



Carrington

LIVING • CARE • COMMUNITIES

enabled to care



Annual Report **2022-2023**

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



Raad Richards
Chief Executive

In preparing the 2023 annual report, we took a pause to reflect on the key themes that emerged during the year. While the ongoing aged care reforms, workplace shortages and continuing navigation of the post COVID-19 landscape are certainly central, our focus has been on **growth and resilience**. Continuing to generate a financial surplus to improve our quality of care and service delivery to the **community**; taking our people with us on the journey to celebrate our many milestones and achievements.

As we reflect on the past year, we note that the sector is plagued by negative media scrutiny, facility closures, and where more than half of our fellow providers are recording a negative EBITDA, Carrington's commitment to our people and to service excellence in line with our values and mission has seen us buck the trend.

Our Infrastructure

During the year, we commenced the construction of the Kent Terraces, a 20 well-appointed apartments project. The completion of this project in early December 2023 will enhance our service offering to the community, which has already responded positively.

The fully commissioned Riverview Assisted Living Apartments is another reaffirmation of our commitment to excellence and to meeting the evolving needs of older Australians and of our community.

To that extent, we have completed the planning and design of Woodland Assisted Living Apartments to further provide for the future needs of the community. This project has been submitted to Camden Council as a development application during the year.

During the year, the Board commissioned the development of a comprehensive Master Plan of the Carrington site with a view to enhancing and creating:

- Social, culture and physical heritage
- A community heart and destination
- A green network and open space
- An inclusive and accessible community
- Enriching the Ageing Experience
- Community engagement, and
- Providing innovative and sustainable solutions

This blueprint will guide the Board and Management vision to deinstitutionalise aged care as well as update and better utilise facilities.

We take this opportunity to thank our partners and everyone for joining us on the journey, as we continue to grow and develop Carrington for future generations.

"Our focus has been on growth, resilience and community."

Aged Care Sector Reform

The pace of sector reform continues, impacting all aspects of the organisation.

In summary:

- Requirement for approved residential aged care services to have a registered nurse onsite and on duty for 24 hours a day, 7 days a week commenced on 1 July this year, with Carrington having been ahead of the curve in this regard, offering continuous RN care for many years.
- We transitioned from ACFI to the new AN-ACC funding model, an area of continuing focus.
- The Star Rating system was introduced, and we are pleased to confirm that our facilities have achieved a continuous 4 Star rating.
- In July, eligible staff received a 15% wage rise following the Fair Work Commission's ruling.
- From 1 October, mandatory residential care minutes increase to 200 minutes.
- By the end of the year, the exposure draft Bill for a New Rights-Based Aged Care Act will be ready as part of the consultation process for new aged care legislation.
- From January 2024, financial information for residential aged care providers will be published on the My Aged Care website.
- June 2024 will see the beginning of the new residential aged care system, Places to People where places will be assigned directly to older people.
- In July 2024, a new Aged Care Regulatory Model comes into effect. It sets out a new approach to regulating aged care including:
 - ✓ Following the review of the Aged Care Quality Standards, the strengthened Aged Care Quality Standards will be introduced, with the aim to ensure older people are treated with respect, care and dignity.
 - ✓ The new National Worker Screening for Aged Care requirements in aged care will come into effect.
 - ✓ New Rights-Based Aged Care Act – Passage of the new Aged Care Act

The Board and Management are keeping abreast of the changes through regular training and development including participation in the KPMG Governing for Reform program, and the Executive continue the necessary planning and action to ensure that we continue to exceed expectations.

Our Performance

We take this opportunity to celebrate with our staff and Executive Management Team a few key accomplishments during the year.

Our successful re-accreditation for the full period of three years (meeting all of the Aged Care Quality Standards) in Paling Court, Werombi Court and Grasmere Terrace Facilities.

The successful Food Audit receiving an A rating, the voluntary accreditation of our retirement living and the recording of a strong financial performance for the year.

The successful implementation of a new payroll and staff rostering system as part of a comprehensive UKG Human Resources Information System.

Governance

Our focus remains on delivering safe and quality care and services to our residents and clients, while remaining a sustainable organisation, and delivering on our current strategic plan.

As a Board we continue to receive and monitor:

- Consumer feedback reports from Management, noting that complaints (including those to the Aged Care Quality and Safety Commission) remain extremely low, with a high volume of positive consumer feedback received and reported;
- Clinical trends – with in depth review and analysis provided by our dedicated Clinical Governance Committee;
- Introduction of online Board training through external training provider;
- Participation in KPMG Governing for Reform Program, and regular legislative and Sector Updates;
- Undertaking of Board Skills Audit to identify any gaps or areas of focus;
- Approval of a Terms of Reference for our new Quality Care Advisory Body, with periodic requests for participation in our Consumer Advisory Body;

Chairman and Chief Executive Report cont.

- Transition of all of our policies and procedures into the new ACCPA portal, with necessary review and update as required;
- Successful re-accreditation of our facilities, meeting all the requirements of Standard 8 – Organisational Governance as part of that process; and
- Our Finance, Resources & Infrastructure Committee, the Audit & Risk Committee and the Clinical Governance Committee continue to meet and provide the Board with detailed analysis and advice aligned to their respective area of expertise

This year sees one of our Directors standing down from the Board. Director Professor Deborah Parker resigned in May 2023, and Director Professor Anna Williams was appointed to the Board in November 2022.

We take this opportunity to thank Director Parker for her contribution to the Board and Carrington, and for Chairing the Clinical Governance Committee.

We would also like to thank the contribution of the Board Members for their insightful analysis and commentary, as we also look forward to the contribution of Director Williams.

