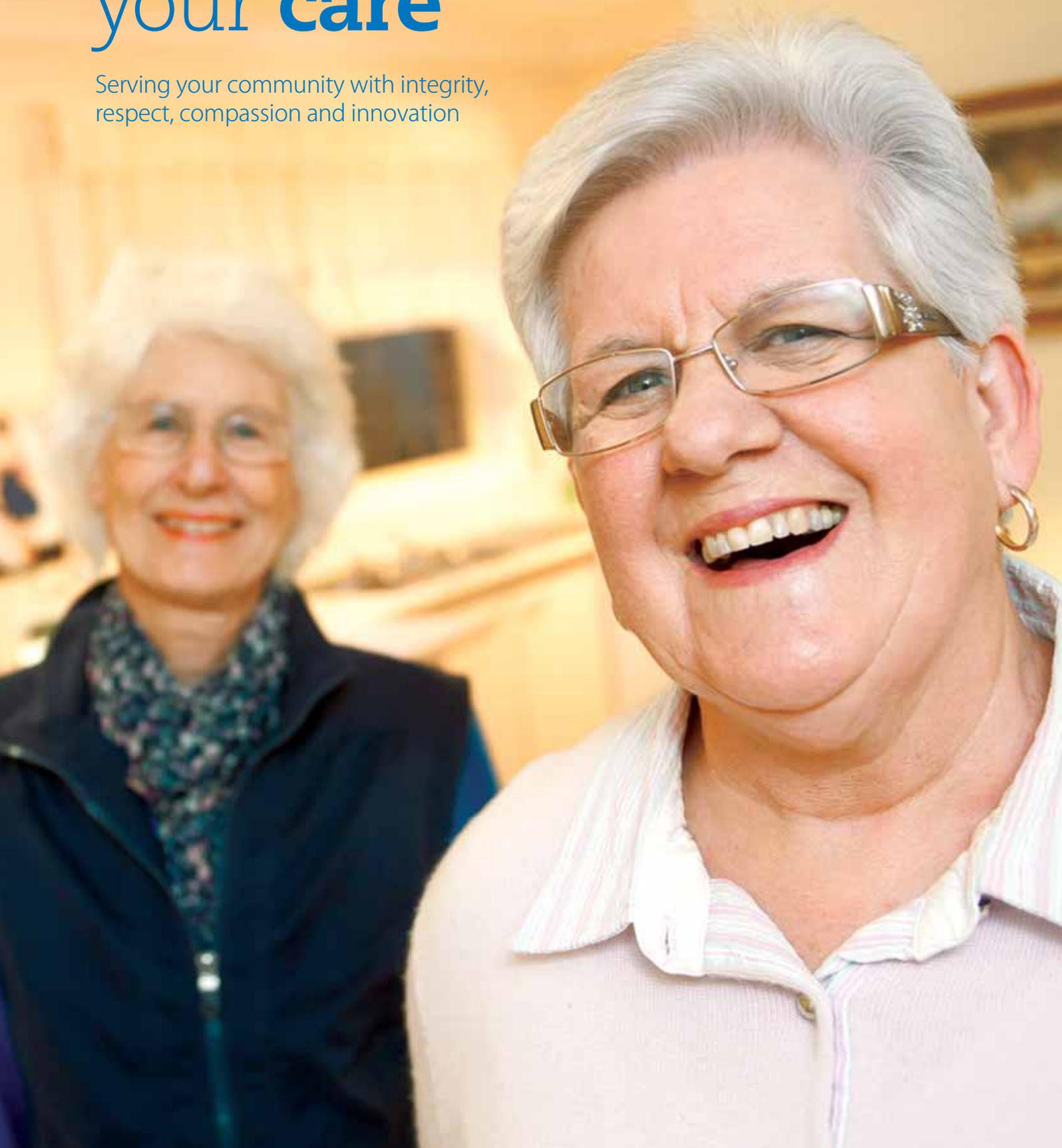


Annual Report 2011



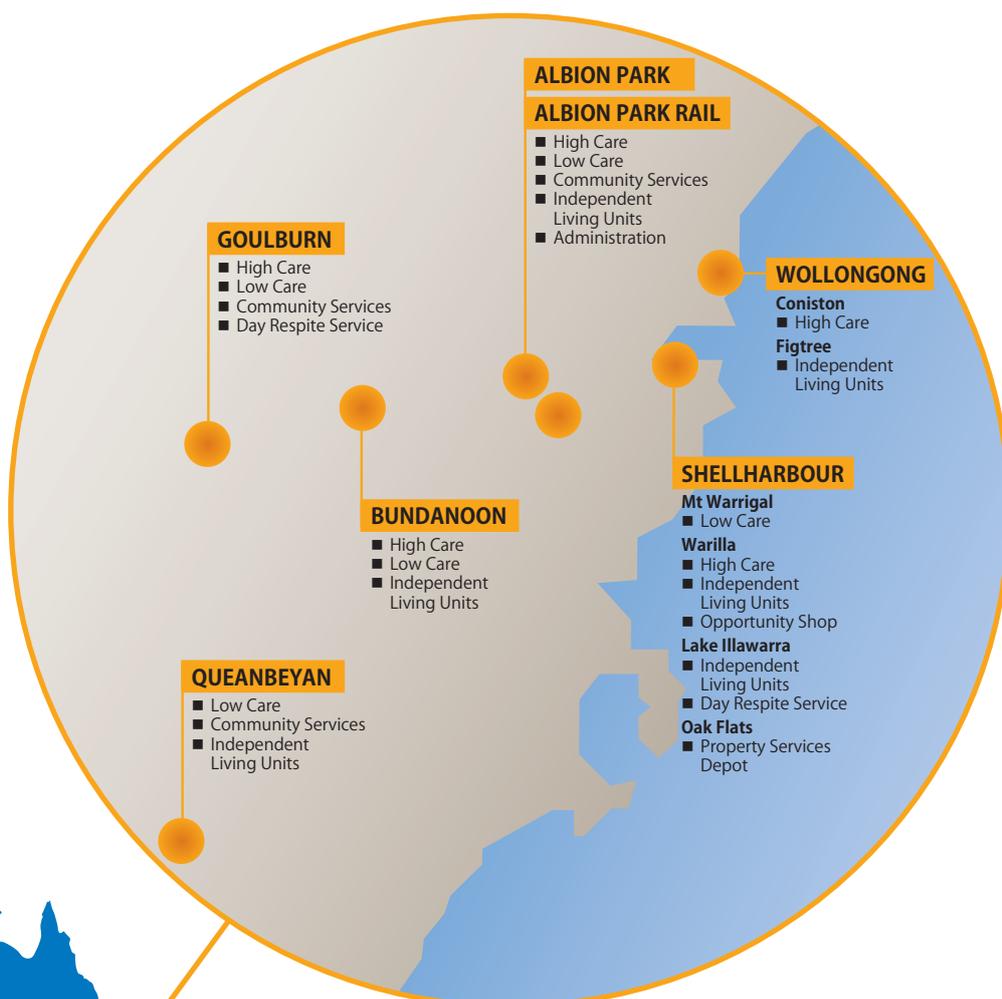
your **life**  
your **choice**  
your **care**

Serving your community with integrity,  
respect, compassion and innovation

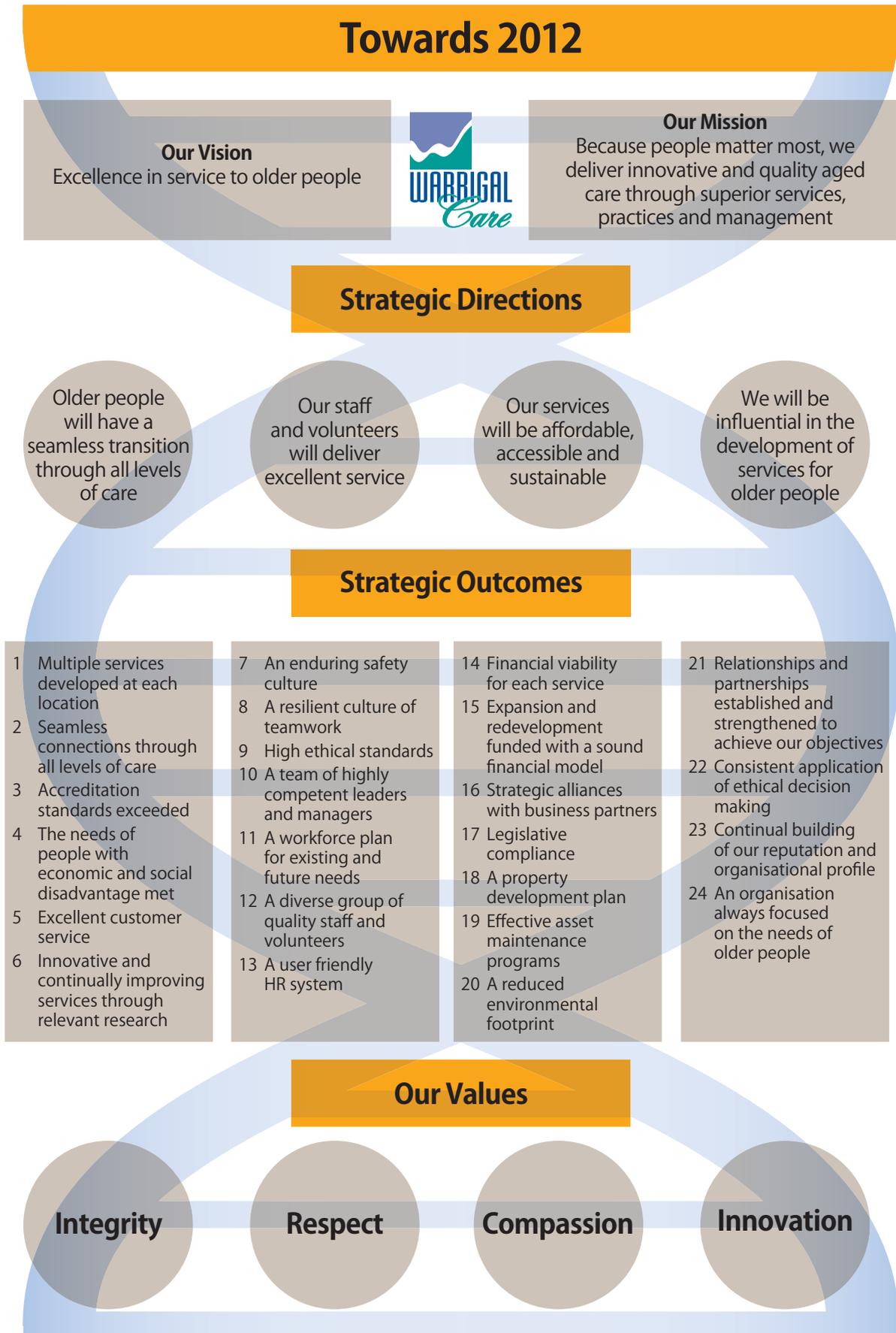


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# Our strategic plan





L to R: Warilla resident Leila Moag, volunteer Alan Thayer and Warilla resident Concie Marsh

## The year in review

### The highs and lows of 2011

We provided care for 1846 older people

We received the EOWA Employer of Choice for Women citation for the 8th consecutive year

Increases in worker injuries required a review of our safety strategies

We significantly expanded our in-home Community Care Services

We lodged an appeal with the Land and Environment Court for our Wollongong development

We received the Bronze Award for sustainability from the Department of Heritage and Environment

Our surplus from operations for the year was \$4 million

Our current and non-current assets grew to \$121.8 million

Our bank loans at the end of the year were reduced to zero

### About Warrigal Care

We are a non-profit public benevolent organisation, endorsed as a deductible gift recipient by the Australian Tax Office. Initiated by the Shellharbour Lions Club in 1964 and later assisted by the Kiama Soroptimists, Shellharbour Rotary Club, Shellharbour Apex club, local residents and the Shellharbour Municipal Council. Our first aged care home was opened in January 1968.

We are committed to excellence in service to older people and to being an employer of choice.

We operate seven aged care homes, seven independent living villages, two day-respite services and three community home care services.

### The communities we serve

We provide aged care services to Queanbeyan, Goulburn, Bundanoon, Shoalhaven, Kiama, Shellharbour and Wollongong.

### Our people

More than 900 people deliver our services including 263 volunteers and 715 staff.

### Our values

Integrity, respect, compassion and innovation.

### Our vision

To provide excellence in service to older people.

### Our mission

Because people matter most, we deliver innovative and quality aged care through superior services, practices and management.

### Our objectives

To provide every type of care an older person may need, regardless of their ability to pay.

To conduct business activities that enables the organisation to support the care of older people.

### Legislation

The Aged Care Act 1997, the Retirement Villages Act 1999 and the Home and Community Care Act 1985, regulate our core activities.

# Report of the Chairman and Chief Executive Officer



This is our 43rd year of service to older people and we continue to have a very strong commitment to what we do. Despite significant financial and property project work, we know more than ever that what we do is all about people.

