



Carrington

LIVING • CARE • COMMUNITIES

enabled to care



Annual Report **2019-2020**

A full-page photograph serves as the background. It shows a woman on the left wearing a blue surgical mask, a white shirt, and a dark cardigan. She is holding a small sign that says "KEEP CALM AND GO WHITE TEAM". To her right, a man is sitting in a wheelchair, wearing a black helmet, a black t-shirt, and tan shorts. He is smiling and holding a small, patterned dog. They are outdoors on a paved path with trees and a brick building in the background. An orange traffic cone is on the ground near the wheelchair.

Who we are

Carrington is a not-for-profit aged care provider located in the Macarthur region of Sydney that integrates home care, retirement living and residential care on its vast site of 450 acres. This model of care has been a great advantage to delivering services and ensuring continuity of care.

Built on a long-standing tradition of service spanning 130 years, Carrington is committed to providing holistic person-centred care that demonstrates its compassion, integrity and sensitivity.

Carrington's organisational culture is underpinned by a desire to treat every consumer with dignity, respect and kindness, and encourages consumers to actively participate in making choices regarding their care.

Carrington's integrated services work with all consumers to understand their needs, identity, culture and diversity. Carrington strives to bring joy and meaning to the lives of our consumers and support ageing well.

Contents

Who we are	2
Chairman and Chief Executive Report	4
Our Achievements in 2019 - 2020 at a glance	6
Our Vision Mission and Values	7
Overview of Financial Results	8
Carrington Systems Transformation Program	10
Our Executive Leadership Team	12
Our Care Services	14
Our Volunteers	18
Highlights for Pastoral Care	19
Community Engagement and Carrington Services and Events	20
Hotel Services	21
Our Community Care Services	22
Our People and Culture	24
Special Recognition Awards	27
Our Village Services	28
Our Board of Directors	30
Directors Report	32

Chairman and Chief Executive Report



Alek Jankowski
Chairman



Raad Richards
Chief Executive

"The commitment of our dedicated and compassionate staff was excellent during the pandemic, and for that we are really grateful."

The 2019/2020 year has been a year of significant disruption in many ways.

The financial year began with a severe drought experienced across New South Wales. Our local catchment areas were also affected.

Carrington's staff and residents were at the forefront of providing financial assistance to our local farmers. The final amount raised, which was matched by Carrington, amounted to \$22,000.

During the summer of 2019, New South Wales was hit by fires mainly in the southern parts of the state, but we also had our share of serious fires in South Western Sydney.

These fires impacted heavily on some of our staff who were busily protecting their homes.

At Carrington, as our facilities are located within bushland areas on our campus, we had our Bushfire Plans on alert and ready to be activated.

In February 2020, the unexpected COVID-19 coronavirus hit our beautiful country and indeed the world.

Since the beginning of the Coronavirus outbreak, we have all been informed about the signs and symptoms to look out for. Things like shortness of breath, fever and flu-like symptoms have been on the global radar since March 2020.

Our team, once again rose to the important task of ensuring our residents and staff remained safe and well throughout this pandemic.

The COVID-19 Management Plans were developed, stringent

infection control measures were implemented in our facilities and the weekly communication with residents, families and staff were put in place and are continuing.

Throughout this period our residents have been enjoying increased levels of activities and were provided with additional technology to assist in communication with their families.

The commitment of our dedicated and compassionate staff was excellent during the months of the pandemic to June 2020 and for that we are really grateful.

The Carrington team is very heartened and appreciative of the messages of support they have received during the months of the pandemic.

Carrington Strategic Plan

Whilst the debate about the Aged Care Sector, both in the media and also at the political level has been ongoing, our leadership team has been strongly focused on ensuring that Carrington delivers the best possible care to our residents in the aged care facilities, residents in retirement living and our clients in the wider community.

In February 2020, the Board and Management team conducted a comprehensive review of Carrington's strategic plan which resulted in a new set of strategies that build on our current direction.

- The focus on ensuring that consumers (Residents + Clients) and their families are kept informed at all times through very clear communication channels;
- The focus on ensuring that the Aged Care Standards are not only met but exceeded at all levels to ensure that residents, clients and families expectations are met;
- The focus on our staff and their development continues to ensure we have a team of people who are knowledgeable and competent to deliver our services;
- The focus on investing in modern technology and infrastructure to ensure that our staff have the best possible access to information, assisting them in delivering our wide range of services efficiently;
- The Master Planning and Design of a new retirement and aged care village at our 5 Smalls Road site was completed as you will read elsewhere in this report;

- The focus by the Board and Management on our Governance continues to strengthen through the development of our Risk Register, Pandemic Plans and governance documentation to guide the Board and Management in steering Carrington well into the future.

Carrington, irrespective of the challenges that are experienced now and into the future, is committed to serving our community in Camden and the greater Macarthur region through excellence in service, while maintaining a culture of respect, dignity and personal choice.

This can only occur by building a committed team of staff, providing them with the latest knowledge and professional development, to deliver better care for our residents and clients. Recognising good work and providing staff with promotional opportunities is fundamental to building a better organisational culture.

We are also committed and grateful to our team of volunteers who provide a lot of hours of service to our residents and assistance to our staff, and for that we are extremely grateful.

We thank our community and the families of our residents for their support and encouragement.

Finally, the Board and Management are very cognisant of the importance of the next 12 months in determining the future of aged care in Australia.

The Government's actions in response to the Royal Commission's recommendations, due in February 2021 will largely define the future of aged care

and services available for years to come.

We are very confident about the future of Carrington in a changing world of Aged Care.

"Always maintaining a culture of respect, dignity and personal choice."

Our Achievements in 2019-2020 at a glance



Completion of the Master Planning of the Smalls Road Site (Carrington Park). A concept Masterplan Development Application has been submitted to Camden Council for approval.



Design documentation for Riverview Assisted Living Apartments was completed and construction tender also completed with Richard Crookes Construction being appointed. The construction of the Riverview Assisted Living Apartments commenced in August 2020.



Implementation of a very successful and strategic Pandemic Plan with a high level of infection protection and control aimed at keeping our residents and staff safe.



Strengthening our governance through a revised strategic plan, development of a risk register with risk identification and mitigation across Carrington and commencement of the development of a Governance Manual.



Continuing to build our systems with further development of EPICOR Financial System enhancing our Customer Management System and Financial Reporting System.



Completion of the implementation of the Carrington Telephony System utilising internet (VOIP) and modern communication technology.



Commencement of negotiations for a new Enterprise Agreement which will further enhance recognition of our staff and building on our current positive culture.



Expanded and improved activities for our residents during extended period of visitors restrictions and improved communication with residents



Our Vision Mission and Values





Our Vision

“Carrington aspires to be the provider of choice which enriches and enables the quality of life for all people in our community.”

Our Mission

“We help you achieve well-being and fullness of life.”

Our Values

C	A	R	E
Considerate	Attentive	Responsive	Excellence
Involves showing concern for the feelings and well-being of others. <ul style="list-style-type: none">• Sensitive• Respectful• Mindful• Understanding	Involves paying thoughtful attention and being alert to the needs and wants of others. <ul style="list-style-type: none">• Aware• Observant• Listening• Interested	Involves being prompt and proactive in making things happen. <ul style="list-style-type: none">• Reliable• Timely• Effective• Response-able	Involves providing a seamless experience where the highest of standards are consistently maintained. <ul style="list-style-type: none">• Quality• Compliance• Innovation• Benchmarking
			



Overview of Financial Results

Carrington (Centennial Care) delivered a consolidated Net Result of \$3.5 million before interest and depreciation for the year ending 2019/2020, including non-operating income.

During the year the business experienced a number of changes that impacted on the Net Result; the highlights included increase in Residential average occupancy levels, and the government ACFI funding and increase in staffing to reflect the acuity of consumers in care.

Additional costs that have been and are continuing to be incurred by the aged care sector since the COVID-19 outbreak have been offset by the additional Government COVID stimulus funding.