We extend a heartfelt thanks to the Executive and Management Team for their professionalism and commitment to excellent stewardship and to caring for senior Australians each and every day, and to all of our staff for continuing to act on the frontlines of care and service, and for undertaking their roles with such dedication.

Thank you to all our volunteers, pastoral care and residents across Carrington. Particularly those who make a great contribution with humility and dedication.

“We take this opportunity to thank our partners and everyone for joining us on the journey, as we continue to grow and develop Carrington for future generations.”



Alek Jankowski
Chairman



Raad Richards
Chief Executive

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
			



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 47 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), Chairman of Creating Links Community Services; Chairman of Leigh Place and Chair of the Property and Development Committee; Chairman of Port Stephens Veterans and Aged Care, member of the Finance, Audit & Infrastructure Committee and Member of the Clinical Governance Committee; Board Member of Nelson Bay Bowling Club and Chair of the Infrastructure 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



Emma Giddy

Executive Manager Residential Care & Quality
2023 - Current

Qualifications:

Bachelor of Nursing, Diploma in Leadership and Management.

Career History:

Emma commenced her career in nursing 19 years ago as a New Graduate Registered Nurse at Liverpool Hospital, where she specialised in Oncology/ Haematology and Palliative Care.

Emma also spent two years in Oxfordshire, England expanding her knowledge as an Oncology Nurse.

Emma has worked at Carrington for the past 11 years as a Registered Nurse and Care Service Manager, being appointed to her current position as Executive Manager of Residential Aged Care and Quality in January 2023.



Vicki Martins

**Executive Manager
Community Care**
2017 - 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 Business
Operations**
2012 – Resigned January 2023



Our Achievements in 2022-2023



Commencing the construction of Kent Terraces Project, 20 well-appointed apartments due for completion in early December 2023.



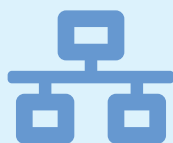
Our Aged Care Facilities have achieved a continuous 4 Star rating.



Our excellence in care has contributed to having higher occupancy rates, which had a significant impact on viability and the overall financial performance of Carrington.



Successful completion of the UKG Project, introducing a new payroll and staff rostering system.



Implementation of Phase II of the UKG Human Resources Information System (onboarding of staff, learning & development, performance management) is well underway.



Delivering a strong Financial performance in 2022/2023 to enhance on quality of care and offering our community the facilities they deserve.



Successful re-accreditation of our Paling Court, Werombi Court Grasmere Terrace facilities for a full three years to 2026.



Successful transformation of our systems to suit the new funding model AN-ACC being an area of continuous focus.

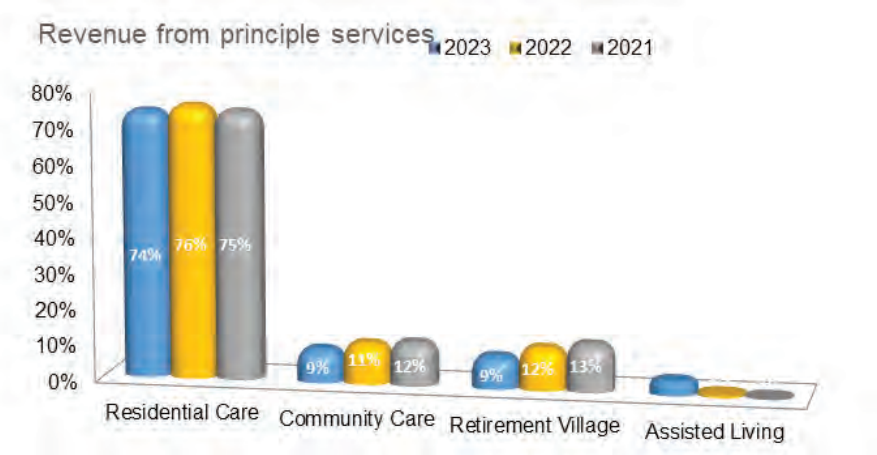


Successful voluntary accreditation of our retirement living

Overview of Financial Results

Carrington delivered a consolidated Net Result of \$7.6 million before interest and depreciation for the year ending 2022/2023.

During the year the business experienced a number of challenges highlighted by the impact of COVID-19 on the workforce, specifically on Residential services, and the government AN-ACC funding model to reflect the acuity levels of residents in care. Workforce issues have also impacted the Community Care business as we look at recruiting in-demand staff, and competition from other industries and other aged care providers. Assisted Living Apartments was close to full occupancy which also impacted the financial results. Additional costs incurred due to the COVID-19 outbreak are being recovered as part of a COVID-19 government grant. The other major impact on the business was Carrington’s continuing investment into IT systems and the Systems Transformation Program.



Statement of Profit or Loss and Other Comprehensive Income

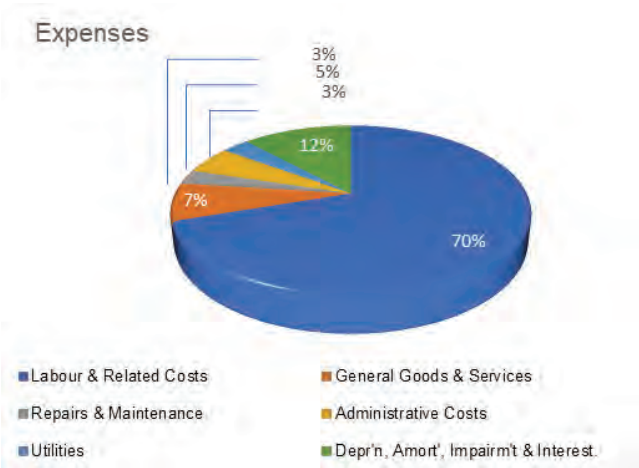
Revenue

- Overall revenue increased by \$7.3m during the year to \$54.5m (2022: \$47.2m):
- Residential Care revenue increased by 13% due to the high level of demand for residential places, and an increase in Government AN-ACC funding.
- In Home Support revenue decreased by 5% mainly due to impact of COVID-19 on the workforce being barriers to growth, offsetting an increase in Home Care Packages. Retirement Village revenue decreased mainly being continuing COVID-19 impact on property market impacting the average occupancy levels.
- Assisted Living revenue has also had a positive impact and provides a 4% contribution of our total revenue stream.

