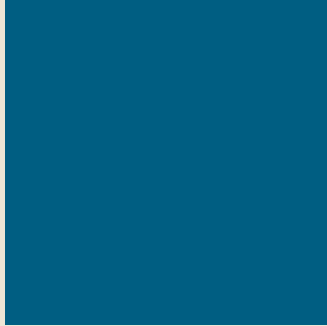


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**CARRINGTON**

CARING FOR PEOPLE



**ANNUAL REPORT 2007/08**





**CARRINGTON**

CARING FOR PEOPLE

# 2007/08 ANNUAL REPORT

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*We strive to provide outstanding care  
for our residents and clients in a  
compassionate, safe and welcoming  
living environment, respecting their  
rights and privacy.*

# Vision, Mission and Value Statements

*Our shared values and mission reflect how employees must behave towards residents, clients, their families, the community and each other*

## **Our Vision**

Recognised as the leading provider of aged and disability services in the community we serve.

## **Our Mission**

Carrington realises its Vision by delivering excellence of service at all levels to enrich the lives of the aged and disabled through:

- Community involvement and partnerships.
- Open and transparent communication.
- Quality care to promote industry best practice by innovation and continuous improvement.
- Employing qualified and dedicated staff who recognise and are committed to the value of teamwork.
- Ongoing focused education, development and research.
- Facilities and equipment to meet the needs of an ever changing community.
- Prudent financial management.

## **Our Values**

### **Mutual Respect and Trust**

We work together in ways which promote dignity, respect, understanding and integrity. We communicate openly, treating residents, clients, their families and each other fairly and equitably.

### **Quality Care**

We strive to provide outstanding care for our residents and clients in a compassionate, safe and welcoming living environment, respecting their rights and privacy.

### **Service Excellence**

We take pride in our work and are dedicated to making a difference to the quality of life of our residents and clients. Our service delivery is continuously improving as we actively participate in learning and educational opportunities.

### **Teamwork**

We value and recognise the different contributions and efforts of our team and seek to involve and work with each other in a professional and co-operative manner.

### **Stewardship**

We understand and accept our responsibility to ensure the integrity of all our systems and practices whilst managing the business in a prudent, viable, sustainable manner, preserving the natural, historic and corporate assets.

### **Environmental Sustainability**

We are committed to a leadership role in protecting our environment in all facets of our business.

## Service Profile at a Glance

Nursing Home (High Care)	Beds	Bed Days	Occupancy %
Parry House	32		
Rose/Rothbury House (includes Dementia)	32		
Carrington House (original building)	30		
<b>Total High Care</b>	<b>94</b>	<b>33,870</b>	<b>98.45</b>
<b>Hostels (Low care)</b>			
Paling Court	50	17,545	95.87
Mary MacKillop (includes 34 dementia specific beds)	93	33,253	97.69
<b>Total Low Care</b>	<b>143</b>	<b>50,798</b>	<b>97.0</b>
<b>Self Care</b>	<b>Units/ Villas</b>	<b>Occupancy %</b>	
Bedsitter Units	8		
One Bedroom Units	48		
Two Bedroom Units	108		
Three Bedroom Units	10		
<b>Total Units</b>	<b>174</b>		
Two Bedroom Villas	14		
Three Bedroom Villas	6		
<b>Total Villas</b>	<b>20</b>		
<b>Total Self Care</b>	<b>194</b>	<b>97.51</b>	
<b>Community Care</b>	<b>Packages Available</b>	<b>Actual Clients</b>	
Community Aged Care Packages (CACP) – in home low level with Case Management	105	92	
Home and Community Care (HACC) Domestic Assistance Program	140	132	
Home and Community Care (HACC) Personal Care Macarthur Program	60	55	
National Respite for Carers Program	5	1	
Extended Aged Care at Home (EACH) General	15	4	
Extended Aged Care at Home (EACH) Dementia	9	1	
Private Services	9	9	

## Our Achievements

- We cared for over 800 older people this year.
- We expanded our research program. Five research projects were participated in during the year.
- Commenced Construction of Grasmere Terrace facility which is due for completion December 2008.
- Completed the planning and design stage for 70 independent living housing.
- Completed the planning and design stage for the expansion of the Central Kitchen and Laundry.
- We completed the mandatory Australian Federal Police checks histories of 144 staff and 26 volunteers
- We implemented electronic care documentation across our facilities.
- We have received 32 complaints and 100 compliments.
- We were awarded two prestigious awards at the May 2008 Western Sydney Industry Awards.



### About Carrington

Carrington Centennial Care is a non-profit, Charitable, Public Benevolent Organisation endorsed as a deductible gift recipient by the Australian Tax Office, situated approximately 4 kms South West of the historic town of Camden in N.S.W.

In 1888, William Henry Paling, a wealthy businessman and philanthropist, generously donated his 500 acre 'Grasmere' property worth £20,000, complete with stock, dairy, irrigation appliances, and two cottages, plus £10,000 to the people of N.S.W. in order to establish the Carrington Centennial Hospital for Convalescents and Incurables at Camden. The Governor of the day was Lord Carrington and the Deed of Gift was presented to him for the Centenary of the Colony.

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 years.

*Chairman, Peg McEntee and CEO, Raad Richards, receiving two Western Sydney Industry Awards from Minister for Western Sydney, Barbara Perry*

*May 2008*

***Carrington today  
is committed to  
providing  
excellence in  
service to older  
people and to  
being an  
employer of choice***

# Report of the Chairman and Chief Executive



**Peg McEntee, OAM**  
Chairman



**Raad Richards**  
Chief Executive

Across Australia, aged care providers manage to cope with changes in different ways. Some are embracing the changes, looking to expand their range and volume of services and to become more efficient. Others are strategically considering their future and making some changes as a result.

Carrington, over the past few years has embraced change and made a strategic decision to embrace growth, thus ensuring the provision of aged care services is at the cutting edge.

## Business Viability

In September 2007 the construction of our Grasmere Terrace, a 100 places facility, was commenced and is due for completion in December 2008.

The commissioning of this service will commence in February 2009 following the completion of the building certification requirements.

During the year the design process for the construction of an additional 70 independent living units was completed with Camden Council's approval recently obtained.

The construction of these modern units which will commence in October 2008, will further enhance Carrington's lifestyle village. Eighty percent of these additional units have been reserved.