The other major impact on the business was Carrington's continuing investment into IT systems and the Systems Transformation Program which is covered in this report.

Statement of Profit or Loss and Other Comprehensive Income

Revenue

- Overall revenue increased by \$2.7m during the year to \$41m (2019: \$38.2m)
- Revenue from Residential Care increased by 6.7% due to the high level of demand for residential places, an increase in Government ACFI Funding, and COVID stimulus funding to recognise the additional costs that have been and are continuing to be incurred by the aged care sector since the COVID-19 outbreak.
- Revenue from In Home Care increased by 12.5% mainly

Principle Services %

Revenue for principle services



due to the DoHA decision to allow flexible service arrangements for CHSP providers during the second half of the financial year.

- Retirement Village Revenue increased by 5.5% mainly due to change in resident mix and CPI increase

Expenses

Expenses excluding depreciation was \$37.9m which represents an increase of \$2.3m from last year. The cost increase is attributable to the Labour and other operational costs associated with the increase in occupancy levels in Residential Care and the additional costs that have been and are continuing to be incurred by the aged care sector since the COVID-19 outbreak. Despite such an increase on last year, we are continuing to achieve success through operational efficiencies being implemented in parts of the business.

This includes efficiencies gained from the implementation of our digital transformation program.

Statement of Financial Position

Assets

Total assets decreased by \$2.5m (-1.4%) to \$175.7m primarily due to net reduction of the non-current assets of the business.

Liabilities

Liabilities slightly increased by \$0.5m primarily due to income or funding received in advance to be recognised as revenue in future periods, or refunded as appropriate.

Cash Flow

Cash reserves decreased by \$3.6m this year mainly due to the current economic climate.

Long Term Financial Sustainability

There are continuing plans to grow our services for residential care and retirement living in the next five years to meet future population demands through projects to expand our buildings and infrastructure on our Camden sites, which recently included the commencement of construction of the new Assisted Living apartment building, Riverview.

We have also seen gradual releases of In Home Care government packages, and the DoHA decision to allow flexible service arrangements for CHSP providers.

Ongoing reviews of staff rosters, maximising ACFI revenue, operations and reviewing supplier contracts will be key drivers for our managers to achieving best practices and efficiencies.

We continue to monitor the COVID-19 outbreak, and continue to make ongoing decisions on access to the facility, which reduce the risk of any potential risks to the wellbeing of our residents and staff.

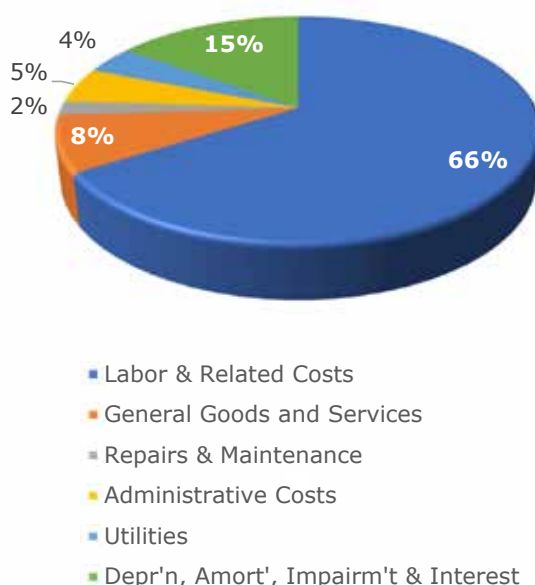
Performance Management

Carrington monitors financial performance through reporting of Key Performance Indicators against set budgets and benchmark data (Stewart Brown Financial Services).

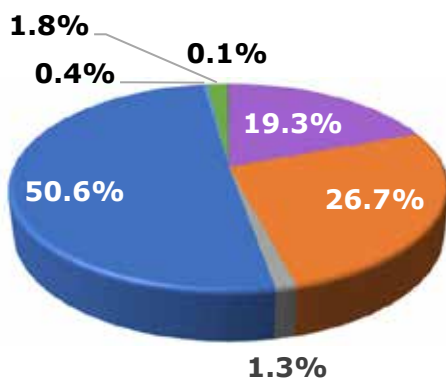
Industry best practice is referred to when planning for the future. The feedback from resident, client and staff surveys are evaluated to improve the quality and standard of services. Other sources of feedback and guidance have been our participation in committees of the Leading Age Services Australia (LASA), our peak industry body.

Carrington management regularly monitors staff rosters against needs of our consumers, and as a consequence reassess the current needs in order to submit additional information to the DoHA to ensure we are maximising ACFI revenue.

Expenses



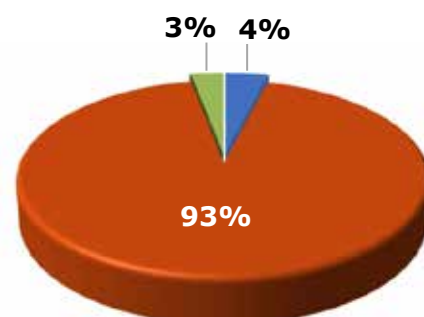
Assets



- Cash & Cash equivalent
- Other Financial Asset
- Investment property
- Other 0.1%

- Trade & Other Receivables
- Property, plant & equipment
- Intangibles

Liabilities



- Trade & Other Payables
- Loans & borrowings
- Employee Benefits

Carrington Systems Transformation Program

Carrington systems continue to evolve to meet the growing need for organisation transparency, complexity and efficiency. The tail end of 2019 saw the implementation of several new systems including DocStar and Epicor Data Analytics. We enhanced our core financial system capabilities by installing the latest features from Epicor.

This year we've completed a major deployment of our new phone system. These represent how new technology is encroaching on all aspects of the organisation. Technology is no longer a convenient add on, it is interwoven into the fabric of everything we do.

DocStar is used to automate our procurement process. It takes a soft copy of invoices, matches to a PO or payment authoriser and generates the payment entry in Epicor. This creates a clear audit trail of all actions so we're able to track any anomalies more accurately. Post analysis will help us make this process more efficient. All this information is accessible by everyone involved in the process.

Our initial adoption of DocStar uses a very small part of it's potential. The same principles learnt in procurement could be applied in a situation that relies on paper. For example contracts, forms and orders.

The IP Telephony phone system is another milestone in our technological advancement. Previously our call manager was onsite. The new system has two call managers in two different calls centres and primary + secondary network connections. All major components are fortified so a failure will not stop operations. And because these are fully hosted we're able to increase capacity simply without a large investment in infrastructure. The new system is a more appropriate design for Carrington's current requirements and the perfect platform to accommodate requirements well into the future.

All of these systems bring large amounts of data which has advantages but if we can't analyse and interpret to drive actions it will have no value.

Epicor Data Analytics (EDA) will be our primary tool to help navigate the modern day dilemma of big data. The original deployment of EDA focused on data from Epicor and financial information. We have collaborated with industry experts to help refine the datasets used for this information. We've started to develop an information framework for all aspects of the business. Through EDA we can create a dashboard to display information in simple

indicators. This is an ongoing cycle of creating the dataset, analyse, action and repeat.

PainChek is a facial recognition system that detects unconscious muscle responses in the face to measure pain.

Pain assessments will be uploaded directly to our clinical system. This should provide a more accurate and consistent evaluation, in particular for our nonverbal consumers.

Carrington will be part of a Government grant which will absorb the cost of PainChek for the first 12 months.

It is scheduled for deployment in the 4th quarter of 2020.

COVID-19 Response

During these unprecedented times, technology was able to play it's part to keep communication open and employees online.

Each facility has been supplied with several Samsung tablets for video calls. This allows consumers to have some virtual face to face time with their families. This was set up quickly in response to restrictions on visitations.

It was a great demonstration of professional teamwork between several different departments to organise technology, train how to use, communicate with families and set a process to schedule appointments.