For our staff, we were again recognised for being an excellent employer of choice for women by the EOWA agency. We are 1 of only 2 health related organisations in Australia to have achieved this award for 8 consecutive years and we are proud that despite increasingly rigorous criteria, our female employees keep assisting us to be the best employer we can be for them. Our new workforce plan indicates we will need an additional 450 staff over the next 5 years so retaining older workers and attracting more younger people is the focus of many of our workforce initiatives.

For our customers, our services expanded significantly this year in the Illawarra with the integration of a private community care business. The 35 staff and 150 clients were all invited to join Warrigal Care and we now have an extensive range of in-home services for people across the Illawarra. All these people now have preferential access to the other services we offer such as respite care, retirement villages and residential care if and when they need it.

Our village at Albion Park Rail was completed with an additional 8 villas and the site is now much safer and better for pedestrian use. An additional 40 suites in the aged care home at Goulburn and 36 independent villas on the same site have now commenced and we are close to lodging plans with council

for a new village at Shellcove, a total rebuild to the aged care home at Queanbeyan and a modified aged care precinct in Wollongong. The only reason we are doing this expansion is that we are compelled to provide more seamless transitions for more people throughout their stages of life and believe people should have more choice as they get older.

For the people of Goulburn we were very pleased when our innovative Day Respite Club received another year's pilot funding so that we can better test how successful this researched service model is. The benefits of having day respite in a residential service are significant and is another example of integrated seamless services for older people being the best way to go.

For our future, it is very important that we have good governance in place and our company members select a competent board of directors each year to carry on the good legacy of past directors. This year we welcome Brian Weir, former General Manager of Shellharbour Council, and Neil Bayo, former General Manager of Warilla Bowling Club, into membership as well as Ted and Mary Clapham, Diane Smith, Betty Gorton and Sylvia Hamshere. We sincerely appreciate their generous willingness to serve their community and this organisation in this important way.

In line with our value of innovation, we have shifted our focus this year from managing the past to assessing the risks in our future. An extensive blockage review process involving all our key staff led to new improvement plans for each of our business teams this year. The implementation of our own online quality monitoring

system and the expansion of our Board Finance Committee into a Business Risk and Audit Committee is also helping us to think more strategically about what is coming and how to manage it successfully.

At the national level, the Productivity Commission's enquiry into services for older Australians has recommended several reforms to better fund the aged care system. Our main interest in this process though has been the plans for a simpler gateway and assessment process and more choice and flexibility for consumers who want services from us. Our submissions and lobbying to the commission has been successful and we will now be focussed on the government as it now considers which parts of the report to implement.

It's not only caring for people that is important, we are also committed to being green and caring for our environment. We have been building on our previous 4 star innovations in sustainable practices and are being further recognised as a leader in this area. This year we have received the Bronze Award for sustainable practices from the Department of Heritage and Environment. This was for our policy leadership and the practical things we do such as solar power, sustainable building design, co-mingled waste, goods recycling, independent energy audits and benchmarking.

Finally we have been learning more about trust. To be trusted is an honour and we do not take lightly the enormous trust placed in us by our staff, our volunteers, our business partners and, most of all, our customers. We want to be trustworthy and hope you agree that we are heading in the right direction. Thank you for your trust in us.

  
**Alan Hardy**  
Chairman

  
**Mark Sewell**  
CEO

# Our history

## 1960s

### 1964

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

### 1967

- The first Board of the Mount Warrigal Retirement Village formed.

### 1968

- Mrs E Grant - First resident of the 10-bed "rest home" on Native Dog Hill (Mt Warrigal).
- First matron – Mrs Enid Baker



- Land leased from Shellharbour Council.

## 1970s

### 1971

- 16 additional beds
- Local service clubs meet furnishing and building costs.

### 1976

- Mrs Fay Smith: inaugural president of the first auxiliary.

Fay Smith officially opens new units



- Mt Warrigal expanded to receive another 28 residents.

## 1980s

### 1981/1982

- The organisation incorporated as a public company under the name Mount Warrigal Retirement Village Limited and registered charity.

### 1983

- First residents move into Arcadia Street, Warilla. 12 units.
- Opening of the Ladies Auxiliary opportunity shop, in Warilla.



### 1984

- The original nursing home on Mt Warrigal closed
- New 50-bed home opened on George and Arcadia Streets, Warilla



### 50 more beds on drawing board

The Mt Warrigal Retirement Village Board has applied for an additional 50 beds for a new 100-bed facility in George Street, Warilla. The new 50-bed facility will be a 100-bed facility, including the 50 beds already on drawing board.

### 1985

- Mount Warrigal re-opens as a hostel with 40 new residents. Named after Joan Pearce, in recognition of her services to the Board and Auxiliary.

### 1988/1990

- 50 beds added to Mount Warrigal Nursing Home at Warilla.
- 30 residents move into Rowland Court at Lake Illawarra. Named in recognition of Norm Rowland.

# 1990s

## 1991

- 16 units constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman.
- Day Respite Centre, Lake Illawarra. Named after Beryl Lewis - long serving member of the Board and Auxiliary.

## 1993

- An additional 101 older people are cared for at Figtree Retirement Village and Coniston Nursing Home.
- An additional 40 residents moved into Albion Park Rail in the John and Margaret Land Hostel
- First 10 units constructed at Cluff Court Village Albion Park Rail.
- 49 residents welcomed to the Goulburn Nursing Home; renamed Mirambeena Nursing Home.
- Property Services Department, at Oak Flats opened.

## 1994

- 100 residents joined the Kawaree Retirement Village in Queanbeyan.
- 42 residents joined the Linkside Nursing Home.
- 12 at Linkside Gardens Retirement Village, Bundanoon.
- The Administration Centre, at Albion Park Rail, completed.

## 1995/1996

- 40 residents of Glades Bay Gardens at Gladesville, Sydney welcomed to Warrigal Care.
- Warrigal Community Care Illawarra commenced operations.

## 1997

- Queen Beatrix Nursing Home opened with 41 residents.

## 1998

- 46 additional units at Albion Park Rail are completed.
- Warrigal Community Care Queanbeyan began.

## 1999

- Warrigal Care became the registered trading name.

# 2000s

## 2000/2001

- 17 residents at Pencomas Lodge, Goulburn, joined Warrigal care.



- Warrigal Community Care Goulburn began services.

## 2006/2007

- Land purchased at Beach Street Wollongong for future expansion of services.
- Community Care private services commenced at Illawarra, Goulburn and Queanbeyan.
- Stage 1 of Bundanoon Aged Care home completed for 45 older people

## 2008

- Pencomas Lodge and Mirambeena Nursing Home replaced with a new 120 bed home at Aubyn St, Goulburn.
- Community Care Goulburn and Queanbeyan expanded offering high care and dementia home services.
- Day Respite Services commence in Goulburn.

## 2009

- Pencomas Lodge and Mirambeena Nursing home sold.
- Additional 45 beds opened at Bundanoon.

# 2010s

## 2010

- Warrigal Care Gladesville sold.
- Land purchased at Shellcove for future village.

## 2011

- Community Services Illawarra expanded with the acquisition of AllCare In Home Services.
- Expansion of Albion Park Rail Village with 8 units and Administration Building expanded.





## Our executive management team

### **Marina Bolton**

Executive Manager –  
Human Resources

- Payroll
- Organisational Development
- Volunteers
- Health and Safety
- Recruitment and Retention
- Employee Development

### **Wayne Temby**

Executive Manager –  
Finance and Administration

- Licensing and Compliance
- Finance
- Client Services
- Community Relations
- Information Services
- Business Improvement
- Procurement

### **Mark Sewell**

Chief Executive Officer

- Company Secretary

### **Ian McClintock**

Executive Manager –  
Community Services

- Independent Living
- Community Care
- Day Respite
- Strategic Planning
- Quality Improvement

### **Kerrie Graham**

Executive Manager –  
Residential Services

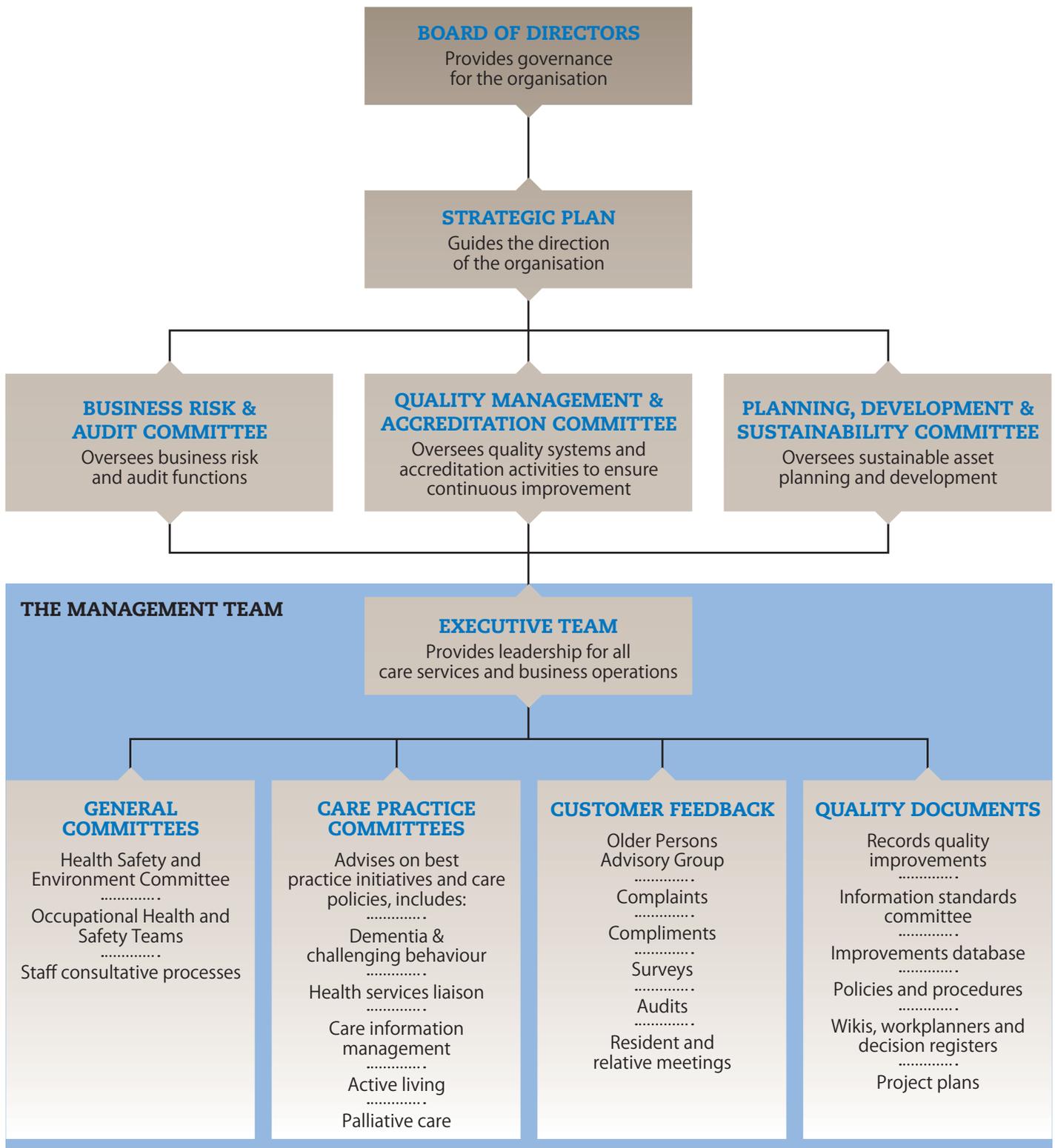
- Low Care
- High Care
- Merged Care
- Dementia specific
- Respite Care
- Extra Services
- Hospitality Services
- Clinical Practice

### **Peter Hutchinson**

Executive Manager –  
Property and Sustainability

- Property Development
- Asset Maintenance
- Environmental Sustainability

# Our Quality Management Framework



# Our performance against our strategic directions

## Direction

Older people will have a seamless transition through all levels of care

## Results

- Implemented Warrigal Care Assist as a resource guide for new customers who transition into receiving our other services.
- 23 of our residents have moved from independent living into residential care as their care needs increased.
- 8 clients receiving in-home care moved into residential care.
- Our 10 integrated services at Albion Park Rail enable people to move through all their stages of care at the one location.
- Our client services team assists our customers with all the information they need to have all their needs met.

Our staff and volunteers will deliver excellent service

- A workforce plan was developed with targeted recruitment and retention strategies for the next 5 years.
- A new Graduate Nurse Program supported the clinical development of 8 new Graduates this year.
- A staff and volunteer Training Needs and Skills Analysis was conducted with the results to be used for developmental planning.
- Staff Engagement Surveys and feedback sessions were conducted at each service location with improved communication the most significant requirement by staff.