Expenses

Expenses excluding depreciation was \$47.1m which represents an increase of \$5.8m 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, the IMF the Fair Work Commission decision to increase the minimum wage awards by 15% for direct care staff in the aged care sector, and the on-costs directly related to this decision, which is yet to be funded by the government.

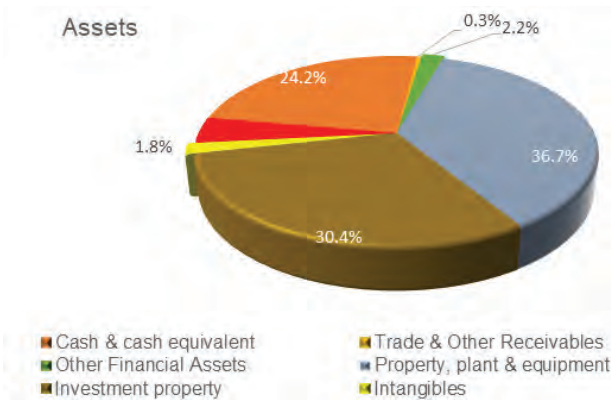
Despite the increase on last year, we are continuing to achieve success through operational efficiencies being implemented in parts of the business.



Statement of Profit or Loss and Other Comprehensive Income

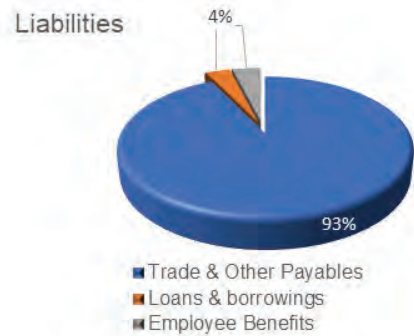
Assets

Total assets increased by \$16.1m (8%) to \$214.7m primarily due an increase in Term Deposits invested with RAD monies received, and capitalised constructions costs for the Kent Terraces apartments.



Liabilities

Liabilities increased by \$15m (8%) primarily due to



Loans received for the near full-capacity Assisted Living Apartments, and the RAD monies received which will need to be refunded.

Cash Flow

Cash reserves increased by \$8.3m this year mainly due to additional RAD’s and Loan’s received.

Long Term Financial Sustainability

With Riverview, 41 assisted living apartments building near full capacity, and the construction of Kent Terraces apartments, we are growing 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 increases of In-Home Support government packages, and the government decision to allow flexible service arrangements for Commonwealth Home Support Program (CHSP) providers, and carry over of unspent funding.

The successful implementation of the HR Information system (UKG) allows for a system that caters for ongoing management of staff rosters. We will continue to maximise AN-ACC revenue which provides more equitable care funding that better matches resident needs with the costs of delivering care, and ongoing operational improvements 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, and the use of additional personal protective equipment (PPE), 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 Stewart Brown Aged Care Financial Performance Survey.

The feedback from residents and families, 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 Governance requirements of the Aged Care Quality Standards.

Carrington management regularly monitors staff rosters against needs of our consumers and the average care minute targets, and as a consequence reassess the allocation of staff on a daily basis as the needs arise.

Our Care Services

Residential Care

Carrington's Residential Care Services have continued to excel during this financial year. Occupancy levels are consistently above average at 96% across site, with thanks to our dedicated Customer Service Team and Care Service Managers acting on vacancies in a timely manner.

We have navigated outbreaks and lockdowns in a controlled approach, whilst adhering to best practice. It is a true testament to our staff who have shown resilience and commitment to the safety and well-being of residents. As an organisation we have ensured our staff are educated and trained to follow Carrington's outbreak management plan. We communicate consistently with our residents and family members, keeping all informed during outbreaks. We have built solid relationships with the Public Health Unit, following their guidance and recommendations during these times. An emphasis has been put on our Partnership in Care model to ensure residents are not isolated from their families. This has improved our relationships with families and facilitated visits during lockdown periods improves residents physical and emotional wellbeing.

Within Carrington's Strategic Plan, there is a strong focus on career progression and leadership capabilities. Furthermore, an emphasis on leadership coaching and mentoring for our managers to assist succession in their role. A formal leadership program has been implemented, enabling our managers to be empowered to fulfill their roles effectively, improve their leadership skills, and contribute to the overall success of our organisation. This investment in professional development can have a significant and positive impact on our strategic objectives and the growth of our managers. All managers involved in the program are gaining relevant knowledge and enjoying the program.



Clinical Governance

Clinical Governance has been strengthened by improving audit tools to monitor care and assess opportunities for continuous improvement. These audits have proven to identify concerns allowing us to improve resident outcomes in real time. We are improving the clinical expertise of our teams through additional training and education resources. An introduction of the electronic medication management is providing greater accuracy and transparency over medication management and prescribing practices.