Collaboration between staff and third party vendors has seen significant changes recently. To navigate these changes we've improved our video conferencing hardware in Carrington House meeting rooms and have made better use of Microsoft Teams to facilitate meetings online. Teams is a communication utility that allows you to connect with individuals or a group.

During the lockdown period it became necessary for a large number of employees to work from home. Our fully hosted email system was already well set up for this situation so Carrington staff could access emails from their home internet connection.

To further enhance our capabilities we were able to quickly increase capacity for the number of employees with remote access. This allowed a large number of administration employees to work from home with similar functionality to what they would have in the office.

KPI Reporting

As part of our Business Intelligence (BI) program we developed several automated reports that utilise data from our core systems. These reports are used to reinforce business processes and were previously created manually. By automating the reports we have saved valuable employee time and ensured the data integrity.

As a continuing effort to increase visibility of organisational performance these reports will be added to EDA with simple visual indicators and cross referenced with internal benchmarks and industry best practice.

The Carrington website is being invigorated with an exciting new look. The new site will be cleaner and easier to understand from the perspective of a client that is new to aged care. This site should also be more visible from search engines. The goal is to attract more customers to the site, give them a taste of the culture and beauty of Carrington, then match them with an appropriate aged care guide.

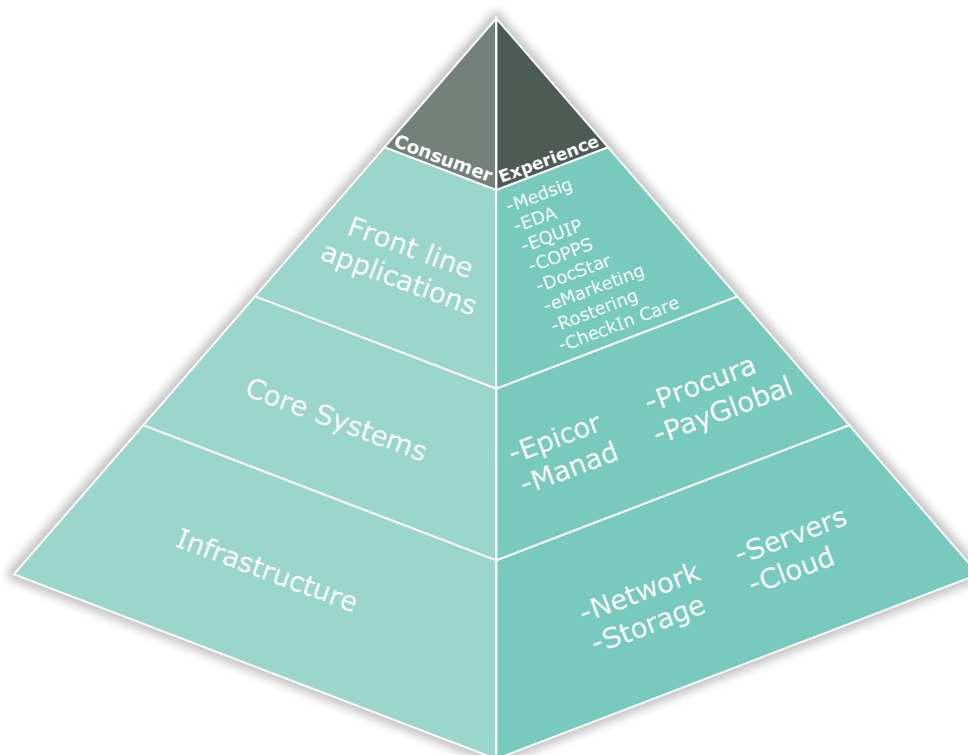
Carrington has commenced the implementation of an electronic centralised staff rostering system (RITEQ). This system will go live in the last quarter of 2020 which will make staff rostering far more efficient within our residential care facilities and hospitality service.

The efforts of the past few years are coming into focus. Now we have a clear picture of our technology direction.

Like all aged care facilities, Carrington is feeling the growing weight of expectation from governing bodies which has been compounded by recent events with COVID-19.

Carrington has seized the opportunity to rise above these expectations by embracing technology. The lessons learnt during this time will prove invaluable during our day to day and in any other Business Continuity situations.

Our systems consist of process, technology and people. By continuing to enrich all of these elements we can alleviate the pressures of compliance until they become a trivial part of a carers day. Then they can remain focused on enriching consumer experience.



Our Executive Leadership Team



Raad Richards

Chief Executive

2004 – Current

Qualifications:

Business Administration (BBus), Industrial Relations and Human Resources (Graduate Diploma), and Master of Health Planning (MHP).

Career History:

Raad has had over 40 years' experience in health and aged care services in New South Wales. Prior to joining Carrington in February 2004, Raad occupied a number of senior executive positions in the NSW Health System.

Raad has extensive involvement at Board level in various professional and community organisations, including: Past President and life member of the Australasian College of Health Service Management, (NSW Branch); Board Member of Unity Bank; Chairman, Creating Links Community Services; Deputy Chair Leigh Place (aged care organisation) and Chair of Leigh Place Property and Development Committee; Board Member Meaningful Ageing Australia.



Greer Jones

Executive Manager Residential Care

2009 – September 2020

Qualifications:

Registered Nurse, Registered Midwife and has a Masters in Management.

Career History:

Greer has been a Registered Nurse for 50 years and has held various positions in Health Services; Commissioned Maternity Services, Campbelltown Hospital 1985; Deputy Director Nursing, Camden Hospital 1995; Director of Maternal and Child Health, Macarthur Health Services; Director of Nursing, Acute Care, Macarthur Health Services.

Greer has held management and executive management positions in Aged Care since 2005. Greer was part of the commissioning team responsible for Paling Court Aged Care facility.



Mark Tutt

Executive Manager Business Operations

2012 – Current

Qualifications:

Master of Business Administration, Graduate Certificate in OHS and Diploma of Facilities Management.

Career History:

Mark has over 16 years' experience in the aged care industry and has occupied a number of senior positions, including direct management of operation and business improvement for Retirement Villages, Aged Care Facilities, Respite Day Care, Community Care and related Health Care Services.



Mauricio Cordoba

Executive Manager Finance and IT

2018 – Current

Qualifications:

Bachelor of Commerce (Accounting), Associate Diploma of Accounting, CPA Member.

Career History:

Mauricio has an extensive range of experience in senior finance and operations executive roles. He is highly skilled in analytics, overseeing day to day commercial operations, providing business planning, and management reporting. Mauricio enjoys leading and mentoring his team members.



Vicki Martins

Executive Manager Community Care

2013 – Current

Qualifications:

Diploma of Applied Science (Nursing).

Career History:

Vicki has worked in various positions in Aged Care since 1987.

Vicki has been working at Carrington since 2013, her first position being Respite Assistant and Relief Coordinator and then Community Care Case Manager.

Vicki was appointed to the position of Senior Case Manager in 2016, and then to the position of Executive Manager Community Care in October of 2017.



Steve Nielsen

Executive Manager People and Culture

2019 – Current

Qualifications:

Bachelor of Arts (Psychology), Graduate Diploma in Educational Psychology, Graduate Diploma in Human Resources and Industrial Relations.

Career History:

Steve has over 20 years' human resource management experience, spanning across multiple industry sectors; from small to medium local enterprises to major global corporations.

Prior to joining Carrington, Steve managed large and complex business transformation projects in Finance, Banking and Insurance. Before that, he held senior HR leadership roles in Pharmaceuticals, IT as well as in the private sector. Earlier in his career, Steve established and managed his own HR Consulting and Registered Training Business.

Our Care Services

The second half of 2019/2020 was a challenging time for our Care staff as Carrington and indeed the aged care sector was faced with the COVID-19 Pandemic.

Our Clinical Team guided by the leadership team, put all the appropriate measures in place to ensure the safety of our residents and staff. A comprehensive Pandemic Management Plan was developed, appropriate screening processes for residents, staff and visitors were put in place and continuing clinical education of our staff in infection prevention and control was ongoing for our staff.

