



Carrington

LIVING • CARE • COMMUNITIES

enabled to care



Annual Report **2021-2022**

Who we are

Carrington is a not for profit, charitable, public benevolent organisation situated approximately 4kms south west of the historic town of Camden in NSW.

In 1888 William Henry Paling, a wealthy businessman and philanthropist, generously donated his 500 acre Grasmere property worth 10,000 pounds to the people of NSW in order to establish the Carrington Centennial Hospital for Convalescents and Incurables at Camden.

When the Carrington Centennial Hospital was opened in August 1890 it was the first public convalescent hospital built in NSW.

The historic sandstone/brick building is a landmark in the Camden area, and is an icon for the 'Excellence in Care' that has been so much a part of Carrington for over one hundred and thirty years.

Carrington integrates home care, retirement living and residential care on its site. This model of care has been a great advantage to delivering these services and ensuring continuity of care.

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.



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Chairman and Chief Executive Report



Alek Jankowski
Chairman

In 2021/2022 Financial year, Carrington has delivered very strong financial results and great outcomes for our residents and staff. Our services continue to be sought after by families at all three levels, Residential Care, Community Care and Retirement Living.

As a consequence of ensuring our value proposition continues to deliver, our occupancy levels remained high and the demand on our quality services also remained high.

The Carrington Committee Structure and particularly the Board Clinical Governance Committee was more valuable than ever. It kept the Board and management very focused over the management of the Clinical issues as well as the Clinical governance framework to ensure the safety and wellness of all our people remains a primary governance focus.



Raad Richards
Chief Executive

Our Staff have ensured that all of our residents continued to remain safe and healthy despite some periods where we had to deal with isolation and lockdown to contain the COVID-19 virus. Keeping everyone safe is a huge undertaking, but that has always been our mission to keep older people safe, healthy and engaged, regardless of their circumstances.

The rollout of the COVID vaccine during the year was very welcomed with our residents and staff responding positively to the vaccine at various intervals of the rollout.

“The Carrington Model of Assisted Living Apartments has set the benchmark for the retirement living industry”

Our Strategic Direction for Growth

The Board and management remained focused on delivering on our plans for growth and financial sustainability.

The construction of our unique concept of Assisted Living Apartments (Riverview) was completed during the year. The new building of 41 apartments is now 80% occupied and the residents are enjoying the services delivered to them.

Our concept of Assisted Living, we are proud to say, is now considered the benchmark for the industry.

The Kent Terraces, 20 high end apartments are about to commence construction after suffering a minor planning setback during the year. The successful implementation of Riverview Assisted Living Apartments, has inspired us to further respond to community needs, by completing the planning of Woodland Assisted Living Apartments to be constructed around the Mary Mackillop Facility precinct. The plans will now be submitted to Camden Council for consideration.

Our Workforce & Our Community

Our workforce continued to be strong and engaging as highlighted by our recent staff climate survey. Like the rest of the aged care sector, workforce remains one of the main challenges that we are working on to ensure our staff are engaged and rewarded and Carrington remains an employer of choice.

Our Community Care clients are also our focus to ensure that we are able to fulfil their demand for services and care. Our training programs are designed to equip our workforce with the skills to deliver the care required by many older Australians.

This is not an easy task as the new workforce requirements are extensive and complex. Better recruitment and more skilled staff are the ingredients of a successful workforce which has always remained our focus.

Continuous improvement and working in partnership with the Quality and Clinical Safety Commission, have been a priority for us to continually improve our services through team work and respect.

Huge thank you to our staff for their commitment, resilience and dedication.

Our volunteers have been very committed to Carrington engaging in varieties of tasks to support our staff and residents. Our volunteers are members of the wider community as well as our retirement village residents.

“Our committee structure has kept our board and management focused on the health & wellbeing of our residents and clients”



Our Achievements in 2021-2022 at a glance



Completion of the Construction of Riverview Assisted Living Apartments (41) and current occupancy is at 80%.



Commencement of the implementation of the new Residential Aged Care Funding (AN-ACC)



Our residents are vaccinated against COVID-19 at 98% and staff at 100%



Our Facilities have been COVID free for seven months in 2022. Our staff have done a wonderful job in keeping everyone safe



Successful changes achieved in our Hotel Services System and Culture



Successful structural changes achieved in the operations of Carrington Community Care Services



Commenced the implementation of Human Resources Information Management System (UKG) for a new payroll system, staff rostering and HR/Information system



Delivering a strong Financial result in 2021/2022



Successful implementation of the Carrington Community App for our Community Care Clients

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
			

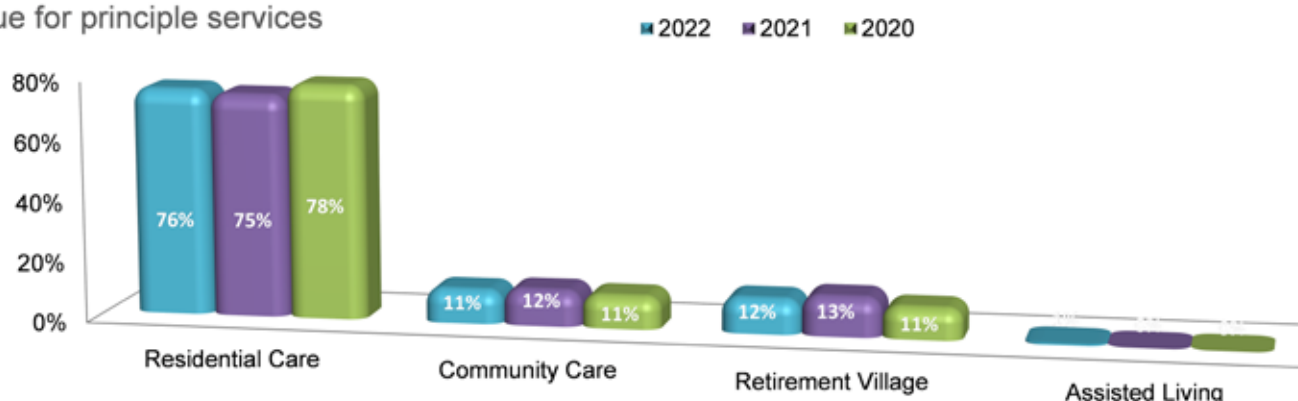


Overview of Financial Results

Carrington delivered a consolidated Net Result of \$6.3 million before interest and depreciation for the year ending 2021/2022.

During the year the business experienced a number of changes that impacted on the Net Result; the highlights included impact of COVID-19 on the workforce, while also impacting Residential average occupancy levels, and the government ACFI funding to reflect the acuity levels 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 are being recovered as part of a COVID Government grant. The other major impact on the business was the Carrington's continuing investment into IT systems and the Systems Transformation Program which is covered in this report.