Our services will be affordable, accessible and sustainable

- Updated the entry guidelines for our merged care facilities includes an increased focus on accommodation charges in high care.
- Exceeded the government's affordability concessional ratios at all residential care services.
- Received the Sustainability Advantage Bronze Award from the NSW Office of Environment and Heritage Implemented a carbon offset to create a carbon neutral vehicle fleet, undertook an independent energy audit and benchmarking report of five of our main locations and trialled LED lighting.

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

- Warrigal Care was active this year in promoting the industry 'Grand Plan' using on-line media to promote stories of older people's needs for more choice and better services in the future.
- Made submission to the Productivity Commission for their report on the future of services for older Australians.
- We are members of 5 ACS advisory committees, and our CEO is an ACS NSW/ACT Director and the Illawarra Regional Chair.
- We have 22 active research partnerships that are recommending continual improvements to the way we care.

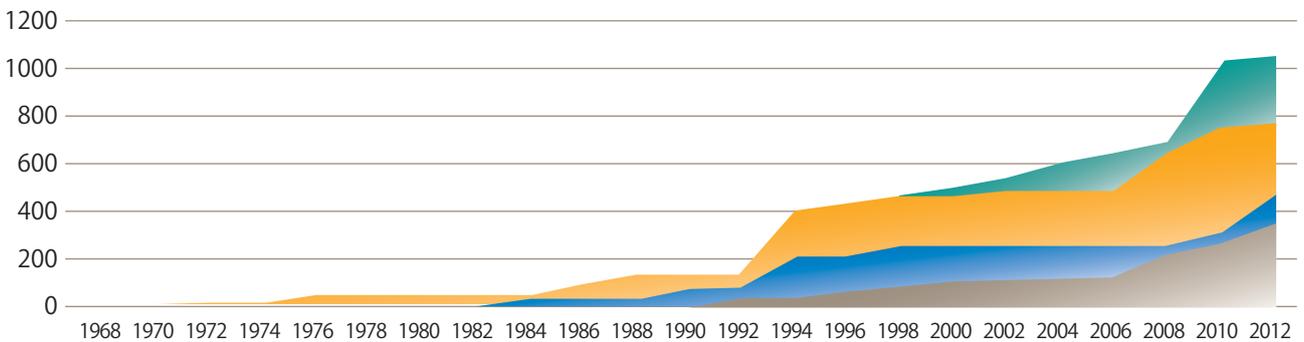


L to R: Marjorie Dorsett and Janet Ulgiati

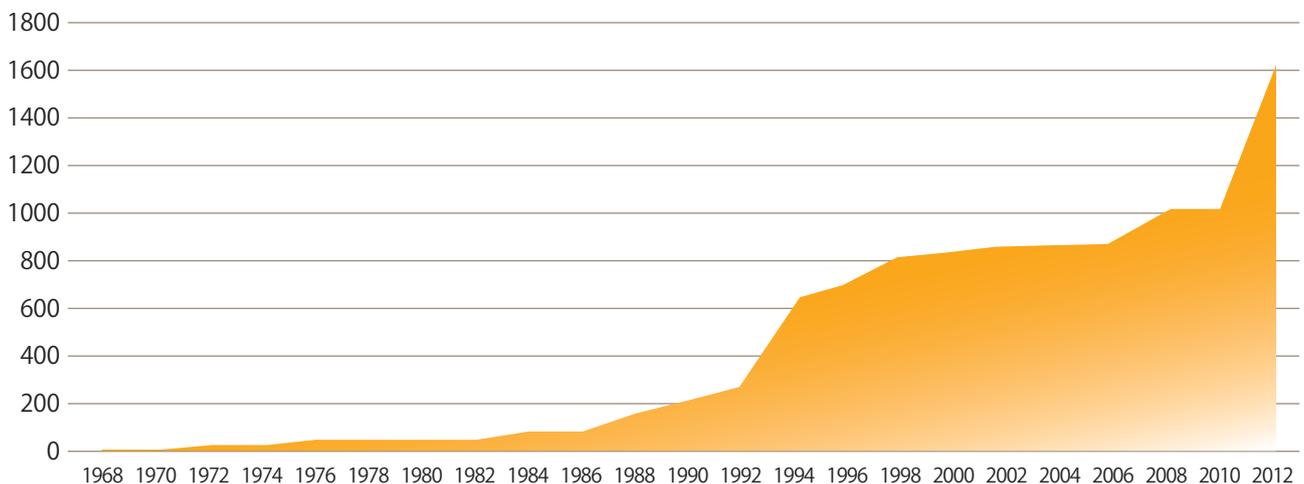
## History of service growth

### Services growth 1968 – 2012

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



### All services growth history



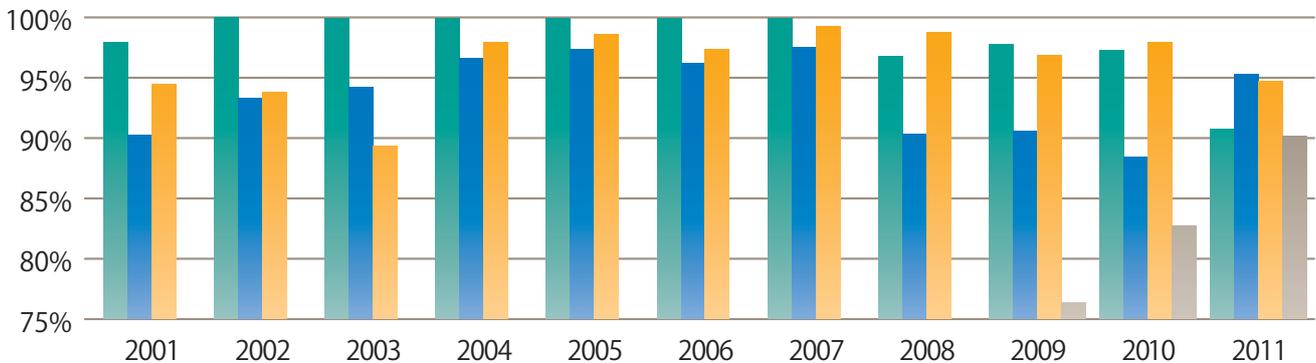


L to R: Albion Park Rail residents Trevor Uren, Tom Irvine, Ron Kemp, Jacob Stenekes and John Moolhuizen

## Older people will have a seamless transition through all levels of care

### Occupancy rates 2001–2011

■ Low Care 91.32%      ■ High Care 95.52%  
■ ILU 94.53%      ■ Merged Care 90.29%



### Operational services at each location

Location	High Care	Low Care	Dementia Care	Extra Service Status	Provisional Allocations	Independent Living Units	Day Respite	Community Aged Care Packages	Extended Aged Care at Home	Extended Aged Care at Home - Dementia	Private Services	Home and Community Care
Queanbeyan	0	45	0	0	80	59	0	40	2	2	2	2
Goulburn	54	17	25	24	40	0	15	40	5	7	4	22
Bundanoon	10	17	18	45	30	12	0	0	0	0	0	0
Shellharbour	83	97	67	40	98	151	25	20	0	0	7	71
Wollongong	48	0	14	0	140	39	0	0	0	0	14	114
Shoalhaven	0	0	0	0	0	0	0	0	0	0	0	13
<b>Totals</b>	<b>195</b>	<b>176</b>	<b>124</b>	<b>109</b>	<b>388</b>	<b>261</b>	<b>40</b>	<b>100</b>	<b>7</b>	<b>9</b>	<b>27</b>	<b>222</b>

# integrity respect **compassion** innovation

## Our care practice committees

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

The five care practice committees are:

1. Palliative Care Committee – used as a focus group for the Specialised Care Program.
2. Information Care Management Committee – oversees the way our iCare and other data systems enable the monitoring of care.
3. Health Services Liaison Committee – keeps up to date with the proposed Primary Health Care Outlets and Local Area Networks, and manages our relationship with health providers.
4. Dementia Care and Challenging Behaviours Committee – researches new initiatives in caring for people with dementia.
5. Active Living Committee – focuses on active living initiatives and innovative care philosophies.

“Every type of care an older person may need”

## Customer feedback

We encourage all our customers to ‘Have Your Say’.

Formal complaints and compliments regarding resident/client care	2006	2007	2008	2009	2010	2011	Change	Agency to which the complaint was referred
Complaints resolved internally	47	48	45	39	36	25	▼	N/A
Complaints referred to external agencies	2	-	6	4	3	13	▲	Department of Health & Ageing Workcover NSW Police
Total complaints	52	49	47	45	40	42	▲	N/A
Total written compliments	117	84	100	26	48	76	▲	N/A



L to R: Figtree resident Rhonda Livet and Albion Park Rail volunteers, Jan Buikstra and Fran Mason

## Care in your home – our community services

### Annual community services client satisfaction survey

Location	% surveys filled in	Age Range	No. of clients at location	Significant results
Queanbeyan	69.8%	68-95	53	All areas of service provision was 100% satisfied.
Goulburn	70%	48-94	70	Confidence and trust in the staff was 100%. Comments made about how calm and understanding the staff are.
Day Respite Goulburn	74%	44-96	42	Meals and transport arrangements are 100% satisfied. 100% have no need to make a complaint.
Illawarra	70%	Average age 78 years	180	Confidence and trust in the staff, was 96%. Most comments were encouraging and supportive of the work that WC and staff provide.
Day Respite Illawarra	79%	62-95	19	88% overall satisfaction level. 7 of 15 clients would use a Saturday service. 68% were not aware of "Have Your Say" complaints brochure.

### Our community services

This year Warrigal Care Community Services cared for 969 older people in the Illawarra, Shoalhaven, Goulburn and Queanbeyan regions.

Services continued to grow with the acquisition of AllCare in Home Services on 23 May 2011. This resulted in an increase in service type and capacity in the Illawarra so we are now catering for the needs of 419 clients. We can now offer in home respite, personal care, domestic assistance, meal

preparation, transport and assistance with shopping, and an after hours emergency respite service which is available seven days per week.

### Services in partnership

The last year has seen growth in the number of partnerships established with other organisations to provide services on their behalf. New contracts have been entered into with organisations such as the Illawarra Commonwealth Respite and Carelink Centre, NSW Home Care, Wollongong City Council,

Centacare, Anglican Retirement Villages, Baptist Community Services, and the Greater Southern Area Health Service. This approach has seen a steady growth in the number of private and brokerage clients rising to over 220 by the end of June 2011.

### Day respite services

Our Day Respite Service Illawarra offers a day service for carers of older people, dementia sufferers and the physically disabled. It is funded through the Home and Community Care program, supplemented by

client fees and volunteer staff. The service provided respite to 66 clients during the year. During the year funding was obtained from the NSW Community Building Partnership program to improve the toilet facilities at the centre, and ongoing funding was obtained from the NSW Department of Human Services, Ageing, Disability and Home Care to establish a dementia specific program for carers of people suffering the effects of dementia.

Our Goulburn Day Respite Service is in its third year of operation with funding from the Commonwealth Department of Health and Ageing through the National Respite for Carers Program. The service has provided extended hours respite care for 73 clients during the year, Monday to Saturday. Our client surveys confirm we continue to provide an excellent service. Towards the end of the financial year the Commonwealth Minister for Ageing announced a continuation of the funding for a further 12 months. This was excellent news and enables us to

continue to deliver respite services in Goulburn for a further year.

### Community care

Community care packages assist people to remain living at home with support. We provide cleaning, transport, social outings, personal care, maintenance and emergency respite. This year we supported 732 older people in their own homes.

The Department of Health and Ageing requires Community Care providers to produce a Quality Monitoring report. These reports ensure the service conforms to community expectations and funding rules. This year Queanbeyan Community Care Services demonstrated excellent results for each of the Community Care Standards and was successful in meeting all requirements of the Quality Monitoring report.

### Independent living

Our 7 independent living villages offer purpose built accommodation for older people. Consultation with our 318 village residents is through

monthly visits to each location by managers, bi-monthly resident committee meetings, and quarterly combined villages resident consultative meetings. We are applying the enhanced provisions of the updated Retirement Villages Act 2010 in our consultation processes.

Expansion of the independent living village at Albion Park Rail has been completed and the 8 new units are fully occupied. Council approval has been received for 36 new units at Goulburn and master planning is well underway at Bundanoon, Shellcove and Wollongong.

In recent years there has been a noticeable trend for residents to have much shorter stays in a village unit. This is demonstrated by an increase of 53% between 2009/10 and 2010/11 in the number of units requiring refurbishment as a result of a vacancy due to residents moving out of a village unit and into residential care or some other option. This trend has a significant impact on the resources required to fund the refurbishments of units when vacancies occur.

---

“I felt it was important to be able to make choices about my old age while I was still in charge.

The affordability, the garden, no stairs, no maintenance on my property and the ability to be able to make the transition between all stages of care in the same village made Warrigal Care really appealing to me.”

**MARGARET WINDOLF**  
**WARRIGAL CARE**  
**INDEPENDENT LIVING RESIDENT**

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L to R: Former Chairman of Warrigal Care, Alan Cluff and Lorraine Cluff

## Care in our homes – our residential services

### Who were our residents?

This year Warrigal Care Residential Services cared for 877 older people in the Illawarra, Bundanoon, Goulburn and Queanbeyan regions. We provided permanent care for 736 residents, with an average stay of 770 days, and respite care for 142 residents, with an average stay of 18 days.

