

# Annual Report 2024

Living our values



*Warrigal*

Inspiring communities  
for older people

# Acknowledgment of Country

We acknowledge the Traditional Owners of the land where we work and live. We pay our respects to Elders past, present and emerging. We celebrate the stories, culture and traditions of Aboriginal and Torres Strait Islander people of all communities who also work and live on this land.

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# Who We Are

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Warrigal is an award-winning, not-for-profit aged care provider that began operations in 1967 and is dedicated to serving the Illawarra, Southern Highlands, Queanbeyan, and Canberra regions. We offer a wide range of services, including community villages, residential care, and in-home support.

## Our Purpose

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

## Our Values

Integrity

Respect

Compassion

Innovation



# Chairman's Report

## A Year of Purpose and Progress

One of the great pleasures of being the Chair of Warrigal is sharing the ongoing development and growth of this wonderful organisation. This year is another reminder of the interplay in the aged care sector of the constancy of change and the importance of predictability and continuity of care. Warrigal's purpose is for older people to live their best lives on their terms. Our values driven approach — Integrity, Respect, Compassion, and Innovation — have been more than guiding principles; they are the foundation behind every decision we make and action we take. These values have set us apart in the aged care sector, shaping the quality of care and service that defines Warrigal.

We've continued to provide the high-quality services our community depends on, whether through in-home care, our community villages, or residential care homes. Many of our residents,



customers and their families have been with us for a number of years, and we appreciate their continued support. To those who have recently joined us, including everyone at Warrigal Hughes (formerly St Andrew's Village), who joined us in November 2023, a warm welcome!

### Leadership and Governance

Strong governance is essential for any successful organisation, and I'm proud of the Board's commitment to the strong stewardship of Warrigal. The Board has reviewed and assessed its Governance, developed a framework for change and incrementally applied the changes to remain a Board adhering to contemporary governance systems and approaches. This is demonstrated through our ongoing continuous improvement to our governance frameworks, our systems and our strategic intent to lead Warrigal as the founders intended some 57 years ago.

The Board has continued to see sweeping changes, both for Warrigal and the broader aged care landscape. These developments are part of an ongoing evolution that has been reshaping the sector since the Royal Commission into Aged Care Quality and Safety.

Warrigal's role in advocating for older people - part of Pillar 1 of our Strategic Plan (Customers Matter) has meant that we have:

- Submitted 15 recommendations related to the Draft Aged Care Act
- Engaged with peak bodies on key advocacy opportunities
- Informed and empowered stakeholders about the legislative delays
- Participated in the trial for the Strengthened Aged Care Standards
- Built collaborative relationships with Government Ministers and State and Federal Members of Parliament

This year marked a significant Board transition as we said goodbye to Margaret Collins, a long-serving volunteer Board member who dedicated an incredible 27 years to Warrigal. Margaret's contributions have been invaluable and her ability to listen and contemplate our customer feedback is evident in her customer-centric approach. At the same time, we were excited to welcome two new directors, Professor Lorna Moxham and Daniel Rowan. Their fresh perspectives and diverse expertise have been invaluable in the Board's deliberations over the past 12 months. You can learn more about them on page 12.

### Strategic Planning and Vision

In May, the Board came together to focus on Warrigal's Strategic Plan: Towards 2030. We reaffirmed our commitment to the four pillars and took a deep dive into the evolving landscape of aged care. We considered sector reforms, the changing demographics, the growing and diverse ageing population, and how we can leverage new technologies to enhance our care and operations. Our Executive team approached this with thoughtful deliberation, breaking our planning into three horizons: Horizon 1 for immediate priorities, Horizon 2 for medium-term strategies, and Horizon 3 for long-term goals and vision. A follow up strategy session was held in early October with further development on the principles established back in May. We are excited to watch these plans be

brought to life. We know they will have a lasting, positive impact across our services and operations, driving us forward in alignment with our vision for the future.

### Looking Ahead

As we look to the future, the aged care sector faces significant opportunities and challenges. With Australia's over-85 population projected to approach 2 million by 2050, our work continues to grow. The landscape of aged care is changing with the ongoing roll-out of reforms, the proposed new legislation, standards and the new Support at Home program. Warrigal is excited to be part of the changes which will lead to better outcomes for older people through a more rounded and funded system. Amid these changes and the development of a new village to address current needs, we remain dedicated to serving our community while being immersed in an environment of change and growth.

I want to extend my gratitude to the management of Warrigal. Their strong leadership and commitment to Warrigal and its customers, residents, families is outstanding.

Our staff and volunteers also deserve great praise for their commitment to providing personalised care to our customers and residents. Their efforts bring extra joy and love to our community, and we are truly grateful for their contributions. Our goal is for everyone to feel at home at Warrigal. Whoever you are, wherever you are, you are welcome here. We are beyond grateful to everyone for their contribution to the lives of our customers and residents.

To our residents, clients, and their families: Your support and trust make Warrigal a place where our values are not just practiced but celebrated. It's a true privilege to be part of this journey, and I am thankful for your ongoing support. Thank you for being an essential part of our mission.

**Wyn Janssen**  
Chair of the Board



# CEO Report

## A Year of Growth and Unity



Safe, connected, and loved. As I walk through our homes and villages, I am often reminded of how central these feelings are to the families and the people for whom we provide care. At Warrigal, ensuring our residents feel safe, connected, and loved is not just a promise—it is at the heart of everything we do. It reflects the trust they place in us during one of life's most significant transitions.

In a year marked by reform, growth, and remarkable achievements, our values—Integrity, Respect, Compassion, and Innovation—have been our guiding principles. These values underpin our commitment to delivering personalised care, creating a workplace where our people can thrive, and continuously evolving to meet the needs of older Australians.

The past year we have made great strides in implementing our Towards 2030 Strategic Plan. This strategic plan serves as our roadmap, guiding us through sectorial reforms and helping us navigate the challenges of an ageing population with innovation and compassion.

### Celebrations and Achievements

We have much to celebrate this year, with achievements that reflect our commitment to excellence and innovation:

- We refined our structure to align with our Strategic Plan, ensuring agility in an evolving sector
- We introduced a Professor of Dementia Care role to further establish our leadership in addressing one of aged care's most pressing challenges
- For the first time in over a decade, we achieved full compliance with the Aged Care Quality Standards across both Residential Care and Home Services, a testament to our staff and their dedication to high-quality care

- Warrigal also worked closely with the Aged Care Quality and Safety Commission to trial the new Strengthened Quality Standards, positioning us as a leader in regulatory engagement
- We launched our first Diversity Action Plan, reinforcing our commitment to fostering an inclusive environment
- Our Staff Survey returned a 76% response rate, leading to actionable plans that further enhanced engagement across all portfolios
- We introduced our Employee Value Proposition (EVP), celebrating the contributions of our staff and fostering a supportive workplace culture
- Lastly, we were honoured with three prestigious awards: Excellence in Workplace Culture, Excellence in Large Business and Business of the Year at the Illawarra Business Awards. An extraordinary recognition of our collective dedication and teamwork

### Financial Performance

I'm pleased to report that Warrigal's financial health remains strong. Revenue from operations reached \$335.4m and an overall surplus of \$84.8m was delivered. The surplus was largely driven by one-off non recurrent items including; \$40.43 million of income related to the gain on acquisition arising from the purchase of St Andrew's Village aged care home and community village in Hughes, ACT and fair value market movements of \$42.34 million in our investment property portfolio.

### Expanding Our Horizons

This year has been one of developments and new beginnings. A significant milestone was the successful integration of a new home in the ACT: Warrigal Hughes. Formerly known as St Andrew's Village, Warrigal Hughes was operated by the ACT Presbyterian Church Congregation. With the massive reforms afoot and the resources required to enact such an enormity of change, the St Andrew's Board decided to consider the sale of St Andrew's

Village to a like-minded organisation. We are grateful to the Chair, Margaret McLeod and the St Andrew's Village Board for their focus on a positive transition to Warrigal. Muhammad Syed, the CEO of St Andrew's Village, provided constant, strong leadership during this phase and remains as the General Manager of Warrigal Hughes. Muhammad is a critical member of the Management team for the Southern Region.

The construction of our new community village at Lake South is well underway, with completion expected by 2026. Meanwhile, the final stage of our Warrigal Shell Cove project is now complete, with new residents already settling in and engaging in the vibrant, connected community at Warrigal Shell Cove.

Finally, we have had a strong focus on developing our systems and processes to enhance our Home Services in preparation to provide flexible, tailored care for older people, while continuing to expand our in-house clinical teams to meet the evolving needs of our community.