These measures together with other plans including signed agreements with Faculties of Nursing at Western Sydney University and Wollongong University and also with TAFE Colleges at Bankstown and Macquarie Fields to utilise their third year students as part of contingency plans has ensured that Carrington's facilities remain COVID free and residents and staff remain safe at all times.

It is acknowledged that the months to June 2020 have been difficult for residents and families during periods where restrictions on visitors were in place. Compliance with directives from Federal and State Departments of Health has meant that we needed to implement these restrictions.

These measures around managing this pandemic will continue in 2020/2021 to ensure everyone remains safe.

Staff

There have been some staff changes for our senior nursing staff this year.

- Deborah Steele was appointed as the Clinical Manager, Grasmere Terrace in November 2019.
- Cathy Norton was appointed as the Care Services Manager, Grasmere Terrace in April 2020.
- Elizabeth Roodt was appointed as the Clinical Manager, Paling Court in November 2019.

Ongoing Education Opportunities

The 2019 Pilot project for the 12 month Certificate III Care Staff Trainee Program was very successful. Two trainees, Hayley Luc and Allison Gerada were nominated for the NSW Trainee of the year 2020 Sydney South West Region. Hayley Luc won this award and has progressed to the state category as a finalist.

The traineeship programme has continued for a new group in 2020 with ARC Training.

As part of our recruitment strategy, Carrington introduced a Registered Nurse new graduate program. Four (4) new graduate nurses commenced in September 2019. This program has also been successful and will continue with a new intake in September 2020 for 12 months.

These two programs have provided opportunities for some participants to obtain permanent positions within Carrington.

Carrington has continued to accept TAFE and RN students for clinical placement. We also welcomed Bankstown TAFE students to complete their clinical component of 120 hours, providing opportunities for future employment within the aged care setting.

Our Leisure and Lifestyle Cert IV course with Wentworth College has been maintained with staff developing further qualifications. The course has been conducted onsite with our staff attending after work.

Carrington's Clinical Educator has been making an extensive online education program available for Registered Nurses which assist in the continuing professional development required for individuals for their annual registration.

Access to Bridge eLearning was implemented and includes mandatory online training across the organisation and relevant to individual roles.

"The second half of 2019/2020 was a challenging time for Carrington as we were faced with the COVID-19 Pandemic."

Accreditation/Quality Systems

Our Mary Mackillop Facility was due for a 3 year re accreditation survey under the new standards in May 2020. However due to COVID-19 the Aged Care Quality and Safety Commission postponed the audit and the current Accreditation was extended to the end of 2020.

There have been no unannounced visits by the Aged Care Quality and Safety Commission in 2020. There has been a number of contacts via telephone, desktop audits and surveys in regard to outbreak and infection control readiness.

The Aged Care Quality Standards were implemented in July 2019. The eight standards are:

1. **Consumer Dignity and Choice**
I am treated with dignity and respect, and can maintain my identity. I can make informed choices about my care and services and live the life I choose.
2. **Ongoing assessment and planning**
I am a partner in ongoing assessment and planning that helps me get the care and services I need for health and wellbeing.
3. **Personal Care and clinical care**
I get personal care, clinical care, or both personal and clinical care that is safe and right for me
4. **Services and Support for daily living**
I get the services and supports of daily living that are important for my health and wellbeing and enable me to do the things I want to do.
5. **Organisation Service Environment**
I feel I belong and I am safe and comfortable in the organisation's service environment.
6. **Feedback and Complaints**
I feel safe and am encouraged and supported to give feedback and make complaints. I am engaged in the processes to address my feedback and complaints, and appropriate action is taken.
7. **Human Resources**
I get quality care and services when I need them from people who are knowledgeable, capable and caring.
8. **Organisational Governance**
I am confident the organisation is well run. I am a partner in improving the delivery of care and services.

Our Care Services Cont.

Resident Medication Management System

The Webstercare Medsig medication management is a computerised system with a tablet on each medication trolley to improve quality of medication administration. The system was implemented in 2019 and involved a training program for all medication competent care staff to administer medications.

Medication administration is delivered providing staff with more information and safety which has improved resident outcome. The system alerts staff with reminders for timeliness and additional information. Record keeping and documentation has improved and medication usage reports are readily available for analysis. This initiative has also reduced the amount of printing by Pharmacy for the signing sheets of each individual resident.

The Department of Health invited Carrington to participate in a trial of an electronic prescribing system for medications. This system is designed to provide timely communication between the medical officer, pharmacy and care staff for all changes to a resident's medication, dosage or schedule. A contract has been signed with the Department of Health in anticipation for implementation.

Research Involvement

Due to COVID-19 the planned research project from the MARCS institute for Brain, Behaviour and Development was postponed. Hopefully the project will be implemented at a later date.

The research to be conducted was Time Traveling with Technology, a program aimed at promoting engagement of residents and care staff/resident relationships through technology based reminiscence therapy.

Using a large flat screen TV residents in small groups of four will be taken to places of their past and places of interest using Google Maps and Google Street View.



Our Paling Court residents and staff on a trip to the Blue Mountains (Pre-COVID)

Student Placements

Many student placements were put on hold due to COVID-19 and reintroduced in July 2020. Nursing students from University, RTO's (TAFE, ARC) continue to gain experience in Aged Care at Carrington. This also provides us with the opportunity for future recruitment.

In collaboration with Carrington, Dr Alison Short from Western Sydney University has continued placement for final year Masters of Music Therapy Students, with three students who commenced in Semester 2 of 2019. This initiative has had a positive outcome for our residents in all the facilities.

Allied Health Services

Our Physiotherapy team have continued to achieve good results with an increase in the number of residents attending the Pain Management program. This year Carrington has been able to increase the Pain Management program for our residents from 32% to 49.6% with the assistance from physiotherapy and occupational therapy contractors. The program involves a 20 minute massage 4 days per week for each resident. Benefit to the residents include a reduction in pain and improvement in movement and mobility.

Our referral process for Podiatry, Dietitian, Speech Pathology, Occupational Therapy, Australian Hearing Services and Dental Services continue to enhance our resident's health care and provide positive outcomes. These services have been maintained throughout the COVID-19 Pandemic.

Partnership with Macquarie Fields TAFE Exercise students was also postponed due to COVID-19. The Allied Health Team and Lifestyle Team encouraged residents to enjoy a positive outcome with exercise.

Lifestyle

Carrington's Leisure and Lifestyle team has played an integral part in managing resident isolation during the COVID-19 Pandemic. The introduction of Skype and FaceTime for residents and families to continue communicating has been well received.

The teams continue to develop innovative and stimulating programs for all our facilities. The programs have been designed to meet the preferences and choices of our residents across all facilities and continue to include: cooking, intellectual stimulation, gardening, picnics and walking in the beautiful Carrington gardens.

Annual festivities and special days such as Christmas, Easter, ANZAC Day, Mother's Day and Father's Day festivities were celebrated in all facilities.

Prior to COVID-19, residents from across the facilities and community participate in monthly activities as a large group in the recreation centre. Communal activity days were celebrated each month, with a specific focus.

Christmas in July has become a very popular annual event with our residents celebrating with a full Christmas lunch with turkey and roasted ham, steamed veggies and Christmas pudding + custard to follow.

Preschool visits, pet therapy (including birds and horses), live cooking and other activities such as Chair Yoga continued up until March 2020.



Newly renovated courtyard in Paling Court's Memory Care Unit.

Our Volunteers

The 2019/2020 financial year was a successful one for volunteering. While we farewelled some of our long term volunteers, we also welcomed new volunteers to the program.

The number of volunteers at Carrington currently sits at 97, with this number expected to grow.

Prior to COVID-19 our school community outreach programs have continued to be popular with local high schools. Our volunteers work closely with our Leisure and Lifestyle teams in each of our facilities. The contribution of our volunteers is essential to support our consumers in maintaining valuable connections to our local community.

