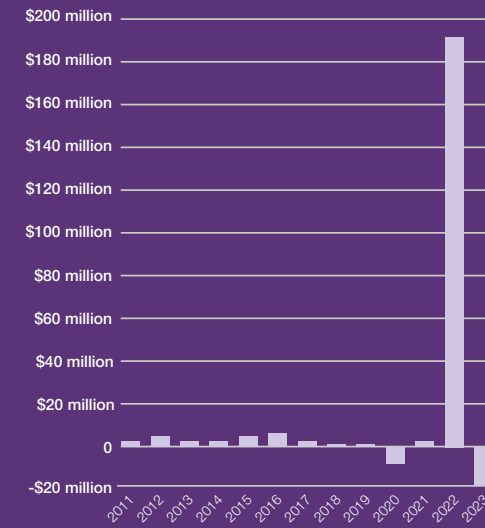
EXPENDITURE BY SERVICE TYPE



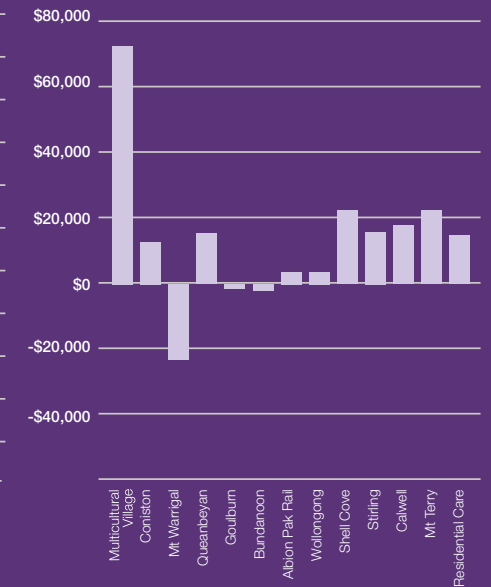
SUMMARY OF INCOME SOURCES



Cash from Operating Activities



2022-23 EBITDA FOR RESIDENTIAL CARE HOMES PER BED (EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION)



Our Organisation

Even while navigating a year of significant change, Warrigal has continued serving more people in more ways through sustainable growth.

Property growth

Warrigal's Project Control Group (PCG) supports the strategic planning of the growth in Community Villages. The PCG guides decision making and management of these opportunities and in the last year we have:

- Acquired Multicultural Aged Care Illawarra at Warrawong (now Warrigal Multicultural Village)
- Commenced market research at Bundanoon to inform the master planning of expanding village accommodation options
- Progressed with the new commercial office space at Oak Flats for our expanding support office team.

New accommodation underway

The Warilla site redevelopment is ongoing, and in September 2023, the Southern Regional Planning Panel granted approval for the Development Application. Once complete, the site will offer a completely transformed community village, featuring 118 apartments spread across six buildings, along with beautifully landscaped areas and modernised community activity spaces.

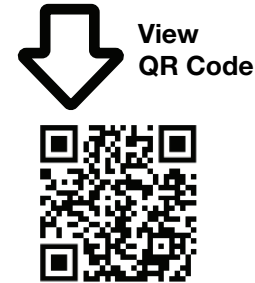
The plans for the new Lake South community village at Bradman Avenue and King Street at Lake Illawarra are progressing well. The village, which will be our second in Lake Illawarra, will include 65 efficiently designed and affordable 2 bedroom single level villas.

We now have both Development Approval (DA) and Board approval in hand to commence construction in the first half of 2024.



Shell Cove expansion near complete

Expansion of the Shell Cove Community Village continued this year with construction of the additional 24 apartments on track for completion in late October. Sale of the apartments will commence immediately shortly after, with customers on the Shell Cove Village Choice Register given priority.



Regulatory requirements

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

Asset Management Plans are now in place for all Community Villages in accordance with the Retirement Villages Act.

Sustainability

Demonstrating our commitment to sustainability, we've appointed a Sustainability Coordinator, who will support the 10-point Sustainability Plan endorsed by the Board. We've renewed the partnership with the NSW Sustainability Advantage program, which connects Warrigal with other organisations working on similar projects and with similar goals.



Our new Sustainability Coordinator, **James Roth**

It also provides access to professional consultation, workshops and information in relation to sustainability. Warrigal holds a Silver Accreditation, and we're working towards Gold. Gold is achieved by organisations that demonstrate sustainability impact, leadership, culture, risk identification, supply chain, reporting on emissions and resource and waste management improvement.

Warrigal is investing to meet energy reduction targets and offset our electricity demands. Queanbeyan and the Warrigal Multicultural Village now have a 100kW solar panel installation to offset electricity consumption. We expect to save \$80,000 per annum in energy costs and are contributing to the production of renewable energy. We will continue to invest in solar energy production across our sites with Shell Cove being our latest site under review for a solar panel expansion.