### Gratitude and Looking Ahead

None of these achievements would be possible without the dedication and support of so many. Firstly, I would like to extend my thanks to the Warrigal Board for their stewardship and governance, their deep knowledge and wisdom provides the Executive with strong guidance and support. Culture starts at the top at Warrigal,

and the positive values-based culture we aspire to achieve consistently is demonstrated by the Board Non-Executive Directors in each interaction. The Warrigal Executive Team are knowledgeable and capable. They are dedicated and committed. Through their leadership, they provide an environment for our staff to engage and develop, which benefits our volunteers, residents, clients, and their families.

Together, we are shaping a future where older people can live their best lives, on their own terms.

As we look ahead to the coming year, we are preparing to implement the new Aged Care Act, the new Aged Care Standards as well as the new Support at Home Program in July 2025. It is an exciting time for aged care, as the sector receives the positive attention it deserves, one that highlights the significance of our work and the strength with which we deliver it.

Warrigal will continue to lead in the sector by providing high-quality, person-centred care.

Thank you for being a friend of Warrigal.

**Jenni Hutchins**  
CEO, Warrigal



# 2024 Snapshots



13

Residential Care Homes



12

Community Villages



2332

in Residential Care



721

in Community Villages



166

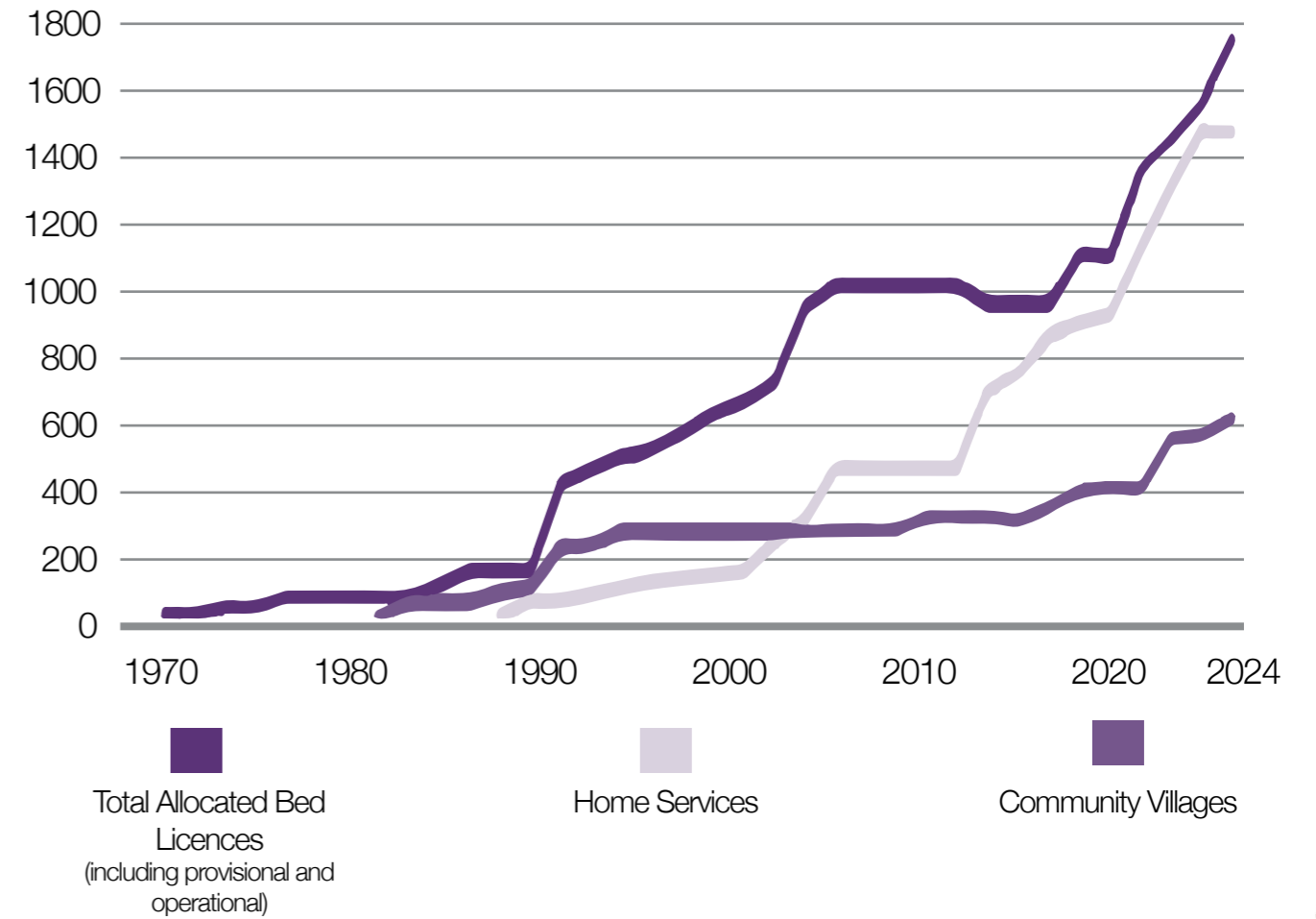
in Warrigal Social



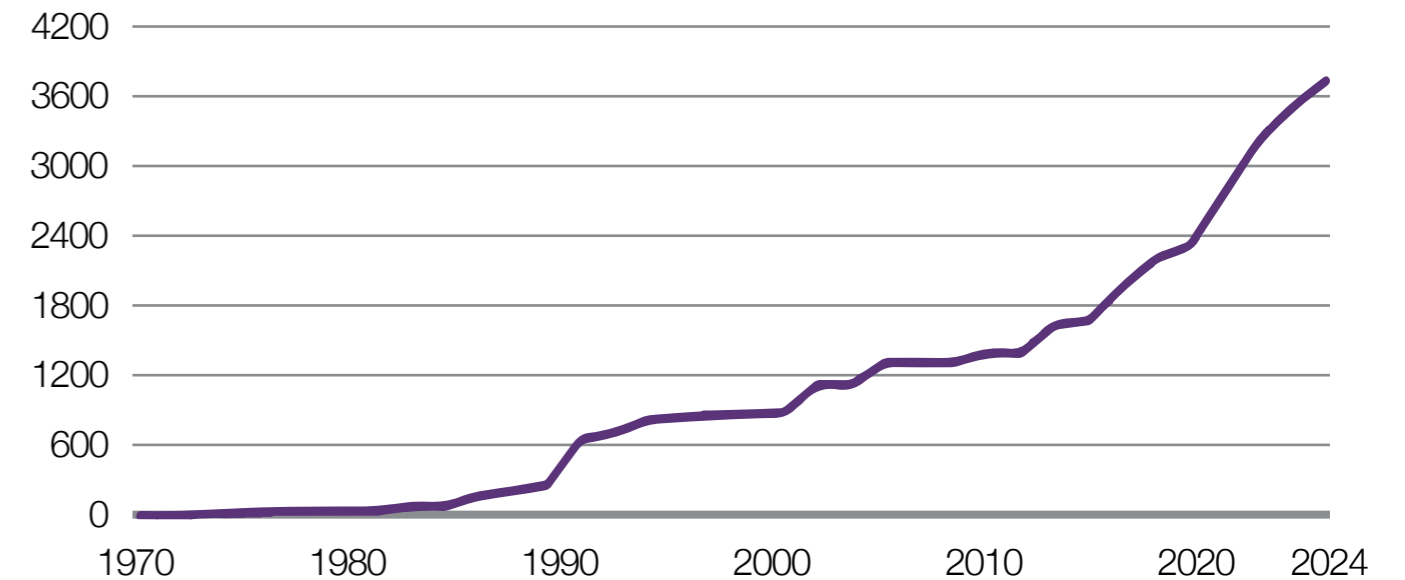
1306

in Home Services

## Our Historical Service Growth by Service Types



## All Services Combined Growth History



# Our Board of Directors

All members during 2023/24



## Wyn Janssen

*Commenced 16/12/2012\**

Chairperson  
Independent Non-Executive Director

- Ex Officio Member of all Committees
- Member of the Care Governance Committee



## Roger Downs

*Commenced 25/08/1997*

Deputy Chairperson  
Independent Non-Executive Director

- Chair of Business Risk and Audit Committee



## Philip Thompson OAM

*Commenced 27/10/1999*

Independent Non-Executive Director

- Chair of Planning Development and Sustainability Committee



## Helen Newman

*Commenced 27/10/2004*

Independent Non-Executive Director

- Chair of the Care Governance Committee
- Member of Planning Development and Sustainability Committee



## Nicky Sloan

*Commenced 28/03/2022*

Independent Non-Executive Director

- Member of Care Governance Committee



## Daniel Rowan

*Commenced 17/10/2023*

Independent Non-Executive Director

- Member of Business Risk and Audit Committee



## Lorna Moxham

*Commenced 17/05/2024*

Independent Non-Executive Director

- Member of the Care Governance Committee



## Jenni Hutchins

*Commenced 17/10/2023*

Company Secretary

## Honouring Our Retired Board Members

As we conclude another year, we recognise three exceptional individuals whose service has significantly shaped Warrigal: Wayne Morris (OBE), Dr. Judy Mullan and Margaret Collins. Each has made unique and lasting contributions to our work and the Warrigal community. Wayne and Judy are now life members, with Margaret set to receive this honour at this year's AGM. We celebrate their extraordinary commitment and impact and their legacy will continue to inspire us.