Revenue for principle services



Statement of Profit or Loss and Other Comprehensive Income

Revenue

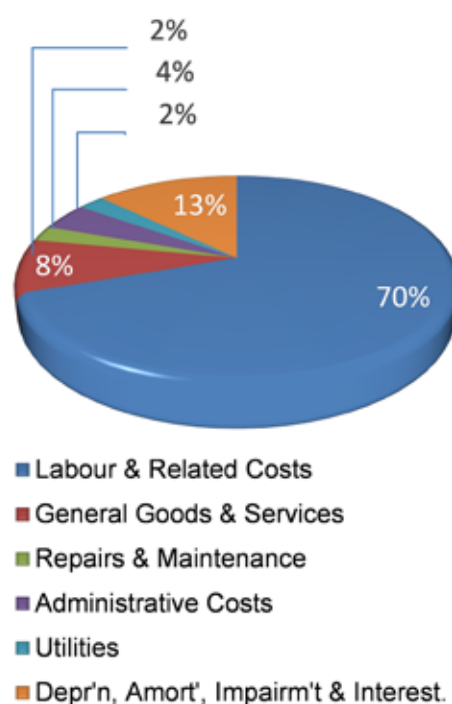
- Overall revenue increased by \$2.2m during the year to
- \$47.2m (2021: \$ 45m):
- Residential Care revenue increased by 7.3% due to the high level of demand for residential places, and an increase in Government ACFI funding.
- In Home Support revenue decreased by 0.4% mainly due to impact of COVID-19 on the workforce being barriers to growth offsetting higher personal care private services, and higher Home Care Packages utilisation rates.

- Retirement Village revenue decreased by 5.7% mainly due to 2021 including recognition of historical deferred management fee, and COVID-19 impact on property market impacting the average occupancy levels.
- Assisted Living revenue has been included as a separate revenue stream in 2022 financial reporting.

Despite the increase on last year, we are continuing to achieve success through operational efficiencies being implemented in parts of the business.

Expenses

Expenses excluding depreciation was \$41.2m which represents an increase of \$1.6m from prior 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.



Statement of Financial Position

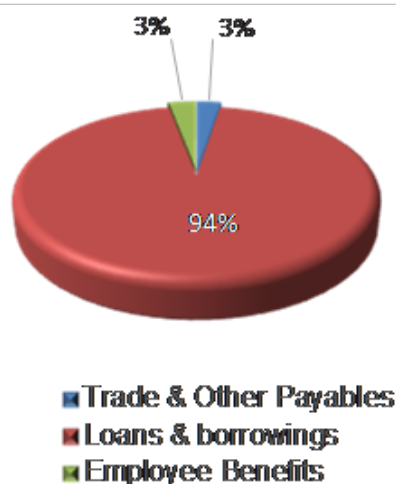
Assets

Total assets increased by \$4.2m (2%) to \$198.6m primarily due to capitalised constructions costs for the Assisted Living Apartments, and an increase in Term Deposits invested with RAD monies received.

Liabilities

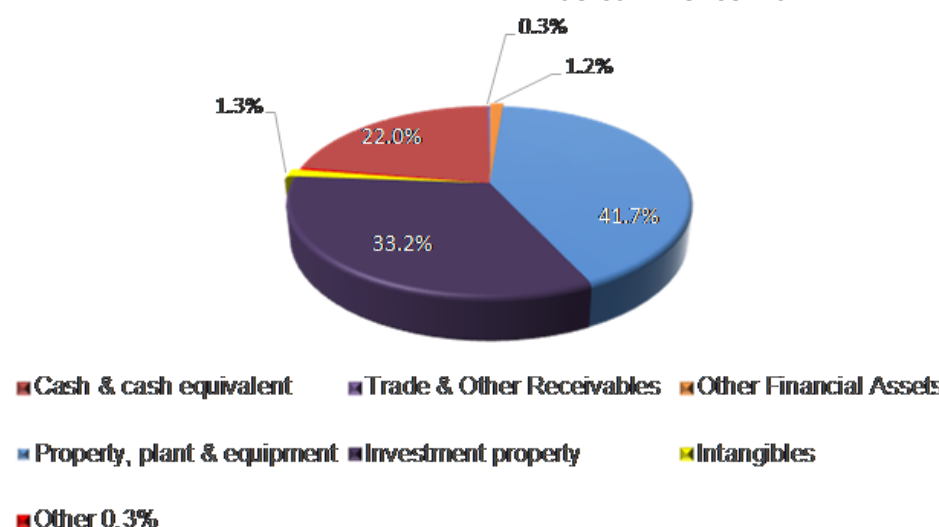
Liabilities increased by

\$4.1m (2%) primarily due to Bank funding facility for Assisted Living Apartments, and the RAD monies received which will need to be refunded.



Cash Flow

Cash reserves increased by \$2.2m this year mainly due to additional RAD's received.



Long Term Financial Sustainability

With our now completed Assisted Living 41 apartments building, Riverview, 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. We have also seen gradual releases of In Home Support government packages, and the government decision to allow flexible service arrangements for CHSP providers, and carry over of unspent funding.

As part of our HR Information system (UKG) implementation we will ensure the system caters for our need for ongoing reviews of staff rosters. We expect this system will provide the visibility of live staff roster changes, and allow more transparent staff roster costings. We will continue to maximise ACFI revenue, ongoing operational improvements, and reviewing supplier contracts will be key drivers for our managers to achieving best practices and efficiencies.

A new Residential Care funding model, AN-ACC (replacing ACFI), will be commence from

1 October 2022 and is expected to provide more equitable care funding that better matches resident needs with the costs of delivering care.

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. We are also adaptive to changes in corporate governance reporting requirements as a direct consequence of the royal commission recommendations.

Performance Management

Carrington monitors financial performance through reporting of Key Performance Indicators against set budgets and benchmark data (Stewart Brown & Co Aged Care Survey).

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 Aged & Community Care Providers Association (ACCPA). We also utilise our internal audit plans to ensure that we are compliant with our Standard 8 requirements of the Aged Care Quality Standards.

Carrington management regularly monitors staff rosters against needs of our consumers, and as a consequence reassess the current needs, ensuring documentation is maintained, in order to submit additional information to the government to ensure we are maximising residential care revenue.

Carrington Systems Transformation Program

Business as Usual

Given the state of the world and more specifically, Aged Care, the term “Business As Usual” doesn’t seem to capture the fluid nature of tasks required to maintain our organisation. But in the spirit of our stoic founders we look for opportunity in adversity. One of the opportunities has been better utilisation of communication tools in the Microsoft Office365 suite. There has been several new business processes developed using Microsoft SharePoint and Microsoft teams. These are used to collaborate and help communication between teams.

Our annual Business Continuity Plan testing was executed in December 2021. While we have a lot of documented plans there’s nothing like pulling the plug to test people and technology. This year’s scenario was the loss of our primary server room in Carrington house with focus on less experienced staff running the technical changes. It shone the light on some problems in the process. Generally the testing was successful. Several key lessons have been incorporated into our failover documentation.

Two major changes have been implemented in our approach to Cyber security. The security policy around hosted systems has been enhanced and longer retention of backups. We’re also in the process of reviewing Carrington policy around our business response to ransom demands.

The opening of Riverview presented an opportunity to expand our offering to include Foxtel and a phone service. These additional services will be offered to our Paling Court residents in the next few months. Today we have around 121 active internet connections and deliver internet, phone and Foxtel services to more than half of our Riverview residents. Our Consumer Tech Services originally consisted of an internet connection. This was deployed in 2019. The goal was, and still is, to simplify the whole process and reduce anxiety for our consumers. Simple to sign up, no confusion about who to contact for support and most importantly no more dealing with Telstra.

Data Strategy

Data and business intelligence has always featured prominently in the I.T. yearly write up and this year is no exception. The term “interoperability” featured heavily in the Royal commission final report. This refers to the exchange of data between systems and organisations. To progress our data strategy we have been pushing to ensure interoperability with the Departments Aged Care data strategy.

