

Towards 2030

Strategic Plan



Warrigal

Inspiring communities
for older people

Our Purpose

Why we exist

So that older people can live their best lives, on their terms.

Our Role

What we do

We support older people to create the connections and communities they love.

Our Value Proposition

Our commitment to older people



Our customer's homes become more than just accommodation



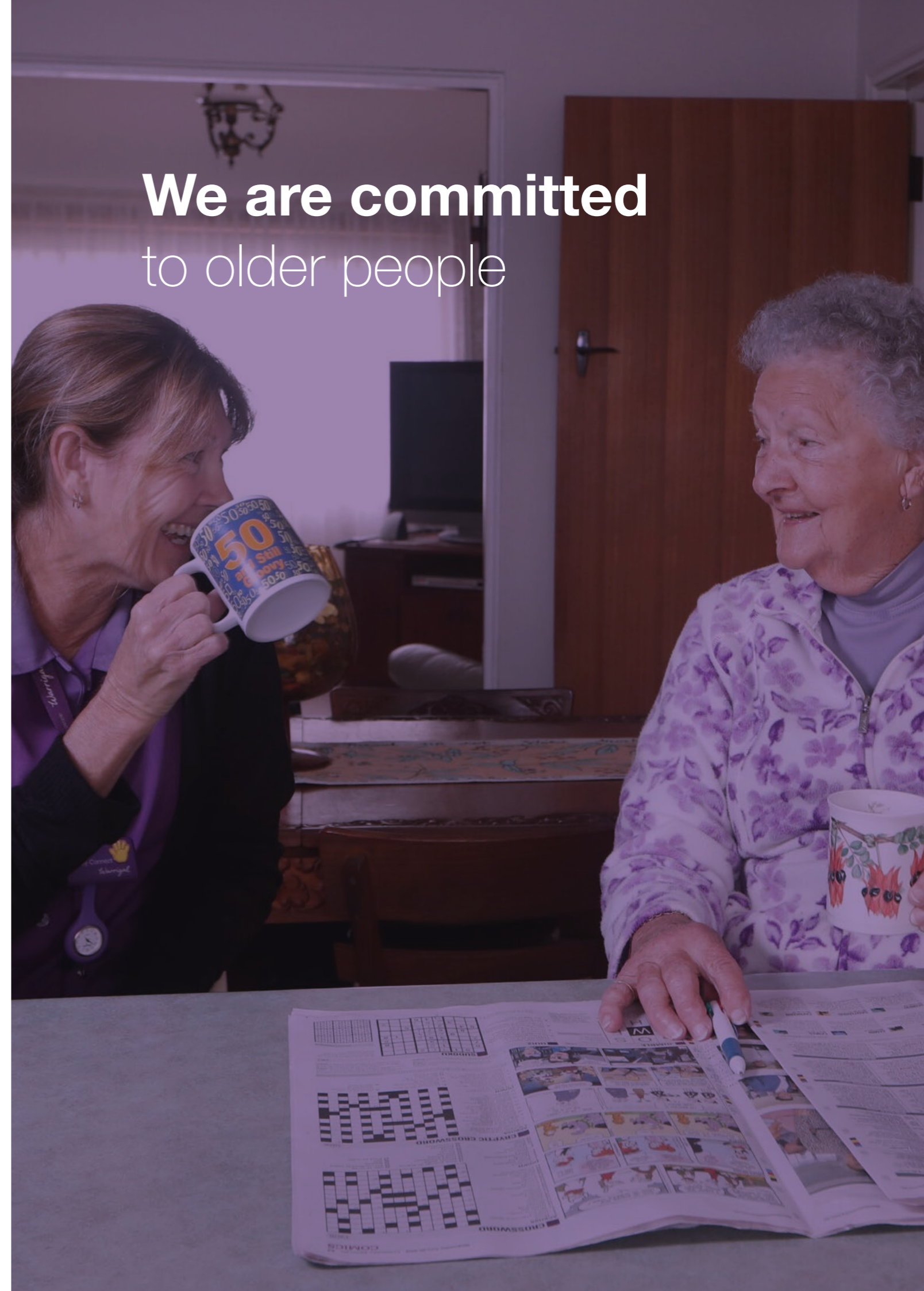
We build relationships with people and between people



We can be trusted because we are real people in the community



We might be big, but we create a local feel at every place



We are committed to older people

Our Service Principles

How we do what we do

When we develop, operate or improve our services, we consider the seven things that matter to our customers and their families.