Both these major projects have been funded through a line of credit of \$43M from the ANZ Bank.

During the next twelve months the Support Services Building, housing our main Kitchen and Laundry services will be expanded to ensure enhanced capacity of quality services for our current and future residents.

## Quality, Research and Funding

Our focus for service development within Carrington has been centred around aligning internal business capability to meet current and emerging needs of our community within a risk management framework.

The partnership with the Macarthur Division of General Practice, the University of Western Sydney and the Centre for Applied Nursing Research at Liverpool Hospital has focussed our attention on a number of research projects bringing together health professionals and care providers to support residents and families and develop a care approach tailored to the individual needs of our residents.

The partnership with the Faculty of Medicine at Notre Dame University (Sydney Campus) and the Faculty of Medicine of the University of Western Sydney was strengthened

during the past twelve months. Carrington now hosts regular weekly sessions for training of medical students both through interaction with our staff and residents.

The introduction of the new Aged Care Funding Instrument (ACFI) by the Federal Government in March 2008 created an opportunity for Carrington to develop an Information and Care System encompassing new technologies.

As a result we were able to automate front line work process including resident admissions, resident care plans and the electronic use and population of data into the funding instrument.

The in-house development of work-flow solutions has been a key priority for us for the last few years as part of the changing environment of aged care.

Our quality and reporting systems including the capturing of Clinical and Quality Indicators, Complaint Handling System, Accident/ Incident, Management and Reporting System and Resident Record Management and Care Planning System, have been designed to increase Carrington's capacity to adapt to the changing environment and create efficient work practices.

## Our Staff and Volunteers

Carrington is a major employer in Camden. Our focus is on ensuring that we remain an employer of choice. We have enhanced and maintained a strong learning culture aimed at improving and assisting staff to develop and reach their potential. Our comprehensive Learning and Development Program reflects the high level of quality care our residents receive in their activities of daily life.

Learning opportunities are also a reward for our staff to recognise their hard work and dedication to provide the best for our residents.

In May 2008 Carrington was recognised at the 2008 Western Sydney Industry Awards with two major awards in recognition of its outstanding service.

Two awards were in the categories of “Excellence in Business Practice—Customer Service (Large Business)” and “Regional Excellence—Outstanding Service (Large Business)”.

Carrington was also nominated as one of eight finalists in the prestigious Judges’ Choice Award.

The prestigious recognition received by Carrington is a recognition of the hard and smart work of the staff over the past few years.

Our 75 strong general and Pastoral Care volunteers support the work of our staff in a variety of situations. This year we checked the criminal histories of all of our volunteers as part of Government requirements of the aged care sector. Staff are also subject to criminal record checks which Carrington had implemented some years ago.

Thank you to our volunteers and staff for your contributions this year and for making Carrington a better place.

## Buildings and Assets

As part of our commitment to ensuring that our buildings and assets are maintained and enhanced at all times Carrington has developed a Minor Capital Works Budget annually for the past five years.

The Minor Capital Works Budget is allocated to implement the Asset Management Plans which have been developed for all of our facilities and the Conservation Plan of Carrington House (heritage building).

Refurbishment of our residential facilities and the independent living units in our Village is ongoing in accordance with agreed plans to ensure that our facilities are maintained to deliver for the needs of our residents.

Minor capital projects such as the expansion of the “Beauty Salon” at Mary MacKillop Hostel, general refurbishment of units and minor building and grounds improvement around our campus have been successfully carried out by our Maintenance Team. Your hard work and effort is greatly appreciated.

## Our Board

This year, our Board embarked upon the examination of its performance through a Board appraisal approach with an external consultant. This process is aimed at exploring opportunities for improving performance and developing further training opportunities.

The Board also revisited Carrington’s Strategic Plan which was developed in 2006 to determine future growth strategy for Carrington as well as developing new strategies which will assist Carrington to adapt to the changing environment of the delivery of Aged Care Services.

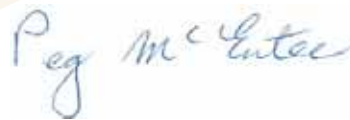
## Our Appreciation

We extend our sincere thanks and appreciation to our Board, our Management Team, our staff and our volunteers for their dedication and commitment to Carrington

We appreciate the support we receive from our residents, clients and their families as we continue to provide the best possible quality service to the community we serve.

To the various stakeholders and community organisations, including Camden Council, Macarthur Division of General Practice, University of Western Sydney, University of Notre Dame, all community clubs and the Camden RSL Sub Branch, a big thank you for your continued support and contribution to Carrington.

A special thank you for our Carrington Auxiliary “Pink Ladies” who have served Carrington for over 30 years with great distinction and have now dissolved their organisation into our general volunteers.



Peg McEntee, OAM  
Chairman



Raad Richards  
Chief Executive

# Business Sustainability and Management of Resources



## Benchmarking for more efficient services

Carrington continues to participate in the Stewart Brown and Co. Aged Care Financial Performance Survey. This survey currently collects financial information from 103 Nursing Homes (high care), 167 Hostels (low care) and Community Care Services within the industry. The results of the survey have been used by Carrington to improve the financial performance of operations with the ultimate goal of achieving best practice. Industry best practice is referred to when planning for the future.

Other sources of feedback and guidance have been the general purpose financial report analyses prepared by Bentleys MRI and our participation in committees of the

Aged & Community Services Association of NSW & ACT.

## Loan to construct new 100 bed aged care facility

At balance date Carrington had drawn down \$4.8 million from the loan facility provided by ANZ Banking Group Ltd. to make progress payments for the construction of the new 100 bed Grasmere Terrace Aged Care Facility. Carrington's plan is to pay the bank for the interest that accrues monthly. At balance date only \$20k interest was owing to the bank and this was paid in July 2008. Loan principal will be repaid from proceeds received for accommodation bonds for the new units by May 2010.

## Investment Portfolio Management

The Macquarie Bank Group was recently appointed to manage the Carrington Investment Portfolio. This decision was made given the volatility of the market and Macquarie bank's expertise in portfolio management.

## Consolidated Financial Report

One of the requirements of ANZ Banking Group Ltd is that Carrington prepare consolidated annual financial reports. Like last year accounts have been prepared for Carrington Centennial Care Ltd as well as for Carrington Centennial Trust with the consolidated results being included in the report of the Trust. The Trust is the parent entity.