## Wayne Morris (OBE)

*Appointed: July 27, 2009 – Ceased: September 13, 2023*

Mr Morris has been a standout leader as Chairperson of our Business Risk and Audit Committee for 14 years. His impressive career as a CEO and his wide-ranging experience have provided us with invaluable guidance and strategic insight. Wayne's impact reaches beyond our board, with ongoing support for organisations like the Illawarra Performing Arts Centre Inc and The Disability Trust.



## Dr. Judy Mullan

*Appointed: October 27, 2000 – Ceased: October 31, 2023*

Dr. Mullan has been a cornerstone of our Care Governance Committee for over two decades. Her role as Director of the Centre for Health Research Illawarra Shoalhaven Population (CHRISP) and Deputy Director of the Illawarra & Southern Practice Research Network (ISPRN) provided invaluable insights into pharmacy, public health, and research. Judy's commitment to enhancing the safe use of medicines and improving health service delivery has been nothing short of transformative. Her voluntary efforts in aged care and multicultural organisations further reflect her dedication to nurturing better health outcomes.



## Margaret Collins

*Appointed: October 29, 1997 – Ceased: May 27, 2024*

Mrs Collins has been a vital member of our Business Risk and Audit Committee for over 26 years. With a career spanning more than three decades in financial services, Margaret's expertise as a retired Financial Planner has been essential in shaping our financial and risk management strategies. Her past roles, including Secretary of Warilla Chamber of Commerce and Treasurer of Skills with Advancement and Training, highlight her deep commitment to community service. Margaret's contributions have been crucial in guiding our financial practices and governance.



For complete biographies of the Board and Executive Leadership Team, please scan the QR code.

\*Wyn Janssen was previously a Director, and Treasurer, of Warrigal from 1997 until 2009, resigning from that role to take up an overseas assignment.

# Our Executive Team



**Jenni Hutchins**  
Chief Executive Officer  
• Company Secretary



**Suze Mandicos**  
Chief Finance Officer  
• Finance  
• Procurement  
• Work, Health and Safety  
• Payroll  
• Rostering  
• Risk



**Craig Smith**  
Chief Operating Officer  
• Residential Care Homes  
• Village Services  
• Home Services  
• Club Socials  
• Operational Quality and Compliance Team  
• Wellness and Lifestyle



**Peter Hutchinson**  
Chief Property Officer  
• Asset Maintenance  
• Property Development  
• Sustainability



**Amanda Archer**  
Chief Design and Growth Officer  
• Marketing and Communications  
• Customer Relations  
• Mergers and Acquisitions  
• Reforms  
• Social Policy  
• Innovation



**Maree Healey**  
Chief People and Culture Officer  
• Culture  
• Industrial/Employee Relations  
• Organisational Development  
• Talent Management and Recruitment  
• Volunteer Management



**Daniel Saffioti**  
Chief Information Officer  
• Information Technology

# Towards 2030 Strategic Plan

<b>Strategic Direction #1:</b> Customers matter	<b>Strategic Direction #2:</b> High quality integrated services	<b>Strategic Direction #3:</b> Workforce (including volunteers)	<b>Strategic Direction #4:</b> Growth
<p><b>Our intent:</b> 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.</p>	<p><b>Our intent:</b> 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.</p>	<p><b>Our intent:</b> 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.</p>	<p><b>Our intent:</b> 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.</p>
<p><b>Strategic outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Quality of life</b></li> <li>• <b>Willingness to recommend</b></li> </ul>	<p><b>Strategic outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Utilisation</b></li> <li>• <b>Accreditation outcomes</b></li> <li>• <b>Star ratings</b></li> </ul>	<p><b>Strategic outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Supply our own staff</b></li> <li>• <b>Willingness to recommend</b></li> </ul>	<p><b>Strategic outcomes</b></p> <ul style="list-style-type: none"> <li>• <b>Financially self-sustaining services</b></li> <li>• <b>More people served</b></li> </ul>



# Key Achievements of 2024



## Welcoming a New Role: Professor of Dementia Care

Dementia is a significant challenge in Australia, being the second leading cause of death and the top cause for women. We're excited to announce that Professor Victoria Traynor has joined Warrigal as our Professor of Dementia Care. This role will drive innovation and research, helping us lead the way in dementia care and provide even stronger support for both those affected and their families.



## Organisational Restructure

To better support our mission and expanding services, we streamlined our operations and redefined roles so that we are better equipped to deliver even more exceptional care and respond quickly to the needs of our community.



## Achieving 100% Compliance

As of July 2024, every one of our homes has achieved 100% compliance with the Aged Care Quality Standards for the first time in over a decade! This milestone reflects our passion and dedication to delivering exceptional care and upholding the highest standards across all our services.



## Diversity Action Plan Finalised

Our Diversity Action Plan is now complete, and we're excited about the positive impact it will have. This plan highlights our commitment to fostering an inclusive and supportive environment for everyone. It ensures that our services and workplace truly reflect and embrace the diverse needs of our community.



## Employee Value Proposition (EVP) Launch

The EVP is a key initiative that highlights how much we value our staff. It shows our dedication to supporting and nurturing our team, enhancing our workplace culture, and ensuring that our staff feel truly appreciated and engaged.



## Successful Marketing Campaign and New Website

This year we launched four new TV commercials that have resonated with both customers and staff. These commercials showcase what makes Warrigal special and highlight our services and recruitment opportunities. They've played a big role in driving growth and boosting admissions. Check them out here: →



Scan the QR code to view our commercials

In addition, we unveiled our brand new website in February 2024, which offers a fresh, user-friendly experience and makes it easier than ever to explore our services and opportunities.

# Forward Focus

We're excited about the role technology will play in enhancing our services and improving care delivery. We're **focused on integrating the latest tech** advancements to stay ahead and provide innovative and efficient care solutions. From new digital tools to advanced care management systems, we're committed to making sure our technology supports the best possible outcomes for our residents and customers.

**model of care** to ensure it remains person-centred and adaptable. Our goal is to continually refine our approach so that it meets the evolving needs of our community and delivers care that truly makes a difference. By focusing on what matters most to our residents and customers, we aim to provide care that's both responsive and effective.