23

Priority Projects

Completed as part of the Property Improvement Plan

- Improvements to the newly expanded Memory Support Unit Courtyard at Albion Park Rail, including the connection of both courtyards to create a walking track for residents, additional gardens/landscaping and installation of secure fencing and shade sails for resident comfort when outdoors.
- Installation of new carpet to Albion Park Rail, Mt Warrigal and Wollongong Residential Homes.
- Weather Proofing of the Palm Court community space at Figtree Community Village.
- Replacement of the underground hydrant pipework system at Albion Park Rail site.
- 35 additional air and surface purifiers installed in each resident bedroom at Coniston, helping to improve environmental quality and keep people safer.
- Supply and installation of commercial CO2 Air-to-Water Heat Pumps, replacing the outmoded hydronic gas boilers in both apartment towers (Greens and Sands) at Links Seaside.



Winter Artistry

In the heart of winter, our Mt Warrigal residents came together to craft captivating multimedia artworks, turning a chilly afternoon into a canvas of creativity. With a palette of paint and a treasure trove of magazine clippings, our resident artists channelled their imagination, resulting in pieces that reflect their unique perspectives on life.



34 Refurbishments

11 at Links Seaside



24,284 General Maintenance Requests

Responded to by Property Services Staff



Warrigal Multicultural Village

In October we welcomed 100 new customers who are part of the newly named Warrigal Multicultural Village. This home was previously known as the Multicultural Aged Care Illawarra (MACI) Warrarong and was a standalone home.

Situated in Warrarong, the home is like a quaint European village set among a garden oasis in one of the Illawarra's most central suburbs. All who visit are immediately immersed in the warmth and energy of the beautiful diversity of residents who live there.

Warrigal secured almost \$2.6 million government funding to support the implementation of improvements, including the delivery of a \$1.3 million project to improve the property's features and amenities. The upgrades included replacing all the computers, and reconfiguring the phone and CCTV systems.

The clinical management system was updated to Warrigal's preferred Telstra Health Clinical Manager system, requiring all care plans to be reviewed for every resident. Warrigal employed and trained up to 100 new team members who service the home, and will now ensure it runs in the Warrigal Way that our customers love.

We're fortunate that many of the MACI team transitioned to Warrigal and we're thankful to them and to our new team who managed the change smoothly. Their diligent efforts contributed to the home being assessed as compliant in April at The Aged Care Quality and Safety Commission's re-accreditation audit.

Engaging Our Community

Aged care reform has taken centre stage in our industry this year, resulting in an enormous change management exercise for the sector, affecting staff, residents, and families.

Clear, relevant, transparent and timely communication is integral to the success of any major change.

Our adherence to specific reforms, such as the Code of Conduct, and our commitment to transparency has driven us to maintain a consistent and diverse flow of communication throughout the year.



We've utilised various channels, including emails, text messages, social media, traditional mail, and face-to-face meetings, ensuring that our valued families, residents, and dedicated staff receive information through their preferred means. To reinforce these messages, we've also regularly created informative collateral and posters.

One of our biggest projects this year has been the development of our new website. This new site will better support the broader goals of the reform agenda, serving as an information hub for residents and families with a strong focus on transparency.

We've undertaken deep research and a rigorous consultation process to find out what users of our site care about, and want to see on the new site. We engaged the CAC, PCG, residential care managers and several team members, and have sought out best practice when it comes to websites where the audience is significantly older.

We know users want clear, straightforward navigation that supports the decision-making journey of finding aged care. We've included a simple decision making tool to support site navigation, multilingual functionality, and thoughtful large fonts for accessible reading. The website is geared to go live in December.

With the increasing challenges around recruiting staff, and the need to meet required minutes as part of the aged care reforms, we've had to think differently to expand the reach of our employer brand. For the first time in Warrigal's history, we're leveraging TV advertising to reach even more potential new team members. We want to showcase the great place Warrigal is to work, and we know the power of video will bring our homes to life, both on TV and across social media.

Recruitment TV Ad

Scan the QR code to view our recruitment-focused TV ad showcasing Warrigal as an outstanding workplace, emphasising staff benefits. It will air for three months on WIN Network channels across the Illawarra, Queanbeyan, Highlands, and Canberra regions, broadening our reach to connect with potential team members who share our dedication to enhancing older peoples' lives.



Media

Our CEO frequently appeared on local media outlets, including the Illawarra Mercury, WIN TV, Wave FM, and ABC Radio. The discussions covered a wide range of topics, including bed shortages in the Illawarra, staffing challenges, government reforms, and funding issues.



Warrigal Celebrates Women

With a substantial number of our people being women, we are proud to sponsor the Illawarra Women's Day Luncheon. Two tables of dedicated Warrigal women honoured the remarkable contributions of women in our organisation and community, and celebrated our commitment to fostering an environment of equality and opportunity.



Social Media Stats

As at 9 October 2023

Our social media channels have seen significant growth this year, indicating strong audience engagement across the board.