<b>Financial Year</b>	<b>2008</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Financials</b>								
<b>Surplus (before depreciation)</b>	<b>3,409</b>	<b>3,634</b>	<b>2,784</b>	<b>2,427</b>	<b>1,989</b>	<b>2,029</b>	<b>896</b>	<b>609</b>
<b>Surplus (after depreciation)</b>	1,385	1,708	939	2,053	1,673	1,850	679	410
<b>Current assets</b>	15,714	13,242	13,178	10,079	7,032	7,556	5,173	3,815
<b>Non-Current assets</b>	64,407	56,654	52,885	53,711	52,248	49,689	49,282	46,381
Current liabilities (minus accommodation bonds)	4,054	2,617	3,284	2,681	2,095	1,718	1,488	1,173
Accommodation bonds	34,065	31,544	28,764	27,009	25,167	25,010	24,474	20,728
<b>Current liabilities</b>	38,119	34,161	32,048	29,690	27,262	26,728	25,962	21,901
<b>Non-Current liabilities</b>	*5503	621	608	196	167	339	165	669
<b>Net assets</b>	36,499	35,114	33,407	33,904	31,851	30,178	28,328	27,626
<b>Net increase / (decrease) in cash</b>	2,218	206	2,996	3,115	(593)	2,235	1,659	1,270
<b>Cash from operating activities</b>	5,700	5,062	5,227	2,153	1,307	1,689	1,218	(21)
<b>Ratios</b>								
<b>Working capital ratio</b>	6.8	5.1	4.0	3.8	3.4	4.4	3.5	3.3
<b>Current assets to total assets %</b>	19.6	18.9	19.9	15.8	11.9	13.2	9.5	7.6
<b>Non-current assets to total assets %</b>	80.4	81.1	80.1	84.2	88.1	86.8	90.5	92.4
<b>Return on assets employed %</b>	1.7	2.4	1.4	3.2	2.8	3.2	1.2	0.8
<b>Net surplus ratio</b>	7.4	9.8	5.7	13.7	11.9	15.6	6.4	4.5

\*Includes \$4.8M loan liability for Grasmere Terrace

## Balance Sheet

Year	\$ Current Assets	\$ Current Liabilities	\$ Working Capital	Year	Working Capital Ratio	Year	\$ Cash Assets	\$ Total Assets	Year	% Current to Total Assets
2008	15,714,231	2,327,560	13,386,671	2008	6.8	2008	15,124,420	80,120,816	2008	19.61
2007	13,242,355	2,616,052	10,626,303	2007	5.1	2007	12,906,882	69,895,898	2007	18.95
2006	13,178,066	3,284,305	9,893,761	2006	4.0	2006	12,701,230	66,063,262	2006	19.95
2005	10,079,937	2,681,021	7,398,916	2005	3.8	2005	9,704,966	63,790,278	2005	15.80
2004	7,031,668	2,095,319	4,936,349	2004	3.4	2004	6,589,818	59,279,798	2004	11.86
2003	7,556,182	1,717,682	5,838,500	2003	4.4	2003	7,182,333	57,244,630	2003	13.20
2002	5,173,061	1,488,341	3,684,720	2002	3.5	2002	4,947,529	54,454,901	2002	9.50
2001	3,814,802	1,173,044	2,641,758	2001	3.3	2001	3,288,308	50,195,572	2001	7.60

### New Accounting Standard

AASB 7 Financial Instruments: Disclosures (August 2005) replaces the presentation requirements of financial instruments in AASB 132.

AASB 7 is applicable for annual reporting periods beginning on or after 1 January 2007 and requires extensive additional disclosures with respect to the Group's financial instruments. Much guidance has been provided by our auditors KPMG (Wollongong) in the construction of this note to the accounts.

### Information Technology (IT) to enhance service delivery

We purchased a new server, expanding our capacity for data storage. We implemented Windows Software Update Services, ensuring latest updates to Microsoft products are automatically downloaded, stored centrally, and distributed to

all computers. We changed our Internet domain name from carringtonrv.org.au to carrington-care.com.au. As part of enhancing the utilisation of information technology, a significant number of new computers have been purchased, replacing old and outdated ones throughout the organisation. We identified the needs for further expansion of our IT infrastructure in the coming financial year, with Network Infrastructure Upgrades and Wireless Networking planning already underway.

### Financial Reporting

All regulatory returns and surveys have been lodged on time and as per the statutory guidelines and legislative requirements. Further enhancement of financial reporting has occurred to enhance the quality of the information provided as well as improving user understanding of

the financials. Key Performance Indicator reports have been further developed to complement the financial reports and to further enhance analysis of results.

### Prudential Standards

#### Liquidity Standard

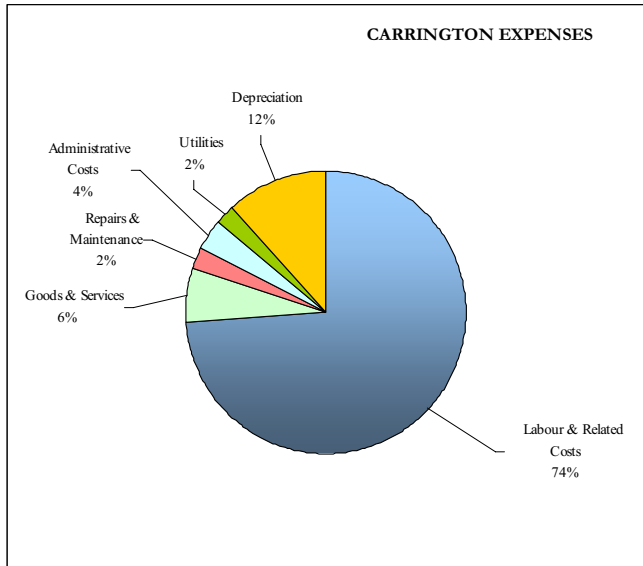
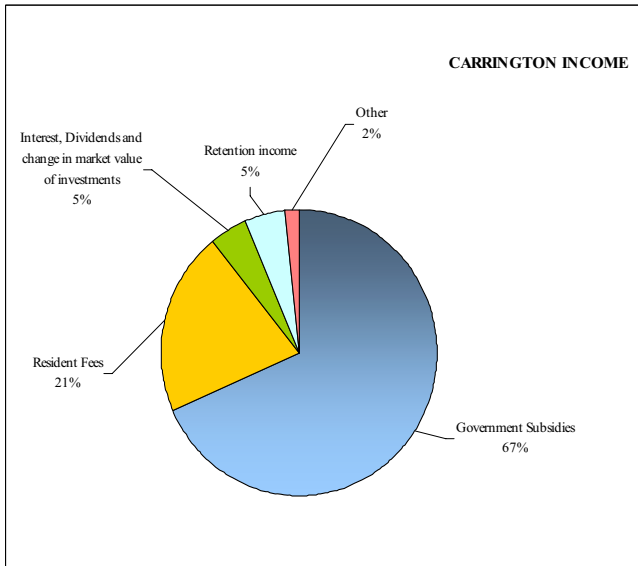
Carrington has a Liquidity Management Strategy in place. Carrington currently holds \$2 million in low risk term deposits to ensure that Accommodation Bonds are re-funded in accordance with legislation.