Carrington were the successful applicants to take part in the End of Life Directions for Aged Care (ELDAC) Linkages Program. This program has allowed us to meet regularly with an improvement coordinator from ELDAC, and the working group has mapped out practices where improvement is required. We are concentrating on establishing enhanced clinical practice through training, policies, procedures and material for our End of Life residents and their families. A Bereavement Booklet has been designed for our families to assist them when a family member or friend is on the End of Life pathway.

Accreditation & Reform

This year Paling Court, Werombi Court and Grasmere Terrace were granted three-year accreditation from the Aged Care Quality and Safety Commission. This achievement reflects the commitment to providing high quality care to our residents and maintain a safe and supportive environment. Our staff were congratulated and thanked for their efforts with a celebration in each facility.

Aged Care Reforms have been a focus for 2022-2023, these reforms were implemented following the Royal Commission into Aged Care by the Government to put our older Australians first, improve the quality, safety and choice in aged care to create a sector that is trusted, safe and sustainable. Some highlights of the Reform include an increase in care minutes, wage increase for staff, 24/7 RN's, development of a new Aged Care Act and facility Star Ratings.



Lifestyle

Carrington's Leisure and Lifestyle Team continue to provide residents with a variety of activities, based on resident's choice of leisure interests and meaningful engagement across all the facilities. These activities include cooking, art and craft, cognitive stimulation, musical entertainment and enjoying a morning tea or lunch at the Rocksalt restaurant. The residents also enjoy going for a walk or just sitting amongst the gardens and taking in the beautiful view of Carrington's grounds.

The Carrington Word Challenge was introduced this year with each facility providing the word of the month. The facility who can make the most words (using only the letters from that month's word) is the winner, and the facility who wins the most months of the year receives a trophy. This has become a fun monthly competition between the facilities and has been well received.

Special events such as Easter, ANZAC Day, Mother's Day and Father's Day were celebrated in the facilities. For Aged Care Employee Day residents provided 'thank you' messages to our caring and hardworking staff that was collated into a video and uploaded to the Carrington Facebook page. Fund raising events such as the Biggest Morning Tea and Daffodil Day saw staff and residents wearing yellow to celebrate and raise funds for the Cancer Council. A gold coin donation was made for the Biggest Morning Tea, along with many tasty and sweet treats, and on Daffodil Day bunches of daffodils were available for staff and residents to purchase. The Lifestyle Team continue to work closely with the Hotel Services Team to implement more special events for the residents to enjoy.



Our Care Services cont.

Intergenerational Activities

This year has been a very rewarding one with the Lifestyle Team and Volunteers in terms of intergenerational activities. The Spring Farm Public School Pen Pal Program continues to be popular with residents and students continuing to exchange letters and cards regularly. The residents are always happy to receive a letter or card from the primary school students, with one resident's earning the nickname "Granny Smith" from their pen pal.

Throughout the year, students from several local high schools in the Camden area participated in the Macarthur Workplace Learning Program where they completed one week of work experience at Carrington assisting the Administration Team and Lifestyle Officers. In June, Carrington residents were invited to the VETsteddFOOD even at the Oran Park Community Centre. The students who participated in the program catered lunch and provided entertainment for residents and other event attendees to enjoy.

In July, students from the Mater Dei Next Path Program assisted the Lifestyle Coordinator and Pastoral Care Coordinator with hosting Espresso Yourself, and the Hotel Services Team at Rocksalt. The regular attendees of Espresso Yourself always look forward to the Mater Dei students visiting.

Students from Australian Catholic University completed their Community Engagement Week at Carrington. The students came from teaching and occupational therapy fields, and assisted the Lifestyle Team with activities and social visits.

Second year therapeutic recreation students from University of Western Sydney undertook an 80-hour practicum with two students being placed at each of the residential facilities. The students gained experience in activity planning, preparation and evaluation, assisting the Lifestyle Team and volunteers and engaging in meaningful activities with the residents.

Volunteers

Carrington's amazing volunteers were celebrated with a Thank You Morning Tea, who go above and beyond generously giving up their own time to ensure residents are happy and staff are supported with activities. The volunteers are across all four facilities either in the kiosk, performing musical entertainment, driving the bus/buggy or assisting the Lifestyle Team with social visits.

Throughout the year there have been nine new volunteers join Carrington; four in the facility kiosks, two assisting the Lifestyle Team with visiting residents, one buggy driver, one bus driver and one assisting with delivering Carrington's mail.

Residents continue to enjoy music entertainment from Carrington's volunteers, whether it be a group singalong or room visit. The entertainers evoke special memories for our residents, who look forward to their visits each week and have their song requests ready for the volunteers to play/sing.

Volunteer bus drivers have been a challenge, with several of the regular hard working and dedicated volunteer drivers retiring. Carrington greatly thank our drivers for always going above and beyond to ensure residents are taken on safe, comfortable and enjoyable outings. The residents have had a variety of bus trips with some holding significant meaning such as a trip to Goulburn to visit a resident's childhood home. Other outings that have been popular with the residents include visiting local museums, dining out, art and craft activities at Bunnings and bowling. New venues continue to be sought and assessed on a regular basis.



Community Care

Carrington Community Care continues to be a sought after and highly regarded home care provider within the Greater Macarthur and Wollondilly areas.

Services are delivered via the federal government funded Home Care Package Pro-gram (HCP) and Commonwealth Home Support Program (CHSP). These funded pro-grams enable Community Care to support our clients to continue living in their own home and stay connected with their communities.

Community Care is integral to Carrington's care service operations. Community Care is often the first experience that many of our clients have with Carrington. Community Care establishes a care partnering relationship with our clients to continue living well in their own homes.