1	Relationship-based respect and support by very good people
2	Access to support when and where they need them
3	Highest possible quality services, above the minimum compliance
4	Choice to live at their home, or our home, amongst family and friends
5	Long-term sustainable purpose, finances, people and environments
6	Innovative and improving services and places
7	Transparent reporting to our customers, their families, and our communities

Inspiring people and inspiring stories

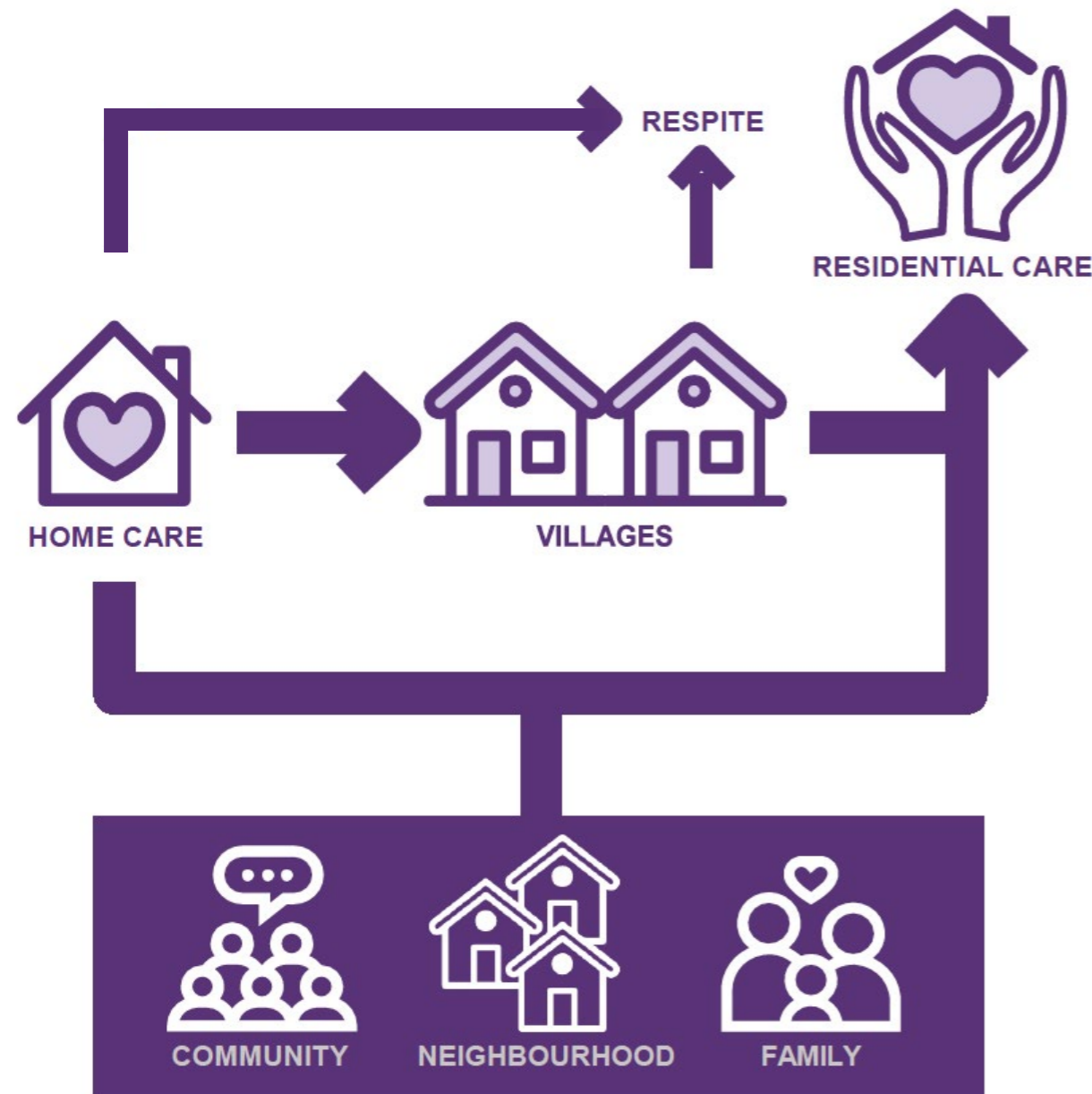


Our services scope

Our service offerings

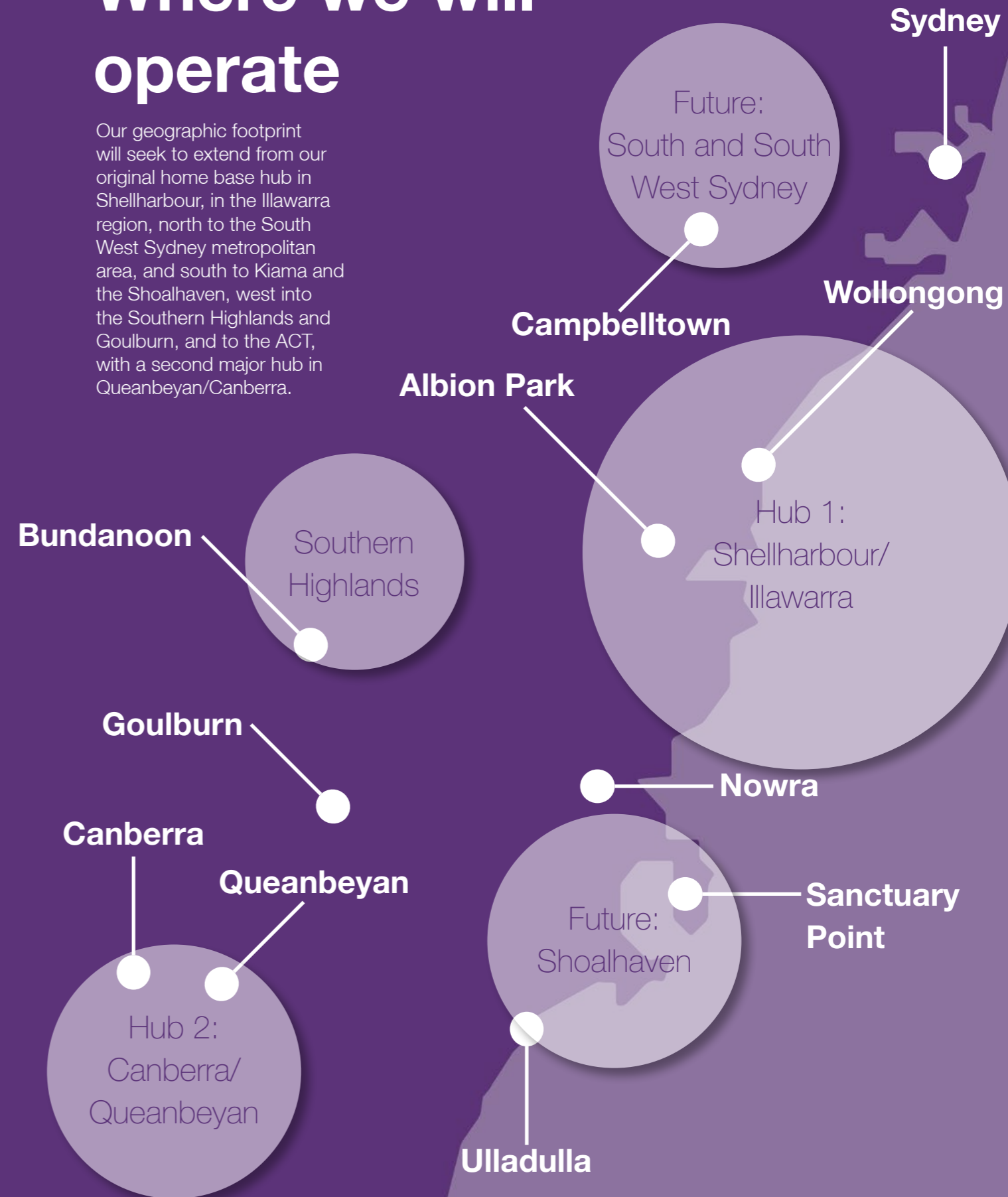
Our model is based on 'hubs' and 'clusters' comprising residential care hubs from which home services are delivered, with nearby community villages. A cluster comprises:

- Residential care homes, with around-the-clock care and services tailored to residents needs.
- Community Villages that offer residents live a fulfilling and stress-free lifestyle in a peaceful, secure village environment, surrounded by friendly neighbours and supportive staff.
- Home Services, where assistance is tailored to make life at home safer and more manageable.



Where we will operate

Our geographic footprint will seek to extend from our original home base hub in Shellharbour, in the Illawarra region, north to the South West Sydney metropolitan area, and south to Kiama and the Shoalhaven, west into the Southern Highlands and Goulburn, and to the ACT, with a second major hub in Queanbeyan/Canberra.



The sector is evolving

Aged-care demographics in Australia are changing

As Australians live longer, the prevalence of frailty and complex care needs in later life is increasing. The old-age dependency ratio is expected to rise from **26.6% in 2022 – 23 to 38.2% by 2062 – 63**, and the number of **people over 80** is projected to **triple to over 3.5 million in the next 40 years**. Government spending on aged care is set to **grow from 1.1% of GDP in 2021 – 22 to 2.5% in 2062 – 63**. The demand for home care is also surging, with an **annual increase of 44,000 participants, reaching almost 2 million by 2042**. Considering these changes, there is a need for continued focus on financial stability and efficiency in the aged-care sector as expectations for quality care continue to rise.