#### Records Standard (Bond Register) and Disclosure Standard

Carrington satisfied all requirements in this regard. Systems and processes are continuously being reviewed with the view to improvement.

## Financials

Financials	2008	2007	2006	2005	2004	2003	2002	2001
<b>Total Revenue</b>								
(excludes bed licences)	18,761,652	17,437,992	16,399,255	15,025,610	14,017,989	11,875,356	10,542,287	9,136,658
<b>Total Expenses</b>								
(excluding depreciation)	15,353,119	14,336,005	13,615,729	12,598,829	12,028,712	9,846,796	9,646,341	8,527,762
<b>Expenses (excl Depreciation) to Revenue %</b>	81.8	82.2	83.0	83.8	85.8	82.9	91.5	93.3
<b>Return on Assets (before depreciation) %</b>	4.3	5.2	4.2	3.8	3.4	3.5	1.6	1.2



## Resident Funding

There are two types of fees permitted to be charged to residents. That is, the daily basic care fee and the income tested fee. The Aged Care Act 1997 requires that any bond paid on entry to low care is repaid within 14 days of that resident leaving care or if the resident has deceased then within 14 days of being shown probate or letters of administration.

As at 30 June 2008 the following category of residents was in Carrington:

High Care – 142 residents

Low Care - 86 residents

## Improved Financial Viability

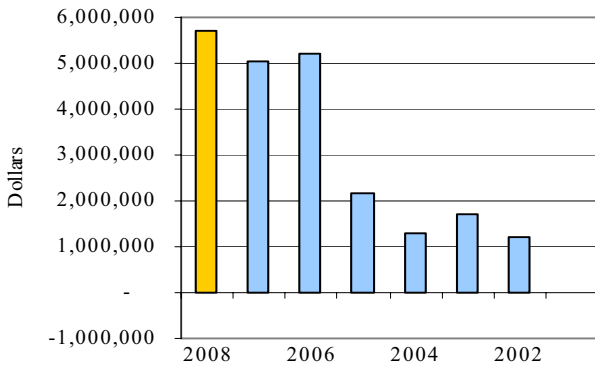
The Consolidated Net Surplus for 2007/2008 was \$1,384,687. This result is 18% better than 2006/2007 when you exclude from the 2006/2007 result the one off adjustment of \$532,000 in Non-Operating Income for bed licences. This continues a period of improvement in results since the beginning

of this century. Total Expenses (not including depreciation) relative to Total Income (not including bed licences) improved on last year continuing a five year period of improvement. Carrington improved its Working Capital Ratio on last year with Cash Assets increasing by \$2.3 million. For every dollar of Current Liabilities (excluding Bonds) Carrington has \$6.80 of Current Assets to match current liabilities

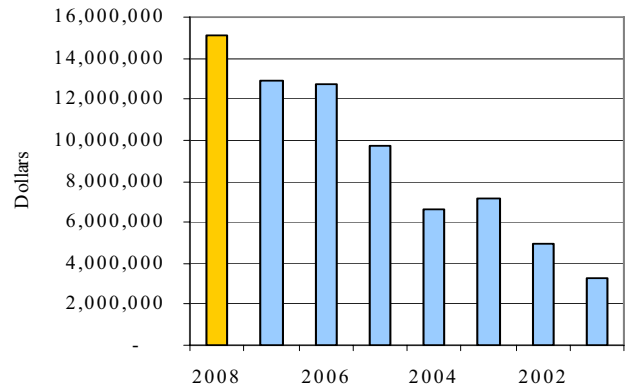
## Concessional Residents Ratio

Month	Nursing Home				Paling Court				Mary Mackillop			
	Concessional Bed Days	Total Bed Days	2008 %	2007 %	Concessional Bed Days	Total Bed Days	2008 %	2007 %	Concessional Bed Days	Total Bed Days	2008 %	2007 %
Jul	898	2896	31.0	33.0	449	1449	30.99	27	513	2848	18.013	24
Aug	895	2888	31.0	32.0	453	1509	30.02	29	512	2846	17.99	23
Sept	872	2814	31.0	30.0	432	1439	30.02	27	493	2739	17.999	20
Oct	894	2883	31.0	30.0	471	1471	32.02	29	545	2867	19.009	18
Nov	870	2807	31.0	32.0	387	1434	26.99	32	523	2752	19.004	18
Dec	891	2873	31.0	32.0	386	1484	26.01	33	546	2872	19.011	19
Jan	895	2888	31.0	33.0	452	1507	29.99	29	566	2829	20.007	20
Feb	839	2707	31.0	32.0	333	1388	23.99	30	527	2633	20.015	16
Mar	771	2855	27.0	32.0	350	1521	23.01	31	541	2846	19.009	16
Apr	713	2743	26.0	32.0	349	1456	23.97	34	484	2687	18.013	17
May	715	2858	25.0	31.0	458	1476	31.03	34	533	2803	19.015	16
Jun	595	2588	23.0	32.0	431	1438	29.97	31	482	2678	17.999	17
<b>Budget</b>	9848	33800	29.1	31.8	4951	17572	28.18	30.5	6265	33400	18.757	18.667
			29.0				30				20	