We’ve continued to enhance our business intelligence tool, EDA. This year has been more focused on improving our clinical data sets for executive reporting. This provides advanced reporting with minimal manual input required. In the future we’ll push for better data sets for carers so they can drive actions through data.

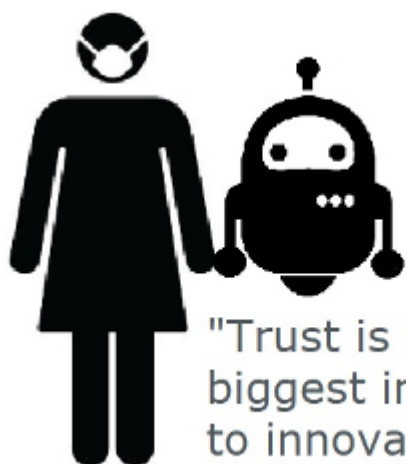
Carrington has been exploring research opportunities with universities. Opportunity to help develop predictive modelling around adverse events. Also learn how they’re structuring data warehouses for more effective and efficient use of Carrington data. By building a long term relationship with universities we could help develop tools for interpretation of clinical data. And also use their datasets as a reference to guide our data strategy.

As we better understand the business requirements for information it’s become obvious that providing reports on historic data (1 day old) is not enough. The next iteration of our data systems need to provide real time information. There is a push to provide this in the immediate future.

Everything as a Service - XaaS

Everything as a Service – XaaS

A key component of our digital strategy is shifting services from on-premise to the cloud. We already have several applications on the cloud. This year we've migrated two of our core systems; Epicor and UKG (replacing PayGlobal as HR and Payroll System). By doing this we've alleviated some of our operational requirements such as physical maintenance of the servers, security of the system and support of the application. This will also ensure that our systems are automatically upgraded to the latest version. This is especially important to guarantee system functions are in line with changing regulations. By using XaaS internal technical resources can have a more balanced approach to tech adoption and maintenance tasks.



"Trust is the
biggest inhibitor
to innovation"

Carrington Systems

Our digital transformation program has delivered another bumper year. As well as maintaining a complex environment we've adapted to stay in touch with an enormous amount of regulatory change. Along the way we've enhanced functionality with major changes to core systems. We've also developed our data strategy by implementing improvements to our business intelligence platform. The work completed last year will increase staff capabilities and generally improve the employee experience. It sets a solid platform for Carrington to make things better in the next 12 months. We'll continue shift toward a XaaS model which will make more efficient use of internal resources. Core system functionality will help with automation of administration task. We're exploring the possibility of more automation through virtual robots. Our data strategy is at a level where we can start to investigate the use of a machine learning component to improve business intelligence. To accommodate these changes there will be focus on improving our change management to ensure staff understand the value of these changes.

Trust is the biggest inhibitor to innovation. While it normally takes a long time to build trust in new technology COVID has expedited the courtship process. It also raises the question; what does #TechSuccess look like? The benefits of these changes cannot be measured in dollars but by increased capabilities of our staff. These capabilities are not a "nice to have" but essential to keeping in touch with the rapidly changing Aged Care environment. If staff aren't aware of the value before they have to start using new technology it's a long way back to gain their trust.

While we're in the trenches it's easy to lose sight of the bigger picture. This year everyone has started to emerge from their COVID bubble. It has become obvious, once again, that the digital transformation program is on track. While it's not getting any easier Carrington is well positioned to rise to any challenges and seize the opportunity in adversity.

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 over 44 years' experience in health and aged care services in New South Wales. Prior to joining Carrington in February 2004, Raad occupied a number of executive positions in the NSW Health system for 29 years.

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 and Member of the Audit Committee and the Remuneration Committee, Chairman of Creating Links Community Services; Chairman of Leigh Place (aged care organisation) and Chair of Leigh Place Property and Development Committee; Board Member Meaningful Ageing Australia and Chair of the Finance, Audit & Risk Committee.



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.



Julie Barry

Executive Manager Residential Care

September 2020 - Current

Qualifications:

Registered Nurse, Registered Midwife, Graduate Diploma of Management, Diploma in Leadership and Management and a Certificate in Oncology.

Career History:

Julie has been a registered nurse for 38 years and has held various leadership positions in NSW Health, including assisting in commissioning a standalone Palliative Care unit within the Blacktown Hospital Campus and holding Nursing Unit Manager positions in the Western Sydney Health Area Service. Julie has also worked in Aged Care for a number of years, with a strong clinical and leadership background as well as expertise in Clinical and Quality matters.

Prior to being appointed as Executive Manager Residential Care, Julie was the Care Service Manager at Carrington's Mary MacKillop aged care facility.

Julie was the Care Service Manager at Carrington's Mary MacKillop aged care facility since 2014.



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.



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 20 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 Services.



James Brassil

**Executive Manager People
and Culture**
2021 – Current

Qualifications:

Bachelor of Arts (Industrial Relations & Political Science), Master of Education (Educational Leadership), Certified Member- Australian Human Resources Institute (CAHRI)

Career History:

James has over 20 years' senior leadership experience of the People & Culture Function, including roles in NSW Health and in Education sectors in Australia and in Abu Dhabi in the United Arab Emirates (UAE).

James has developed high performance teams and led significant organisational transformation and growth programs. With People at the heart of Carrington, James is particularly passionate about the leadership of culture building strategies to support and motivate the workforce.

Our Residential Care Services

As we began the year 2021 – 22, everyone thought it could never be as hectic or tumultuous for the Aged Care Sector as the year before was, little did we know that we would continue to face the same if not worse situations yet again with the effects of a pandemic. For our residents it's been another tough year, not being able to see their families at times, and with that the increased concerns that come regarding their psychological wellbeing as well as the social impacts. For our families- at times having mandatory visiting limitations, be it from Government levels, and recommendations made by Public Health units in times of outbreak. We have certainly been able to understand the effects on both the residents and their families that not being able to see their loved ones has had.

For our staff and their families- when staff were ordered not to come to work due to their own families possibly having Covid – the financial stress this placed on so many staff, aside from a culture that's within this 'caring industry' when they so desperately wanted to come and provide care to the vulnerable, and they couldn't – and the feelings that go with that in thinking they may be letting the team and the residents down.

We are very grateful for the understanding and the support the residents and their families have shown us during the year as we integrated through the challenges of dealing with COVID-19 and the periods of lockdown. We also thank our staff in residential care for their extraordinary effort in supporting our residents throughout the year and managing under some difficult circumstances.

Staff

Last year we had implemented a Succession Plan for the leadership of our Residential Aged Care Facilities. Successfully to date over the past year we witnessed:

Mary Mackillop Facility – Emma Giddy Care Services Manager

- A new Clinical Manager, Sofiya Shrestha commenced in August 2022.

Paling Court Facility – Elizabeth Roodt Care Services Manager

- Elizabeth is supported by two competent Clinical Managers Katherine Helmi and Sam Kurian.

Grasmere Terrace Facility

- Following the resignation of the former Care Services Manager, Leanne Russell was recently appointed the Care Services Manager of Grasmere Terrace.

Werombi Court Facility

- Amanpreet Kaur was one of the Clinical Manager in Paling Court was offered the role Care Services Manager of Werombi Court.



Education Opportunities

Covid has impacted and interrupted at times the way education can be delivered. The use of technology has become the new normal. All four residential facilities and community care have simultaneously been able to link to programs via team viewer. Staff have been offered educational opportunities through a range of online learning during the pandemic when face-to-face education was limited. This included online courses covering a range of subjects including 'Understanding Dementia' (University of Tasmania), MediLearn, PalliAged (palliative care), PEPA (palliative care), End-of-life Essentials (palliative care) and Wounds Australia.