National Volunteers Week

Despite the limitations of COVID-19, Carrington's volunteers were still recognised during National Volunteer Week 2020. Carrington's Facebook page was used to honour and thank our many volunteers for the contribution they make to the lives of our consumers.

Awards were also sent out via mail to volunteers who were being recognised in their particular area of volunteering.

Duke of Edinburgh Program/ School Programs

Prior to COVID-19, we were hosting students completing their Duke of Edinburgh award program in our residential care facilities.

The students choose an activity to undertake with a resident or group of residents, and then spend an hour each week in the facility conducting this activity.

This program provides both generations an opportunity to learn from each other.

In Recognition of our Volunteers 2020

Volunteer	Category	Volunteer	Category
Rod Thatcher	Gift of Time	Ken and Robyn Thompson	Grasmere Terrace Kiosk
Carol and John Saunders	Mary Mackillop Kiosk	Valerie Lomath	Grasmere Terrace Kiosk
Carolyn Cahill	Mary Mackillop Facility	Liz Thomson	Werombi Court Facility
Brett Ballard	Paling Court Kiosk	Ken Potter	Pastoral Care
Denise Tate	Paling Court Facility	Norm Crompton	Bus Services
Jim Cook	Village Volunteer		

Highlights for Pastoral Care

Pastoral Care

Carrington's Pastoral Care program is primarily staffed by a team of trained volunteers, who are matched with consumers across Carrington. As a non-faith-based organisation, these visits are not necessarily associated with religion, unless this is relevant to the consumer. Instead, visits give each consumer opportunity to focus on the things that matter most to them.

Pastoral Care visits focus on the things that bring meaning to the consumer's life, hope for the future, purpose in daily activities and connection with themselves and others.

Five new Pastoral Care Volunteers completed their 8 weeks of training and were welcomed into the program. At the end of the financial year, we have 27 pastoral care volunteers, in addition to 30 volunteers offering faith-specific services.

Memorial Service

Held near the end of each year, this service provides an opportunity for families and friends to remember and honour those they have lost. The 2019 service was held in recognition of the 164 Carrington consumers who lost their lives in the previous 12 months. Following a service of music and remembrance, those lives were honoured with the planting of a Claret Ash in the lawn near the Croquet Court.

Through Our Eyes Reminiscence Program

Carrington's partnership with Magdalene Catholic College continues to thrive. Year 11 students from Magdalene Catholic College were matched with Carrington residents with the focus of their time being spent on listening to the stories of the residents. The 3-month program culminated in a presentation afternoon where the residents and their families were invited to view an audio-visual presentation of the residents' stories.



Magdalene Catholic College Students participate in the 2019 Through Our Eyes Program

Community Engagement and Carrington Services and Events

Pre-School Intergenerational Programs

Carrington is fortunate to have a number of programs/partnerships with pre-schools throughout the area.

These times together have enabled both consumers and children to interact and enjoy activities together and provide special opportunities for social interaction.

In light of COVID-19, consumers have been able to catch up with their new friends via Skype and FaceTime rather than the face to face visits that were done previously.

MATEY Project

The MATEY Project (Matching Aged to Engaging Youngsters), was an initiative of Camden Council. This was an eight week program for Childcare Centres, Preschools and Family Day Care Providers to connect with Aged Care Facilities through a variety of formats including craft, stories, pictures, photos, mail and online technology. MATEY sought to connect those currently isolated and with limited technological knowledge. It was a very successful program and each of our Residential facilities have continued on with these intergenerational relationships.

Macquarie Fields TAFE

Carrington's award-winning innovative partnership with Macquarie Fields TAFE enables Certificate III, IV and Diploma students studying Fitness to attend Carrington on a weekly basis to provide our consumers with tailored one-on-one and group exercise programs to assist our consumers in the areas of strength, mobility, and flexibility with positive social interactions.

Western Sydney & Wollongong University

Carrington continues to partner with Western Sydney University and Wollongong University in a range of research activities and to host students from various faculties including; medicine, music therapy, nursing, physiotherapy and occupational therapy.

Secondary School Placements

Carrington continues to support high school students through work experience placements and Duke of Edinburgh Community placements; administrative support placements; and support services catering placements.

Students have completed volunteer hours as part of the Duke of Edinburgh program from the following schools:

- Macarthur Anglican School
- Broughton Anglican College
- Oran Park Anglican College
- Magdalene Catholic College
- St Benedict's, Oran Park
- Amity College

Schools engaged in work experience placements:

- St Benedict's, Oran Park
- St Patrick's, Campbelltown
- St Gregory's, Campbelltown
- Magdalene Catholic College
- Broughton Anglican College
- Mount Annan Christian College

Mater Dei

Carrington also supports the work experience program of Mater Dei senior school students by offering the students a structured and supportive workplace learning environment.

Narellan Business Chamber

As part of our engagement with the business community of the greater Camden area, we have been actively involved with Narellan Business Chamber once again this year. Carrington is a sponsor of the Chamber and supports the various initiatives conducted in promoting our region.

Camden Show

Carrington continues to sponsor the Camden Show. Due to COVID-19, unfortunately the 2020 Camden Show was cancelled.

Carrington Fair

The Carrington Community once again came together to produce a magnificent day of family and community fun in 2019.

The Annual Carrington Fair is synonymous with the Macarthur Region and is enjoyed by visitors from far and wide.

Hotel Services

All Carrington Facilities must be accredited/compliant in order to receive funding from the Australian Government through Care Subsidies. Our consistent positive accreditation and compliance results are a direct reflection of the dedication of our staff and a reflection of Carrington's values of service excellence. The compliance process provides us with an important framework to ensure continuous improvement in the delivery of our care and services. The NSW Food Authority have conducted their yearly audit and Carrington has attained an 'A' Rating in 2019.

The Hotel Services Team is continually enhancing the dining experience of our consumers. New dining table presentations and the introduction of the Dining Feedback Card is proving a great avenue in improving the experience of our consumers. Additionally, in room dining temperature controlled trolleys have been introduced in all facilities to ensure that hot food is served hot and smells and presents well, hence stimulating the senses and increasing appetites. Live Cooking continues to be very popular amongst our consumers led by our Chefs in the facility dining rooms to stimulate the consumers' senses. The addition of breakfast sausages, caramelised onions and hamburgers has been successful in stimulating not only the senses, but the interaction between consumers, carers and staff.

Texture Modified Moulded foods have been introduced for all our consumers who experience swallowing difficulties. This popular concept delivers significantly better presentation, taste and most importantly, provides our consumers with the dignity to enjoy their food on a daily basis which improves the quality of life. We have had many families and relatives of our consumers provide very positive feedback. Consumers who previously did not complete meals or enjoy their food experience are now engaged in their dining experience and complete their meals which is great for their nutrition and aids in the prevention of weight loss. Moreover the new ovens installed for the above new initiative is also being utilised for freshly baked morning and afternoon teas as well as Danishes for breakfast.

Specific requests from consumers through the 'Let us know what you think' cards have been catered and delivered where possible to our consumers with much appreciation from families as well.

The Hotel Services Team has hosted several themed celebrations throughout 2019/2020. These celebrations include Australia Day, Chinese New Year, St Patrick's Day, Christmas in July, State of Origin, Footy Finals and Oktoberfest to consumers in residential care in conjunction with our Leisure and Lifestyle teams. Hotel Services ensures that food is coordinated on theme days to provide an overall enjoyable experience for the consumers. The Hotel Services Team have continued to provide Atlantic Salmon to consumers once every two months, along with the addition of popular Curried Prawns, Barramundi, Prawn Cocktails and Gourmet Gelato.

To ensure the consumers are well catered for with modern food trends and to ensure the fresh cook system is best delivered to our consumers, the kitchen operation has been restructured with well experienced and qualified Chefs.