Conversely, the proportion of individuals over 65 relying on the Age Pension is expected to **decrease by 15% by 2062 – 63**. This shift will result in fewer full-rate pensioners, with more individuals receiving a part-rate pension due to increased income and asset accumulation. Over the next two decades, a substantial increase in superannuation balances at age 85 is also anticipated, indicating a larger population with significant financial resources. Strategic planning and sector collaboration are crucial if Warrigal is to meet the high-quality aged care needs of older people, whilst also remaining a sustainable and viable organisation that is committed to its vision and values.

Seven growth principles

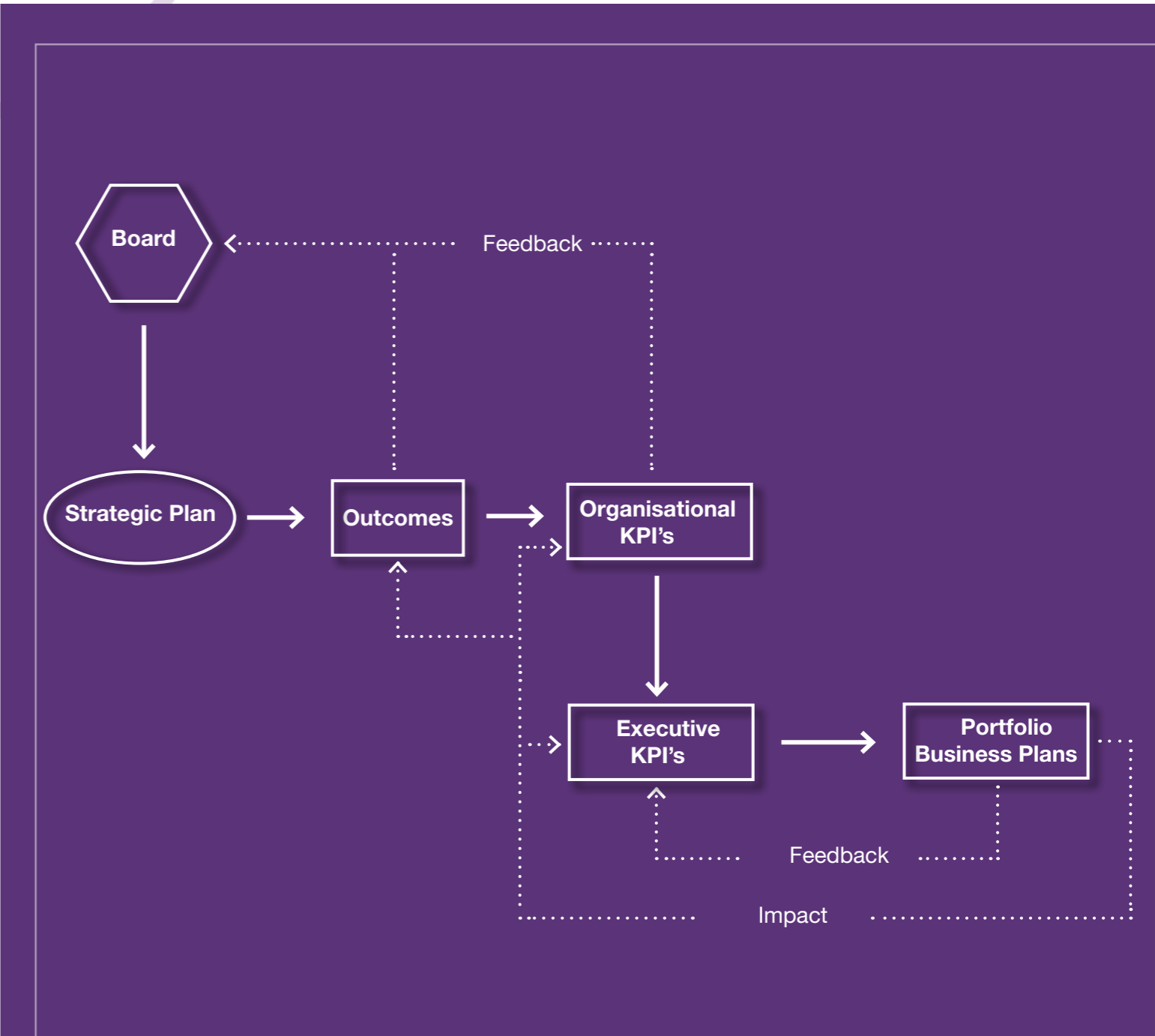
As we continue to grow our services we will adhere to seven principles, ensuring they prioritise the best interests of our residents and align with our vision and values.