Infection prevention and control has been

the focus throughout the pandemic, to better protect our consumers and staff. All Carrington staff, including the maintenance team, have attended infection control sessions and donning/doffing competencies. Key staff have completed an Infection Control unit of competency which was delivered onsite by an external provider. The key staff were selected from several areas, and comprised of clinical and non-clinical staff, and included hotel services, community care and residential care.

We have managed to continue placement opportunities to the University students for Nursing and Medicine, taking students for Their practical components.

Aside from running our own Cert 3 traineeship on site, our commitment remains to support the TAFE students undertaking

their Certificate 3 courses in Aged care, Individual support, Leisure and Health. At times this was hindered due to the Covid restrictions, with many of them struggling to meet their placement hours. For us to be able to assist in ensuring they met their requirements was a great building block for the future of the aged care workforce. In addition to this we were able to assist several external TAFE's that were not in our catchment, with them suffering problems being able to get their students placements to due Covid outbreaks and restrictions from other aged care organizations. Having Carrington make this happen for these students was extremely fulfilling for us as well as them, knowing we were able to support students to reach their end goal and therefore be able to take up roles in aged care facilities across the region.

Carrington now has 7 fully credentialled staff within our Clinical Leadership team with the Australasian College of Infection Prevention and Control – Infection Control Lead Qualification.

We recently hosted a 'Palliative Care Information Night', organised by our Clinical Nurse Educator, and was presented by the Clinical Nurse Consultant Palliative Care SWSAHS (with 66 attendees from ILU, families, carer's and staff).

Carrington's Clinical Nurse Educator liaised with Dementia Australia to deliver an on-site Dementia Essentials unit of competency (21 attendee's).

Dementia Essentials will be conducted again in November 2022.

Registered Nurses from residential and community care

have attended external palliative care and wound care courses.

We continue to ensure our clinicians undertake Clinical Mandatory training and onboarding competencies, incorporating medication training and assessment (clinical staff), medication drug calculations (RNs), Cold Chain course (RNs), wound care competencies (RN), hand hygiene competences and donning/doffing competencies (all staff).

Our Residential Care Services cont.

Accreditation and Quality Systems

The Covid crisis has remained creating some delays for the Aged Care Quality and Safety Commission visiting homes across the nation. To assist ensuring resident safety during the Pandemic they have focused on auditing organizations. To this end we have successfully met all requirements to date across all four facilities. With this we have received extremely positive feedback from both the Commission, The Public Health Unit teams and the Commonwealth and State health teams about our management of any Covid outbreaks.

Mary MacKillop was re accredited last year, Paling Court and Werombi Court are due any time and Grasmere Terrace is due early 2023. Aged Care has undergone some major reforms in the mandatory reporting space all homes have specific data sets to provide to the Aged Care Quality and Safety Commission on regular basis now and this allows the Commission to benchmark homes across the nation. We continue to report the mandatory Serious Incident Response Scheme items- (SIRS) which includes areas such as physical aggression, elder abuse, neglect, and psychological injury amongst others.

Our leadership team in the Residential Facilities attend regular reporting to the National Quality Indicators, again another benchmarking tool for the Commission to be able to monitor aged care home across the country. These currently include - unplanned weight loss, Falls and major injuries, Pressure injuries and skin integrity, physical restraint and medication management – including polypharmacy and use of antipsychotics. Our multidisciplinary approach to care is strengthening, and we are working on projects that will produce better outcomes for End of Life- focusing on the non- physical interventions and strategies to compliment the physical/ clinical aspects of care.

Another one of our upcoming new projects across the organization is Mental Health Awareness, to improve our skills and ability to identify and offer support for both staff as well as our residents. AS an immediate imitative the organization is funding the certification of key personnel to be trained in Mental Health First Aid.



Staff and residents of Mary MacKillop Facility celebrating Daffodil week.

Our Volunteers

The 2021-2022 financial year has been a successful and very productive one for our Carrington volunteering team. Our Leisure, Lifestyle & Volunteer Coordinator has now been performing the dual Coordinator roles for 15 months and has expanded the volunteering team to include a more diverse group of volunteers, including younger people and people with disabilities.

Highlights:

New recruits- There have been four new members to the Carrington Bus Driver Team, which has grown to nine dedicated gentlemen and additional fortnightly Saturday runs have been added to the monthly timetable. We have also welcomed an Opera singer, Italian speaking volunteer and musician for our Italian residents at Paling Court, an ex-teacher who has been assisting with our intergenerational programs, a volunteer proficient in administration, L&L volunteers that assist our residents in meeting their L&L needs through individual visits and group activities, five assisted feeding volunteers and several programs with Mater Dei Next Path Program (NPP) young adults and support teachers. In total, there have been 56 new volunteers, with 34 being from our Carrington Village and local community and 22 Mater Dei young adults.

Awards

In May, several representatives from our Volunteering team attended the 2022 NSW Seniors Festival Local Achievement Awards and the following were nominated: Community Service Award- 1) Carrington Bus Driving Team- these dedicated gentlemen always go above and beyond to ensure our residents (both ILU and RC) are able to maintain community access and attend outings of their choice.

2) Margaret Thornton- Margaret is a resident of Carrington and also a member of the Camden Seniors Committee. Margaret advocated for our Carrington residents to be the recipients of a virtual performance that the Committee and Camden Council put together.

Lifelong Learning Award

3) Dianne Smith- Dianne has utilised her skills, knowledge and resources as a teacher to maintain intergenerational connections with The Early Learning Hub at Spring Farm, a preschool that has had an intergenerational partnership with Carrington since 2019 as well as assisting with the Spring Farm Public School's intergenerational partnership.

Donations and Community engagement

During the lockdown periods Carrington was heavily supported by our community including local schools, Bunnings and Service Clubs with donations and material items that kept our residents engaged and entertained.

Our sincere thanks to the Community and Service Clubs for their continued support.



Our volunteers receiving their Certificates of Appreciation during Volunteering week.

Our Volunteers cont.

Mater Dei Thank you Morning Tea - took place on 23rd June at Mater Dei. Our Leisure, Lifestyle & Volunteer Coordinator presented certificates to the Mater Dei students that had completed their first semester placements at Carrington.

These students assisted with administrative duties, Leisure & Lifestyle activities and the ILU Espresso Yourself coffee group. Commencing July and August 2022, our Mater Dei participants are now volunteering in our Grasmere Terrace Kiosk and Gardening Club respectively.

National Volunteer week: Thank You Morning Tea for all Carrington Volunteers- this was celebrated on the 17th June and was a beautiful way to thank all our wonderful volunteers who dedicate their time to ensuring the holistic needs of our residents are met. The Pastoral Care volunteers were awarded their certificates of completion and all volunteers were honoured and congratulated, with our Residential Care (RC) residents creating some delicious Rocky Road to show their appreciation.

- Incorporating the student's Key learning Areas (KLA's) into our intergenerational activities- Through meetings with the teachers of SFPS, we identified KLA's for each Primary Stage. With assistance from a volunteer, PowerPoint presentations were created for:
- Kindy- Toys of the past (colouring book created) and Animals (pet therapy and local wildlife)
- Stage 1- School days and Autumn
- Stages 2 and 3- Stolen Generation, including interview audio and newspaper article.