Out of the 877 older people we cared for, we had 736 permanent entries and 142 respite stays. Our youngest resident was 34 and oldest 104 years old. The average age of our aged care homes' residents was 84 years. 290 were men, 587 women.

Our residents' top 5 countries of birth is (in order of prevalence) Australia (530), England (62), Macedonia (23), Scotland (21), Italy (6). The top 5 primary languages spoken is English (747), Macedonia (25), Italian (13), Dutch (10), Spanish (8)

### Specialised Care Pilot Program

A Specialised Palliative and Pain Care Program was piloted at our aged care homes at Albion Park Rail and Warilla in 2011. A multidisciplinary team approach to care includes physiotherapists, clinical nurses and palliative registered nurses

to improve the quality of life of residents with chronic pain and those at end of life. Maximising funding from the Aged Care Funding Instrument allowed us to resource the extended program which is providing positive therapeutic results.

### Assessment by an independent authority

All residents are required to be assessed as eligible by an Aged Care Assessment Team (ACAT) before being considered for commonwealth funded aged care. Fees and charges are based on income, assets and level of care required. They are determined

by the Aged Care Act, 1997. The Aged Care Accreditation Standards set benchmarks for compliance. Compliance visits are conducted between major audit rounds. Warrigal Care has had 7 announced visits and 8 unannounced visits at our 7 homes this year and were successful in retaining, or returning to compliance at every location.

The next Major Round of Accreditation audits, Round 5, has commenced this year with Albion Park Rail and Queen Beatrix House being audited over 5 days in January 2011.

“I credit my longevity to hard work and a lot of walking; as well as living at Warrigal Care Albion Park Rail – which has made me feel safer and more social than being home alone.”

**EMMIE EIRTH**  
WARRIGAL CARE RESIDENT – 101



## Validation of funding from the Department of Health and Ageing

Validation audits are conducted by DoHA to ensure funding claims are

supported by valid written assessments of resident need.

Location	Date	No of files reviewed	Results
Coniston	Aug 10	12	No change
Goulburn	Sept 10	20	4 downgrades
Bundanoon	Sept 10	16	7 downgraded and 1 upgraded
Albion Park Rail	Nov 10	12	No change
Mt Warrigal	March 11	08	No change
Albion Park Rail	April 11	22	1 downgrade
Warilla	April 11	24	1 downgrade and 1 upgrade

## Annual resident satisfaction survey

The Annual Resident Satisfaction Survey was completed by 215

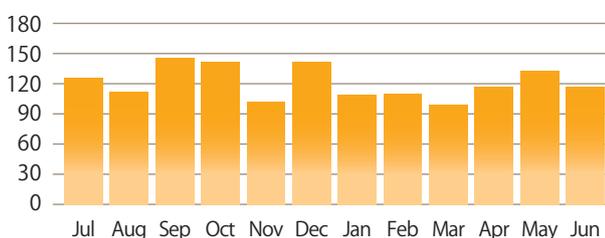
residents this year. All seven homes had participants in their 60s, 70s, 80s and 90s. Our oldest participant was 101 years old. The survey questions cover five areas – Environment, Care,

Feelings Food and Activities. Continuous improvement planning has commenced in each home from the resident feedback.

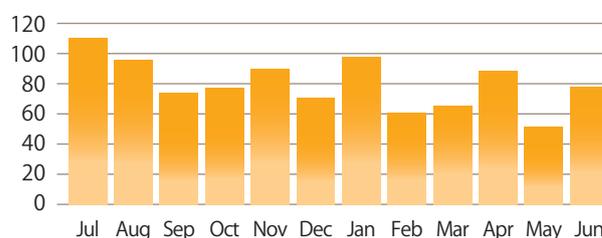
Location	% surveys filled in	Age Range	No. of residents at location	Significant results
APR	38%	65 - 94	130	"Interesting meals" was 29% in 2010, up to 56% in 2011.
Bundanoon	61%	66 - 100	77	"Feeling in good spirits often" was 35% in 2010, up to 62% in 2011 Biggest improvement in survey participants from 31% to 61%.
Coniston	36.4%	68 - 94	55	"Clean and pleasant environment" was 70% in 2010 up to 100% in 2011 "Opportunity for physical activities" was 35% in 2010 up to 90% in 2011 "Opportunity for outdoor activities" was 57% in 2010 up to 85% in 2011 "Variety in activities" was 52% in 2010 up to 95% in 2011
Goulburn	40%	66 - 100	110	Privacy got a 100% result as did confidence and trust in the staff.
Mt Warrigal	72%	68 - 97	33	Largest % of residents participating in 2011.
Queanbeyan	59%	67- 101	44	Attending outings was 38% in 2010 up to 63% in 2011
Warilla	20%	56 - 96	98	Enjoying activities was 63% in 2010 up to 95% in 2011 A good relationship with Doctor was 67% in 2010 up to 95% in 2011
			547	215 participants

## Clinical indicators of health 2010–2011

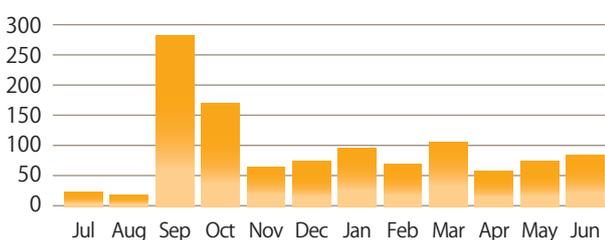
### Falls



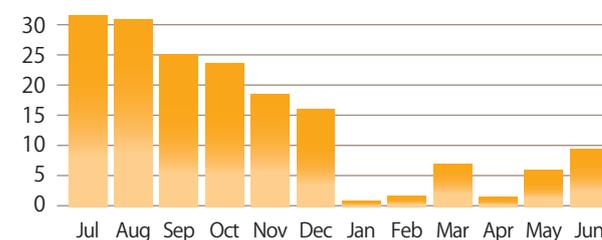
### Infections



### Medication Incidents



### Pressure Ulcers





L to R: Albion Park Rail residents Lillian Neate and Claude Lewthwaite

### Our fresh food commitment

Warrigal Care is committed to a fresh cook service at every location. New vulnerable persons' food safety legislation was introduced in 2008. All our fresh food services are now audited regularly.

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

“Warrigal Care is committed to a fresh cook service at every location”

Location	Audit Date	Results	Action Taken
Goulburn	Aug 10	A	Nil
Queanbeyan	Aug 10	A	Nil
Coniston	Sept 10	B	Updated Food Safety Manual
Albion Park Rail	Sept 10	B	Updated Food Safety Manual
Warilla	Sept 10	B	Updated Food Safety Manual
Mt. Warrigal	Dec 10	B	Updated Food Safety Manual
Bundanoon	Dec 10	E	Pureed foods cooling procedure implemented
Bundanoon	March 11	A	Nil
Albion Park Rail	April 11	A	Nil
Coniston	March 11	B	Closer temperature monitoring
Warilla	April 11	E	Pureed foods cooling procedure implemented
Warilla	May 11	A	Nil

## Our research partnerships

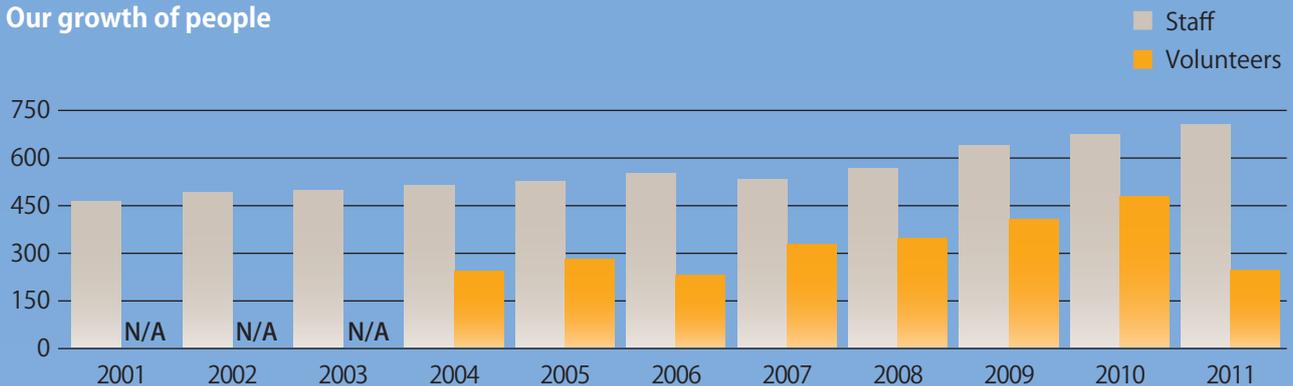
Institution	Research Activity
Curtin University - Curtin Health Innovation & Research Institute (Prof. Gill Lewin/ Centre for Research on Ageing)	Missing workers: retaining mature age women workers to ensure future labour security – Survey of nurses & care workers who are over 45
Greater Southern Area Health Service/ANU (Dr Sarah MacPherson & Dr Mike Bird)	Evaluation of an instrument for management of behavioural & psychological symptoms of dementia.
Greater Southern Area health Service/Australian National University (ANU) (M/s Anne Meller CNC)	Survey (Continuous Quality Improvement tool) and education for advanced care planning.
Illawarra Division of General Practice (Glenda OHalloran)	Advance Care Planning sessions for Low Care residents for increased awareness of the need for planning
Illawarra Division of General Practice (Dietician Anita Needham)	Dietician Service project for low care residents to improve nutritional status and involve staff to have experience in screening residents to assess risk
Illawarra Division of General Practice (Margaret Jordan)	Nation Prescribing Scheme Opioid Medication Education Package trials for staff looking after residents with chronic non-cancer pain.
Southern Hospital Network (SESAHS) & Illawarra Division of General Practice/Illawarra Aged Care Placement Service	Life Management Project & Advanced Care Directives (ACD)
UOW – Eastern Australian Dementia Training & Study Centre (Assoc. Prof. Vicky Traynor )	Access to natural daylight for older people living in residential aged care facilities and impact on health
UOW - Eastern Australian Dementia Training and Study Centre (Assoc. Professor Vicky Traynor – Researcher Loren DeVries)	Effects of environment on residents' physical activity levels – improving the environment, raising staff awareness of the importance of physical activity
UOW – Eastern Australian Dementia Training and Study Centre (Assoc. Professor Vicky Traynor – Researcher Loren DeVries)	Keeping People with Dementia Active
UOW - Faculty of Commerce (Dr Lynnaire Sheridan)	Commerce Internship Program
UOW - Illawarra Health & Medical Research Institute (IHMRI) (Professor Jan Potter)	REACH out in Dementia: Recognise End of Life and Care Holistically
UOW - School of Health Sciences – Nutrition (Meredith Kennedy Dietetics Placement Coordinator/Lecturer)	Dietician students final semester three week full time work placement in Food Services
UOW School of Health Sciences – Nutrition/Pop. Health (Dr Karen Charlton)/Psychology (Assoc. Prof Steve Roodenrys)	Iodine status of older adults and its association with cognitive functioning – Iodine level study – giving residents free basic health screening, dietary advice
UOW - School of Health Sciences – Nutrition/Pop. Health (Dr Karen Walton)	Nutrition, resident's dining experience, volunteers assistance, ambience in dining rooms, possible improved nutritional status. Food Consultancy Service at APR
UOW - School of Health Sciences – Pop. Health	Annual Resident Satisfaction Survey & Community Services Satisfaction Survey – benchmarking & quality improvement project
UOW - School of Information Systems and Technology (Dr Ping Yu, Esther Munyisia, Ning Wang & Kieren Diment)	ARC funded project into outcomes of IT documentation. E-doc Research Study
UOW - School of Information Systems and Technology (Dr Ping Yu, PhD student Malatsi Galani)	Battling the challenge of continuous training of health care workers to use clinical IT systems through self-management of cognitive load.
UOW - School of Psychology (Dr Gerard Stoyles, Honours student Fiona Calvert)	Simulated Presence Therapy and Agitation in Dementia: A comparison of audio-only and audio-visual interventions.
UOW - School of Psychology (Dr Gerard Stoyles)	Pilot Psychology Undergraduate 12hr Observational Placement Program for 3rd/4th year students.
UOW - School of Psychology/Illawarra Institute for Mental Health (Dr Hamish McLeod, Researcher Johanna Allsopp)	Reminiscence in depressed and healthy adults: An exploration of autobiographical memory retrieval – by the clinical psychologist. Personalized photo albums.
University Of Technology Sydney (UTS) – Faculty Of Nursing, Midwifery & Health (Alex Zarb and Professor Lyn Chenoweth)	Person Centred Care for Dementia Study - staff education, suggestions for improvement in dementia care at the home and funding for improvements – \$10,000 WC Warilla



L to R: Staff members Dylan Hepworth, Irene Mackander and Debbie Williams

## Our staff and volunteers will deliver excellent service

### Our growth of people



Warrigal Care is a major employer in the Illawarra and Southern Highlands of NSW. Our 715 employees are our organisation's most valuable resource. Through these people, we have contributed \$26,422,963.69 in wages and superannuation to the communities where they live and work.