It is this trusting relationship that is nurtured in the home that results in our client's developing a long-term relationship with Carrington's care services.

Community Care Service Highlights



Total Number of Services to Clients: 772



Total Service Delivery Hours: 48,498.32



Care Staff Providing Direct Services: 53



● Total Km's Covered by Care Staff: 207,627.55



The Highs and Lows Post Pandemic

The last few years the community has overcome great adversity. During this time, the Community Team have continued to display amazing resilience and commitment to their clients and Carrington to overcome these challenges.

Workforce

Post COVID, Community Care's greatest challenge is successfully recruiting a workforce that is required to meet the ever-increasing need for In Home Aged Care services. Active recruitment of care staff to meet our service demand has become our highest daily priority.

Growing Community Care workforce exponentially will be an ongoing interest over the next few years.

Staying Connected

The Carrington App, since being launched, has continued to be a hugely successful project. The Carrington App optimises care and service coordination, maintains a high level of client engagement and reduces time spent on administration.

The Carrington App has streamlined communication between clients and staff. The app is personalised for every client and enhances the ability for the client and their carers to have full visibility and control of the services that they receive.

The Carrington App has greatly improved the care experience for both client and care employees.

Carrington is proud that 88% of our client base is reachable and actively using the Carrington App.

Community Care clients have continued to successfully demonstrate that age is no barrier to adopting the technology.

Our Care Services cont.

Home Care Reforms

The Commonwealth government announced in May that the commencement of the new Support at Home Program has been postponed until 1 July 2025 to allow additional time to further refine the future design of in-home aged care.

As a result of this announcement, Carrington secured the extension of CHSP funding until 30 June 2025.

Serious Incident Response Scheme (SIRS) for Home Care

SIRS is an initiative to help prevent the risk and occurrence of incidents of abuse and neglect of older Australians receiving government funded services. The initiative was extended to Home Care Services on 1 December 2022. All Community Care staff have been educated and are aware of their obligations in reporting of incidents for their clients.

Capping of Home Care Package Care Management and Administration Fees

On 1 January 2023, the Commonwealth set a price cap to fees that are permissible for providers to charge Home Care Packages. The capping was in response to recommendations made by the Royal Commission into Aged Care.

Following a stringent review process of Carrington's pricing structure, Carrington Community Care was and remains compliant with the government's pricing caps.

Community's Clinical and Allied Health Teams

The service offerings to our Community is now fully complimented with a suite of available health care professionals.

Carrington is proud to be able to offer our clients:

1. Clinical nursing care by Registered Nurses
2. An array of Physiotherapy specialists
3. Occupational Therapy
4. Exercise Physiology
5. Massage Therapy

The availability of this team is the reason why Carrington is the provider of choice within the larger community.

The Next Big Thing... Transforming our Client Information System 2024

Community is preparing to embark on transitioning from our current software system Procura, to another system which is yet to be determined.

Procura has been servicing the team well since 2014, however the system is being retired in June 2025.

This coincides with the commencement of the government's new Support at Home Program. A move to another system prior to this date will ensure that Community Care is well placed to look toward the future of a new service delivery model.



Pastoral Care

We recognise 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 and from June 2023 a 2-day part-time pastoral care worker to meet 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 as well as focus on their own spiritual needs and the things most important to them. Spiritual needs that pastoral care visits may centre on include things that bring meaning to the consumer or a sense of purpose in their daily life, what are their hopes in the present and for the future, and their connections 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 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,

"I enjoy my visits... because it enlightens..." "I look forward to my visits."

"It is very comforting to have someone visit, talk about things and understand what you are needing..."

"It makes a big difference to my life... (Connecting with important spiritual resources) does a lot for me and (their) listening to me ..."



During the past financial year, while we farewelled four pastoral care volunteers, we also welcomed new ones. A spiritual care course was held from mid-March to mid-May resulting in seven new pastoral care volunteers who completed the eight weeks training program and are currently visiting residents across facilities. One of our new volunteers commented, *"I am a better person as a result of doing this course and pastoral care...."* Another shared: *"...it has expanded my love for people, from the past to present."* While another pastoral volunteer revealed that becoming *"spiritually aware, I have grown as a person and hope to continually to grow and support the residents that I visit to gain peace."*

At the end of the financial year, we had 28 pastoral care volunteers, one part-time 2-day Pastoral Care Worker, and one full-time Pastoral Care Coordinator providing emotional and spiritual support across our campus.

Faith-Based Support

At the end of the financial year, we also had 19 volunteers offering faith-specific services. Despite continuing interruptions due to COVID-19 lockdowns, religious activities offered during the year included weekly Catholic services; weekly Anglican services in Mary MacKillop, Paling Court, and Grasmere Terrace; monthly Anglican and non-denominational spirituality services in Werombi Court; regular Bible Group and Gospel singers in Mary MacKillop and Grasmere Terrace; and other regular spiritual music services for our residents in Mary MacKillop, Paling Court, and Grasmere Terrace.

Two residents who attend a weekly Church service expressed,

"The church services are an essential part of my life."

"I love going to church services. The volunteers are very generous of their time and good to be coming each week.. I very much appreciate them."



Our Care Services cont.



National Volunteers Week

Carrington's pastoral and faith-based volunteers were recognised for National Volunteers Week in May 2023. 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 2022 service was held in recognition of the 197 Carrington consumers who passed away in the previous 12 months. Family of those who lost their loved ones were invited to attend the service which was again able to be viewed by livestream due to COVID-19 restrictions limiting attendance numbers. Following the service of remembrance, those who had died were honoured with the planting of tree near our croquet court.