WSU students- there have been 14 WSU students completing their placements at Carrington from several Health Science disciplines, including Recreational Therapy, Health Service Management and Health Promotion. The students have assisted with intergenerational programs, community participation, support groups and L&L activity programs.

Cert IV Leisure & Health students- 18 Cert IV L&H students have commenced or completed their placements with the L&L team. Two have been successful in joining our L&L team as a Recreational Activities Officer (RAO) and are doing a fantastic job. Our Leisure, Lifestyle & Volunteer Coordinator, along with the RAO's, continue to mentor and support all student placements.

Duke of Edinburgh students- we have had three Duke of Edinburgh students commence their placements at Carrington. One is a young gentleman who is an avid chess player and has been partnered with an equally enthused chess player who resides at GT. Another student has been visiting the residents of PC and assisting the L&L team with group activities and individual visits in our High Care wing. The third student has been placed at WC as she has a desire to learn sign language and has been partnered with a resident who has a hearing impairment.

School programs:

- Spring Farm Public School (SFPS) intergenerational activities-
- Penpal program- commenced in May with six participants from Residential Care and Retirement Living. Within two months, the program has grown to thirteen participants with four having visited their Penpal classes at SFPS. There has been overwhelmingly positive feedback from all participants with letters, artworks and small gifts being exchanged regularly.



Highlights for Pastoral Care

Pastoral Care

We recognize that at certain times, the experience of illness and life events such as death impacts on a person's emotional and spiritual well-being. As an integral part of our health care team, Carrington's Pastoral Care is primarily staffed by our Pastoral Care Coordinator who works with a team of trained pastoral care volunteers to respond to the emotional and spiritual needs of our consumers.

Pastoral care visits are face-to-face, person-centred and not necessarily associated with religion, unless this is relevant to the consumer. Instead, pastoral care provides consumers, family and staff the opportunity to express their hopes, fears, anxieties, grief, and concerns, or to focus on their own spiritual needs and things most important to them. Spiritual needs that pastoral care visits centre on include the things that bring meaning to the consumer's life; a sense of purpose in daily activities; hope in the present and for the future; and connection with themselves, others and/or something beyond themselves.

Pastoral support is available across each residential care facility as well as independent or assisted living. Consumers in requiring pastoral care are identified through spiritual assessments conducted by the Pastoral Care Coordinator for new admissions or through referrals received from consumers, family and/or staff.

Pastoral Care is a voluntary service - the consumer or their family must agree to the service being provided and consent is always sought.

Some consumers who receive regular pastoral care stated, "It's a welcome sight....it affects your life and I am grateful talking about things I like to talk about."

"It's nice to have the one-on-one. It enlarges my thinking with conversation, they are very lovely people and I look forward to my visits."

"Through their devoted one-on-one time with me, they listen and validate my feelings. Without it, would impact me mentally and socially..."

During the past financial year, while we farewelled some long-term volunteers, we also welcomed new ones.

Two courses were held over the past year resulting in 12 new pastoral care volunteers who completed the 8 weeks training program and are currently visiting residents across facilities. One of our new volunteers commented, "pastoral care has been one of the most challenging and rewarding time of my life." Another stated, "I continually learn about life, spirituality and what brings me meaning, and myself."

At the end of the financial year, we had 29 pastoral care volunteers with plans for further recruitment expected in the coming year to meet the high need for spiritual support in later life.

Faith-based Support

At the end of financial year, we had 25 volunteers offering faith-specific services.

Despite interruptions due to COVID-19 lock-downs, religious activities offered during the year included weekly Catholic and Anglican church services, non-denominational spirituality services, bible group, and Gospel singers.

Two residents who attend a weekly service expressed, "I really appreciate it. As we can't go to church, it is a good substitute. I really look forward to it as we get

to talk about things we want to with religious people."

"it's very much for me. As I am unable to attend church outside I find I am able to maintain my Christian faith. I very much appreciated the volunteers for giving their time."



Pastoral Care Volunteers

Highlights for Pastoral Care cont.

National volunteer week

Carrington's pastoral and faith-based volunteers were recognized for National Volunteers Week in May 2022. Certificates were presented to our new pastoral care volunteers and tokens of gratitude provided to all volunteers. Carrington's Facebook page was also used to honour and thank our many volunteers for the contribution they make to the lives of our consumers.

Memorial Service

Held in November each year, our memorial service provides an opportunity for families and friends to remember and honour those they have lost. The 2021 service was held in recognition of the 135 Carrington consumers who lost their lives in the previous 12 months. The service was again held online and viewed by livestream due to COVID-19 visiting restrictions.

Following the service of remembrance, those lives were honoured with the planting of tree near the croquet court.

Espresso Coffee

In recognising the isolation and loneliness of many ILU residents from referrals received for pastoral support during COVID-19, and identifying a common need to connect with others, the idea was presented to our Chief Executive and Volunteer Coordinator to commence a Coffee connection group for ILU residents. Thanks to our Volunteer Coordinator, who supported the concept, this initiative was rebranded to "Espresso Coffee", resourced by volunteers, and a monthly gathering commenced in April 2022.

School Programs: Through your Eyes

Carrington continued our partnership with Magdalene Catholic High School with our "Through Your Eyes" program this year. After cancelling last year due to COVID-19, in 2021 seventeen Year 11 students were matched with seven Carrington residents spending time to connect with the residents and listen to their life stories. The program, while interrupted and delayed due to lock-downs, was culminated in a presentation where the residents and their families were invited to view an audio-visual presentation of the residents' stories.

Mental Health Support

In June discussions were held on how to identify and support the Mental Health of Carrington's staff and residents with our Chief Executive, Executive Directors of Community Care and Residential Aged Care, Learning and Development Coordinator, and Pastoral Care Coordinator. This resulted in a key initiative planned for next year on framing a Mental Health Support Model for Carrington in order to better support our consumers in residential aged care, independent and assisted living, community care as well as staff.

The model will document both internal and external mental health support and resources available immediately and in the longer-term. Pastoral Care plays a crucial role in offering immediate to shorter term support such as during times of distress, crisis, change, or bereavement.

End of Life (EOL) Support

During the year, in response to a request by our Leisure and Lifestyle team on how to non-physically support residents during their final days or hours of life, trained was offered by our Pastoral Care Coordinator.

This session covered how to identify and respond to the spiritual needs of the dying and self-care. Following this training, areas for improvement were identified in order to improve non-physical support at end of life. In response, another initiative planned for next year is to also develop a support model for palliative care and end of life at Carrington.



Magdalene Catholic College students listening to stories "Through your Eyes"

Community Care Services

Carrington Community Care provides home care services to the aging residents of Camden, Campbelltown and Wollondilly Local Government areas. A mix of government and non-government funding supporting older people to continue living well within their own homes.

Community Care is more than just a home care service, the Carrington difference is a service offering that enriches the lives of older people. Our clients have access to a multi-disciplinary team that focuses on each client's individual ability to maximise their potential.

Moving towards 2024 there are significant changes proposed to the way in which Home Care services will be delivered.

These changes will be a result of how the Commonwealth government will structure and fund Aged Home Care. The most notable change being a move to a Single Home Care System, as opposed to the current two tiered system of Commonwealth Home Support (CHSP) and Home Care Packages (HCP's).

There will be many opportunities amid these changes and Carrington is excited by the prospects of future service growth.