4.7K FOLLOWERS



708 FOLLOWERS



1,773 FOLLOWERS

Our Research

Our Golden Angels project, a trial implementation of a hospital volunteer program tailored to support dementia patients in aged care, has delivered concrete results. Feedback from residents and their families has been overwhelmingly positive. Notably, 100% of families support the continuation of the project. One family member of a resident receiving support from a Golden Angel shared, “Made me feel safe while I could not be with him. They were so caring, understanding, and very patient. We cannot do without them. Bless them and keep the program going.” These heartwarming testimonials demonstrate how our research translates into real-world impact by providing residents with much-needed one-on-one support.



Our partnership with the University of Wollongong on the Smart Shoes project has yielded promising results. Through smart shoe insoles, this pilot study has improved the physical health and confidence of older people. The study's findings indicate that wearers become more aware of their body, movement, and surroundings, leading to fewer falls.

This innovative technology has the potential to significantly enhance mobility and overall well-being, as we work to make strides in keeping older people active and safe.

Our collaborations with the University of Wollongong and the University of Canberra continue to play a pivotal role in our research journey. Research initiatives like the Smart Shoes project enrich our perspective and contribute to exciting new opportunities. By combining academic brilliance with practical expertise, we invest in progressive technologies and methodologies that remain on the cutting edge, allowing us to make a significant impact

Aged care reforms have served as a guiding force for our research. They've invigorated our pursuit of excellence as we align our work with the evolving landscape of aged care. As we respond to these changes, we're committed to ensuring that our research remains instrumental in adapting to and exceeding the standards set by these reforms.

We continue to actively engage our customers, residents, and dedicated staff. What they think, feel and want matters. Their insights and experiences form the foundation of our research, ensuring our efforts are closely aligned with their evolving needs and aspirations. As we navigate these exciting research pathways, we do so with the goal of creating lasting, positive impacts that ensure older people have great lives.



“

It's hard to pick one favourite memory – I've had a good life.

Wisdom in Their Words

Our Wisdom in their Words campaign celebrates individuality, and preserves good advice for the younger generation. Vibrant photos, stories and memories from real residents, villagers and home services customers supported Ageism Awareness Day. These stories also highlighted the importance of changing one's perspective on ageing and older people.

Our Locations

SUPPORT SERVICES

Administration Centre

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

Illawarra Auxiliary Op Shop

George Street
Warilla NSW 2528
Phone: 02 4296 3794

Property Services Depot/ Southern Illawarra Men's Shed

121 Industrial Road
Oak Flats NSW 2527

RESIDENTIAL CARE HOMES

Albion Park Rail / 149 places

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Calwell / 144 places

43 Were Street
Calwell ACT 2905

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Goulburn / 165 places

7 St Aubyn Road
Goulburn NSW 2580

Mt Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Mount Terry / 151 places

95 Daintree Dr
Albion Park NSW 2527

Queanbeyan / 130 places

Cnr Canberra Avenue & Campbell Street
Queanbeyan NSW 2620

Shell Cove / 131 places

50 Harbour Boulevard
Shell Cove NSW 2529

Stirling / 144 places

41 Fremantle Drive
Stirling ACT 2611

Warrawong / 100 places

1 Eyre Place
Warrawong NSW 2502

Wollongong

1 Ross Street
Wollongong NSW 2500

WARRIGAL HOME SERVICES

Illawarra

2 Pine Street
Albion Park Rail NSW 2527

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

WARRIGAL SOCIAL SERVICES

Illawarra

1 Arcadia Street
Warilla NSW 2528

Southern Highlands

7 St Aubyn Road
Goulburn NSW 2580

WARRIGAL COMMUNITY VILLAGES

Albion Park / 16 villas

7-19 O'Gorman Street
Albion Park NSW 2527

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Bundanoon / 12 apartments

20 Hill Street
Bundanoon NSW 2578

Figtree / 39 villas

69 O'Briens Road
Figtree NSW 2525

Goulburn / 36 villas

7 St Aubyn Road
Goulburn NSW 2580

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Queanbeyan / 52 villas and apartments, and 3 serviced apartments

18 George Street
Queanbeyan NSW 2620

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

50 Harbour Boulevard
Shell Cove NSW 2529

Wollongong

1 Ross Street
Wollongong NSW 2500

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528

Warrawong apartments / 8 apartments

1 Eyre Place
Warrawong NSW 2502





Contact Details

Warrigal Registered Office

ABN 34 002 392 636

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

Toll free 1800 927 744
Email warrigal@warrigal.com.au

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

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



Friend us on Facebook
facebook.com/warrigalcommunities



Watch us on YouTube
warrigal.com.au/youtube



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



Follow us on LinkedIn
[@warrigalcare](https://www.linkedin.com/company/warrigalcare)



Visit our website
warrigal.com.au

Disclaimer: We believe the information contained in this publication is accurate at the time of production (October 2023). However, the information is subject to change without notice.