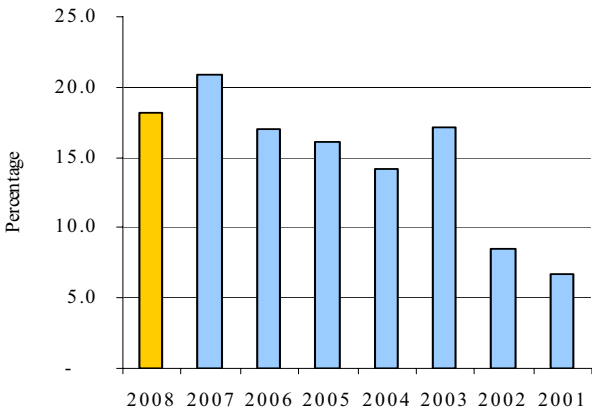
### Cash from Operating Activities



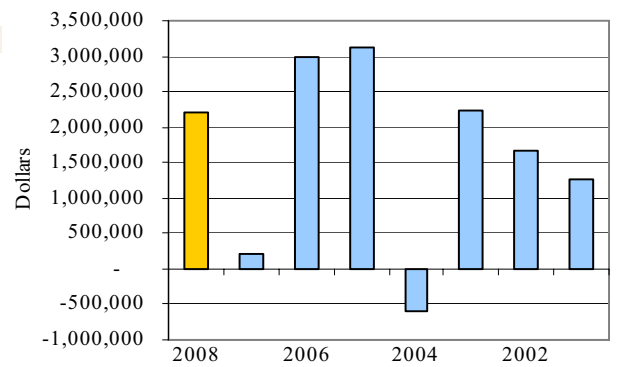
### Cash Assets



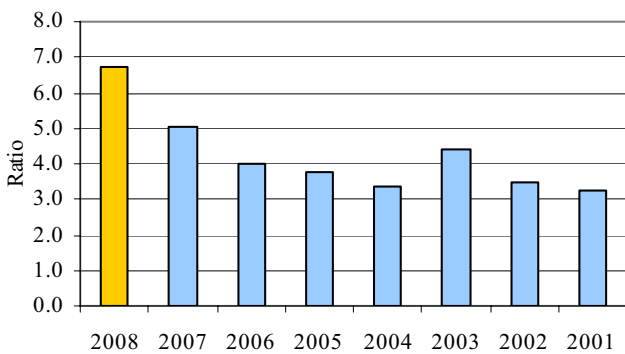
### Net Surplus (before Depreciation) Ratio



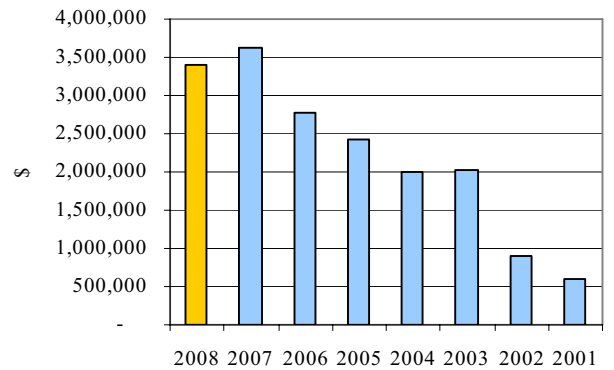
### Net Increase/Decrease



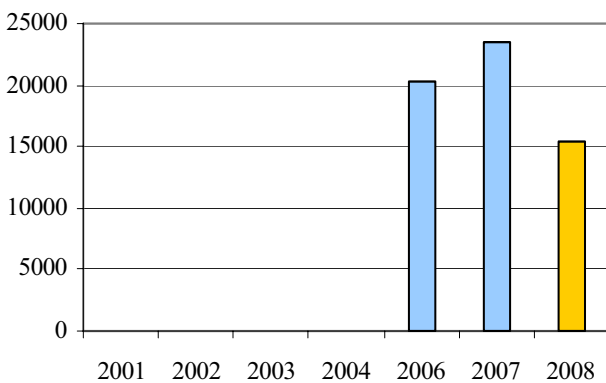
### Working Capital Ratio



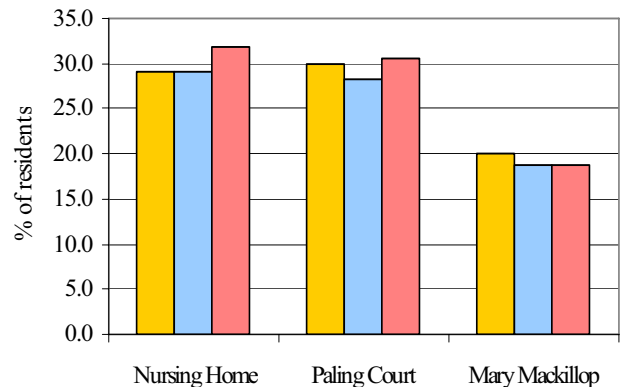
### Surplus (before Depreciation)



### Expenditure Computer Equipment



### Concessional Resident Targets & Result



Legend: Target (yellow), 2008 (blue), 2007 (red)

# Caring for Older People



## Excellence in Care

The past year's focus for service development has been predominantly in the area of aligning internal business capability to meet current or emerging needs of our community within a risk management approach.

Over the last few years engagement with our stakeholders and consumers has seen a significant area of development with the introduction of the resident and relative forums, Mystery Guest Program, satisfaction surveys and general forums. These initiatives have afforded us the opportunity to ensure that our services are continuously improving and responding to the needs of our residents and clients.

We have adopted the approach of maximising value through smarter ways of operating, in light of emerging care needs, increasing partnership in providing best care (sharing the common load) and staying at the forefront of technology have been the key themes for this year.

## Research and Innovation

Continued work in partnership with the Macarthur Division of General Practice Board, the University of Western Sydney, and Campbelltown Hospital has resulted in some very remarkable outcomes that clearly support the influence Carrington has in the Macarthur community and industry wide. Clearly

the development of the Carrington Care Plus (electronic resident record management system) has been a significant achievement in light of some of the many challenges that faced us in this financial year.

This was an enhancement to the work that has been in progress over the last four years to improve the coordination of resident health information to facilitate the development of electronic care planning within a collaborative model. This model focuses primarily on bringing together care providers including nurses, doctors, pharmacists and physiotherapists, for example into a conference setting to be able to share important information with the resident so that the resident can make informed decisions about their own care.