Pandemic and Natural Disasters

As per the previous year our services to our clients continued to be faced with challenges. There was no respite from Covid-19. Despite isolation and community lockdowns Carrington Community Care to provide services our vulnerable community members. The continued support of Carrington care staff bringing solace to many of our community clients.

Floods throughout our service areas on multiple occasions during the year also brought additional challenges. Managing floods and Covid concurrently demonstrates the continued resilience of the whole Community Care Team.

Service Delivery Growth

To support the ongoing and emerging needs of our clients Community Care attended to:

- 28, 871 hours of service to Home Care Package Clients (HCP)
- 22, 918 hours of Commonwealth Home Support Services (CHSP)
- 3, 998 hours of Private Funded Services



Celebrating the Success of Carrington Care App

In November 2021 Carrington in partnership with Hayylo transformed client connection and engagement. The purpose built Carrington App provides a system with real time communication between our clients, their families and carers and the Community Care Team.

The Carrington App has enabled clients to:

- Have full visibility of their scheduled services including the care staff that will be attending individual services.
- Up to date information should any roster changes occur via notifications.
- Clients and their families are empowered to request or make changes to their services via the self-service feature.
- Receive important messages and information via the Social Feed feature to keep our clients well informed.

Since the introduction of the Carrington Care App the success and results are well above the expected forecast. The Amazing Stats to date:

Total Number of clients scheduled: 656

Community Care Services cont.

Total Number of clients that are actively using Carrington App – 335

Total Automated Visit Messages to clients – 9,344

Estimated Time Saved with Automated Messaging – 467 hours

Total Number Client / Family Requests (self – service via app) – 3,978

When benchmarked across like organisations and service demographic Carrington is far exceeding the industry average with utilisation and uptake of this sophisticated communication Application.

Future Expansion of Community's Clinical and Allied Health Teams

As our client needs continue to determine the services made available by the Community Care team.

Carrington is well positioned to meet our clients need. Our team now has available :

1. Permanent full-time availability of nursing services by Registered Nurses.
2. In house Physiotherapy & Exercise Physiology services.
3. State of the art Senior Fitness Centre.
4. Commencing late 2022 the availability of In-house Occupational and Massage Therapy.

The availability of these services supports the goal of Community Care to realise each our client's full potential.

Appreciating A Great Community Care Team.

To our care staff visiting our clients in their homes each day. Always supporting something special to each of client's life each day.

Our Community Care Coordination and Support staff. This includes care coordination, Scheduling and Administration.

The success of Community Care is a result of the ongoing dedication of all our staff. Carrington acknowledges each of you and thanks you for work.

Quotes from Clients from 2022 Consumer Experience Survey -

"I feel supported, the service benefits my spouse and blesses our family"

"Staff are respectful and do an excellent job. Professional and Kind"

"I trust the people and feel happy and safe"

"Consistent with high reputation. Communication is good and the App for schedule is working well. Ladies are respectful, kind and friendly"

"Not only is my carer good at her job, she is also interested in my well- being"

"I am treated with respect and courtesy"

"Staff from office are informative and my carer never makes me feel old and inadequate"

"The lovely carers always come with a warm smile and make me feel happy."



Thi Nguyen and Parida Worakachin receiving Certificates of appreciation on Aged Care Employee Day.

Our People and Culture

Our People

The 2021-22 financial year was a period where the staff of Carrington displayed enormous resilience and commitment to our values and goals, in what was a very challenging time.

In an environment in which COVID has been a significant factor in the way that we work at Carrington, we have been agile in our strategies and initiatives to ensure that high service levels are maintained.

Our teams have been exposed to highly stressful circumstances, particularly the ongoing provision of services during lockdowns, and continue to meet the varying government directives keeping our residents and clients safe, and cared for. Our staff members make a positive difference in the lives of all those that we care for and serve and we thank them for their ongoing commitment and diligence.

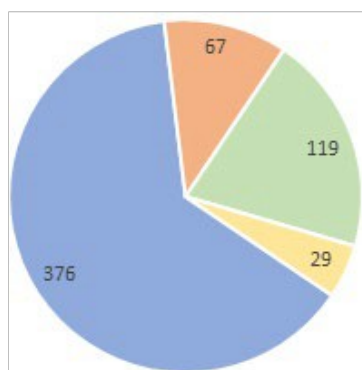
We are committed to promoting measures that are in place to support our valued workforce, in particular our Employee Assistance Program (EAP) which is provided by 'Access EAP'.

This service has been promoted internally and expanded over past year to ensure the wellbeing of our workforce.

Carrington currently has 591 employees, split across its Residential Care, Community Care, Operations, and Corporate teams.

Carrington Workforce Snapshot

■ Residential Care ■ Community Care ■ Operations ■ Corporate



Our Culture

We want to ensure that Carrington is a place where people want to come to work and a place where every employee can achieve job satisfaction. To that end we ran a staff engagement survey, partnering with "The Voice Project" in June 2022 to ensure that every employee can have their say in what is working well, and where improvements may be needed.

Organisational and Learning Development

While COVID continued to impact various aspects of Organisational Development and Learning at the start of the year, the new Advisor in this role, continues to carry on and enhance the great work done in previous years. The Orientation Program still forms the basis of learning at Carrington and has undergone some enhancements. Every new employee meets senior leaders and also learns about Carrington's history, mission, vision and values and our philosophy of person-centred care. All care staff complete training and competency assessment in key care areas to prepare them to offer excellent care from day 1.

E-Learning continues to grow in importance and our industry leading e-learning supplier ALTURA, continues to provide up-to-date content on an easy to access and use platform. Tighter completion reporting is being introduced to ensure all assignments to roles are completed ensuring a solid base of knowledge is retained in our employees.

In addition to this e-learning, modules aimed at advanced care information and other topic areas such as fire awareness, customer service etc are released as required.

The third iteration of the traineeship for Certificate III in Individual Support was launched in Oct 21 and will draw to completion in Oct 22, and planning is currently underway for the next traineeship intake. Carrington provides wide support for the next generation of industry employees through the Work Placements and Work Experience programs.

Placement opportunities for TAFE and University students completing qualifications that include Allied Health, Massage Therapy and Nursing are numerous and Carrington also supports local schools with work experience placements in TVET courses ranging from business services, allied health and kitchen operations

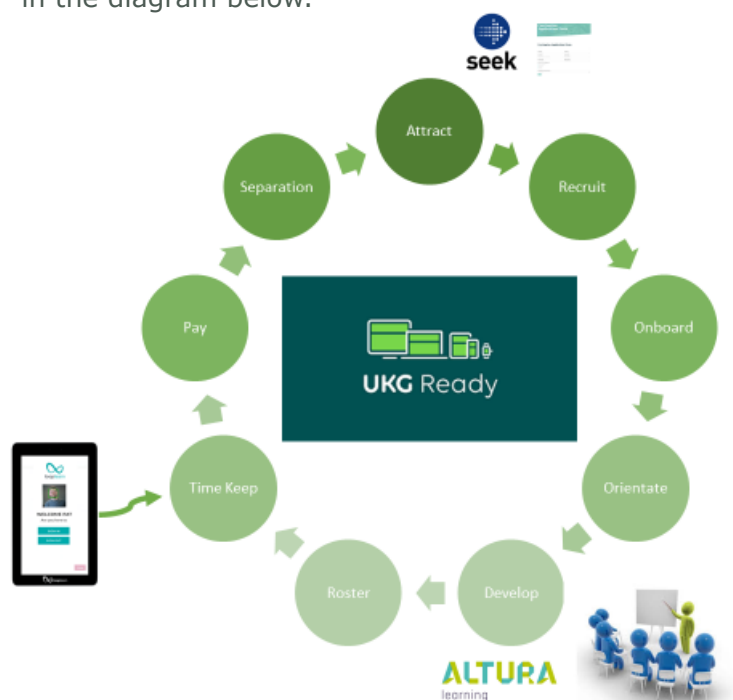
Our People and Culture cont.