This was completed in consultation with external food experts in the field. 2020/2021 will be an exciting year of further improvements within the kitchen/catering team of Hotel Services along with the introduction of some additional services for our residents.

Rocksalt at Carrington continues to be a popular place to visit by our consumers, families and the local community around Camden. The venue offers a selection of fine meals and a vibrant atmosphere for both consumers and corporate functions and events. The Hotel Services Team continues to develop the service offering and look forward to continuing this in the coming year.

Our Community Care Services

The Community Care team provides in home support and care services to residents living in their own home in the Greater Macarthur area. Carrington is recognised as a highly reputable Community Aged Care service provider in South Western Sydney.

A Year of Community Challenges

Community Care has evolved into a cohesive team and has successfully demonstrated that it is a team well equipped to respond to many unprecedented challenges.

The dedication of the whole team to continue providing services to the community's most vulnerable during very difficult times is an indicator of the commitment that the team has to Carrington, our clients and the greater Community.

Bushfires

During the months of November and early December, Community Care operated with the relentless threat of bush fire to our Community. The team worked tirelessly to ensure that all clients were fire prepared and those vulnerable and at risk had an emergency evacuation plan prepared should the situation escalate.

Unfortunately our worst fears materialised just days prior to Christmas and into January. Many of our clients in Wollondilly required increased assistance and support, with some clients requiring evacuation as well as short term emergency accommodation.

It was during this time that Carrington excelled in supporting the community with many services being provided above and beyond our funded expectations.

It is to be recognised that many staff members reside in the Wollondilly area. This was also a test on resources as many were also personally fire affected.

The forward thinking and prior planning by the Community team guaranteed that all clients and staff were safe and supported during this difficult time.

Our gratitude is extended to the support that Community Care received from the RFS and NSW Police during this time of emergency.

Floods

During the recovery of fires, February brought floods again to the residents of Wollondilly and Camden.

The Community team's emergency response plans having already been established allowed a seamless response during this time to support Carrington's clients.

COVID-19

From early March 2020 COVID-19 became a natural disaster unlike any other.

Carrington's response to the fast developing global pandemic was swift and timely. It was paramount that every aspect of how Carrington delivered service to our community clients be immediately evaluated.



Bushfire skies at Carrington, December 2019

Carrington implemented the following measures to ensure the health and wellbeing of all clients and staff:

- A comprehensive Community Care Pandemic Management Response Plan
- Development of Infection Control and Risk Management Strategies
- Remain informed and ready to implement Government Policy changes and directives, often at very short notice
- Constant consultation and engagement with clients and employees
- Ongoing COVID-19 and Infection Control training for staff, clients and their families
- To rethink the traditional service delivery models
- Source, enhance and introduce different technology platforms
- Staff working remotely

COVID-19 remains a significant risk not just to Carrington but to the whole community.

While COVID-19 has brought adversity to our community it has also created innovation. It is an exciting time to be part of shaping the future of service delivery models for Community Care.

Year End Service Delivery Summary

During 2019/2020 Community Care Services were divided among Home Care Packages, Commonwealth Home Support Program and Private Funded Services.

There was a total of 38,551 services delivered across all programs. This represents a modest service increase of 2.7% during the past year.

Home Care Packages

Carrington provided case management and services to a total of 206 Home Care Packages, an increase of 9% on the previous year. Carrington's Home Care Package consumers receive care management and services that enable each consumer to continue living in their own home and supports the consumer in living the life that they choose.

A single set of Aged Care Quality Standards was introduced in 2019, with emphasis on consumer choice and clinical outcomes for consumers. Community Care extended its service offerings with the availability of a Registered Nurse for regular home visits. The Registered Nurse has proved to be a great addition and popular service for our Home Care Package consumers.

Commonwealth Home Support Program (CHSP)

CHSP is a program funded by the Commonwealth Government to provide basic entry level services to those who need a little support to remain at home. CHSP services remains an integral Community Care program.

During the COVID-19 pandemic the Commonwealth Government announced that there was 100% flexibility in utilising the current CHSP funding grant.

This was a welcomed initiative and it provided the opportunity for Carrington to monitor and provide much needed services and support to the community's most vulnerable during an uncertain time.

ComPacks Program

ComPacks is a funded program to support eligible patients being discharged from hospital with short term services to help regain their independence. Carrington commenced providing brokerage services to ComPacks clients during the past year. Carrington's community support with this program imparts the Carrington care ethos within the wider community.

The Wellness Centre and Social Groups

The first half of the year was showing promising signs of growth for Carrington's Wellness programs. The message that exercise and social connection improved your health was gaining popularity.

Unfortunately COVID-19 again saw the benefits of these programs temporarily suspended. Carrington looks forward to recommencing these programs in the coming year.

As with service delivery the options of what these programs will look like into the future will need consideration.

Our People and Culture

2020 has presented many challenges for all organisations as a result of the COVID-19 pandemic, particularly those within Aged Care.

Pleasingly however, Carrington has thrived in this environment and much has been achieved from a people and culture perspective over the last 12 months.

Our number one aim has been maintaining the safety, health and wellbeing of our staff and residents. To that end, much effort has been directed towards infection control, staff training and communications as well as contingency resource planning.

That said, it's been a year we have initiated or progressed significant projects that will benefit Carrington for years to come.

Our workforce numbers over the last year remained relatively stable over the last 12 months; 528 down from 535. Of those, 20% are employed as casuals, 62% part time and 18% on a full-time basis. As shown in the adjacent diagram, the majority of our workforce (60%) is employed within Residential Care.

Major Projects and Achievements

Carrington's Enterprise Bargaining Agreement (EBA) expired in 2020. Accordingly with the assistance of a strong employee representative committee across the organisation, we went about developing a new agreement unique to the needs of Carrington. While the COVID situation forced the suspension of representative committee discussions for 3 months, the new agreement is expected to be in place before the end of the year.

One of the unique features of the EBA was the development of the new Carrington Job Classification Structure. The structure, which has 6 levels and multiple pay points per level, provides increased career development and remuneration opportunities for Residential Care, Community and Hotel Services employees. It has been designed to improve employee engagement, retention, attraction and career development opportunities that have long been an issue in the Aged Care sector.

As part of Carrington's broader Systems Transformation Program, we embarked on the implementation of a new RITEQ Rostering Software system for Hotel and Residential Services. The system, which will be centrally managed within the People and Culture team, revolutionises the way in which we roster staff in those areas. In doing so it is expected to bring significant benefit in terms of labour cost management, workforce planning and consumer care.

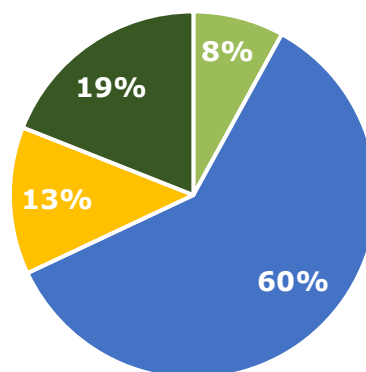
In order to streamline operations and better align the organisation to meet and exceed

changing consumer needs, we also completed some small restructuring of the Community Care and Hotel Services divisions. Further, a review of staffing rosters were undertaken within Residential Services. Carrington acknowledges that while some of these changes were challenging for staff, they were instigated for the long term benefit of the organisation and its employees.

We have also continued to invest into the development of our staff, and for this reason it was particularly pleasing to be selected as a finalist for the 2020 NSW Training Awards for Large Employer of the Year.

Selection criteria for the award was based upon organisational commitment to training, workforce development and innovation (the winner of which will be announced after this publication goes to print).

Workforce Snapshot



■ Corporate ■ Residential Care ■ Community Care ■ Operations

In addition and in further recognition of our traineeship program, Hayley Luc has been awarded the NSW Sydney South West Trainee of the Year Award.

Hayley is a Care Services Employee in Mary MacKillop and joined Carrington's inaugural Certificate III in Individual Support Work Ageing traineeship program in 2019.