1. **Service Diversity**
More of all service types in each location, especially villages and home care.
2. **Seamless Integration**
So people can easily transition through our services as they get older.
3. **Quality Staff and Volunteers**
Attraction & retention by growing our own experts and professionals.
4. **Innovative Tech Solutions**
So care services are enabled and business processes are more efficient.
5. **Social License Sustainability**
By never forgetting our mission, values and history.
6. **Intentional Culture Maintained**
Leadership development of our managers, nurses, staff and volunteers.
7. **Capability**
Enhanced support service functions ready for service support, improvement and growth.

Towards 2030

Workflow, feedback and continual improvement with Warrigal

The workflow starts with our strategic plan, which sets our goals. These goals become our **Organisational Key Performance Indicators (KPIs)**, guiding our actions. From there, **Executive KPIs** are set, guiding our leadership's decisions. Each business plan is aligned with these Executive KPIs to meet our overall goals. **Feedback** flows throughout this process, from **business plans** to **Executive KPIs** and back to the **Board**. This feedback loop ensures that our strategic goals are met through day-to-day operations, creating a cycle of goal-setting, action, and informed decision-making.



Strategic Direction 1: Customers matter

Our customers will have confidence in us

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

Our customers in 2030 are more likely to:

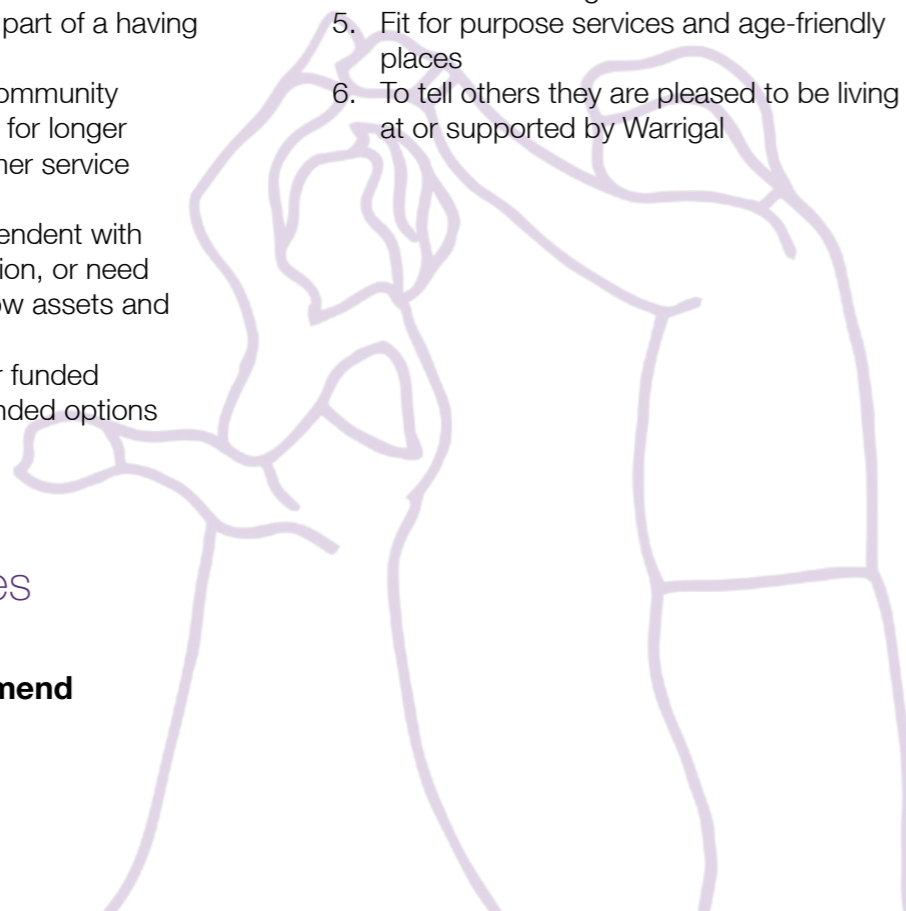
1. Live longer and be a much larger number and ratio of the general population
2. Be increasingly differentiated in their identities and lifestyles
3. Have greater prevalence of dementia and other chronic illnesses
4. Be from more cultures and other diverse backgrounds
5. See mental wellness as a part of a having a 'good life'
6. Want more connection, community participation and purpose for longer
7. Have much higher customer service expectations
8. Be either financially independent with a house and superannuation, or need financial support due to low assets and income
9. Have more control of their funded services, including self-funded options