### Positive people strategies

Our people matter most and a number of positive people strategies have been implemented in 2011 to support our dedicated team of staff and volunteers.

Staff Engagement Surveys were conducted in 2011 with 143 responses received across all Warrigal Care services. Follow up Staff Engagement

Sessions were facilitated by the CEO and Executive Manager Human Resources to gain important feedback, increase communication and improve the quality of work relationships. Communication is an area for improvement at our larger services and most of our staff reported that working with residents and clients was the most satisfying aspect of their employment.

A workforce plan was developed in 2011. Extensive research and consultation with internal and external stakeholders has affirmed significant recruitment challenges for our industry in the future. The workforce plan will support the development of effective recruitment and retention strategies to recruit 450 additional staff in the next 5

years to achieve our future growth plans. This will ensure staffing levels are sustained, and our residents and clients continue to receive quality care services from a strong team of dedicated and professional employees.



We were again successful in achieving the Employer of Choice for Women citation from the Equal Opportunity for Women in the Workplace Agency (EOWA). Warrigal Care is 1 of only 2 organisations listed under Health Care and Social Assistance to have received the citation for 8 years or more. This achievement demonstrates our ongoing commitment to the welfare and development of our workforce.

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## Improved pay and conditions

The Warrigal Care Union Collective Agreement has seen improved pay and conditions for all Warrigal Care employees during 2009 and 2010. Staff have benefited from enhanced leave entitlements and cashing out provisions as well as increases in salary and salary packaging arrangements over the 2 years of the agreement. Purposeful partnerships with unions and employee representatives have been developed and no days were lost to industrial action this year. Early planning has commenced for our next employee agreement which will add further increases and even better conditions for our staff.

## Staff development opportunities

Training and development programs this year included a New Graduate Registered Nurse Development Program and ongoing Clinical, Community Services and Support Services Development Programs.

The Executive Development Program used Stephen Covey Jrs text 'The Speed of Trust' as a resource for the Executive Team members to undertake personal and organisational self directed learning. The Management Development

Program for our middle managers was focussed on communication, leadership and building a positive workplace culture.

Our staff attended 472 other training sessions throughout the year totalling 10,384 hours. 46 traineeships were offered and 34 government funded qualifications were achieved by our staff.

measuring and delivering the strategic outcome of an enduring safety culture. 122 staff members participated (an 18% response rate). We chose to use WorkCover's own survey that will serve as a baseline for future years' comparisons. We have made recommendations to managers on how to improve their outcomes for the following years and implemented actions to support this.

.....  
"Our residents and clients continue to receive quality care services from a strong team of dedicated and professional employees"  
.....

## Work health and safety

An Occupational Health and Safety Coordinator has joined the team to facilitate the growing needs for managing safety across Warrigal Care's diverse services and job roles.

A Safety Culture Survey was conducted in October 2010 as part of

We are updating our policies and procedures in work health and safety to meet the requirements of the introduction in 2012 of the Model Work Health and Safety Act in NSW and across Australia.

“The residents are just like one big family at Warrigal Care, they love to talk and tell you about their lives.

My dad was in an aged care home for a few years, I used to visit him and saw that some older people had no visitors and no family and so I would visit them too. The feeling I had when I saw their faces after I walked in made it so worthwhile.

I go home happy after volunteering, it really is so rewarding.”

**IRENE FORSKITT  
WARRIGAL CARE VOLUNTEER**



L to R: Irene Forskitt and residents Davide and Sandra Cossa

### Our volunteers

Warrigal Care enjoys the support of an inspiring group of volunteers who provide invaluable support to our staff and have a direct positive impact upon the lives of older people in our communities. We have more volunteers now than when we first began over 40 years ago. The organisation started with volunteers and they are still essential to the work we do in 2011.

In order to better support the important work of our volunteers, a number of programs have been developed this year including a Volunteer Training Needs and Skills Analysis to better plan our volunteer training events, expansion of our volunteers into Community in-home Services, and a change to our Chaplaincy and Pastoral Care Programs.

A review of Warrigal Care’s Volunteer database was undertaken in 2011. The status of 210 non-active volunteers was updated and contact made with all past and present volunteers to personally extend our gratitude for the valuable time given in support of our organisation. Currently Warrigal Care receives assistance from 263 inspiring volunteers.

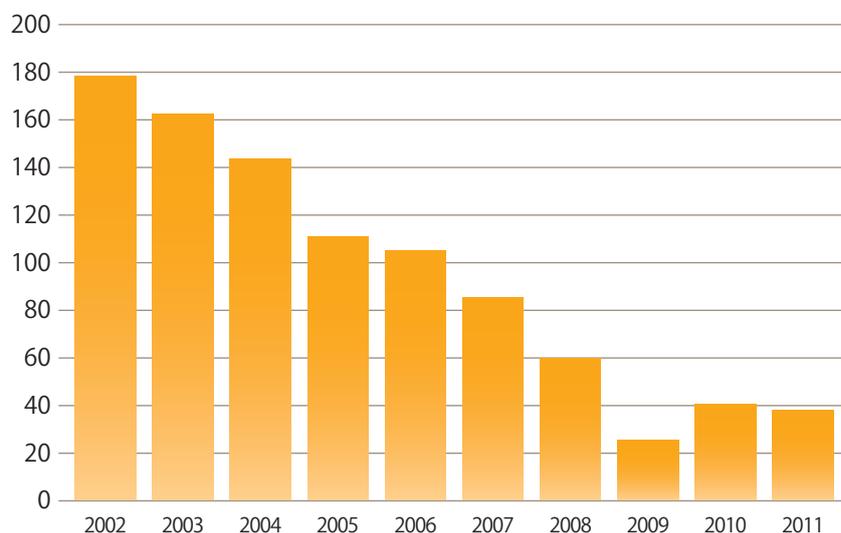
### Injury management

We are committed to developing a safe place for customers, staff, volunteers and visitors. When someone does get hurt at work, we are committed to a thorough review of the circumstances and an individualised case management strategy to return the person to pre-injury duties as soon as possible. We believe rehabilitation back to meaningful and enjoyable work is the best medicine.

We monitor closely how often our staff lose time off work due to injury and illness in a measure called the lost Time Injury Frequency Rate (LTIFR). Our increasing LTIFR has plateaued during 2010-2011 from 42.32 the previous year to 41.26 this year.

The number of claims for workers compensated injuries decreased slightly from 50 in 2009-10 to 48 in 2010-2011. Our ageing workforce and the risks associated with the operation of larger multi-service aged care homes has presented increasing challenges in the management of workplace safety. The early intervention model for managing work related injuries has been emphasised this year to ensure injured workers benefit from intensive support immediately after they report an injury.

### Lost time injury rate 2002-2011



# Our commitment to our customers

## Warrigal Care Code of Conduct

Every staff member and volunteer makes a written agreement to abide by these 10 standards of conduct and every new person is trained in them.

We, as representatives of Warrigal Care, are committed to:

- 1 Providing care services that recognise the dignity, rights, values and beliefs of residents and their families;
- 2 Ensuring that funds and resources provided by Governments, communities and individuals are effectively and efficiently used in providing care services to residents and clients;
- 3 Providing quality care services through the development of a co-operative and collaborative work environment, free from bullying and harassment, where trust, honesty and integrity are used to ensure harmonious relationships between residents, clients, their families and Warrigal Care;
- 4 Ensuring the right to privacy and confidentiality for residents, clients and their families through the proper and secure collection, use, handling, storage and disposal of personal and sensitive information;
- 5 Keeping up to date with changes in the delivery of services we provide, by actively participating in the Company's training and development program;
- 6 Ensuring the safety of residents, clients, employees and any visitor in the workplace, by adhering to safety policies and practices and the correct and appropriate use of safety equipment and protective clothing;
- 7 Complying with the intent and spirit of the law;
- 8 Ensuring there is no conflict of interest, benefit or gain outside the normal conditions of service during or after the course of such engagement;
- 9 Promoting a positive image of aged care in the community;
- 10 Ensuring our conduct does not bring at any time, the Company's reputation into disrepute.

# Staff Service Awards

## 5 Years

Toni Anderson  
Paula Andrews  
Dorothy Ash  
Keith Berwick  
Robyn Bruce  
Sonya Chalker  
Vicki Curran  
Jennifer Delamont

Janelle Dennelly  
Hariata Dewes-Ngawati  
Suzanne Dobson  
Danielle Doyle  
Jennie Dunn  
Dannielle Freeburn  
Elizabeth Frier  
Kim Headington  
Cathy Jazbec

Jennifer Jones  
Lynn Mariu  
Elizabeth Merrington/Williams  
Samantha Murphy  
Liviana O'connor  
Kylie Owen  
Stacy Plain  
Cherylee Purches  
Denise Quigg

Robert Roach  
Glenys Salisbury  
Peter Sharman  
Debra Shiels  
Karen Singh  
Andrew Stylianou  
Lynda Vaughan  
Amanda Youngson  
Leszek Zarebski

## Our Supporters

### Company Members

Neil Bayo  
Edward Clapham  
Mary Clapham  
Lorraine Cluff  
Alan Cluff  
Margaret Collins  
Maria Del Milagro Del Turco  
Anne Doorn  
Roger Downs  
Carol Gribble  
Helen Hadlow  
Marion Hardy  
Alan Hardy  
Olive James  
Wynand Janssen  
Lorraine Korgitta  
Tony Lamarra  
Margaret Land  
Beryl Lewis  
Kay Lucas  
Wayne Mackander  
Brian Mackander OAM  
Brian McKenzie  
Brian Monk  
Janette Monk  
John Moolhuizen  
Elaine Moolhuizen  
Wayne Morris  
John Mullan  
Judy Mullan  
Helen Louise Newman  
Joan Pearce  
Sandra Pearson  
Ronald Pickford  
Norman Rowland OAM  
Diane Smith  
Fay Smith  
Anne Steep  
Philip Thompson  
Betty Uren  
Brian Walsh  
Janet Walsh  
Brian Weir  
Jillian Wilson

### Volunteer list

Gaile Adams  
Zenda Aldridge  
Janet Allen  
Sharon Alles  
Pat Anable  
John Angus  
Nerin Awadalla  
Camile Ayoub  
Mary Bale  
Anne Barton  
Pauline Baxter  
Alanna Beer  
Anna Birch  
Judith Bird  
Irene Black  
Jackie Bonham  
Geoffrey Bourke  
David Bousfield  
Marie Bowley  
Heidi Boyd  
Emanuel Briffa  
Geoffrey Broome  
Joy Brown  
Peter Brown  
Keith Brown  
Terry Bruce  
Kath Bugden  
Jan Buikstra  
Charles Bullock  
Don Burgess  
Freda Bush  
Cathy Byrne  
Shirley Carroll  
Faye Carter  
Robert Carter  
Denise Case  
Kate Ceramidas  
Julie Chadwick  
Ivy Champion  
Doreen Christie  
Ted Clapham  
Mary Clapham  
Barry Clark  
Sheila Clark  
Keith Clemmentt  
Terence Cobby  
Rebecca Cooney

Barbara Cooper  
Mary Cotton  
Margaret Cousins  
Wendy Crisp  
Cristina Cristia  
Caroline Cunningham  
Mary Daly  
Anne Darling  
June Davidson  
Allan Delaney  
Lucy Devere  
Therese Dine  
Betty Dodd  
Wilma Douven  
Laura Dray  
Betty Driscoll  
Kimberley Duncan  
Barbara Dunn  
Colleen Ellsmore  
Maria Ellul  
Tilda El-Moujaber  
Barbara Evans  
Kevin Faricy  
Jean Feeney  
Ros Fidge  
Mike Fisher  
Jacki Flanigan  
Irene Forskitt  
Robert Forskitt  
Gerda Foster  
Sandy Fung  
Tony Galea  
Carolyn Gill  
Craig Gillespie  
Toni Gilmore  
Kenneth Goodwin  
Jenny Goodwin  
Veronica Goodwin  
Betty Gorton  
Edna Green  
Wilf Gregg  
Carol Gribble  
Rebecca Griggs  
Fran Grover  
Sylvia Hamshere  
Mona Hanigan  
Julie Hansen  
Alan Harding

Sue Harris  
Heather Hart  
Ronald Hatcliffe  
Helen Hawksley  
Catherine Hempstead  
Carolyn Hickey  
Margaret Hinton  
Michael Hockey  
Ann Hockley  
Coraline Holding  
Norma Hooper  
Shirley Howard  
May Hudson  
Susan Hudson  
Kerrie Huleatt  
Margaret Hulme  
Patricia Hyde  
Alan Hyman  
Helen Jablonski  
Olive James  
Pauline Jamieson  
Jillian Jochheim  
Sue Johns  
Stella Johnston  
Joan Jones  
Alan Jones  
Judith Jongsma  
Inga Keen  
Oliva Keevers  
Dianna Kemp  
Barbara Kerns  
Pixie King  
Margaret King  
John Klok  
Lorraine Korgitta  
Cena Kotevsca  
Vera Kozarovska  
Bob Larkham  
Chloe Lavender  
Pat Lawrence  
Diana Lees  
Robert Leishman  
Brooke Lenon  
Beryl Lewis  
Lorraine Lyon  
Peter Lyons  
Robert Macleay  
Pat Macleay