Through Your Eyes

Carrington continued our partnership with Magdalene Catholic High School with the "Through Your Eyes" program this past year. In 2022 twenty-one Year 11 students were matched with eight Carrington residents spending time over nearly three months connecting with their residents and listening to their life stories. The program, while again interrupted due to COVID-19 lock-downs, was culminated in a final presentation where as a gift the residents and their families were invited to view an audio-visual presentation of the residents' stories.

Espresso Coffee

In recognising a common need to connect with others for many ILU residents, we continued with "Espresso Yourself" over the past financial year. The gathering is held on the third Wednesday of the month and commenced in April 2022. It seeks to encourage all ILU residents and provide an opportunity for them to connect with other residents over a cup of tea or coffee, meet new faces or gather regularly with familiar ones, and form meaningful friendships.

Mental Health Support

The Carrington Team embarked on a key initiative of identifying and supporting the mental health of Carrington staff and residents. A Mental Health Support Model for Carrington's consumers in residential aged care, independent and assisted living and community care, as well as staff, was successfully developed. The framework that was developed documents both internal and external mental health support and resources available immediately and longer-term. Another mental health initiative also achieved included developing brochures for our staff and residents in independent and assisted living. The brochures provide information to guide those who are experiencing mental health issues where they can seek help. In supporting mental health, Pastoral Care plays a crucial role in offering immediate to shorter term support such as during times of distress, crisis, change, depression, anxiety, or bereavement.

End of Life (EOL) Support

Another planned initiative during 2021-22 centred on end of life and plans to develop a more holistic support model for palliative care and end of life at Carrington. Over the past financial year Carrington was awarded a grant from End of Life Directions for Aged Care (ELDAC), a government funded project which support aged care and health professionals to support palliative care and advanced care planning to improve the care of older Australians. In February 2023 an official working group commenced and the program, of which the Pastoral Care Coordinator is the program champion and contributing towards the non-physical piece, will be held over the twelve months. To date, a detailed Spiritual Care Plan for EOL has been complete and bereavement resources developed. These resources will provide information to bereaved and grieving families on what to do and expect following the death of a loved one who resided in one of our residential aged care facilities, ILU, or Assisted Living Units. It includes both practical matters as well as information on grief and available resources.



Our Operations and Infrastructure

Retirement Living

The year 2022 marked another successful chapter in Carrington's commitment to providing excellent services and amenities to our village residents. It is fantastic to highlight the key events, achievements, and initiatives that shaped our community over the past year.

Annual Resident Survey

The 2022 Village Annual Survey played a pivotal role in gauging resident satisfaction and providing valuable insights into our service performance. We transitioned to an online survey format, enhancing efficiency in data compilation. The overwhelmingly positive feedback reaffirmed Carrington's successful path, reinforcing our dedication to meeting resident needs.

Carrington Fair

Our Carrington Fair on 9 September 2023 exceeded our expectations in every regard. Our picturesque grounds and first-class facilities were showcased to a record-breaking crowd.

The overwhelming response demonstrated the community's enthusiasm and support of the Carrington Fair. The positive feedback received from attendees further attested to the success of the event.

The stall holders who participated in the Fair were fantastic, adding value to the overall experience. Their diverse offerings and engaging displays contributed significantly to the day.

The success of the Carrington Fair is due to our dedicated staff and volunteers who selflessly contributed their time and effort. Their hard work and enthusiasm in various roles were invaluable.



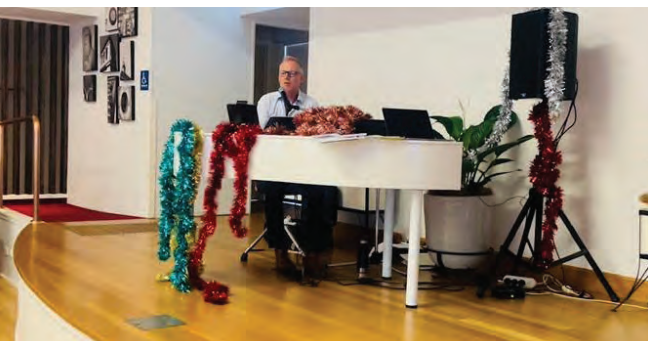
Australian Retirement Village Accreditation Scheme (ARVAS)

Carrington received accreditation under the Australian Retirement Village Accreditation Scheme (ARVAS) in 2022. Aligned with the Retirement Living Code of Conduct, this accreditation underscores our commitment to meeting high standards in Retirement Living.

Our Operations and Infrastructure cont.

ILU Christmas Party

The festive season was celebrated with joy and warmth during the village Christmas Party on 5 December 2022. Residents enjoyed a delicious meal, sang along with entertainer Guy Walton, and enjoyed interactive activities. The Village Customer Service Coordinator and Officer put together delightful gifts that the residents appreciated.



Village Fire Safety

Joel Kursawe, Station Commander and three other firemen from Camden Fire Station attended Carrington to assist in conducting the annual village fire safety sessions. This was to demonstrate and educate the residents in the apartments about fire alarms and site evacuation.



Riverview Assisted Living

Riverview Assisted Living apartments are designed for individuals and couples, who choose to enjoy the right balance between independence and care with a range of services to suit their individual needs.

Delicious meals are included in the rooftop dining area, with magnificent views from the rooftop lounge and terrace.

Riverview has modern technology, laundry and cleaning services, case management, social activities and a Concierge to offer support and advice. The Assisted Living model has been a great success and has contributed to the outstanding offering at Carrington.



Hotel Services

This year has been a successful one for the Hotel Service Team. With the challenges of the pandemic posing many operational challenges, the team has delivered exceptional hospitality services to our residents including food service, housekeeping and laundry operations.