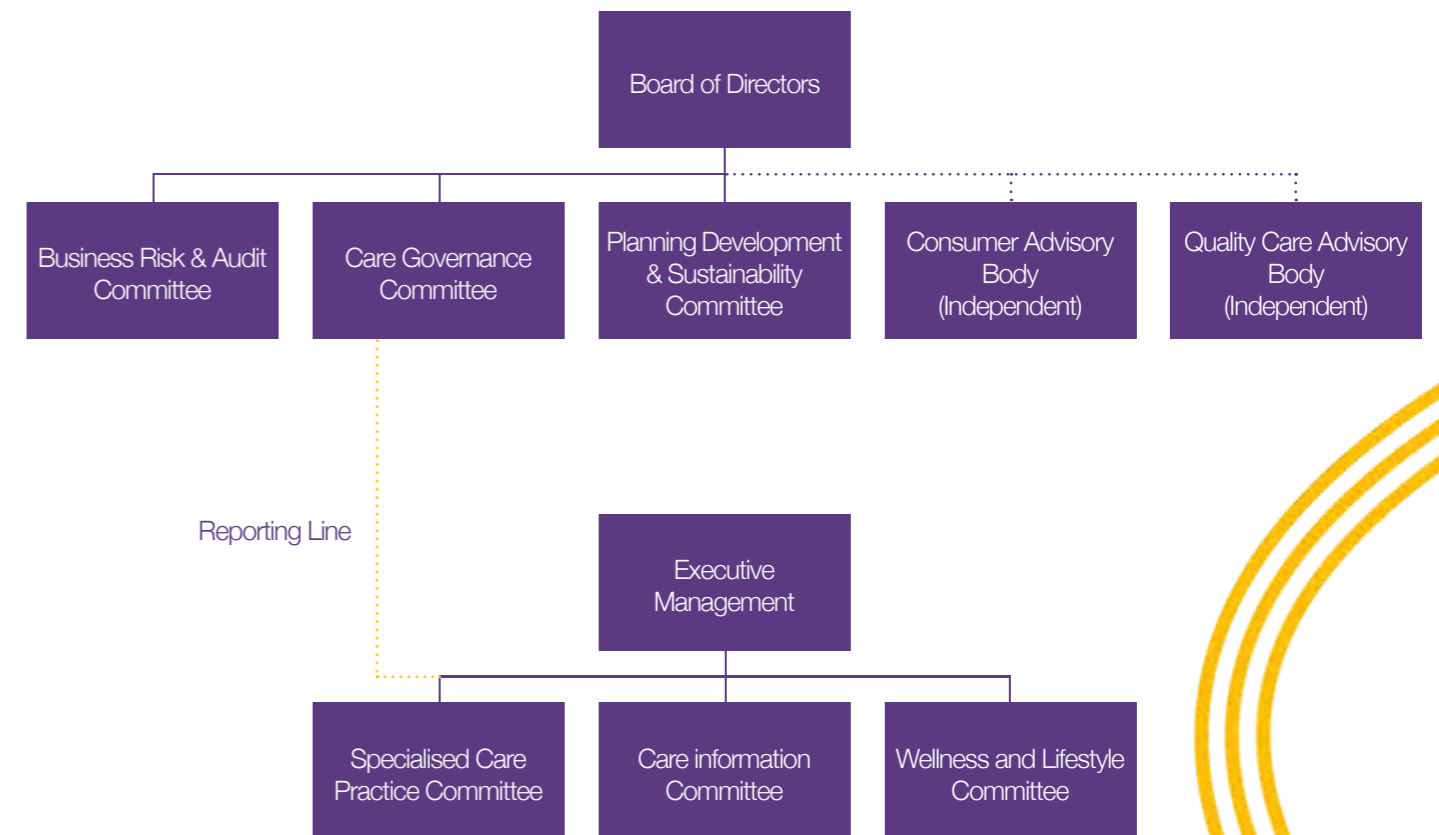
We're **diving into the world of Augmented Reality (AR) and Virtual Reality (VR)** to explore new ways of delivering care. These technologies have the potential to transform how we engage with our residents, offering enriching experiences that can significantly improve their quality of life.

As the aged care sector evolves, we're staying ahead by preparing for upcoming reforms. Our approach ensures that we're not only meeting new standards but also leading the way in advocating for positive changes. We're committed to making sure these reforms benefit both our residents and our staff, and we're excited about the opportunities they bring.

We're **actively working on redesigning our**

# Our Quality Framework

As of 30 June 2024



# Our Residents and Customers Come First

At Warrigal, our purpose is clear: to help older people live their best lives, on their own terms. Everything we do revolves around this purpose, which drives us to offer a range of flexible services and support that adapt to the evolving needs of our community.

## Enhancing Wellness and Lifestyle

Our Wellness and Lifestyle services are all about improving the social, physical, and emotional well-being of our residents. Our dedicated team, including physiotherapists, occupational therapists, lifestyle staff, and therapy assistants—is committed to providing personalised care. The new leadership tiers to the Wellness and Lifestyle teams created last year include allied health team leaders, lifestyle team leaders and a lifestyle coordinator, and have created better on-site coordination and execution of recreational activities and events in our homes, creating a vibrant and enriching environment for our residents.

We offer flexible services tailored to residents' needs, including music therapy, massage, pet therapy, art therapy, pain management, sensory therapy, and physiotherapy. Our Wellness Centres and activity spaces are vibrant social hubs where group exercises and activities help garner social connections and enhance residents quality of life.

We develop all our wellness and lifestyle programs in close collaboration with our residents, ensuring they reflect their preferences and needs. We also conduct an annual survey to gather feedback on aspects like choice, flexibility, and quality, helping us continually improve and meet their expectations.

## Creating a Sense of Home

We know that moving into a new home or transitioning to a different level of care can be daunting. That's why we put a lot of thought into 'placemaking'—creating environments where our customers immediately feel at home.

We encourage residents to personalise their rooms with familiar items from home, such as cherished photographs and keepsakes. Memory boxes and murals of local areas also help make our homes feel warm and inviting, ensuring that every space feels like a true home.



*An example of memory boxes at Warrigal Wollongong*



## Aged Care Quality Standards Update

The introduction of the Aged Care Bill 2024 on September 12th marks a pivotal moment for the aged-care sector and follows extensive bipartisan negotiations. This new legislation is the government's response to the Royal Commission into Aged Care Quality and Safety, and is a \$5.6 billion investment aimed at providing high-quality care as a standard for all older Australians. The Act emphasises person-centred care, promoting the rights and dignity of older people, not only today but for future generations.

At Warrigal, our commitment to delivering the highest quality care remains our top priority. We empower our skilled staff with the right tools and resources to ensure our residents live their best lives, on their terms. The new Act aligns closely with Warrigal's values and fosters a more equitable and sustainable aged care system that benefits providers, staff, and residents alike. With changes taking effect from July 1, 2025, we are already proactively preparing to meet and exceed the legislative requirement.

The new Strengthened Quality Standards will ensure care services are safe, high-quality, and measurable. At Warrigal, our working groups have been updating policies and processes throughout the year in anticipation of these changes. One significant initiative is the development of our "Enjoyable Dining" policy, set to meet the upcoming Strengthened Standard Six, focused on enhancing mealtime experiences.

Warrigal continues to create vibrant social environments where residents can connect through group activities, and our wellness programs are tailored in close consultation with our residents. We are dedicated to maintaining a high standard of service delivery, utilising resident feedback to make sure we consistently exceed expectations. As the Aged Care Act takes shape, Warrigal is well-positioned to lead the way in delivering compassionate, high-quality care.

# Our Residents at a Glance



1463  
Female



867  
Male



2  
Not Stated



302  
Respite Care Residents

26 days  
Average Stay

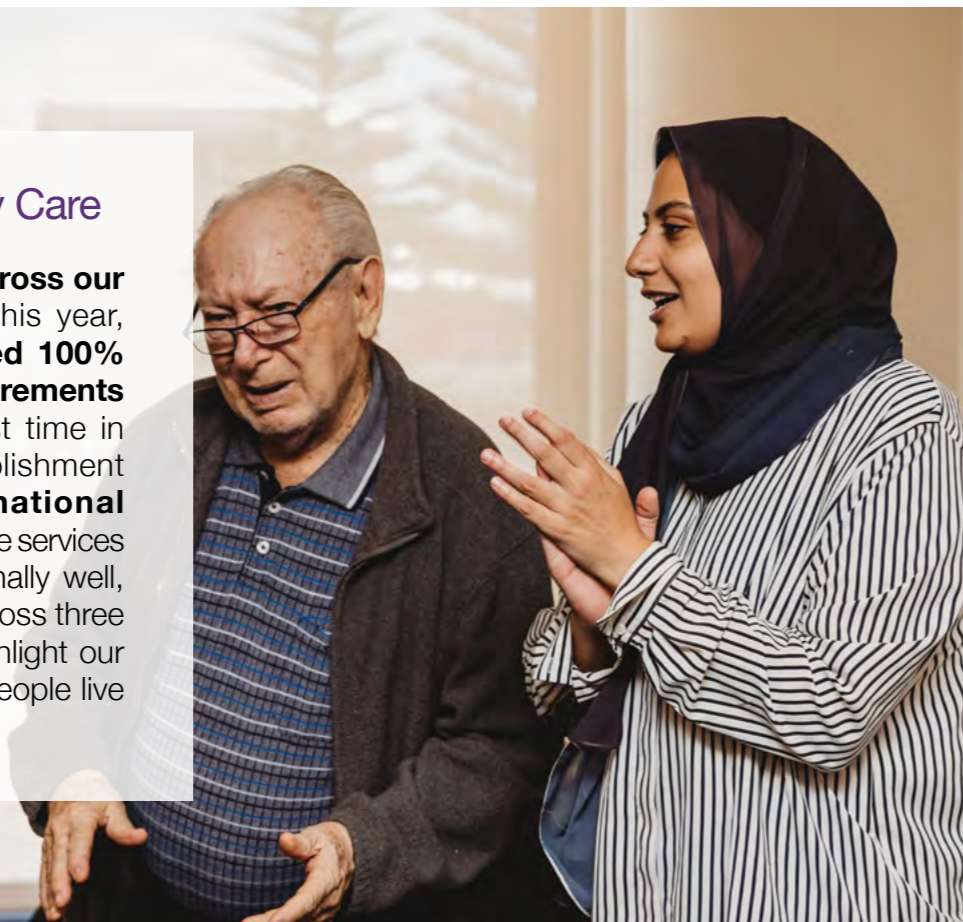


2030  
Permanent Care Residents

865 days  
Average Stay

## Achievements in Quality Care

With over **2300 customers across our Residential Care Homes**, this year, we're proud to have **achieved 100% compliance with all 546 requirements in our 13 homes** for the first time in over a decade. This accomplishment significantly **exceeds the national average of 84%**. Our Home Care services have also performed exceptionally well, meeting all 39 requirements across three services. These milestones highlight our commitment to helping older people live fulfilling and dignified lives.