Carrington has continued to share this approach in 2008 with other providers at key industry conferences. This year it has included conferences such as the Aged and Community Services, NSW State Conference (Aged Care Industry Peak body), Aged Care Standards and Accreditation Better Practice Conference 2008.

## Supporting the Frontline Manager

The use of IT to automate frontline work-processes at Carrington has been a key factor in realising work-flow efficiencies to meet the needs of the changing role of the Front Line Manager.

Carrington has made significant adjustment at the frontline operational level to broaden learning of operational functions of our managers, including understanding the financial impact of day-to-day decisions, major system compliance monitoring, and scarce resource allocation in light of competing budgetary demands.

The creation of work-flow solutions has been a key priority for Carrington over the past few years in light of this changing role. These new systems have facilitated quality indicator reporting, complaint handling, accident incident management, and resident record management and care-planning. This approach has greatly increased the capacity of Carrington to adapt to change and benefit from the efficiencies generated.

***Carrington as a Centre for Applied Research in well ageing is continuously working towards improving the care of our older people.***

## Carrington Care Research Initiatives 2006—2008

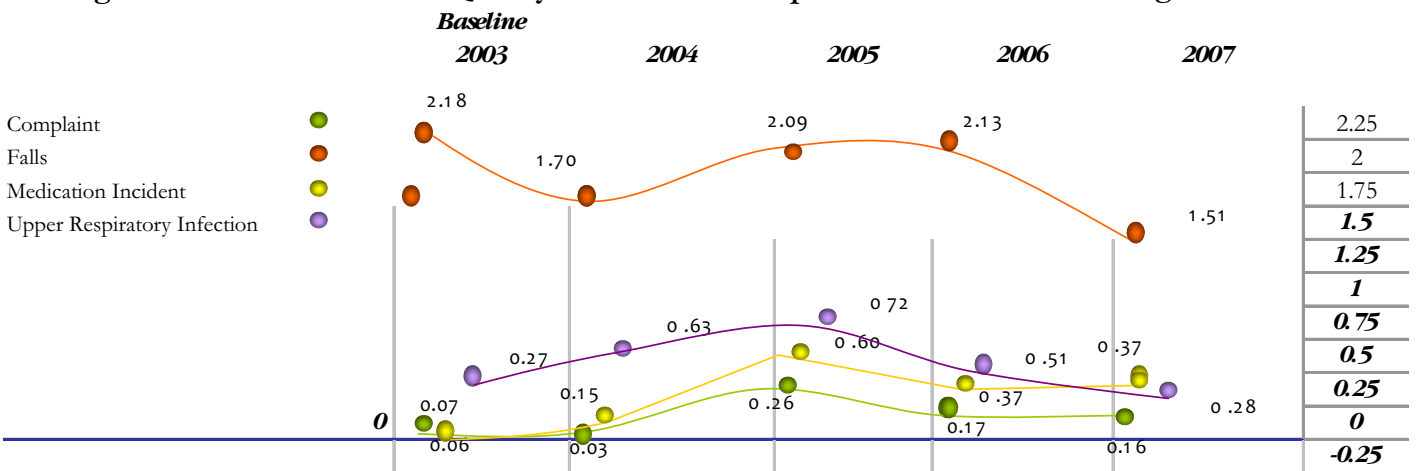
Project	Educational Institution	Project Time Frame	Outcomes
Feasibility of Multidisciplinary Case Conferencing in the Aged Care segment under Medicare Enhanced Primary Care (EPC)	University of Western Sydney (UWS) Professor Rhonda Griffiths/ Carrington Research Consortium	2006-2008	<p>Improved resident and staff satisfaction.</p> <p>Improved resident quality of care outcomes.</p> <p>Establishment of the Carrington Research in Well-Ageing Consortium and the attraction of research funding.</p> <p>Industry first model of care with established feasibility in the aged care segment. Paper to be published by the UWS 2008.</p>
Assessing the accommodation options needs of younger people living in nursing homes.	University of Sydney— Dr. Sue Baladin/Natalie Berg.	2007	Assessing the Needs of Young People Living in Nursing Homes. Report published to inform government on the accommodation operations required.
End of Life Care for older people—suitable approaches.	University of NSW— Chris Shanley/Dr. David Conforti/Industry Advisory Group.	2007	Improved service delivery within a palliative approach. Support of advanced care planning in the resident segment.
Person Centred Approach to the care of residents with dementia.	University of Technology.	2007	Mary MacKillop Dementia Service evaluation under person centred approach.
Community Telemedicine (New Project)	UWS—Professor Rhonda Griffiths/ Carrington Research Consortium (Funding to be finalised)	2008	The community telemedicine project aims to provide early treatment to older people living in the community. It is well evidenced that the older person's self-awareness of their health is a good predictor of hospitalisation.