Our Systems and Processes

Carrington has made a significant step forward with the selection of a new system to support our people. After significant work to prepare for the project we went out to the market and undertook an extensive review of available vendors & products. Carrington has now selected the Ultimate Kronos Group (UKG) as the best solution to meet our current and future needs. We are now developing modules across the Core HR, Recruitment, Learning and Development, Payroll, Rostering and Performance Management areas.

We are moving to a much cleaner, easier to use, integrated system that will give a better user experience, cut down on manual processes and be easier to extract reports from.

The project commenced in April 2022 and the development, testing and implementation will take much of the 2022/23 financial year to complete in its' various stages. The new system model is shown in the diagram below.



The People and Culture Team

This year saw significant change in our People & Culture team with a new Executive Manager People & Culture commencing, along with new staff in the key roles of Senior Organisational Development Advisor, HR Advisor, HR Officer and Rostering Coordinator.

Our new team members were selected with an eye on cultural and organisational fit and have made significant contributions to achieving the goals that were well established for the team.

Our People and Culture strategy is being reviewed in line with broader organisational strategies to ensure that we continue to build capability and to operate in an agile way to meet challenges.

Talent acquisition and retention have been a significant focus of the team, along with ensuring that our staff work in a safe environment and have access to ongoing learning and development.

Awards and Recognition

- Emily Skeen, Care Service Manager, Grasmere Terrace – Winner LASA 'Rising Star 2021



- Katherine Helmi, Clinical Manager, Paling Court – "Finalist Next Gen Category"

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			
	Vicki	Bosnich	Mary Mackillop
	Charles	Copeland	Maintenance
	Keith	De Martin	Maintenance
	Emma	Giddy	Mary Mackillop
	Kim	Kerrigan	Hotel Services
	Monica	Lang	Grasmere Terrace
	Michelle	Stowers	Mary Mackillop
	Mark	Tutt	Executive
	Octavia	Vassallo	Mary Mackillop
	Edwina	Whiley	Community Care
	Helen	Wilkinson	Community Care
	Liza	Williams	Grasmere Terrace
15 Years			
	Suzanne	Betts	Mary Mackillop
	Stacey	Finch	Hotel Services
	Kathleen	Humphries	Community Care
	Kim	Morris	Community Care
	Donna	Piper	Hotel Services
	Melinda	Sera	Grasmere Terrace
	Kathryn	Williams	Hotel Services
	Michelle	Seton	Community Care
20 Years			
	Iris	Lo	Hotel Services
	Fiona	McCall	Grasmere Terrace
	Peta	McGlone	Mary Mackillop
	Debbie	Mumberson	Community Care
	Anne	O'Neill	Community Care
25 Years			
	Luis	Contreras	Grasmere Terrace
30 Years			
	Sandra	Holland	Grasmere Terrace
35 Years			
	Patricia	Hunter	Finance
	Susanne	Warr	Grasmere Terrace
40 Years			
	Sandra	Bruce	Finance

Operations and Infrastructure and Hotel Services

Hotel Services

2021/2022 has been a successful year for the Hotel Service Team. Among the challenges of the pandemic including the Omicron wave posed many operational challenges. The Team has been great in delivering exceptional service for our residents including Food Service, Housekeeping and Laundry Operations.

Compliance

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 2021.

Food Services

- The Hotel Services Team is continually enhancing the dining experience of our Consumers. New food presentations and the introduction of Hot Savoury Morning Teas cooked in the facilities is proving very successful experience of our Consumers while focusing on stimulating their senses of smell.

Variety of traditional and multicultural foods are being offered to our residents.



- The Hotel Services Team has hosted several themed celebrations throughout 2020/2021. Consumers in residential care together with Leisure and Lifestyle Teams have collaborated to ensure that food activities are co-ordinated on theme days to provide an overall enjoyable experience for the Consumers.
- 2021 was the beginning of the food focus groups with great input from our residents. Each facility had up to 12 residents with a special chef's luncheon along with the facility manager with new menu items and some suggestions to be discussed over lunch. Once we receive feedback we have been able to introduce these new menu items into our seasonal menus and to ensure that residents have been included in the menu planning process.



- New Menu Launch - New Menu was launched end of May, after a session of Food Focus Groups in each facility. Our resident's feedback was documented and their likes and dislikes about the food was catered to not only for the Chef Lunch but also incorporated in the Winter Menu Program.
- The Hotel Services Team has adopted a "Food First" approach in 2020 with a focus on nutrition in order to support the wellbeing of our residents. Food fortification has been introduced into a number of items on the menu to support this initiative.
- We continue to implement a FOOD FIRST approach in regards to weight management of our residents, along with providing a varied range of supplements to better suit the resident's needs if required.
- New enhancements to thickened beverage service offers our residents a variety of flavours, all of which could be matched with fresh juices, whole milk with flavouring added and cordial flavours. Apple juice, orange juice, cranberry juice and pear juice. Dairy choices of caramel, strawberry, chocolate or plain milk. Cordial flavours including raspberry, lime, citrus (lemon), orange and plain water. This has been a huge success most success compared to the pre-packaged products as it gives the resident's the dignity they deserve and most importantly their choice.

- 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, BBQ hamburgers & fresh Pizzas of our resident's choice, has been successful in stimulating not only the senses of the Consumers, but the interaction between Consumers, carers and staff. Newly created Chefs pancake station has been a new addition to our live cooking program which has been very well received.
- Improvements have been made on Texture Modified Moulded foods for all our Consumers who experience swallowing difficulties. Addition of sweet potato mash and moulded broccoli have been new additions. This popular concept delivers significantly better presentation and colour, taste and most importantly, provides our Consumers with the dignity to enjoy their food on a daily basis which improves the quality of life. 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.



"Our Hotel Services Team has been innovative in producing different variety of foods and engaging with our residents"

Operations and Infrastructure and Hotel Services cont.

Riverview Assisted Living Apartments

Our new residential concept of Riverview Assisted Living beautifully designed apartments was completed in November 2021. This concept fills the gap between residential care and independent living, which has become very popular in our community.

The Official Opening Ceremony of Riverview Apartments was held on the 28th April 2022. The Hon. Mark Coure MP, Minister for Multiculturalism and Minister for seniors was the guest of honour to officiate the opening ceremony.



Riverview Assisted living Apartments was commissioned on the 1st December. Very few apartments left for purchase. The Hotel Services Team managing the operations of Riverview with great resident satisfaction and feedback. Our friendly concierge is looking after our Riverview residents with their day to day needs through Care packages from our Community Care Team.



The Hotel Services Team organized a fantastic afternoon Tea with delicious Cakes, tarts, Sausage rolls and Mini Pies and a Seasonal Fruit Platter.



Alison Concierge at Riverview Apartments, Hotel Services Manager and Village Customer Service Coordinator, held the monthly Resident meeting at Riverview along with morning tea. There was overwhelming feedback from all residents of how well they are looked after.