# Community Villages at Warrigal

Our Community Villages are more than just places to live; they are vibrant places where older people find a safe and secure lifestyle, yet feel deeply connected and supported. Each village fosters independence while providing a network of support and a lively atmosphere.

This year, we are excited to have completed work on 24 'Spinnaker' apartments at Warrigal Shell Cove. We also celebrated the addition of Warrigal Hughes to our growing network of Community Villages. With over 700 residents now living independently across twelve villages across two

states, our commitment to building connected communities is stronger than ever.

At Warrigal, we believe in empowering our residents to shape their own communities. We support self-led initiatives where residents can take charge of village meetings, organise events, and engage in activities that reflect their passions and needs. Whether it's joining in on exercise programs, enjoying shows, or learning new digital skills, our residents play a key role in creating dynamic and responsive communities, as they stay active, engaged, and socially connected.

## Stay Connected

To further support our residents' independence, we reintroduced 'Warrigal GO' in the Illawarra. This volunteer-driven, Uber-style transportation service helps residents easily access appointments, shopping, and other essential services, keeping them connected to the wider community.

## Welcoming Warrigal Hughes

On November 6, 2023, St Andrew's Village officially became Warrigal Hughes, marking another exciting new chapter for Warrigal. Founded in 1991 as an outreach initiative of the Presbyterian Church of St Andrew in Canberra, St Andrew's Village has always prioritised person-centred care in a warm, homely environment that honours the faith and beliefs of its residents.

Earlier in 2023, the Board recognised that Warrigal's values and business structure closely aligned with those of St Andrew's Village. It is this shared commitment to community and compassion that saw their Board make the thoughtful decision to transfer the aged care asset to Warrigal, entrusting us with the legacy of care that has supported over 200 residents, including those in the Village's 30 townhouses.



# Home Services at Warrigal

Our Home Care Services focus on providing older people with the support and flexibility they need to remain comfortably in their own homes while receiving the care they deserve. This year we have reached over 1,400 clients across the Illawarra and Southern Highlands.

Our Home Services team is dedicated to making each interaction meaningful and personal. We focus on tailoring our support to fit the unique needs of every individual, whether it's helping with daily activities, monitoring health, or providing companionship. Our aim is to enrich the lives of our clients and their families, making sure they feel cared for and connected.

## Connecting and Thriving: Warrigal Social

We know that meaningful connections and staying active are key to a fulfilling and happy life. That's why we're so excited about our Warrigal Social group—a vibrant community initiative designed to create enriching experiences and develop long-standing relationships through a variety of engaging activities. Whether it's a fun group outing, an enjoyable bus trip, a relaxing visit to the beach, or a shopping excursion, we offer something for everyone. These activities not only provide a change of pace but also encourage laughter, exploration, and new friendships.

### A Day at Tulip Time

At Warrigal, we take pride in offering a diverse range of activities that inspire our customers to embrace life to the fullest, ensuring that every moment is filled with joy and adventure. We had three groups from our Warrigal Social program journey to the Southern Highlands to experience the breathtaking beauty of Tulip Time.

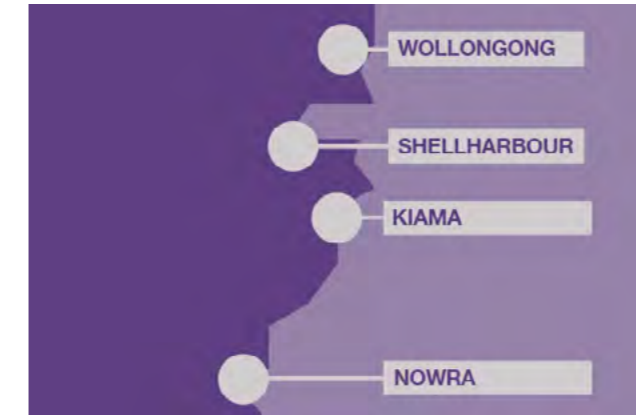
Surrounded by vibrant blooms, our customers created unforgettable memories, their laughter echoing in the stunning scenery. This day was a true celebration of connection and nature, highlighting the incredible sights of the Illawarra and beyond.

This year, we launched CareVision, a new software program aimed at improving how we coordinate care and communicate with our Home Services clients and their support teams. The CareVision system is still being rolled out and the project team are fine-tuning the program so it fully meets our clients' needs and helps us continue delivering high quality care.

We've also been actively advocating for increased funding and more home care packages. We believe that expanding access to these packages is crucial in meeting the growing demand for home-based support and ensuring that more people can receive the care they need.

In the last year, Warrigal Home Services provided assistance to an overall total of **1472** customers.

### In the Illawarra



Total Customers **1,026**

**138** Warrigal Social

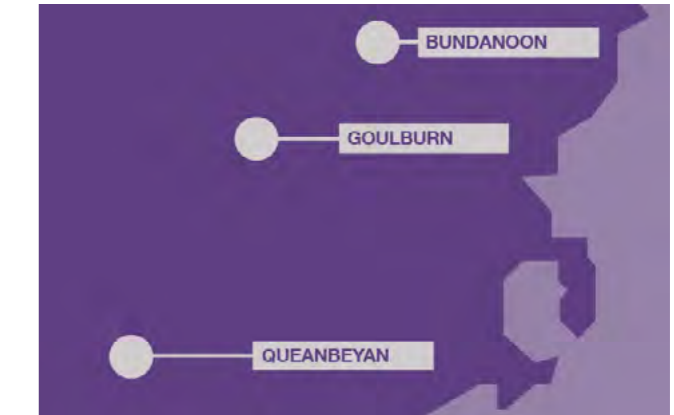
**240** Warrigal Home Services (HCP)

**126** Warrigal Home Services (Private and Brokered Services)

**429** Warrigal Home Services (CHSP Individual)

**93** Warrigal Home Services (Veterans Home Care)

### Southern Highlands



Total Customers **446**

**28** Warrigal Social

**164** Warrigal Home Services (HCP)

**72** Warrigal Home Services (Private and Brokered Services)

**110** Warrigal Home Services (CHSP Individual)

**72** Warrigal Home Services (Veterans Home Care)



# Our People

Our employees are the heart and soul of Warrigal. Their dedication, energy, and the strong relationships they build with our residents and customers create the momentum that drives our success. They bring professionalism, care, and an inclusive, values-driven approach that enriches every aspect of our organisation.

We've faced the same challenges as many others in the sector, including workforce shortages and high turnover rates. However, we're proud of the progress we've made. Last year, we saw a significant drop in our attrition rate—from 25% to 17%, which translates to about 415 employees leaving the organisation. This improvement is a testament to the changes we've implemented to better support and retain our team.

We've overhauled our onboarding process to make it more supportive and engaging for new staff members. By tailoring the onboarding experience to different groups and providing hands-on learning opportunities for younger staff, we're helping them integrate more smoothly and effectively into their roles. These steps have already shown promising results in reducing employee turnover.

We recognise employee achievements through annual Service Awards and peer-to-peer acknowledgments. Feedback from these events reflects deep appreciation for recognition and its positive impact on morale.

We're also committed to supporting our employees' well-being. We offer flexible work arrangements, an annual influenza vaccination program, and a free Employee Assistance Program (EAP) for mental health support. Our fitness programs, salary packaging options, and health resources are designed to enhance overall well-being.