## Key Performance Indicators—Quality of Care

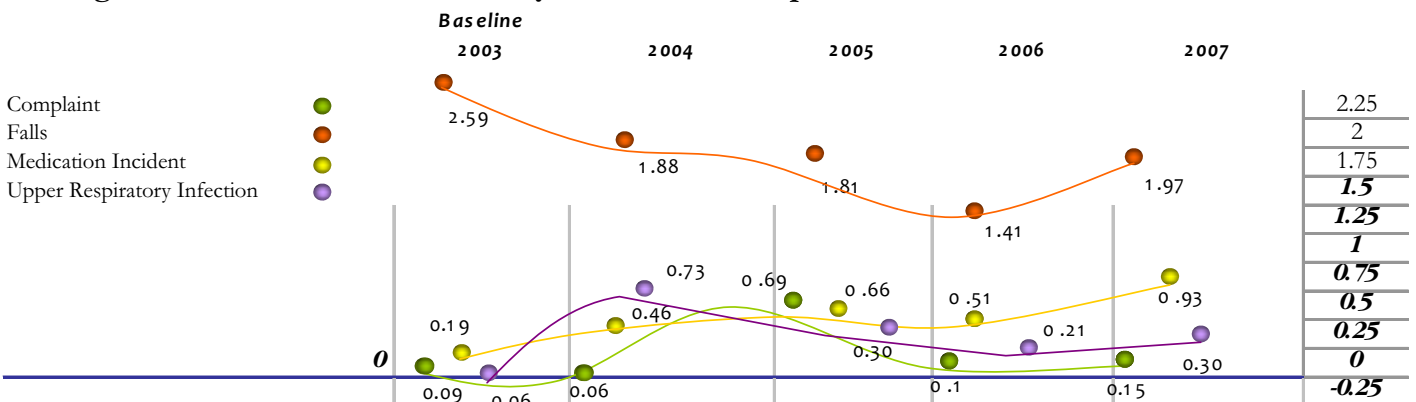
Year	2003		2004		2005		2006		2007	
<b>Beds</b>	94	104	94	124	94	124	94	144	94	144
<b>Service Type</b>	High Care	Low Care	High Care	Low Care	High Care	Low Care	High Care	Low Care	High Care	Low Care
Complaints per Resident	0.07	0.09	0.03	0.06	0.26	0.69	0.17	0.10	0.16	0.15
Falls Per Resident	2.18	2.59	1.70	1.88	2.09	1.81	2.13	1.41	1.51	1.97
Medication Incident	0.06	0.19	0.15	0.46	0.60	0.66	0.37	0.51	0.37	0.93
Infection—Gastrointestinal (CH)	*	*	*	*	0	0	0	1(5)	0	1(15)
Upper Respiratory Tract Infection (URTI)	0.27	0.06	0.63	0.73	0.72	0.30	0.51	0.21	0.28	0.30
Notifiable Incident re Resident Protection Total	*	*	*	*	*	*	*	*	1	1
Multidisciplinary Case Conference (MCC)	*	*	*	*	*	*	0.70	0.15	2.95	0.99
MCC with general practitioner	*	*	*	*	*	*	0.12	0.44	0.71	1.17
MCC with resident or relative	*	*	*	*	*	*	0.41	0.12	2.10	0.28

\* Data not available

### Carrington Centennial Care Ltd Quality Indicator results per bed 2003 - 2007 High Care



### Carrington Centennial Care Ltd Quality Indicator results per bed 2003 - 2007 Low Care



## Improving Relationships

The recognition of a higher standard of customer service has led to improved communication and to the provision of more timely response to the needs of our residents and their families. Most importantly the introduction of the Resident Liaison position has proven to be a crucial role in today's climate where family are much more involved in decision-making and want to know more about how service is provided.

The recent establishment of the Partners in Care Program has resulted in the creation of the Resident Advocacy Committee to further assist with development of our future key objectives.

## Diversional Therapy

The past 12 months have seen many improvements and achievements in the Diversional Therapy service. The team continues to strive on communication and networking. Throughout 07-08 there have been many events celebrated throughout Carrington's assisted living service supported primarily by the Diversional Therapy team's continued strong communication between all our facilities.

There has been a significant focus on extending the activities program as a key determinant of quality of life through the increase in staffing hours. This enhancement of service has been particularly focused on the weekend hours in the Mary MacKillop Hostel, with the employment of 2 new Recreational Activities Officers within this service.

Committed to ongoing development and best practice in leisure and lifestyle programming, the Diversional Therapy team has extended their knowledge from attending a variety of learning and development opportunities. These opportunities certainly encouraged a new spark in programming with innovative ideas surfacing within the program this year. Such innovation has included a commitment to applying the Montessori based ac-

tivities within all services supporting residents with dementia related illness. This program is referred to as "active living" and expresses the importance of encouraging residents to continue to stay involved within activities of daily living (including social activities) that they were previously involved in prior to requiring care within the residential setting.

## Physiotherapy Services

The Physiotherapy Department has continued to provide services across Carrington over the last 12 months. Physiotherapy Services were extended to Mary MacKillop Hostel to align with the progressing needs of ageing in place.

The Physiotherapy Service conducted 533 individual physiotherapy assessments this reporting period with staff education in Falls Prevention and Manual Handling as a key component of the Learning and Development Program conducted by the Physiotherapy Program.

The past year saw a greater emphasis on the Falls Prevention Program. A major review of the Falls Prevention Framework was carried out by an external auditor which informed the development of a structured system to guide the program.

## Dementia Care

This year has also seen the further development of services to residents with dementia. This development has come about by the active involvement of the families of our residents. Feedback has been provided primarily from within the residents and relative forum where families are provided with the opportunities to raise concerns and to come up with ideas for making our services more home-like. The introduction of 'active living' program for residents suffering from dementia has ensured residents continue an active involvement with people around them.

## Palliative Care

To meet the current and future needs of older people in our community, Carrington continued to enhance the approach to the provision of Palliative Care to ensure it remains of the highest standard in Australia.

More training has been provided to ensure staff are connected with the specialised needs of those residents and their families at the end of life stage. Enhancement of staff communication and listening skills has been a key consideration within the Learning and Development Program. A communication program based on the book by the author Larry Crabb titled 'Encouragement, the Key to Caring' is being presented by the Executive Manager Care Services over the next months to ensure that the staff are equipped with skills that support active listening and compliments existing structures in place to provide pastoral support.

## Pastoral Care



***New Pastoral Care Volunteers complete their training***

2008 has been a busy year for the Pastoral Care Team. During the year an evaluation workshop of our Pastoral Care Program was held with emphasis on the following aspects of the program:

- Recruitment and training of volunteers
- Service delivery
- Ongoing support for volunteers

The workshop, involving our volunteers, provided valuable information and ideas which were used to monitor and improve the program where necessary.

Earlier in the year, five new Pastoral Care Volunteers began their eight week training course.

The volunteers received their Certificates of Achievement in July this year at the completion of the course. The new volunteers are now visiting residents in the Nursing Home and Hostels on a regular basis, having successfully completed their training.

Donna Barnard, Pastoral Care Coordinator, recently attended the Fourth National Conference on Ageing and Spirituality, held in Canberra and delivered a paper entitled, "The Challenges and Rewards of Running a Volunteer Pastoral Care Program in a Non-Denominational Aged Care Facility". The Carrington Pastoral Care Program has been beneficial to our residents, volunteers and staff.

Residents benefit by receiving individualised spiritual and emotional care, and the opportunity to resolve issues and find a sense of peace at this time in their life journey.

The volunteers have an opportunity to be part of a supportive team, share their unique qualities, and make a difference in the lives of others.