Culture, Engagement & Communications

In response to employee feedback, we have also invested significant effort into enhancing the way in which we engage and communicate with our staff.

While COVID made in-person communications challenging, we made concerted efforts to continually update staff with information in relation to the pandemic and in the process demonstrate strong, effective and responsible executive leadership.

We also introduced shorter online 'pulse' staff surveys which enabled us to tailor our own questions, issue surveys to staff in a timely manner, and provide superior statistical reporting.

They were used effectively in 2020 as part of our onboarding process as well as in relation to contingency workforce planning during the pandemic.

We will look to reinstate our organisation wide staff climate survey in 2021 as hopefully we 'return to normal' post pandemic.

Other initiatives included the introduction of a quarterly staff newsletter, focus group activities; and the instigation of extensive consultation processes in times of organisational change. We also held general staff information sessions in relation to the new Enterprise Bargaining Agreement

and Staffing Classification Structure.

In celebration of Employee Day, residents wrote to staff and thanked them for the support and care they provide, and

"We recognise that the hard work and tireless efforts of our staff have been instrumental in keeping our residents safe."

highlighted their unique attributes that make staff special.

The occasion also provided Carrington's leadership team with the opportunity to say thank you to our staff for their tremendous efforts throughout what has been a challenging year.

We truly recognise that their hard work and tireless efforts have been instrumental in keeping our residents safe. As a small gesture of appreciation, we organised free donuts to be provided on Employee Day.

As a component of our commitment to staff wellness and also in support of people living with cerebral palsy, we registered Carrington to participate in the September Challenge. This year we had well over 100 staff participate in a fun initiative that proved to not only promote health and wellbeing, but also helped connect staff and foster teamwork across Carrington.

Organisational Development

While COVID-19 did impact our learning program throughout the year, our commitment to the development of our employees remained steadfast. Quickly adapting to the situation, face-to-face training included precautionary practices to address social distancing, hand sanitisation and temperature checking of participating staff.

To mitigate the chances of a potential outbreak, Infection Control Awareness sessions were rolled out across all facilities at the commencement of the pandemic. These sessions were delivered to ensure our staff had the skills and knowledge to ensure safe and competent infection control processes. Government funding has also been sourced to provide our clinical and hotel leaders with the nationally recognised skill set for Infection Control.

Our People and Culture Cont.

Following on from the success of our inaugural program last year, we again ran another Certificate III in Individual Support Work Traineeship in 2020. The program has gone from strength to strength, providing career development opportunities for those wanting to move into aged care as well as a potential source of qualified and talented recruits to Carrington.

We have also streamlined our e-learning service offering by entering into a new and exclusive agreement with 'Altura Learning' formerly known as the Aged Care Channel.

E-Learning can now be completed anywhere at any time and on any device; meaning programs can be rolled out to staff in a matter of minutes. During 2020, 75 different clinical topics were rolled out and we expect that by years end, over 3,000 employee hours were directed towards e-learning. The system also provides Carrington an enhanced Learning Management System for tracking staff development.

Carrington has supported our staff to achieve national certification in Cert IV Individual Work Ageing and Cert IV Leisure and Health. We have partnered with RTO's to host the education and work experience components on site. Training has been delivered in a flexible approach to support work/life/study

balance. To ensure continuity of learning, classes were also delivered via Zoom during the pandemic.

Work Health & Safety

In 2020, we put health and wellness under the microscope with the intention to fuel new ideas and experiences that improve the overall health of our staff. We received great feedback through our online Wellness survey and from that, are focusing on broadening our approach to work health & safety to incorporate staff wellness initiatives moving forward.

Promoting safety and awareness of musculoskeletal disorders has been a key focus in 2020. a key feature of which was the roll out of a streamlined manual handling process. Pleasingly with the cooperation of all staff, we have seen a 53.2% decrease in manual handling errors, injuries and incidents.

Further, through joint efforts from Residential Care Facilities, the Quality and Clinical Education team, Diversional Therapy Unit, and WHS committee saw staff injury and incidents resulting from consumer behaviours significantly decrease by 36.5%

Carrington was represented in 2020 by a strong and proactive WHS Committee who have been instrumental in promoting a

culture of health and safety. Achievements this year include providing information and resources about COVID-19, engagement in the Glitterbug challenge as well as the improved maintenance of equipment and facilities.

In addition to ongoing education, training and communications, we ensured that staff have ample supplies to keep themselves and consumers safe and well throughout the COVID-19 Pandemic.

The response by staff in the face of the COVID-19 situation has been outstanding. A great example of which was full and timely cooperation with the government mandated Flu Vaccination. Employees also acted with responsibility, by complying with the many health and safety protocols imposed by the pandemic; in particular staying away from work and getting tested when they had flu like symptoms.

"The response by staff in the face of the COVID-19 situation has been outstanding."

Special Recognition Awards

Carrington acknowledges the following people for their long service and commitment to the organisation and the people we support.

Number of Years	Name	Surname	Location
10 Years			
	Susan	Cairns	Hotel Services
	Caroline	Dawson	Community Care
	Ana Marie	Espejo-Salazar	Werombi Court
	Samantha	Hailstone	Werombi Court
	David	Johnson	Mary Mackillop
	Mary	Law	Mary Mackillop
	Amanda	Murray	Community Care
	Melanie	Rogers	Hotel Services
	Anne	Tate	Grasmere Terrace
	Danielle	Thompson	Paling Court
	Lee	Tyerman	Grasmere Terrace
15 Years			
	Cathy	Bank	Mary Mackillop
	Michelle	Boyd	Mary Mackillop
	Simon	Crowley	Werombi Court
	Naomi	Delaney	Maintenance
	Linda	Edwards	Grasmere Terrace
	Cheryl	Heaton	Community Care
	Katherine	Perkins	Human Resources
	Suman	Singh	Werombi Court
	Angeles	Walsh	Hotel Services
20 Years			
	Veronica	Holmes	Grasmere Terrace
	Janet	Iler	Mary Mackillop
25 Years			
	Mary	Davis	Mary Mackillop
	Rosanna	Green	Hotel Services
	Michelle	Hanratty	Werombi Court
35 Years			
	Thomas	Lo	Maintenance

Our Village Services

Retirement Village Refurbishment Program

During the financial year 2019/2020 Carrington made significant investment into the refurbishment of units within the Retirement Village. This included some internal design changes to improve layout and access within the villas, as well as upgrading fixtures and fittings to better support consumer daily living. As units are vacated inspections are undertaken to determine the level of refurbishment required to meet market expectations.

External Works Program

Other refurbishment projects throughout the year included replacement of courtyard screening, replacing the original wooden fencing with low maintenance aluminum screening to improve the amenity of outdoor areas for residents. This project will continue as and when fence replacement is required or when units become vacant.

A major focus for the gardening team has been to upgrade the retirement village common area gardens with replacement of sustainable and easy care plantings and the extension of irrigation to these areas.

With new residents moving into the retirement village having caravans and trailers, there was a need to upgrade and extend the current storage area to provide a suitable hardstand area for parking and provide each consumer with a designated parking spot.



Additional Car Parking & Street Lighting

A review of our parking and street lighting was undertaken to maximise areas for additional parking spaces across the site and increase street lighting, providing additional benefit to the safety of our consumers and staff.

An additional 19 spaces have been created in front of Mary Mackillop with further spaces scheduled for completion in the coming year. New lighting installed around the road junction of the Recreation Club has greatly improved visibility and additional lighting installed to the carpark around Werombi Court has provided additional security to this area.

Master Antenna Television System (MATV- Television Reception System)

With ever increasing use of technology, Carrington undertook a review of the current MATV system to ensure it would provide a stable system and allow us to couple other applications (i.e. in house TV Channel) for use with the system. It was determined that the current system would not integrate with other applications and an upgrade would be needed. The successful installation has been completed and provides us the opportunity to use other applications, and has improved the signal quality.