We believe in helping our employees maintain a healthy work-life balance with comprehensive leave benefits and flexible arrangements, ensuring they can thrive both personally and professionally.



## A Platform for Employee Feedback

In February, we introduced “Our Voice,” an employee engagement survey aimed at truly understanding what our team thinks and feels about working at Warrigal. This survey was more than a routine check-in; it was a chance for every member of our team to provide honest feedback about their work environment, our progress, and their overall well-being.

We encourage open communication and regularly invite our staff to share their opinions and concerns directly with management.

*With a remarkable 76% of our employees participating, “Our Voice” gave us a clear picture of job satisfaction, with 91% of respondents feeling positive about their roles.*

Additionally, 80% felt a strong sense of accomplishment, and 92% aligned with our core values. It's encouraging to know that our team feels secure in their roles and supported when raising concerns.

From our total staff of 2,151, 76% responded to the survey. The feedback was largely positive, reflecting high engagement levels at 80%. However, we also identified areas where we need to improve, particularly in employee well-being and perceptions of organisational progress. Our leaders are now focused on turning these moderate areas into strengths, aiming to boost our performance further.

### Our Employee Value Proposition (EVP)

At Warrigal, we believe that our people are our greatest asset. This year, we finalised and rolled out our EVP, a key initiative designed to showcase what makes us a standout employer. Our EVP highlights the unique aspects of working with us, grounded in our commitment to creating a positive, community-driven culture and enhancing the lives of older people.

Our EVP reflects core values that resonate deeply with our team: integrity, respect, compassion and innovation. By focusing on these values, we aim to position Warrigal as an employer of choice and support our long-term workforce strategy.

Through thorough research—including staff surveys, focus groups, and market analysis—we've crafted an EVP that truly represents what it means to be part of the Warrigal family. Our tagline, “You are the difference,” encapsulates the essence of our mission and acknowledges the profound impact our employees have every day.



#### Impact

Create value in this world.



#### Recognition

Be seen and valued.



#### Growth

Invested in your growth.



#### Support

Find your place in our community.



#### Flexibility

Fit work around your needs.

# Building a more Inclusive Workforce

We've made significant strides towards ensuring a more inclusive workplace with the creation of our Diversity and Inclusion Working Party. This team is driving initiatives that make our workplace not only more equitable but also welcoming to everyone. Their efforts help us attract and retain top talent, improve employee engagement, and boost our overall performance.

The group has been crucial in crafting our first Diversity Action Plan, which sets out practical and actionable goals across four key areas and will guide us through to 2026. Our Diversity Action Plan goes beyond just meeting the Aged Care Quality Standards. It's about strengthening our commitment to inclusivity and making sure every individual feels valued and supported.

As Warrigal continues to grow, our focus is on nurturing our people and creating a space

where everyone can thrive. We're committed to being an employer of choice by enhancing employee engagement, supporting professional development, and championing diversity.



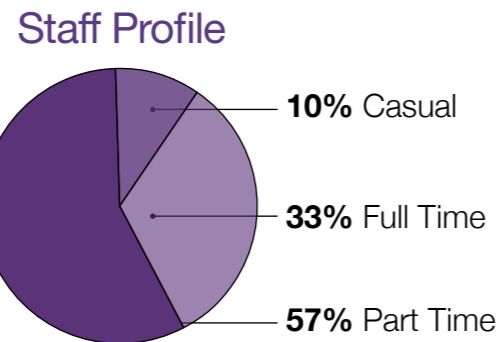
Members of the Diversity and Inclusion Working Party

## 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 2024 report has been assessed against key gender equity criteria, and has been deemed compliant with the requirements of the Workplace Gender Equality Act.

### Gender Profile

- **81%** Women
- **19%** Men
- **3** of our **7** directors are women
- **78%** of managers are women
- **4 women** executive managers within the **7-member** executive team



**2083**  
Total Number of Staff

### Warrigal's Gender Pay Gap

Warrigal is very proud of its gender pay gap data, with our current remuneration sitting at -0.7%. In context the national gender pay gap is 21.7%. A positive percentage indicates men are paid more on average than women, while a negative percentage indicates women are paid more on average than men. This data will be published by the Workplace Gender Equality Agency (WGEA) in February 2025.

All employees	2021-22	2022-23	2023-24
Average (mean) total remuneration	3.7%	6.3%	-0.7%
Median total remuneration	3.1%	5.1%	1.0%
Average (mean) base salary	3.9%	5.9%	0.0%
Median base salary	1.7%	3.6%	1.1%

## Celebrating Our Staff

This year, we were delighted to mark the special milestones of our team members across all our regions. Their dedication and hard work are the heart and soul of our community, driving our success every day. It's with great joy that we recognise their years of service each year, reflecting their genuine passion and commitment to our mission.

### Last year, we honoured:

#### In the Illawarra

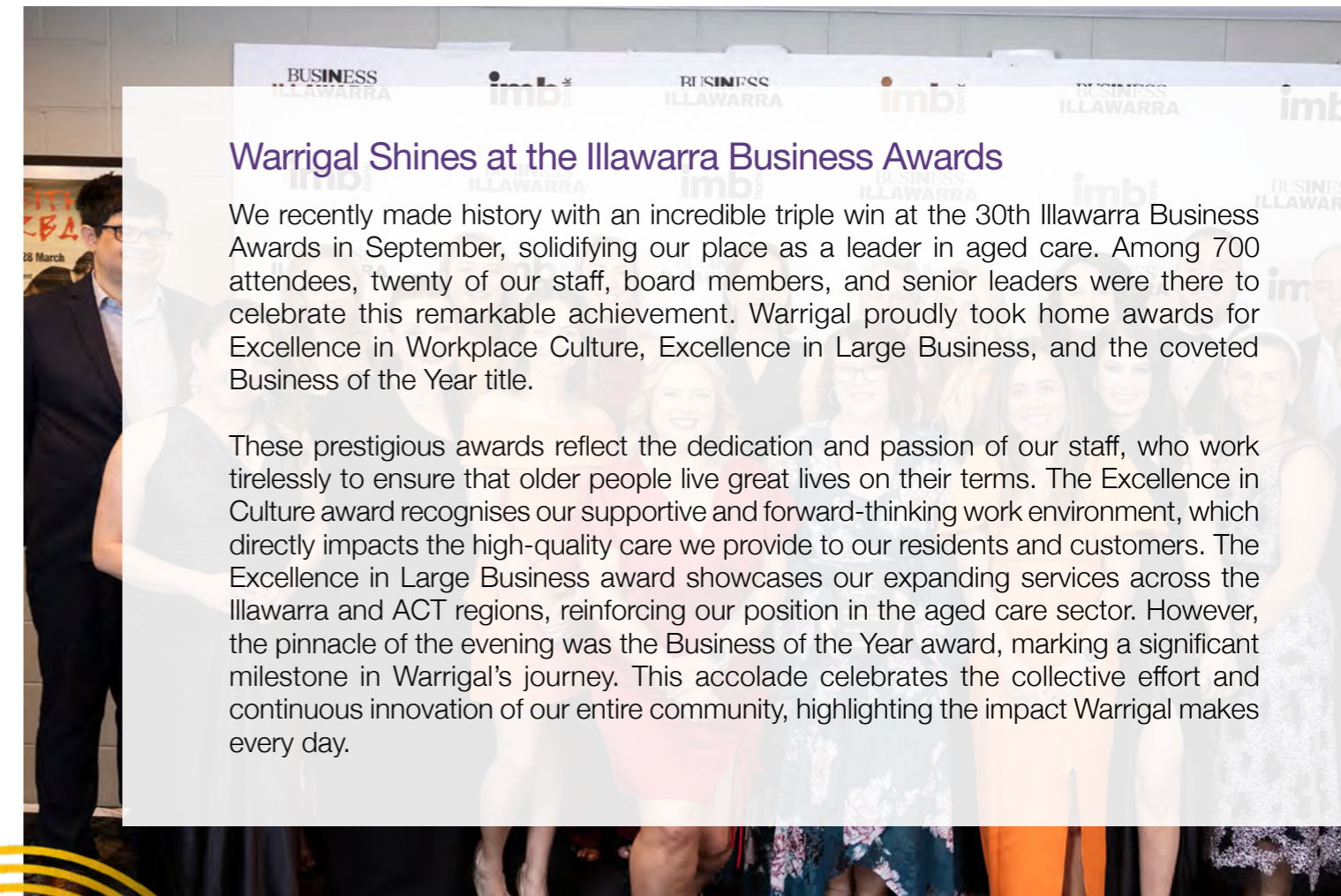
- ♥ 58 staff for **5 years of service**
- ♥ 9 staff for **10 years**
- ♥ 15 staff for **15 years**
- ♥ 5 staff for **20 years**
- ♥ 2 staff for **25 years**
- ♥ 1 staff for **30 years**

#### In the Southern Highlands

- ♥ 39 staff for **5 years of service**
- ♥ 9 staff for **10 years**
- ♥ 6 staff for **15 years**
- ♥ 2 staff for **20 years**
- ♥ 1 staff for **30 years**

## Oak Flats Support Services Hub

The fitout for our new purpose-built site in Oak Flats is currently underway, with plans for our support service staff to move in at the start of 2025. Located adjacent to the Oak Flats Railway Station, this space will serve as a central hub for Warrigal, enhancing our customer service for older people and their families. The top two levels of the building will accommodate up to 200 staff members, while the ground floor will feature a café, gym and childcare centre, creating a vibrant community space for everyone.