All Carrington facilities must be accredited and 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 conducted their yearly audit and Carrington attained an 'A' Rating in 2022.

The Hotel Services Team are continually enhancing the dining experience of our residents by way of new food presentations and the introduction of pastries, hot savoury morning teas and new desserts such as peach cobbler and bread n butter pudding, which have all been a huge hit among residents. Also, each facility are now fresh cooking foods such as hot chips, fish and baked bread rolls which are proving very successful with our residents while still focusing on stimulating their sense of taste and smell.

Food Focus Groups

The Food Focus Groups were hosted by the Hotel Services Team including Hotel Services Manager, Head Chef and Care Services Manager and included over 80 residents who participated in these groups. After consultation with the groups from each facility the new summer and winter menus were developed and launched in 2022 with great success.



Food First

The Hotel Services Team have adopted a "Food First" approach in 2022 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 the weight management of our residents, along with providing a varied range of supplements to better suit the resident's needs if required.

Improvements have also been made in moving away from pre-packaged supplement beverages to freshly prepared nutritionally enhanced food and beverages. In addition, fresh fruit or Milo have also contributed to the residents increased enjoyment of their nutritional supplement beverages.

Enhancements to the thickened beverage service offers our residents a variety of flavours, all of which are comparable with a variety of fresh juices, whole milk with flavouring, flavoured cordial and plain water. The change to this service has been very successful whilst also providing a greater choice for our residents.

Homemade cookies and muffins ranging from banana, apple cinnamon, white chocolate, macadamia and raspberry are being prepared by the Chefs in our Main Kitchen. These treats have been well received by residents who have provided very positive feedback.

Food Themed Celebrations

The Hotel Services Team have hosted several food themed celebrations throughout the year. In conjunction with the Leisure and Lifestyle Teams, we have ensured that food and activities are co-ordinated on theme days to provide an overall enjoyable experience for our residents.

The food themed celebrations such as Diwali celebrations, R U OK? Day and International Beer Day are part of a bigger program encouraging resident involvement and participation.

Our Operations and Infrastructure cont.

Live Cooking

Live cooking led by our Chefs within each facility continues to be a very popular program with our residents. The newly created Chefs Omelette Station has been included in the live cooking program which has been well received by our residents. We have included additional menu items on this program to provide greater choice to our residents whilst at the same time stimulating not only the senses but also the interaction between residents and staff.

Texture Modified Moulded Foods

Further improvements have been made to the texture modified moulded foods for our residents with the addition of sweet potato mash and moulded broccoli. The introduction of this concept has provided residents with significantly better meal presentation, colour and taste. Residents who previously did not finish their meals or enjoy their food are now engaged in the dining experience and finish their meals, which is great for their nutrition and aids in the prevention of weight loss.

Resident's Culinary Tour

The Hotel Services Team along with the Hotel Services Manager, Head Chef, Diet-aide and Leisure & Lifestyle Team conducted a tour of the Main Kitchen facilities for residents of Paling Court. The objective of this tour was to give an insight into the preparation of their food and to provide an opportunity for the residents to meet the staff who cook their meals. The Hotel Services Team are always striving to improve their services for our residents and have gathered valuable feedback from this tour.

Learning & Development

Hotel Services has commenced a Learning and Development Program which has now been incorporated within the annual calendar.



Minor Capital Works

Carrington House Fire Sprinkler System

Carrington undertook the challenging project of installing a fire sprinkler system into Carrington House. Onsite works included core hole drilling, installation of pipework and fire sprinklers, construction of an external pump room enclosure and connection to the fire hydrant main. These works were completed and commissioned in December 2022 at a cost of \$246,000.

Distribution Board and Power Supply Upgrade

The Carrington House distribution board which services Carrington House, Werombi Court, Services Block, Recreation Centre and Maintenance Department was upgraded at a cost of \$291,000. This distribution board had deteriorating footings and there were supply constraints to the Services Block which pose a risk to the efficient operation of this building. This project included new cabling between the distribution board and Services Block, upgrade of distribution boards at Carrington House and Services Block.

Electrical/Lighting RCD Upgrade

Changes to electrical distribution board standards have meant that some boards (Carrington House, Werombi Court & Mary Mackillop) were not current with new installation standards. In order to satisfy the new standards Residual Current Devices (RCD's) were installed to cover all electrical and lighting circuits. These works were completed at a cost of \$74,000.00.

Grasmere Terrace Additional Car Parking

Additional car parking was installed at the northern end of the existing car park at the entrance to the facility at a cost of \$58,000. The additional parking spaces will alleviate congestion around the entries to Grasmere Terrace and enable some visitor only car parking.

Access System Implementation

Grasmere Terrace electronic access system was upgraded with a view to incorporating this system which includes external doors into the master system on site at a cost of \$41,800. This included adding additional doors to the system to increase resident safety by securing fire doors in a compliant manner.



Painting

During the year Carrington continued its painting program with works focusing on the external areas of the Recreation Club (ground level), common area hallways in the Hillview and Lakeland apartment buildings, and external painting of the ILU's in the East Village. Also included in works completed this year were substantial maintenance and repainting of areas within the Residential Care Facilities.

Courtyard Fencing

We are continuing with the replacement program of courtyard fencing in the East Village. The wooden fencing is being replaced with metal and modwood slat fencing which extend the life and reduce maintenance.

ILU Refurbishments

Property Services completed approximately 20 ILU refurbishments during 2022/2023. Many of the refurbishments included replacement of kitchens, bathrooms, flooring and repainting. The upgrade of major items such as kitchens and bathrooms will ensure the future longevity of these units.