What we want for our customers:

1. The ability to choose best-fit options on their own terms
2. A sense of belonging to and connectedness with the community
3. More choice and better services to meet their needs
4. Services that are relevant to their diverse needs and backgrounds
5. Fit for purpose services and age-friendly places
6. To tell others they are pleased to be living at or supported by Warrigal

Strategic Outcomes

1. Quality of life
2. Willingness to recommend



Organisational Key Performance Indicators (KPI's)

KPI	Applies to	Minimum	Target	Reporting Time Frame
Self-Reported Survey Results by Service	All services	55	65	Quarterly
Customer Net Promoter Score (cNPS)	Home Services	58	70	Annually
Customer Net Promoter Score (cNPS)	Villages	30	40	Annually
Customer Net Promoter Score (cNPS)	Residential Care	30	45	Annually



Strategic Direction 2: High quality integrated services

Our services are seamless and of the highest quality

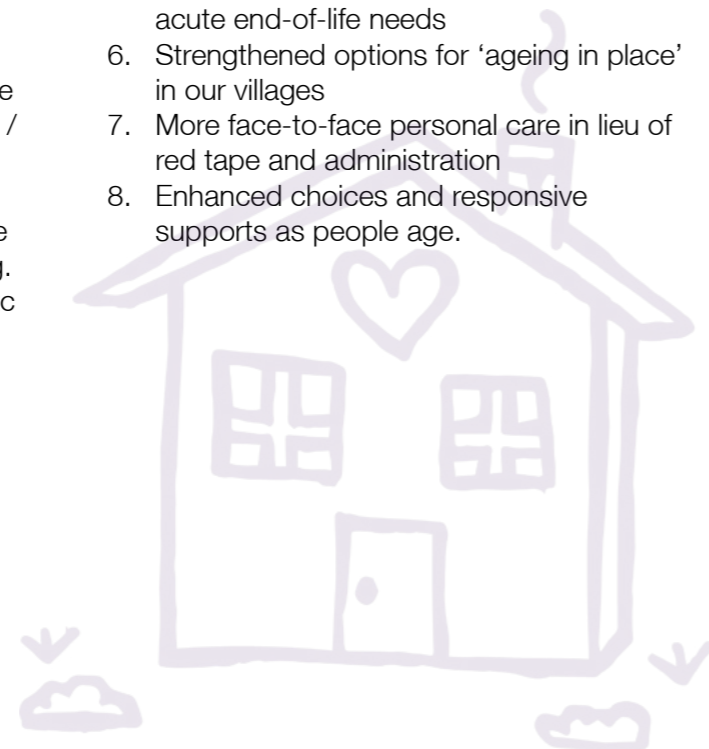
Our intent: We will offer a wide range of services, within different environments, and high quality tiered (base + self-funded) support and service models. We will provide significant support systems in people’s homes including in community villages, while ensuring that those in residential care have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

Our services in 2030 are more likely to:

1. Be delivered in people’s own homes for longer
2. Be in residential buildings that are either in connected community villages or in care homes with a range of hotel style services all under the one roof
3. Offer residential care options that are similar to sub-acute care e.g. memory support, palliative care, infection control, etc
4. Be more demand driven with customer control and multiple turn on/turn off options
5. Include ancillary services and value-adds like pharmacy / medical / allied health / funerals / quality of life exercise add-ons
6. Be a mix of Warrigal services with some outsourced services some as fee-for-service
7. Use more technology solutions and aids e.g. robotics, smart beds, hand-held devices, etc
8. Meet more stringent standards and compliance requirements

What we want for our customers:

1. Comprehensive care options, reflecting each local community’s needs
2. Choice and continuity of care through all the stages of ageing
3. Enhanced mental wellness, resilience and quality of life
4. Certainty in a post-pandemic normalised world
5. Services that are relevant for those with acute end-of-life needs
6. Strengthened options for ‘ageing in place’ in our villages
7. More face-to-face personal care in lieu of red tape and administration
8. Enhanced choices and responsive supports as people age.