### Warrigal Shines at the Illawarra Business Awards

We recently made history with an incredible triple win at the 30th Illawarra Business Awards in September, solidifying our place as a leader in aged care. Among 700 attendees, twenty of our staff, board members, and senior leaders were there to celebrate this remarkable achievement. Warrigal proudly took home awards for Excellence in Workplace Culture, Excellence in Large Business, and the coveted Business of the Year title.

These prestigious awards reflect the dedication and passion of our staff, who work tirelessly to ensure that older people live great lives on their terms. The Excellence in Culture award recognises our supportive and forward-thinking work environment, which directly impacts the high-quality care we provide to our residents and customers. The Excellence in Large Business award showcases our expanding services across the Illawarra and ACT regions, reinforcing our position in the aged care sector. However, the pinnacle of the evening was the Business of the Year award, marking a significant milestone in Warrigal's journey. This accolade celebrates the collective effort and continuous innovation of our entire community, highlighting the impact Warrigal makes every day.

# Our Volunteers

Our network of 421 dedicated volunteers has contributed an incredible 30,548 hours of support this year, engaging in everything from fundraising to offering companionship. Their efforts have made a profound impact on our community, providing not just assistance, but meaningful connections.

## Celebrating Long-Term Dedication

This year, we introduced the Volunteer Years of Service into our Volunteer Week celebrations, marking the beginning of an ongoing tradition to recognise volunteers who have dedicated 5, 10, 15, 20+ years to volunteering at Warrigal.

### Last year, we honoured:

In the Illawarra

- 53 volunteers for 5 years of service
- 18 volunteers for 10 years
- 7 volunteers for 15 years
- 2 volunteers for 20 years

In the Southern Highlands

- 23 volunteers for 5 years of service
- 14 volunteers for 10 years
- 4 volunteers for 15 years

Volunteers play an integral part in breathing life into Warrigal's purpose that older people will live their best lives on their terms. Thank you to all our volunteers, who, through their selfless dedication and tireless efforts, have contributed to creating a community where older people feel valued, respected, and empowered to live their best lives.



### Celebrating Exceptional Volunteers

This year, we proudly honoured the recipients of the Norm Rowland Volunteer Awards, named in tribute to Warrigal's founder, Norm Rowland OAM. Norm's remarkable dedication to older people over his 60 years of volunteering inspires us all. These awards recognise our volunteers who exemplify his spirit of service and commitment to enhancing the lives of older people.

### 2024 Norm Rowland Volunteer Award Winners:

- Derek & Jacqueline Bedson: Volunteers at Warrigal Queanbeyan for over three years, they enhance residents' lives through bus trips, events, and spiritual services. Their compassion and innovative spirit embody Warrigal's values.
- Warrigal Care Auxiliary & Op Shop (Illawarra): With over 40 years of service, this team runs a vibrant community hub and fundraiser. Their efforts have raised over \$70,000 in 2023 and \$23,000 in 2024, directly benefiting our care homes.

### Know Me Dementia Project

Warrigal has teamed up with the Australian National University on the Know Me Digital Story Project, funded by the Medical Research Future Fund. This 16-week program, which began in mid-July, is being rolled out at Warrigal Hughes, Calwell, Stirling, and Queanbeyan for new residents living with dementia.

We're excited to have 15 new healthcare volunteers, who will engage with residents, share stories, and create 4-minute digital narratives capturing each individual's unique spirit. These stories will help staff better understand the person behind the dementia diagnosis.

The project aims to:

- Boost residents' mood and quality of life.
- Enhance staff understanding of residents.
- Evaluate the program's short-term and long-term impacts.

Volunteers will visit weekly, contribute to digital stories, and display posters. Researchers will also assess the program's impact on residents.



# Safe and Personalised Clinical Care




At the heart of our commitment to providing exceptional care is the work of our Operational Quality and Compliance (OQAC) team. The OQAC team's core purpose is to implement and maintain our Clinical Governance Framework. Clinical governance involves a comprehensive approach to leadership and management that includes behaviours, policies, procedures, and ongoing improvements. It's about creating a supportive environment where safety and quality are at the forefront, ensuring that everyone receives the best possible care, and experiences positive clinical outcomes.


## Re-accreditation


As part of our preparations for the new Aged Care Standards and Act, we underwent **four reaccreditation audits (Calwell, Bundanoon, Hughes and Stirling) and a quality Audit at Queanbeyan Home Services** by the Aged Care Quality and Safety Commission (ACQSC). We're pleased to report that all our homes have met all required standards, highlighting our dedication to maintaining and exceeding the standards that ensure our residents receive the best possible care.


## Clinical Indicators

 Behaviour incidents have notably declined, thanks in part to targeted training at Shell Cove and Albion Park Rail through the Dementia Support Australia program, as well as specialised dementia training provided by our Warrigal Dementia Specialist to homes in Queanbeyan and the ACT.

 There has been an increase in falls incidents, which is primarily due to the addition of a new home to our network.

 Infection incidents have remained steady, even amidst ongoing challenges from respiratory illnesses like COVID-19, RSV, and influenza. The consistent impact of vaccinations and antiviral treatments has played a crucial role in maintaining this stability.

 We are pleased to report a decline in medication incidents, following the introduction of MedPoint at several homes and continued training, along with a comprehensive review of our Medication Policies and Procedures in collaboration with Meditrax.

 Skin injury incidents have decreased, thanks to additional staff training, updated policies, and the implementation of the "Keep an Eye on Me" program, which provides more supervision and support for residents at risk.

## Food and Dining

We believe that great food is at the heart of a fulfilling experience. That's why we craft and serve nutritious meals on-site. Our team takes pride in preparing delicious dishes that are not only healthy but also enjoyable to eat. We're also proud to have earned an **'A' rating from both the NSW and ACT food authorities**, demonstrating our commitment to the highest standards of food safety, hygiene, and compliance.

## 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).

**As of August 2024, Warrigal has achieved:**

**\* \* \*** 3 stars for:  
Albion Park Rail, Calwell, Coniston, Mount Terry and Wollongong

**\* \* \* \*** 4 stars for:  
Bundanoon, Goulburn, Mt Warrigal, Queanbeyan, Shell Cove, Stirling and Multicultural Village.

*Hughes currently has no rating available for 12 months due to its acquisition.*

Star Rating	Definition
*	Significant improvement needed
* *	Improvement needed
* * *	Acceptable
* * * *	Good
* * * * *	Excellent
No Stars	Null status due to change in ownership, changing home/ services, merged services

*This table shows how ratings are measured*

## Quality and Compliance System

Since its introduction in 2022, 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 continued commitment to continued improvement, transparency and two-way communication.

The Quality and Compliance system (feedback tool) has undergone additional improvements in 2024 with the introduction of feedback kiosks. The first kiosk has been installed at our Goulburn home with positive outcomes. In the first two weeks of operation we have received seven compliments and four complaints. We plan to roll out kiosks at all of our sites over the next year.