Our People and Culture

Organisational and Learning Development

The key purpose of Organisational and Learning Development is to equip staff for success, which enables us all to provide quality service to both our consumers and to each other. Successful people build a healthy and supportive work culture that aligns with Carrington being not only the provider of choice but also the employer of choice. There are a number of ways this is being accomplished:

- It starts with Orientation Days which are held monthly to assist new employees to be familiar with Carrington's values, mission and expectations around person-centered care. Orientation also allows for new employees to meet senior leaders and management and to be welcomed as a valuable team member.
- ALTURA remains the prime provider of online learning to assist with meeting educational needs of both clinical and support staff. With the introduction of a Learning and Development component within the newly implemented HR reporting system, UKG, it is expected that online learning will significantly expand in its offerings and ease of use.
- Training continues during employment on a monthly basis to ensure our workforce whether placed in clinical or support areas, are equipped with the skills to deliver care to our older Australians.

Developing the Next Generation

- Traineeships for Certificate III Individual Support continue, with plans to significantly increase the intake opportunities from only once per year in order to continue to meet the staffing needs in Residential Care.
- Carrington continues to encourage the next generation of employees to have a career in aged care through the Work Placement and Work Experience programs. Work placements are drawn largely from TAFE students completing qualifications in Certificate III Individual Support and Certificate III Health Services Assistant, with Macquarie Fields TAFE being the preferred referral due to the quality of training. As a result of the high level of training there have been increased numbers of students being offered employment post-placement.
- TAFE students studying Allied Health and Massage Therapy certificates are also provided with work placement hours and although employment opportunities are limited, such placements still help to promote Carrington as an employer of choice. Local schools are also provided with work experience placement throughout the year, in TVET courses ranging from business services, allied health and kitchen operations. Discussions are underway with revisiting SBT as another way to meet Residential staffing needs.

Upcoming Projects

To ensure that both ongoing and developing needs for staff are being met, various improvements or initiatives are planned to come into effect in the coming year: implementing education and training around diversity; further understanding and training in mental wellbeing; improvements in the flow of performance reviews; further development in the rewards and recognition program; development of clear professional pathways; communication and leadership development; continue to develop identified areas of improvement in skills and education.



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	Location
10 Years		
	Lee-Ann Godfrey	Community Care
	Leanne Russell	Residential Care & Quality
	Jennifer Saville	Hotel Services
	Joy Houghton	Paling Court
	Vick-lee Martins	Community Care
	Christina Clifford	Community Care
	Aleli Fraser	Community Care
	Rowena Alexander	Mary Mackillop
	Sharon Hogan	Paling Court
	Alison Brown	Paling Court
15 Years		
	Christine Faber	Hotel Services
	Fiona Indlekofer	Community Care
	Peter Gombru	Maintenance
	Maria Da Conceicao Silva	Community Care
	Leanne Batman	Werombi Court
	Kellyanne Brown	Mary Mackillop
20 Years		
	Janine Davis	Community Care
	Kevin Oats	Werombi Court

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
- Anna Williams
- Graham Pascoe
- Stephen Carter
- Raad Richards
Company Secretary



Alek Jankowski

Qualifications:

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

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.



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 & 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 & Infrastructure Committee & Member of the Audit and Risk Committee.



Anna Williams

Qualifications:

PhD; MPH; BHIthSc (Nursing); DipAppSc (Nursing); RN, Professor of Ageing at Western Sydney University)

Experience:

Company Director since November 2022

Special

Responsibilities:

Chair of the Clinical Governance Committee, Member of the Finance, Resources & Infrastructure Committee, Member of the Audit & Risk 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 & Infrastructure Committee and Member of the Audit & 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 Deborah Parker
resigned in May 2023.

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 & Resources Committee		Clinical Governance Committee		Audit & Risk Committee	
			Eligible to Attend	Attended	Eligible to Attend	Attended	Eligible to Attend	Attended
Alek Jankowski	11	9	11	8	11	9	1	0
Bruce Hanrahan	11	10	11	11	11	8	1	1
Karen Kavanagh	11	8	11	10	0	0	1	1
Deborah Parker	10	9	0	0	9	8	0	0
Graham Pascoe	11	10	11	11	0	0	1	1
Stephen Carter	11	10	0	0	11	10	0	0
Anna Williams	7	6	7	7	7	7	1	1

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.

Significant Changes in State of Affairs

There were no significant changes to the state of affairs of the group during the financial year.

Operating Result

The net result of the group for the financial year before providing for interest, depreciation, amortisation and income tax was a surplus of \$7,633,019 (2022: surplus \$6,219,674).

The net result of the group for the financial year after providing for income tax was a surplus of \$1,091,866 (2022: surplus \$126,178).

The parent entity and controlled entity are not-for-profit entities and are exempt from the payment of income tax.

After Balance Date Events

No matters or circumstances have arisen since the end of the financial year which significantly affected or may affect the operations of the consolidated entity, the results of those operations, or the state of affairs of the group in future financial years.

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.

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.

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.

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.

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 was completed in October 2021.
- The construction of Kent Terraces (20 ILUs), a premium Retirement Living commenced construction in 2022.
- 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 the group over the next twelve years.

- A major refurbishment program of Mary MacKillop facility was undertaken during the financial year.
- Development Application completed for the proposed construction of 36 Woodland Assisted Living Apartments.
- 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.

This report is made with a resolution of the Directors



Alek Jankowski
Board Chairman



Bruce Hanrahan
Deputy Chairman

Dated 4 October 2023



Carrington

LIVING • CARE • COMMUNITIES

enabled to care

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