Strategic Outcomes

1. Utilisation
2. Accreditation outcomes
3. Star ratings

Organisational Key Performance Indicators (KPI)

KPI	Applies to	Minimum	Target	Reporting Time Frame
Percentage of funding unused	Home Services	13	8	Monthly
Service occupancy	Residential Care	93%	95%	Monthly
Time to fill new developments	Villages	6 months	4 months	Ad-hoc
Reduction of unmet requirements	All Services	25	15	6 Monthly
Average 3 star across Warrigal	All Services	3	4	Bi-Monthly



Strategic Direction 3: Workforce (including volunteers)

People are capable and engaged

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

Our people in 2030 are more likely to:

1. Be older on average, owing to an increased retirement age
2. Be harder to find due to a lack of supply to meet carer and RN minutes per day
3. Be from diverse backgrounds and include many more overseas workers
4. Want mental wellness and psychological safety in the workplace
5. Cost more as staff costs are rising at much higher rates than funding indexation rates
6. Work remotely at times with technology aids and more flexibility
7. Want to work for 'for purpose' organisations with a culture they trust
8. Want red tape reduced (by 30%) and better technology efficiencies for their tasks
9. Want greater volunteerism, especially from young teens and older retirees
10. Be challenged by the physicality of work and need more automation assistance

What we want for our customers:

1. An engaged and capable workforce
2. Staff who embrace and apply 'The Warrigal Way' culture
3. Staff delivering consistent high quality care
4. Staff who are loyal and stay with us for their career
5. Staff and volunteers who work productively and collaboratively
6. Staff who are agile and flexible and regularly change



Strategic Outcomes

1. Supply our own staff
2. Willingness to recommend

Organisational Key Performance Indicators (KPI)

KPI	Applies to	Minimum	Target	Reporting Time Frame
Percentage of Warrigal staff on shift	All Services	95%	98%	Monthly
Employee Net Promoter Score (eNPS)	Organisation	30	50	Annual



Strategic Direction 4: Growth

Our organisation is sustainably growing

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

Our organisation in 2030 are more likely to:

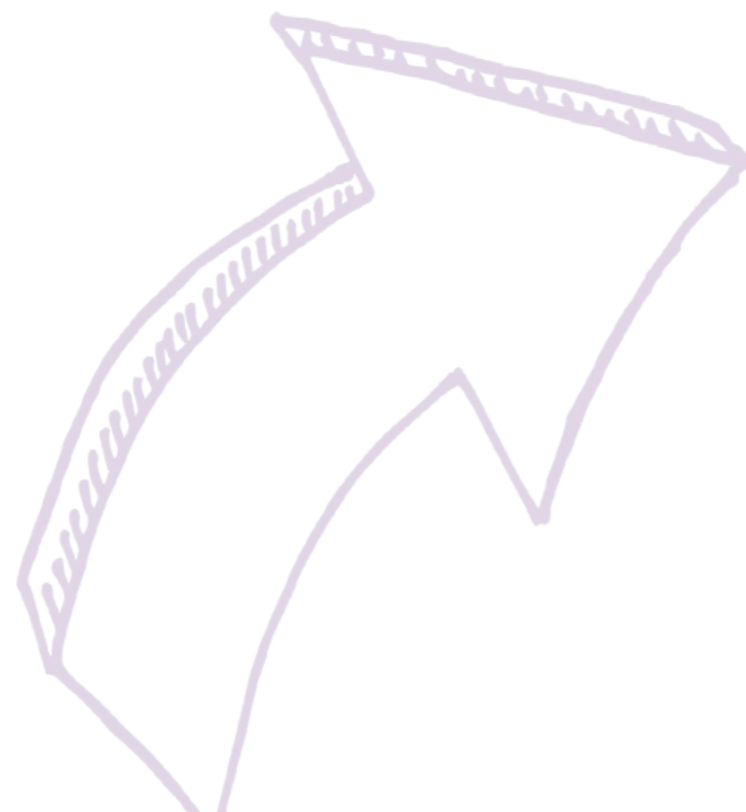
1. Be required to have greater transparency in reporting, including quality indicators and results
2. Be part of a consolidating sector where successful providers will be fewer and larger
3. Have a continual development, redevelopment and M&A expansion plan
4. Rely more on technology to drive effectiveness and efficiency
5. See Government unwilling (and unable) to fully fund costs of aged care
6. See the cost of housing and building rising disproportionately to CPI
7. See Government paying for basic 'safety net' care with consumer charges funding most / all value-added additional services

What we want for our customers:

1. Seamlessly integrated processes across all service types and regions
2. To be financially sustainable, with reinvested sustainable profits
3. Be environmentally responsible, with minimal carbon footprint, energy costs and waste
4. Use our asset position wisely to maximise services impact
5. Be ethically governed, in the interests of our customers and communities

Strategic Outcomes

1. Financially self-sustaining services
2. More people served



Organisational Key Performance Indicators (KPI)