## 10 Years

Jacqueline Billingsby  
Janette Brown  
Leslie Carter  
Alan Cochran  
Kerrie Graham  
Karen Herbert  
Graeme Hickie  
Evelyn Hogan  
Bianca Hughes

Douglas Landrigan  
Ann Mercieca  
Alison Miller  
Richard Moulton  
Melita Nacilla  
Gail Nixon  
Julie Phillips  
Rennae Sheppard  
Florence Sutton  
Christine Talbot

Anne Warren  
Kylie Webb  
**15 Years**  
Judy Borges  
Heather Hamilton  
Deborah Hiess  
Debbra Klaus  
Fay Lord  
Barbara Reitzer

Angela Stevenson  
Olga Subasic  
Cveta Trajkovska  
**20 Years**  
Christine Hockey  
Sandra Sasse  
Margaret Simpson  
**30 Years**  
Nada Jurjevic

Don Magill  
Marilyn Magnee  
Wendy Mancell  
Trish Markcrow  
Georgia Maryvale  
Francis Mason  
Glennyse Massey  
Murray May  
Don McAlister  
Noreen McCormack  
Les McDonell  
Carmel McDougall  
Jan McFarlane  
Michael (JOHN) McGrath  
Amber McGrath  
Pauline McKay  
Margaret McKay  
Jan McKechnie  
Trudy McKechnie  
Edith Medway  
Wendy Meikle  
Leidy Meneses  
Marion Merrifield  
Nina Miller  
Stojna Mitrevska  
Janette Monk  
Shane Mooney  
Bill Motherway  
Lydia Mulder  
Aio Nakata-Young  
Alan Neate  
George Nettlebeck  
Valerie Nettlebeck  
Brian Neve  
Ashleigh Nicholson  
Janet Nicholson  
Fay Norris  
Robert Norris  
Julie Nurse  
Helen O'Brien  
Anne O'Brien  
Bob O'Connor  
Patricia O'Connor  
David Orange  
Blanca Orellana  
Allan O'Rourke  
Linda O'Rourke  
Jan Osmond  
Laraine Payne

Jason Peacock  
Sandra Pearson  
Kirra Penfold  
Betty Peters  
Audrey Peterson  
Linda Pill  
Greg Pincham  
Gordon Pooley  
Margery Power  
Kay Prenzel  
Eileen Price  
Josephine Pulido  
Neville Pulley  
Wendy Quigg  
Dorothy Quigg  
Christine Randall  
Edith Rayner  
Shirley Read  
Sandra Redfern  
Darrell Rickards  
Evelyn Rickards  
Iris Roberts  
Norman Rowland  
Christene Ryan  
Phyl Savell  
Lynette Schuback  
Stephanie Scott  
Roger Seville  
Jeanette Shaw  
Anne Shead  
Jan Shier  
Bernice Silby  
Sue Sinclair  
Mary Slater  
Ella Smith  
Tina Spillane  
Melanie Stampton  
Helen Staubner  
Anne Steep  
Anne Stephen  
Gail Stevenson  
Eileen Stokes  
John Stokes  
Eric Strachan  
Lyn Strachan  
Colleen Stumbles  
Liz Stumbles  
Margaret Symonds  
Alan Thayer

Lyn Thomas  
Rosemary Thomas  
Graham Thomas  
Gareth Thomas  
Joan Tuck  
Carol Twible  
Beth Tyson  
Betty Uren  
Catharina Van Dyk  
Ian Walsh  
Fay Ward  
Jace Ward  
Kerry Ward  
Pam Watts  
Marion Webber  
Anne Webber  
Patricia Wheaton  
Alan White  
Janny White  
Louise Williams  
Tiffany Williams  
Jillian Wilson  
Carol Wilson  
David Wilson  
Daphne Woods  
Wendy Wright  
Keabbe Yates  
Lindy Zentrich

## We were supported with donations by the these organisations

Alaban Butchers  
Albion Park Poultry  
Bidvest  
Blooms the Chemist -  
Goulburn  
Carewell  
Chem-pack Supplies  
Glenn & Hayley Wale  
Gow Gates Insurance Brokers  
H20 to Go  
Harrigan Ford  
Hodges Shorten Architects  
Illawarra Mercury  
Illawarra Small Goods  
Iridium Financial Services  
Kmart Shellharbour  
Marketability

Masonicare  
Microsolve  
Mitchell's Fruit  
Novotel Northbeach  
Office Choice Illawarra  
Programmed Facility Management  
Southern Cross Protection  
Telstra  
The Aviator Lounge  
Woolworths

## Our other major business partners were

ArjoHuntleigh  
Assaf Cleaning Service  
Bendigo and Adelaide Bank Group  
Bethany Group  
Bidvest  
Chem-Pack Supplies  
Clinicall  
DVM Medical Supplies  
Employers Mutual Ltd  
EPAC  
Flagstaff Group  
Goulburn Mulwaree Council  
Gow Gates Insurance Brokers  
Harrigan Ford  
HESTA  
Hirotec Maintenance  
Hodges Shorten Architects  
James Underwood & Associates  
Jones Nicholson Pty Ltd  
Kells the Lawyers  
KPMG  
Independence Health Solutions  
Marketability  
Microsolve  
National Foods Australia  
Programmed Property Services  
Shellharbour City Council  
Southern Cross Protection  
Starz Nurses NSW  
Talon Construction Group  
Tyco Fire Monitoring  
University of Wollongong  
Warilla Bowls & Recreation Club  
Westpac  
Zadro Constructions



L to R: David Rogers, Property Services Manager and Peter Hutchison, Executive Manager – Property & Sustainability

## Our services will be affordable, accessible and sustainable

### Statutory, regulatory and policy improvements

Warrigal Care obtained an unmodified set of Statutory Financial Accounts signed off by our auditors KPMG this year. A consultant was engaged to provide marketing valuations for the required impairment assessments for our aged care facilities at Albion Park Rail, Bundanoon and Goulburn. New procedures for the release of accommodation bonds to the estates of deceased persons were also implemented.

Our improvements in risk management include a new corporate risk register with a risk ranking table that covers OH&S, environment, property and other risks that may impact our business continuity.

### Using technology for better communications

This year saw the rollout of the first stage of the Warrigal Care Intranet, which allows browsing and searching of policies, procedures, forms, and a news and announcements function. We have also upgraded our accounting software to accommodate Home And Community Care, National Respite Carers Program, brokered care services and enable Minimum Data Set reporting. The

Epicor-Medicare eBusiness module was implemented, allowing Aged Care Funding Instrument information to be exchanged electronically with Medicare.

The development, scoping, documentation, testing, training and implementation of the Continuous Improvement database at all facilities, known as elmpove, was undertaken to assist the accreditation and audit process.

construction of the units, landscaping and road upgrades as well as the expansion of the Administration Centre was immediately cleared.

Financial modeling for the next stage development of Goulburn incorporating the additional 40 single ensuited aged care rooms and 36 Independent Living Units was completed internally and approved by the Board.

“Funds were used to provide palliative care and innovative pain management services for residents”

### Due diligence

We engaged consultants to undertake a needs analysis for our proposed service expansions across Shellharbour and to undertake specific property valuations for proposed land bank purchases at Shell Cove and Bradman Avenue Warilla.

At Albion Park Rail, eight additional units constructed were deposited, sold and occupied and the \$4m debt with the Adelaide Bank for the

Due diligence was also undertaken for the purchase and integration of AllCare In Home Services into Warrigal Care which was completed in May 2011.

### Income growth

This year, our aged care homes at Warilla and Albion Park Rail piloted the ACFI maximisation & care optimisation program in partnership with the 1CareNetwork. These additional funds were used to

# integrity respect compassion **innovation**

provide palliative care and innovative pain management services for residents.

We also continued to use a funding finder contractor to assist us with the recovery of backdated unclaimed funds from Department of Health and Ageing.

In the annual Aged Care Allocations Round, we were very successful and obtained an additional 60 high care places for Queanbeyan, 46 high care Extra Service places for the proposed Shell Cove Aged Care Home, 16 high care Extra Service places for the 40

bed expansion of Goulburn Aged Care Home, 98 high care places for Shell Cove and an additional 2 EACH dementia packages for Goulburn.

## **Improving the business**

A number of contractual arrangements with our suppliers and contractors were reviewed this year to increase cost efficiencies and improve flexibility. Tender panels and changed contracts were implemented progressively with our top 10 suppliers. We implemented the next round of the Greenfleet initiative

and secured a carbon neutral motor vehicle fleet again as part of our commitment to sustainability. We also introduced nitrogen gas for tyres to improve fuel savings and reduce maintenance costs.

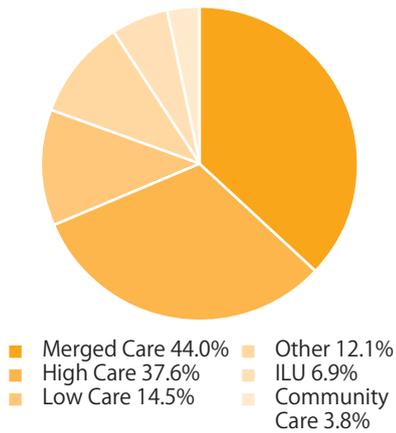
A process of blockage review meetings were held with all service and support managers to develop a series of business reports with improvement recommendations. Lastly, trademark registration was obtained for Warrigal Care enabling us to protect our intellectual property.



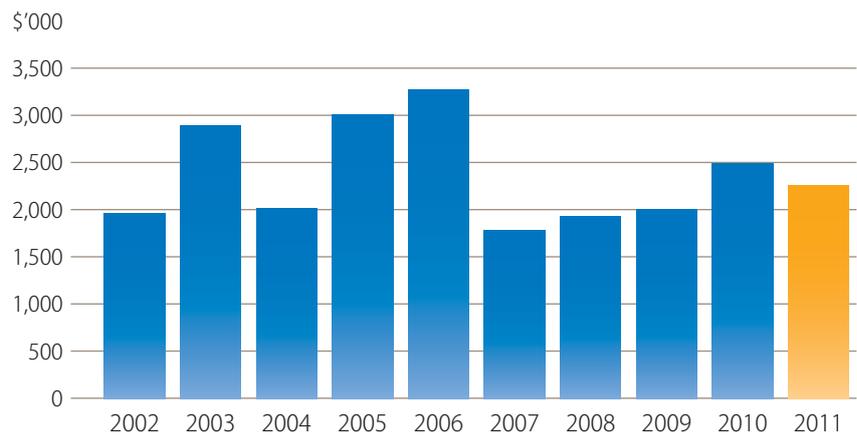
L to R: Albion Park Rail residents Sylvia Wallyn-Cross and Robert Wallyn



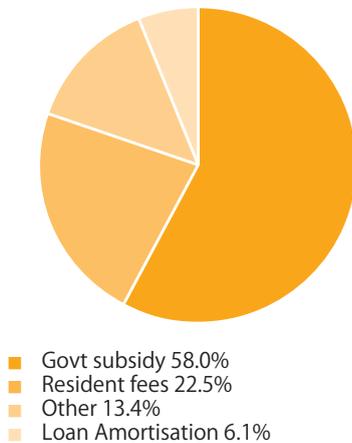
**Summary of expenditure by service type 2011**



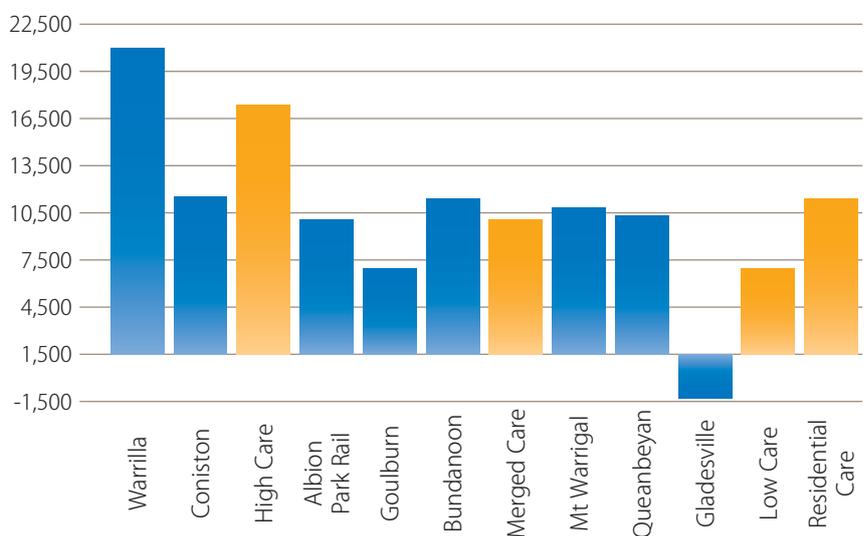
**Cash from operating activities**



**Summary of income sources 2011**



**2010-2011 Earnings before interest, tax, depreciation and amortisation for high, merged and low care facilities per bed**



# Our land, buildings and environment

## Effective asset maintenance programs

This year Property Services staff responded to 8600 requests for general maintenance up from 8595 last year. 29 ILU refurbishments were completed up from 17 last year. 54 room refurbishments in our aged care homes, up from 25 last year. 41 capital and major maintenance projects were completed as part of the Property Equipment Plan (PEP) with the new position of Asset Maintenance Officer employed to improve the delivery of these projects. This included entry foyer upgrades at Warilla and Coniston Aged Care Homes and the external repainting of Lake Illawarra, Warilla, Albion Park and Bundanoon villages.