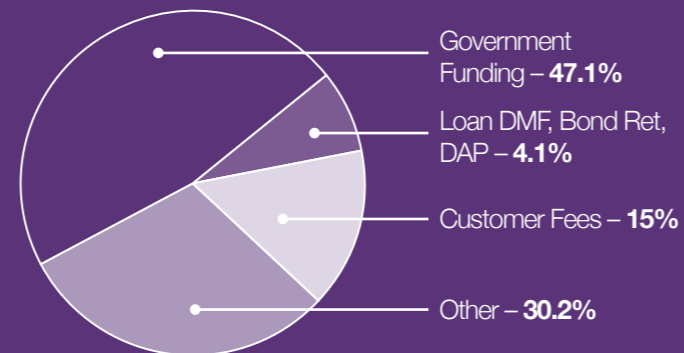


# Financial Snapshots

## Summary of Expenditure by Service Type 2024

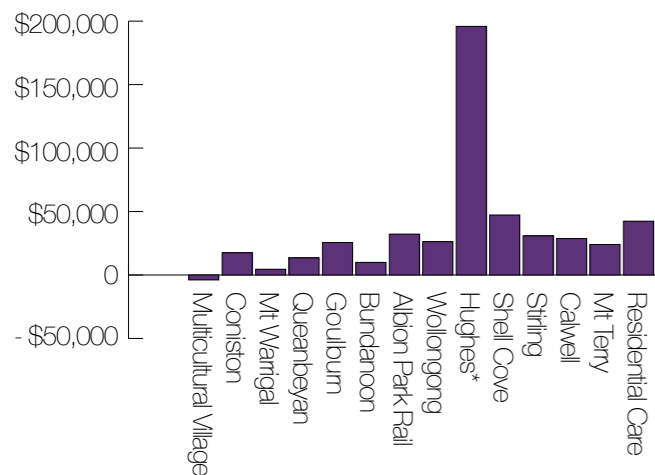


## Summary of Income Sources 2024



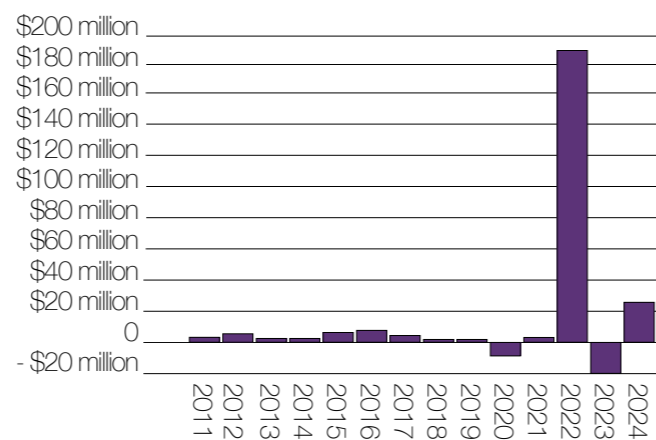
## 2023-24 EBITDA

(Earnings Before Interest, Tax, Depreciation and Amortisation) for Residential Care Homes Per Bed



\*Result is due to the gain on acquisition

## Cash from Operating Activities



# Supporting Warrigal



## Your Donation Makes a Difference

Guided by our core values of integrity, respect, compassion, and innovation, our purpose comes to life. We exist to support older people to create inspiring communities. It's our belief that through these values, we can truly make a difference in the lives of those we care for. Whether your contribution is small or large, your donation will have a profound impact. It will enable us to continue delivering care services that enhance the well-being and quality of life for older people.

## Donations Help Us:



Research investments to enhance care practices and outcomes



Extra services to enhance the comfort of respite residents



Household Clean-Up Assistance for individuals entering care



Community Christmas Celebrations



Scholarships for Staff Development



Expanded Arts and Therapy Programs

## How to Donate?

To donate to Warrigal, scan the adjacent QR code and head on over to our website. Remember, your donation is tax-deductible and it will help us continue to positively impact the lives of our older people.



Scan the QR code to donate

*At Warrigal, we empower older people to live their best lives, on their terms. Your donation is a key step in helping us achieve this goal.*

Jenni Hutchins, CEO


# Sustainability Commitment




Warrigal continues to strengthen our sustainability efforts with the expansion of our team, now including a Sustainability Manager alongside our existing Sustainability Coordinator. Our focus remains on advancing our Board-endorsed 10-point Sustainability Plan and supporting Australia's goal of net zero emissions by 2050.

We maintain our **Silver Accreditation with the NSW Sustainability Advantage program** and are working towards Gold, which signifies excellence in sustainability impact and practices.

## Key achievements

 **Solar Expansion:** Added 100kW of solar panels at Shell Cove, bringing the total to 200kW, added a 100kW system at Warrigal Multicultural Village, and installed a 16kW system at Links Seaside Village.

 **Lighting Upgrades:** Replaced 700 halogen globes and 650 fluorescent tubes with LEDs at Wollongong, Multicultural Village, and Mount Terry homes, leading to a **70% energy reduction**.

 **Hot Water System Upgrades:** Converted the communal gas hot water system at the Links Seaside by Warrigal to an electric heat pump, **reducing CO2e emissions by about 224 tons** annually. Additionally, 136 residential hot water systems were upgraded across various villages, with two new heat pumps installed at our Wollongong residential care home.

These efforts reflect our commitment to environmental stewardship and progress towards a more sustainable future.

# Key Facts



## Occupancy

- Residential **95%**
- Community villages **93.4%**



## Maintenance Requests

Property Services staff responded to **28,851** general maintenance requests, up by **4,567** from 2022/23.



## Social Media Statistics

- As at 16 October 2024
- Facebook – **5254 Followers**
  - Instagram – **824 Followers**
  - LinkedIn – **2420 Followers**
  - YouTube – **183 Followers**



## Awards

### Illawarra Business Awards

- Business of the Year
- Excellence in Large Business
- Excellence in Culture

### Australasian Reporting Awards

- Silver Award



## Refurbishments

Our Community Villages benefited from **48 villa and apartment refurbishments**, which includes 7 at the Links Seaside and 7 at Queanbeyan.

Refurbishment works ranged from painting of walls to major refurbishments including new kitchens, bathrooms and laundries.



# Our Locations

## Support Services

### Administration Centre

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

### Illawarra Auxiliary

Op Shop  
George Street  
Warilla NSW 2528  
Phone: 02 4296 3794

### Property Services Depot

121 Industrial Road  
Oak Flats NSW 2527

## Residential Care Homes

Albion Park Rail / 149 places  
2 Pine Street  
Albion Park Rail NSW 2527

Bundanoon / 90 places  
20 Hill Street  
Bundanoon NSW 2578

Calwell  
43 Were Street / 153 places  
Calwell ACT 2905

Coniston / 59 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 Drive  
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

Warrigal Wollongong / 155  
places  
1 Ross Street  
Wollongong NSW 2500

Warrigal Hughes / 176 places  
95 Groom Street  
Hughes ACT 2605

## Warrigal Home Services

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580

## Warrigal Social

### Illawarra

2 Pine Street  
Albion Park Rail NSW 2527

### Southern Highlands

7 St Aubyn Road  
Goulburn NSW 2580

## Warrigal Community Villages

Albion Park / 16 villas  
7-19 O'Gorman Street  
Albion Park NSW 2527

Albion Park Rail / 64 villas and  
apartments  
2 Pine Street  
Albion Park Rail NSW 2527

Bundanoon / 12 villas and  
apartments  
20 Hill Street  
Bundanoon NSW 2578

Figtree / 39 villas and apartments  
69 O'Briens Road  
Figtree NSW 2525

Goulburn / 36 villas and apartments  
7 St Aubyn Road  
Goulburn NSW 2580

Hughes / 30 townhouses  
95 Groom Street  
Hughes ACT 2605

Lake Illawarra / 30 villas and  
apartments  
1-7 Grove Circuit  
Lake Illawarra NSW 2528

Queanbeyan / 51 villas and  
apartments, and 3 serviced  
apartments  
18 George Street  
Queanbeyan NSW 2620

Shell Cove / 33 villas, 47  
apartments, 6 serviced  
apartments and 24 new apartments  
50 Harbour Boulevard  
Shell Cove NSW 2529

The Links Seaside by Warrigal /  
154 apartments  
1 Ross Street  
Wollongong NSW 2500

Warilla / 40 villas and apartments  
1 Arcadia Street  
Warilla NSW 2528

Warrawong / 8 apartments  
1 Eyre Place  
Warrawong NSW 2502



# Warrigal

Warrigal Registered Office  
ABN 34 002 392 636

2 Pine Street  
Albion Park Rail, NSW, 2527  
P.O Box 435 Albion Park 2527

**Toll Free:** 1800 927 744  
**Email:** [warrigal@warrigal.com.au](mailto:warrigal@warrigal.com.au)  
**Website:** [warrigal.com.au](http://warrigal.com.au)

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

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

**Disclaimer:** We believe the information contained in this publication is accurate at the time of production (October 2024).  
However, the information is subject to change without notice.



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