Our Board of Directors

The directors of the Company at any time during or since the end of financial year are:

- **Alek Jankowski**
- **Bruce Hanrahan**
- **Deborah Parker**
- **Graham Pascoe**
- **Teresa Harm**
- **Karen Kavanagh**
- **Raad Richards**
- Company Secretary



Alek Jankowski

Qualifications:

Bachelor of Engineering, Master of Engineering Science, Graduate Diploma in Management, JP

Experience: Company Director since November 2000

Special responsibilities:

Chairman of the Board, Chairman of Finance, Resources and Infrastructure Committee, Member of the Risk Management Committee



Bruce Hanrahan, AM

Qualifications:

Solicitor

Experience: Company Director since November 2003

Special responsibilities:

Deputy Chairman of the Board, Chairman of the Risk Management Committee, Member of Finance Resources and Infrastructure Committee



Deborah Parker

Qualifications:

Professor of Nursing, Director of Centre for Applied Nursing Research (RN, BA, MSoCC, PhD)

Experience: Company Director since November 2015

Special responsibilities:

Chair of the Clinical Governance Committee



Graham Pascoe

Qualifications:

B Ec (Hons), Grad Dip Urban & Reg. Plan, Grad Dip Local Gov. Mgt, Grad Dip Ed. Studies, Assoc. Dip Bus (Val.), Registered Planner

Experience: Company Director since November 2000

Special

responsibilities:

Member of Finance Resources, Infrastructure Committee and Member of the Audit and Risk Committee



Teresa Harm

Qualifications:

Graduate Diploma in Adult and Further Education, LSDA Licentiate Diploma Speech and Drama, Graduate Diploma of Art (Visual Arts)

Experience: Company Director since February 2011

Special

responsibilities:

Member of Clinical Governance Committee



Karen Kavanagh

Qualifications:

Diploma Financial Planning, Registered Tax Accountant, Financial Planning.

Experience: Company Director since July 2016

Special responsibilities:

Chair of the Finance, Resource and Infrastructure Committee and Member of the Risk Management Committee



Raad Richards

Qualifications:

BBus, Grad Dip. Industrial Relations and Human Resources, MHP

Experience: Chief Executive from 2004 - current

Special

responsibilities:

Company Secretary since 2005

Director's Report

Directors' Meetings

The number of Board and Committee Meetings attended by the Directors of the Company during the financial year were:

Director	Board Meetings		Committee Meetings					
	Number of Meetings	Attended	Finance Infrastructure and Resources Committee		Clinical Governance Committee		Audit & Risk Committee	
			No. of Meetings	Attended	No. of Meetings	Attended	No. of Meetings	Attended
Bruce Hanrahan	11	10	10	10	10	8	4	4
Alex Jankowski	11	10	10	10	10	8	4	4
Graham Pascoe	11	11	10	10	0	0	4	4
Karen Kavanagh	11	11	10	9	0	0	4	4
Teresa Harm	11	10	0	0	10	10	0	0
Deborah Parker	11	9	0	0	10	9	0	0

Company Secretary

Raad Richards was appointed to the position of company secretary in July 2005. He holds qualifications in Business Administration (BBus), Industrial Relations and Human Resources (Grad Diploma) and Master of Health Planning (MHP) and is currently Chief Executive for the Company.

Principal Activities

The principal activities of Carrington during the financial year were the provision of aged care services through the operation of four aged care facilities (387 beds), 283 Independent Living Units and In Home Support Services

including Carer Respite, Care Packages Levels 1, 2, 3 & 4 Community Care Packages and Commonwealth Home Support Program (CHSP) for personal care and domestic assistance, as well as private services.

Short and Long Term Objectives and Strategies

Carrington's objectives and strategies over the next three years are to build a stronger aged care service by:

- Delivering care and services with dignity and choice
- Promoting a culture of knowledge, respect and care

- Connecting and engaging with our consumers, our people and our community
- Utilising technology to drive business efficiencies and enhance consumer experience
- Having an effective organisation wide governance framework
- Continuing to be the provider of choice building on our growth and viability.

Performance of Carrington is measured through reporting of financial and non-financial information to the Board and sub committees against operating budgets and industry key performance indicators.

Operating and Financial Review

Carrington delivered a consolidated Net Result of \$3.5 million before depreciation, amortisation and impairments. Consolidated Net Deficit after income tax for the year was \$3.0 million (2019: \$2.4 million). The consolidated Operating income for the year was \$35.3 million.

Environmental Regulation

Carrington's operations are not regulated by any significant environment regulations under the laws of the Commonwealth, State or Territory.

Future Developments

Carrington will continue to provide 'excellence in care', aged care and retirement living to the people of the Macarthur region.

Carrington has continued to expand in recent years as it has sought to provide for the increasing demands of the ageing population of the Macarthur region. This expansion has occurred at a time when the aged care industry in general has expanded and diversified considerably. The Board has made a conscientious decision to grow as an independent entity to be a long-term provider of quality aged care services.

Over the past twelve months the Board and Management continued to pursue its growth strategy with the following;

- The development of the 2018 Master Plan for Carrington aimed at identifying immediate development opportunities on the Carrington Campus and providing a blue print for future expansions.
- Developing the concept of Assisted Living Apartments and achieving development approval (41 Apartments).
- Development approval achieved for the construction of Kent Terraces (20 ILUs).
- The Master Planning for Smalls Road Greenfield site has been completed after 13 months of planning and design.
- As a result, three (3) Development Applications have been submitted to Camden Council. A Concept Master Plan, a Bulk Earthworks Application and a Planning Proposal to change the heights of buildings. This is an exciting project for Carrington over the next 12 years.'
- Continuing with our major review of processes across Carrington business to build on the Digital Transformation through the implementation of Procura system in Community Care, the implementation of core financial system EPICOR, Customer Relations Management system, the upgrade of MANAD Clinical Management system and upgrade of PayGlobal Payroll system.

- Continual refurbishment of our Independent Living Units to achieve modern and comfortable housing for seniors.

Indemnification and Insurance of Officers and Auditors

Indemnification

Carrington has agreed to indemnify the current and previous directors of the Company for all liabilities to another person (other than the Company or a related body corporate) that may arise from their position, except where the liability arises out of conduct involving a lack of good faith. The agreement stipulates that the Company will meet the full amount of any such liabilities, including cost and expense.

Insurance Premiums

Since the end of the previous financial year Carrington has paid insurance premiums of \$7,250 (2019: \$6,895) in respect of directors' and officers' liability and legal expenses insurance contract, for current officers, including senior executives of the Company and directors, against liabilities for the cost and expenses incurred by them in defending any legal proceedings arising out of their conduct whilst acting in the capacity of officer of the Company, other than conduct involving a wilful breach of duty in relation to the Company. The insurance premiums cover matters that arise within the twelve months of cover even if the matter is a consequence of an incident in a prior period.

Director's Report Cont.

Directors' Benefits

No Director of the Company has received or became entitled to receive, during or since the end of the financial year, a benefit by reason of a contract made by the Company with a director or with a firm of which the director is a member, or with a company in which the director has a substantial interest.

Directors' interests

No director has an interest required to be disclosed by section 300 (11) (a) of the Corporations Act 2001. The Company is limited by guarantee and does not have share capital.

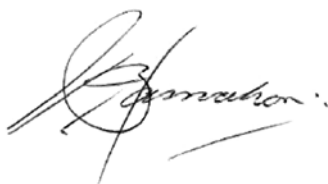
Events subsequent to reporting date

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

This report is made with a resolution of the directors:



Alek Jankowski
Chairman



Bruce Hanrahan AM
Deputy Chairman

Dated at Camden this 23rd day of September 2020

Lead Auditor's independence declaration

The lead auditor's independence declaration is set out on page 28 and forms part of the directors' report for the financial year ended 30 June 2020.







Carrington

LIVING • CARE • COMMUNITIES

enabled to care

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