Emergency responses were required to repair the Coniston driveway after the damaging winds during the fathers day storms and an extensive coordination of repairs was required in response to flooding and water damage, mainly at Albion Park Rail on 21 March 2011.

## Property compliance

Works were undertaken at the Albion Park Rail ACF to ensure it exceeded the required minimum score to achieve certification against the Certification Assessment Instrument.

After review it achieved 77.63 for certification and 21.83 for fire safety. All other Warrigal Care aged care homes maintained their Certification in 2010/11.

Our annual fire safety statements and fire engineer inspections were completed for all locations and our fire safety systems maintained and certified this year.

2011 on the same site, 8 new villas and road, paths and the landscaping upgrade was completed.

In August 2010 a Site Compatibility Certificate (SCC) was issued by the Department of Planning for our Beach Street Wollongong Project advising the "site is suitable for the purposes of seniors housing". A Planning Proposal to rezone the site was lodged with Wollongong

“The Albion Park Rail administration centre extension was completed along with eight new villas, new roads and walking paths for the village”

Our retirement villages were all registered with the Land Property Management Authority to ensure compliance with the amended Retirement Villages Act 2010.

## Our property development plan

In July 2010 the Administration Centre extension was completed by Zadro Constructions and in February

City Council by us in April 2011 and in May we lodged our appeal with the Land & Environment Court against the refusal of our plans by Wollongong City Council.

In March 2011 the Joint Regional Planning Panel approved our Development Application for 64 ILUs and 40 new suites to be added to the aged care home at Goulburn.



Albion Park Rail



Gareth Ward MP, Tristan Devitt and Mark Sewell CEO with our environment award

An adjoining property to our village in O’Gorman Street Albion Park was purchased for possible future village expansion and we finalised the purchase of Lot 8201 Brigantine Dr. at Shell Cove near the planned marina. Pre-lodgement meetings have been held and designs are well underway towards DA lodgement in December 2011.

In December 2010 we settled on the Bradman Ave, Lake Illawarra purchase as a land bank for the eventual relocation of the aged care home at Warilla and in April we achieved Section 96 consent

for the wing 5 extension to our aged care home at Bundanoon.

For Queanbeyan our design planning for a new 120 bed aged care home has progressed well with several meetings held with Queanbeyan City Council to progress the design to accommodate 80 additional provisionally allocated beds approved by the Dept. of Health and Ageing.

### Our environment

#### A reduced environmental footprint

Warrigal Care has a great opportunity to reduce its carbon emissions in the coming years.

Our staff awareness activities included an Environmental Sustainability staff survey, an Environmental Sustainability Guide for all new employees, a ‘commitment to sustainability’ in our job descriptions, and a ‘Big Green Idea’ competition open to every employee.

To improve resident awareness, we have a raised timber vegetable garden bed installed at the Albion Park Rail ILU Village and many other ILU residents undertook the Home Power Savings Program.

To raise community awareness, we were able to raise Warrigal Care’s 2 Star Department of Environment Climate Change & Water rating to a 3 Star rating. During this year, TV advertisements promoted Warrigal Care’s Environmental Sustainability with Business Treading Lightly on WIN Television. We have also added information about our Environmental Sustainability programs on our website.

Other green things we’ve done include: trialed 100% recyclable carpet for the unit refurbishments, using low Volatile Organic Compound (VOC) paints, trialed 100% recyclable office paper, placed 96 indoor plants throughout the Administration Centre to improve indoor air quality and joined the NSW Aged and



Figtree

Community Services Environmental Sustainability Committee.

Our commitment to being green is not a short term fashion. To ensure ongoing permanent change, Warrigal Care's first fulltime Environmental Sustainability Officer commenced in January 2011.

#### Auditing our energy use

Extensive (Level 2) Energy Audits were subsidised by the NSW Office of Environment & Heritage and conducted on or largest buildings at Albion Park Rail, Bundanoon, Goulburn & Administration buildings. The report identified energy saving opportunities and several business cases were developed for energy saving opportunities to be implemented.

The following table details the energy usage of the Bundanoon, Goulburn & Albion Park Rail aged care homes. Of the audited sites in 2011, Goulburn is the most energy

intensive aged care home producing 890 tonnes of CO2 annually. On a per person basis, Bundanoon has the highest electricity consumption and Albion Park has the highest gas consumption per person.

#### Sustainability advantage

Warrigal Care has developed a close working relationship with the Office of Environment & Heritage and was the first aged care organisation to be independently audited by Planet Footprint. All our sites were independently energy audited. We received Bronze recognition for our commitment to business sustainability in June 2011 and



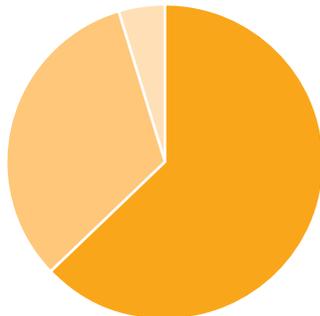
participated in the Commitment & Vision, Supply Chain, Staff Engagement and Fleet wise modules.

Last year Warrigal Care produced 6341 tonnes of Carbon Dioxide (CO2) split between fuel, energy and waste.

To ensure a sustainable supply chain an environmental sustainability assessment criteria was developed and is now a compulsory pre-tender requirement. It is also incorporated in screening for Warrigal Care Preferred Suppliers List.

“Warrigal Care has a great opportunity to reduce its carbon emissions in the coming years”.

#### Emissions by source 2010-2011



- Energy 63.0%
- Waste 32.4%
- Fuel 4.6%

The energy baseline comparison for three sites is given in the table below:

Baseline Parameters	Bundanoon	Goulburn	Albion Park
Annual Electricity Consumption – MWh	628	882	681
Annual Gas Consumption – GJ	1018	1903	1990
Total annual energy consumption	3277	5077	4441
Annual Energy cost – \$A	101160	147859	100649
Total GHG Emission – tCO <sub>2</sub>	617	890	715
Electricity cost – \$/MWh	136	133	106
Gas cost – \$/GJ	16	16	14



Bundanoon



L to R: Warilla residents, Bill Hughes and Audrey Michell

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

### Building and maintaining our reputation

We are committed to engaging with our communities to ensure we get feedback on our strategies and plans for expanding our services. We do this through effective communication strategies and trustworthy community relations.

This year, we consulted with older people through market research, information sessions and focus groups for our Shell Cove, Wollongong and Goulburn projects.

We participated in the annual Illawarra Mercury Retirement Expo and got a very positive feedback from visitors, thanks to the involvement of our resident ambassadors. They assisted in answering the questions of older people considering making the move to retirement living. We also collected very valuable information on what older people want in a village through 100 surveys filled on the day.

In addition to our regular media relations and advertising communication tools, we introduced an expanded use of electronic social networking to better connect with our clients and their representatives. Our website and brochures about our care services were updated and a YouTube channel has been

established at [www.youtube.com/warrigalcare](http://www.youtube.com/warrigalcare). It includes Warrigal Care short film videos such as: "Valuing Older People", "Growing Older with Warrigal Care" & "Lust for Life". We also created and are regularly maintaining a Facebook page ([www.facebook.com/warrigalcare](http://www.facebook.com/warrigalcare)) as well as a CEO Twitter ([www.twitter.com/warrigalcareceo](http://www.twitter.com/warrigalcareceo)) account to keep connected with all our stakeholders.

### Engaging and supporting our communities

#### Auxiliaries

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

#### Warrigal Care Goulburn Auxiliary Report

Funds raised \$17,266.24.

The Warrigal Care Goulburn Auxiliary has continued well with their fundraising ventures during the past year, continuing with their Art and Craft Fairs, Fete, Car Boot Sales,

Morning Teas and Footwear Displays, Cherry Trip to Young and the Supa Slice and Billy G's Gourmet Cookie Dough fundraisers.

They spent a total of \$24,059.63 for the comfort of Warrigal Care Goulburn's residents buying: a special lifter for residents with mobility difficulties, 2 steady lifters, 2 commode chairs and a shower trolley. The Auxiliary has applied for the Volunteer Grants 2010 application, receiving \$1,293.93 from the Department of Families, Housing, Community Services and Indigenous Affairs to purchase flooring for BBQ parties, storage boxes, a large urn, 13 folding tables and a gazebo for the Goulburn ACF.

They don't only care for their physical comfort but also their mental one by always buying special gifts for residents for very important occasions such as Mothers Day, Fathers Day and Christmas as well as funding aromatherapy creams & equipment. Each month, they also supply the funds for the very important weekly happy hour & bingo parties.

**President** - Wendy Crisp  
**Secretary** - Barbara Dunn  
**Treasurer** - Freda Bush  
**Total Members** - 24

**Warrigal Care Illawarra  
Auxiliary Report**

Funds raised \$92,413.

Our membership stands at 39, one new member this year and an attendance at Auxiliary meetings averaging 15.

The Opportunity Shop is our main source of funding and each year the ladies of the Op Shop provide assistance under the direction of Carol Gribble.

Excess stock from the shop is now being sent to Africa through One Ten enterprise. Other fundraising this year has been through a variety of ventures: Fashion Parades, Seniors Week Concert, Warrigal Care's Annual Fete.

Submissions this year have totalled \$45,975, shared between all Illawarra sites and the Day Respite Centre. Purchases made include: Seater lounges, wheelchairs, chairs & tables, pressure sensitive mattresses, privacy curtains, blinds, pulse machines, overlay systems. Bendigo Bank has been a great supporter of our activities this year making a donation of \$2,000.00.

**President** - Betty Gorton  
**Secretary** - Lorraine Korgitta  
**Treasurer** - Wendy Meikle  
**Total Members** - 39

**Warrigal Care Bundanoon  
Auxiliary Report**

Funds raised: \$5,151.97.

The Bundanoon Auxiliary has continued to grow since its establishment in November 2007.

The auxiliary has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events.

led successful fundraiser such as cards, tapestry & pot sales and paintings' silent auctions. Regular raffles have also been held- Easter, Mothers Day, Winter Warmer and Christmas raffles always being well support by residents, resident's families and the local community.

The Auxiliary was also successful in their 2010 Council Grant application, receiving \$1,346 from the Wingecarribee Shire Council.

.....  
"We are committed to engaging with our communities to ensure we get feedback on our strategies and plans for expanding our services"  
.....

The Warrigal Care Bundanoon Auxiliary have continued their participation this year in the Bunning's Community BBQ Program, a program in which the group prepares and sells Sausage Sandwiches at Mittagong Bunning's on a regular basis, this event proved to be a very successful fundraising venture with the group raising over \$656.50 in one day. They have also

Thanks to their great effort and dedication, they have contributed \$3,349.56 in purchases to the comfort of Warrigal Care Bundanoon's residents including: wheelchairs, dementia specific sensory cabinet and a barbecue.

**President** - Dorothy Quigg  
**Vice President** - Anne Barton  
**Treasurer** - Joy Brown  
**Total Members** - 12



L to R top row: Wendy Mancell, Lorraine Korgitta, Sandra Pearson, Betty Gorton  
front row: Betty Uren, Wendy Meikle

## Directors in office

The directors present their report together with the financial report of Warrigal Care, (the company) and the consolidated financial report of the group, being the Company and its controlled entities, for the financial year ended 30 June 2011 and the auditors report therein.



**Alan Hardy**

Chairman

Independent Non-Executive Director

Age 69 years

Member of the former Finance Committee

Member of the Quality Management and Accreditation Committee

Member of Planning Development and Sustainability Committee

Member of Project Control Group

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



**Brian Monk**

Vice Chairman

Independent Non-Executive Director

Age 67 years

Member of the former Finance Committee

Member of Planning Development and Sustainability Committee

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



**Roger Downs**

Vice Chairman

Independent Non-Executive Director

Age 57 years

Member of the former Finance Committee

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



**Peter (Wayne) Morris**

Independent Non-Executive Director

Age 54 years

Chairman of the former Finance Committee

ACIS, ACIM, MNIA, AIMM, AIFS and AMP (Harv).