KPI	Applies to	Minimum	Target	Reporting Time Frame
EBITDA/BED (Excluding Overheads)	Residential Care	\$15,000	\$17,000	Monthly
Development Margin	Villages	10%	15%	Ad-hoc
Package Growth	Home Services	15%	22%	Monthly
Operating Result - Revenue Margin	Whole Organisation	1%	5%	Monthly
Number of People	Home Services	1552	1593	Monthly
Number of People	Villages	513	600	Monthly
Number of People	Residential Care	1450	1550	Monthly



Towards 2030

Strategic Plan and Accelerant Goals

Warrigal

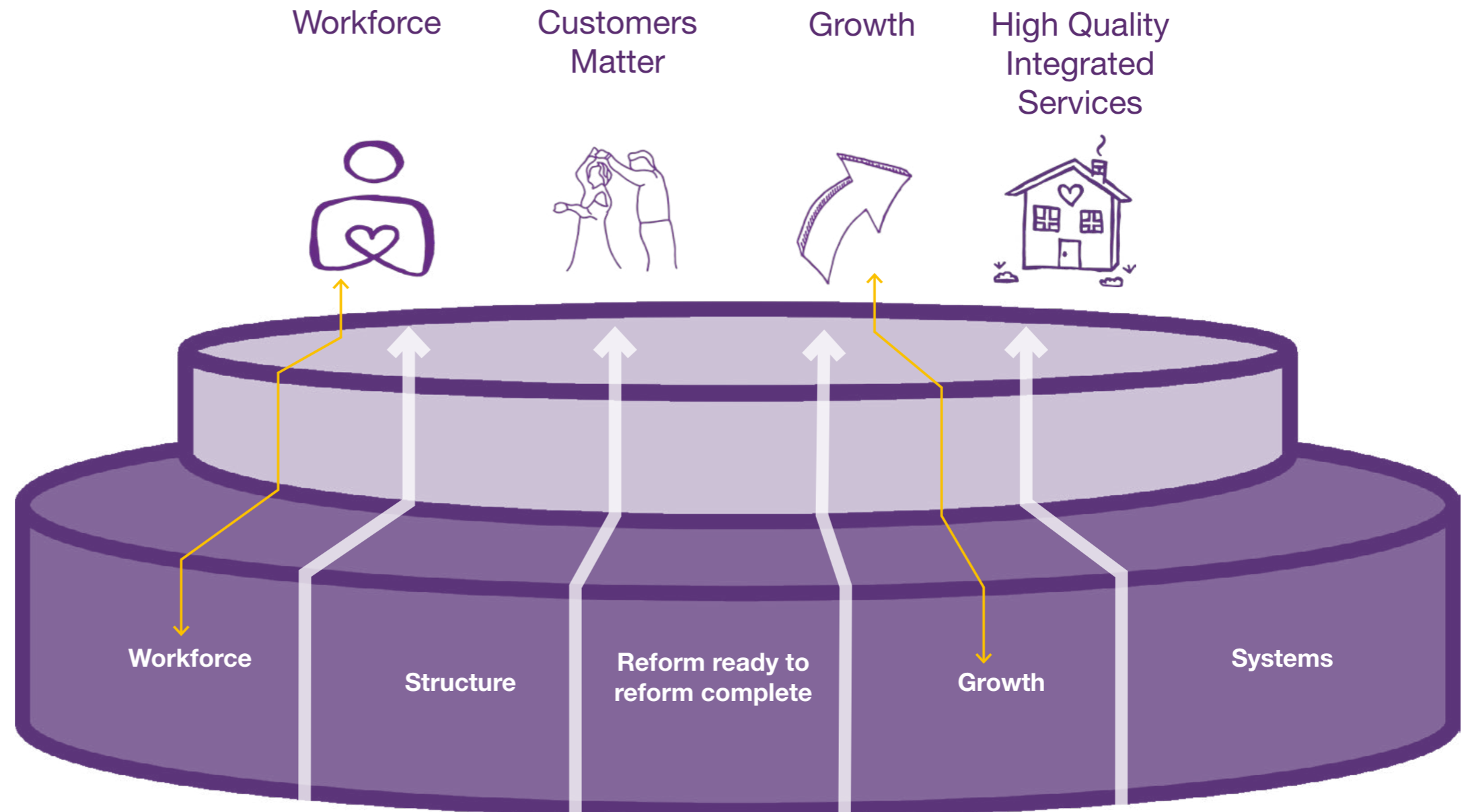
Goal: We are an employer of choice

Goal: We are structured for success

Goal: We have implemented all reforms authentically

Goal: We have a clear pathway for growth

Goal: Our systems enable our strategic success





Warrigal

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