RETIREMENT LIVING

- ILU residents celebrated a senior's morning tea in the Auditorium at the Carrington Recreation Centre, catered by the Hotel Services Team. The Entertainer was very popular and all our ILU residents were very pleased with the event.



- Christmas Parties were enjoyed by our residents with the Christmas spirit of table decorations, good entertainment and fantastic food. Unlike previous years, the Christmas Parties were held within the facilities for the comfort of the residents. Our Chef created a fantastic Ham and Turkey Roast with honey glazed roast pumpkin and potatoes. Our residents were spoilt to a delicious black forest Pavlova.
- Rocksalt at Carrington continues to be a popular place to visit by our Consumers, families and the local community around Camden. Unfortunately, the pandemic has affected the operations of Rocksalt which was closed for period of the year. Rocksalt has still been popular for takeaway and home delivery during lockdown periods to assist many of our Independent living Resident's.
- The Hotel Services Team continues to develop the service offering and look forward to continuing this in the coming year.
- Our dedicated housekeeping Team within Hotel Services Team are working tirelessly to ensure our Consumers rooms and facilities are hygienically maintained with increased frequency of cleaning throughout the day

targeting key touch points like handrails, lift buttons, door knobs and furniture during this difficult time for everyone. The health and well-being of our beloved Consumers is paramount. An Internal Audit program is in place to ensure the standards are maintained and the Team has the appropriate Learning and development as required.

- Central Laundry Operations
The Central Laundry has been upgraded with 2 new Commercial Dryers with a 55kilo capacity. This will address the downtimes in the Laundry during the week as we had dryers which were aging and required to be decommissioned due to parts availability. This will also reduce R&B costs for the Central Laundry.

Staff Appreciation BBQ Day

- The CE and Executive Team along with the Hotel Services Team hosted a fantastic Staff BBQ at the Recreation Centre for all our staff who worked through a very challenging January/ February with plenty of workforce challenges across the organisation. The staff who attended were very grateful with the effort from the Executive Team. Chef Vikas cooked up a very popular Cottage Cheese Curry and Rice Pulav.



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
- Karen Kavanagh
- Deborah Parker
- Graham Pascoe
- Stephen Carter
- Raad Richards
- Company Secretary



Alek Jankowski

Qualifications:

Bachelor of Engineering, Master of Engineering Science, Graduate Diploma in Management, Member of the Australian Institute of Company Directors.

Experience: Company Director since November 2000

Special responsibilities:

Chairman of the Board, Member of the Finance, Resources & Infrastructure Committee, Member of the Audit & Risk Committee, Member of the Clinical Governance Committee, Member of the Clinical Governance Committee.



Bruce Hanrahan, AM

Qualifications:

Solicitor

Experience: Company Director since November 2003

Special responsibilities:

Deputy Chairman of the Board, Chairman of the Audit & Risk Committee, Member of the Finance Resources and Infrastructure Committee, Member of the 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 Audit and Risk Committee.



Deborah Parker

Qualifications:

Professor of Nursing Aged Care and Dementia, School of Nursing and Midwifery University of Technology Sydney (RN, BA, MSocSc, PhD)

Experience: Company Director since November 2015

Special

responsibilities:

Chair of the Clinical Governance Committee



Graham Pascoe

Qualifications:

B Ec (Hons), M. Litt (Human and Env. Studies), 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 the Finance Resources and Infrastructure Committee and Member of the Audit and Risk Committee.



Stephen Carter

Qualifications:

Dispensing Optician, Grad Cert in Technology (Optician)

Experience: Company Director since November 2020

Special

responsibilities:

Member of the Clinical Governance 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					
	Eligible to Attend	Attended	Finance Infrastructure and Resources Committee		Clinical Governance Committee		Audit & Risk Committee	
			Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended
Alek Jankowski	11	11	11	11	11	11	4	4
Bruce Hanrahan	11	10	11	11	8	8	4	4
Karen Kavanagh	11	10	11	11	0	0	4	4
Deborah Parker	11	10	0	0	11	11	0	0
Graham Pascoe	11	10	11	10	0	0	4	4
Stephen Carter	11	11	10	6	11	11	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 group.

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.

depreciation, amortisation and income tax was a surplus of \$6,312,381 (2021: surplus \$7,558,390). The net result of the group for the financial year after providing for income tax was a surplus of \$169,788 (2021: deficit \$506,252). The parent entity and controlled entity are not-for-profit entities and are exempt from the payment of income tax.

PRINCIPAL ACTIVITIES

The principal activities of the group during the course of the financial year were the provision of aged care services

OPERATING RESULT

The net result of the group for the financial year before providing for interest,

OBJECTIVES OF THE GROUP

The group's objectives and strategies over the next three years is 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 the group is measured through reporting of financial and non-financial information to the Board and sub committees against operating budgets and industry key performance indicators.

AFTER BALANCE DATE EVENTS

Other than the possible effects of the matter referred to in Note 23 of the financial statements, no matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the consolidated entity, the results of those operations, or the state of affairs of the group in future financial years.

FUTURE DEVELOPMENTS

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

The group 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:

- Developing the Riverview Assisted Living Apartments (41 Apartments). The new service concept of the Riverview Assisted Living Apartments will be completed in October 2021
- The construction of Kent Terraces (20 ILUs), a premium Retirement Living will commence construction during 2022 financial year.
- The Master Planning for Smalls Road Greenfield site has been completed after 13 months of planning & 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 the group over the next twelve years

- A major refurbishment program of Mary MacKillop facility was undertaken during the financial year
- Continuing with our major review of processes across the consolidated entity's business to build on the Digital Transformation through the implementation of systems that will assist in the transformation of Carrington's services and business into a Five Star Aged Care and Retirement Living in New South Wales
- Continual refurbishment of our Independent Living Units to achieve modern and comfortable housing for seniors

ENVIRONMENTAL REGULATION

The group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

INDEMNIFICATION OF OFFICERS AND AUDITORS

The group has not, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the group or of any related body corporate against a liability incurred as such an officer or auditor.

Director's Report Cont.

INSURANCE PREMIUMS

Since the end of the previous financial year, the group has paid insurance premiums of \$10,097 (2021: \$8389) in respect of Directors' and Officers' liability and legal expenses insurance contract, for current officers, including Senior Executives of the consolidated entity 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 consolidated entity, other than conduct involving a willful breach of duty in relation to the consolidated entity. 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.

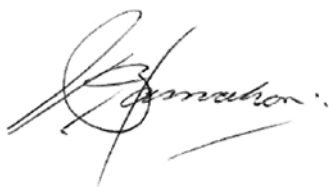
DIRECTOR BENEFITS

The Directors of the group have not, since the end of the financial year, received or become entitled to receive a benefit (other than a benefit included in the total amount of emoluments received or due and receivable by the Director as shown in the financial statements) by reason of a contract made by the group or related body corporate where the Director is a member or with an entity in which the Director has substantial financial interest.

This report is made with a resolution of the directors:



Alek Jankowski
Chairman



Bruce Hanrahan AM
Deputy Chairman

Dated at Camden this 20th day of October 2022







Carrington

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enabled to care

90 Werombi Road, Grasmere NSW 2570

PO Box 269, Camden NSW 2570

Phone 1300 590 590 | Fax (02) 4655 1984

f @carringtoncamden | **Email** info@carringtoncare.com.au

Website www.carringtoncare.com.au