Appointed as director in 2009. CEO of CareWorks Inc & Secretary of Churches of Christ in NSW Property Trust. 30 year career at IMB Ltd including 7 years as CFO and 9 years as CEO. Voluntary business consultant to various community, charity and church organisations. Also on the boards of Newcastle Permanent Building Society Ltd, Illawarra Performing Arts Centre Inc., Southern Illawarra Church of Christ and the Commission of the National Basketball League. Previously board member of an industry association, a financial planning company, a not-for-profit research organisation, a private school and other community organisations.



**Margaret Collins**

Independent Non-Executive Director

Age 58 years

Member of the former Finance Committee

Mrs Collins was appointed as Director in 1997. She has over 28 years experience in the financial services industry, is a Fellow of the Institute of Financial Services and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is presently a Financial Planner with Smart Financial. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



**Philip Thompson  
OAM**

Independent Non-Executive Director

Age 61 years

Chairman of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Thompson was appointed as Director in 1999. He holds qualifications in Civil Engineering and is presently a Subdivision and Development Engineer for Shellharbour City Council. He has held voluntary positions with the Salvation Army Red Shield Appeal as their Shellharbour/Kiama area chairman from 2000 – 2007, was the Association of Apex Clubs NSW State President in 1989 and Illawarra District Governor in 1985 and 1986. He was an inaugural member of the Illawarra Life Education units, past Treasurer of the Illawarra branch of the Automotive and Mechanical Engineers, past Secretary of the Oak Flats Junior Hockey Club and is a Justice of the Peace.



**Judy Mullan**

Independent Non-Executive Director

Age 51 years

Member of the Quality Management and Accreditation Committee

Member of the Active Living Committee

Dr Judy Mullan was appointed director in 2000. She is a registered pharmacist and Senior lecturer in the Graduate School of Medicine at the University of Wollongong. Judy holds a Bachelor degree in Pharmacy and the Arts, as well as a PhD in Public Health. She is a fellow of the Society of Hospital Pharmacists of Australia and an Australian Accredited Consultant Pharmacist. Her community involvements include voluntary work for aged care services and multicultural organisations. Her professional focus is to improve the 'Quality Use of Medicines', 'Patient Education' and the 'Quality of Life and Care' for older consumers.



**Patricia Anne Doorn  
(Nee Cleary)**

Independent Non-Executive Director

Age 66 years

Member of the Quality Management and Accreditation Committee

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



**Helen Newman**

Independent Non-Executive Director

Age 52 years

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to post graduation nursing studies and a Graduate Diploma in Nursing (Critical Care). She remains involved in the Infection Control Association of NSW, being an active member in the Illawarra region since 1994. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



**Mark W Sewell**

Company Secretary / CEO

MBA. BachSocSci. GradCertMgt.

AIMM, MAICD.

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

# Directors report

## Objectives

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

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

## Principal activities

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

- High care – Warilla and Coniston;
- Low care – Mount Warrigal, Queanbeyan and Gladesville (until 2 August 2010);
- Merged care – Goulburn, Bundanoon and Albion Park Rail;
- Independent living villas – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan and Bundanoon;
- Day Respite centres – Illawarra and Goulburn;
- National Respite for Carers Programme (NRCP) - Illawarra and Goulburn;
- Extended Aged Care at Home (EACH) and EACH Dementia programs in Goulburn and Queanbeyan;
- Home and Community Care (HACC) programs at Goulburn, Queanbeyan and the Illawarra; and
- Community Care (CACP) programs in the Illawarra, Queanbeyan and Goulburn.

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

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

## Review and results of operations

	2011	2010
	\$'000	\$'000
Result		
Net surplus	4,000	469

The 2011 result includes \$4,412,000 income from the sale of operations at Warrigal Care Gladesville on 2 August 2010. This is offset by accelerated depreciation of \$647,000 for Warrigal Care Coniston and Warrigal Care Mount Warrigal reassessed in a prior financial year and \$1,699,000 for various other properties reassessed during the current financial year.

Excluding the sale of Warrigal Care Gladesville operations, the Group's income increased from \$38.26 million to \$42.32 million (an increase of \$4.06 million or 10.61%) due to increases in government funding and care recipient contributions from higher numbers of residents and clients.

Excluding accelerated depreciation, expenditure increased from \$37.47 million to \$41.59 million (an increase of \$4.12 million or 10.99%). This was mainly due to the increases in wages and care costs necessary to maintain our standards of care and for additional costs of expanded services.

Residential care continues to be the Group's core business, contributing 83% of the total result excluding interest, depreciation, and the sale of Warrigal Care Gladesville operations.

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

## Events subsequent to reporting date

A marketing campaign is underway for the independent living villas at Goulburn, with a sod turning ceremony held on 23 August 2011. An additional sixteen (16) high care Extra Service Status (ESS) places were granted by the Department of Health and Ageing (DoHA) in July allowing for the forty (40) place expansion of the aged care facility (ACF) to be fully ESS. The tripartite agreement has been signed with Grindley Constructions and the bank and construction is expected to commence in October 2011.

On 26 August 2011 the Land and Environment Court held a directions hearing in relation to the appeal against the rejection of the original development application at Wollongong. At this hearing the Court scheduled a conference with the parties on 21 September 2011. In addition, the advertising period for the planning proposal to rezone the site closed on 2 September 2011. However, due to Council elections a decision is not expected until late 2011.

Application has been made in the 2011 Aged Care Approvals Round (ACAR) for up to sixty (60) CACPs in the Wingecaribee area, to be coordinated from our Goulburn office.

An application to merge the RACIDs of Warrigal Care Albion Park Rail and Warrigal Care Queen Beatrix House was approved by DoHA and will be implemented on 1 November 2011.

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

## Likely developments

Construction of the sixth and final wing at the Goulburn merged care facility is expected to commence in October 2011 and be completed by December 2012. Once construction is completed the forty (40) places obtained in the 2008 ACAR will be activated, bringing total capacity to one hundred and sixty (160) beds in the ACF at that site.

Construction of thirty six (36) new independent living villas at Goulburn is expected to commence in October 2011 and be completed by December 2012.

Consultants have been engaged to formulate options for the expansion and redevelopment of services at Queanbeyan. A development application is expected to be lodged by the end of 2011. Sixty (60) high care places were obtained in the 2010 ACAR and application has been made to DoHA for a minimum of twenty seven (27) and up to sixty (60) of those places to be converted to ESS places in the 2011 ACAR.

Development approval is in place for construction of a fifth wing to the merged care facility at Bundanoon. A construction certificate is expected to be obtained in late 2011, although the timing of construction is under consideration by the board. Once construction is completed the thirty (30) high care places obtained in the 2008 ACAR will be activated, bringing total capacity to one hundred and twenty (120) places at that site. The development of new independent living villas at Bundanoon is in the pre-construction phase with works not expected to commence before June 2012.

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

Consultants are working on design options for the Shell Cove site and it is anticipated that a development application will be lodged in late 2011. Ninety eight (98) high care licences were obtained in the 2010 ACAR.

It is expected that existing capacity at Coniston will transfer to Shell Cove on completion, expected to be June 2013. The value of Warrigal Care Coniston will be written down over the next two years to 30 June 2013, resulting in accelerated depreciation expense.

Land has been purchased in Wollongong to provide additional aged care facilities utilising the one hundred and forty (140) places obtained in the 2008 and 2007 ACARs. A range of aged care services, including independent living villas, are planned at this site. Revised plans are undergoing assessment. Development is not expected to commence before June 2012.

Property has been purchased in Oak Flats, Lake Illawarra and Albion Park for the purpose of providing additional aged care facilities and services.

An application has been made in the 2011 ACAR for up to 60 CACPs in the Illawarra and Wingecaribee areas.

## Environmental regulation

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

## Significant changes in the state of affairs

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

## Directors' interest and benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements, by reason of a contract made by the Company, its controlled entities, or a related body corporate with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest, other than as disclosed in Note 21 to the financial statements.

## Indemnification and insurance of officers

The Company paid a premium in respect of a contract insuring directors and officers of the Group against liability. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors'

and officers' liability insurance contract, as such disclosure is prohibited under the terms of the contract.

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

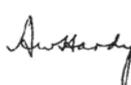
## Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 35 of the Annual Financial Statements and Reports 2011 and forms part of the directors' report for the financial year ended 30 June 2011.

## Rounding off

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

This report is made with a resolution of the directors:



Alan Hardy  
Chairperson  
of the Board



Peter Wayne Morris  
Director

Signed at Albion Park Rail, this 20th day of September 2011

## Directors' meetings

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

Director	Meetings							
	Board of Directors meeting and extraordinary meetings		Business Risk and Audit (formerly Finance) Committee meetings		Planning Development and Sustainability Committee meetings		Quality Management and Accreditation Committee meetings	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended
A Hardy	10	8	12	7	2	1	5	2
B Monk	10	6	12	7	2	1	-	-
R Downs	10	9	12	12	-	1	-	-
P Morris	10	9	12	12	-	-	-	-
M Collins	10	10	12	9	-	-	-	-
P Thompson	10	8	-	-	2	2	-	-
J Mullan	10	7	-	-	-	-	5	2
P Doorn	10	7	-	-	-	-	5	5
H Newman	10	10	-	-	2	2	-	-



L to R: Albion Park Rail resident Nancy Groves and staff members Sharon Hamilton and Judy Pilcher

## Make an inspiring choice and be involved in the care of older people!

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

### Volunteering is intensely rewarding

We need your time and talent to:

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

These are just a few of the ways you could assist us. If you have some time or a special talent you can offer, please call our Volunteer Services Coordinator on (02) 4257 4257.

We would love to hear from you.

### Working with us can be very exciting!

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

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

Visit the employment page on our website for more information and positions vacant or call our Employee Services on (02) 4257 4257.

[www.warrigalcare.org](http://www.warrigalcare.org)

# Our services

## Aged Care Homes

### Coniston / 62 places

91 Bridge Street  
Coniston NSW 2500

**Manager:** Helen Pavlik  
**Phone:** 02 4229 4433  
**Email:** hpavlik@warrigal.com.au

### Bundanoon / 90 places

20 Hill Street  
Bundanoon NSW 2578

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

### Goulburn / 120 places

7 Aubyn Road  
Goulburn NSW 2580

**Manager:** Leslie Carter  
**Phone:** 02 4823 0600  
**Email:** lcarter@warrigal.com.au

### Warilla / 102 places

1 Arcadia Street  
Warilla NSW 2528

**Manager:** Karen Herbert  
**Phone:** 02 4297 0999  
**Email:** kherbert@warrigal.com.au

### Albion Park Rail / 147 places

2 Pine Street  
Albion Park Rail NSW 2527

**Manager:** Jo McGoldrick  
**Phone:** 02 4230 8150

### Mount Warrigal / 45 places

5 Rowland Avenue  
Mount Warrigal NSW 2528

**Co-ordinator:** Helen Spyt  
**Phone:** 02 4297 0211  
**Email:** hspyt@warrigal.com.au

### Queanbeyan / 44 places

Cnr Canberra Avenue  
& Campbell Street  
Queanbeyan NSW 2620

**Manager:** Helen Blayden  
**Phone:** 02 6299 3876

## Community Care

### Illawarra / 262 packages

2 Pine Street  
Albion Park Rail NSW 2527

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

### Goulburn / 78 packages

7 Aubyn Road  
Goulburn NSW 2580

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

### Queanbeyan / 48 packages

Cnr Canberra Avenue & Campbell  
Street Queanbeyan NSW 2620

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

## Day Respite Services

### Illawarra / 25 places / 5 days per week

29 View Street  
Lake Illawarra NSW 2528

**Co-ordinator:** Debbie Heiss  
**Phone:** 02 4297 2692  
**Email:** dheiss@warrigal.com.au

### Goulburn / 15 places / 7 days per week

7 Aubyn Road  
Goulburn NSW 2580

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

## Independent Living

**Co-ordinator:** Lynell Ratcliffe  
2 Pine Street  
Albion Park Rail NSW 2527

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

### Warilla / 40 apartments

1 Arcadia Street  
Warilla NSW 2528

### Lake Illawarra / 30 villas

1-7 Grove Circuit  
Lake Illawarra NSW 2528

### Albion Park / 16 villas

7-19 O'Gorman Street  
Albion Park NSW 2527

### Figtree / 39 villas

69 O'Briens Road  
Figtree NSW 2525

### Albion Park Rail / 64 villas

2 Pine Street  
Albion Park Rail NSW 2527

### Queanbeyan / 59 villas

18 George Street  
Queanbeyan NSW 2620

### Bundanoon / 12 apartments

20 Hill Street  
Bundanoon NSW 2578

## Support Services

### Administration Centre

2 Pine Street  
Albion Park Rail NSW 2527

**Phone:** 1800 626 670 or 02 4257 4257  
**Fax:** 02 4257 4232

### Illawarra Auxiliary Op Shop

George Street  
Warilla NSW 2528

**Phone:** 02 4296 3794

### Property Services depot

121 Industrial Road  
Oak Flats NSW 2527

For every type of care an  
older person may need...  
call us freecall 1800 626 670

**Contact details**

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