***Carrington's Pastoral Care Volunteers***

# Community Care



## Community Care Census

The Community Care Census was conducted early in 2008 by the Department of Health and Ageing for the Packaged Care Programs (Community Aged Care Packages, Extended Aged Care at Home General and Dementia Packages and the National Respite for Carers Program), Overnight Respite Cottage service. The data collected on clients receiving services through the Packaged Care Programs identified the types of services clients received through their package of care such as assistance with personal care, medication monitoring and support, transport for shopping and medical appointments, meal preparation and assistance, provision of equipment, enteral feeding equipment and solutions, in home respite, social support and case management.

The data collected for the Overnight Respite Cottage service was based on the number of overnight respite services provided and the care recipients and carers it was provided to.

The outcome of the census will help identify significant trends since the 2002 census, as well as provide a basis for planning an ongoing collection of program data.

## Program Development

The Federal Government is undertaking a review of the aged care planning ratios to take into account demographic changes, and

improvements to the Aged Care Approval Round (ACAR) process. The announcement of the 2008/09 ACAR round has been delayed until the review is completed.

Carrington recognises the need and the benefits of services for the frail aged living at home and will be submitting funding tenders when the government announces the ACAR rounds.

The Extended Aged Care at Home program is well established since its commencement in February last year. The service is provided through a full time Care Coordinator and a Registered Nurse. The Registered Nurse's primary role is to attend to the clinical care needs of EACH clients.

## Service Availability

Community Care has established a process with the Macarthur Aged Care Assessment Team (ACAT) advising them of the vacancies the Community Care services provided. The ACAT is advised on a weekly basis of vacancies providing them with up to date information of service availability when assessing and referring clients for services.

## Packaged Care Providers Network

With the increase of service providers of Packaged Care Programs for the Macarthur and Wollondilly LGAs Carrington Community Care recognised the need and benefits for the establishment of a providers

network. The network has recently commenced meeting and has had a positive response with seven organisations that provide a various number of Community Aged Care Packages (CACP) and or Extended Aged Care at Home (EACH) to the aged in the Macarthur and Wollondilly LGAs attending the network.

The purpose of the network is to provide a forum for information dissemination, liaison between service providers, government departments and the community.

## Service Promotion

Marketing and promotion of our services is a strategic objective for Carrington. Community Care undertook to review its service brochure developing a new booklet design which gives a summary of the services available through Community Care.

Additional to the new brochure has been other promotional material including an environmentally friendly shopping bag with the Carrington Crest and post it notes and pens with contact details for Carrington.

The Community Care division has participated in the annual seniors expos held in the local government areas. Additionally presentations have been given to Aged Care Assessment Teams, other service providers and organisations.

## Carers Week 2007

Carers Week is a national awareness week held across Australia during October. Community Care held a function in Carrington's Recreation Centre for carers with a focus on supporting carers to maintain their health physically and mentally. Included in the presentations were those from the Macarthur Aged Care and Rehabilitation Services, the Psychogeriatrics and Older Persons Mental Health Service and a Carer Support group.

## Overnight Respite Cottage Program 'Client Satisfaction Survey'

The Overnight Respite Cottage Program conducted a 'Client Satisfaction Survey' of the carers and care recipients who have accessed the overnight respite service. There was a 50% response to the survey with an overall positive response to the service provided. Positive com-

ments were given on the 'homely atmosphere' of the respite facility 'River Cottage' and the 'caring staff'. The benefit of the Overnight Respite Cottage Program is knowing that it provides the carer with a short term break from their caring role while the person they care for receives one on one 24 hour care in a home like environment.

Community Care through its Overnight Respite Cottage Program was able to provide emergency accommodation to one of its existing Community Care clients who lost their home in the September 2007 bushfires. The client returned with their usual Community Care services to a new home in November 2008 which was built on the existing land. The flexibility of Community Care's services allowed the provision of accommodation for the client and at the same continued to receive their existing Community Care Services.



***"River Cottage"  
Carer Respite Service***

## Management of our Assets



During the year under review we continued to manage our physical assets in a planned and structured way with Asset Management Plans now in place for each of our Hostels and the Nursing Home as well as a plan for our Gardens and Grounds. These Asset Management Plans are well prepared and document in detail the works required for each area over the next five years. The plans are costed and incorporated each year into our Minor Capital Works funding program. The plans are complemented by an Internal Preventative Maintenance Program. In 2007/08 our Maintenance Team attended to 6,468 requisitions. This represents an increase of approximately 9% on the 2006/07 year.

### Minor Capital Works

During the year our Minor Capital Works Program facilitated a number of significant improvements including:-

- The refurbishment of 44 Self Care Units at a cost of \$78,000 and the external painting of another 37 units at a cost of \$20,000.
- Completion of the upgrading of all external signage for \$15,000.

- First stage conversion of our MATV television system to a digital service costing, for this stage, approximately \$20,000.
- Upgrade of Mary MacKillop Hostel including carpet replacement, painting, renovation of the clinic room and expansion of the Hairdressing Salon at an approximate cost of \$53,000.
- Upgrade of Paling Court Hostel including new courtyard, new staff office and reception area, new doctors' clinic and air-conditioning at an approximate cost of \$54,000.
- Completion of a makeover for the Grasmere Cottage building which now sees the building up to a standard to provide short term accommodation for visitors to Carrington. This project cost \$15,000.

### Equipment Replacement

Significant purchases of equipment were also made during the 2007/08 year. The main items being:-

- Electric beds for our Nursing Home—\$24,000.
- Washing machine and dryer for the Laundry—\$55,000.

- Tilting kettle and new gas oven for the Kitchen costing approximately \$19,000.
- Lifters and slings for our Nursing Home—\$8,000.

***Our Asset Management Plans are well prepared and document in detail the works required for each area over the next five years***

# Growing Carrington



The Board of Carrington has developed and adopted a strategic growth strategy for Carrington aimed at ensuring that Carrington is well positioned in the future to service older Australians and continue to be a leader in the provision of Aged Care Services.

## Grasmere Terrace Facility

This is a 100 bed facility comprising 70 Low Care places and 30 High Care places, designed by Jackson Teece Architects.

Grasmere Terrace is an exciting contemporary design that will provide residents with very pleasant and modern accommodation featuring spacious lounge, dining and activity areas offering impressive views of the surrounding countryside.

The construction commenced in September 2007 and is due for completion in December 2008. It is anticipated that the commissioning

of services in Grasmere Terrace will commence in February 2009.

## Independent Living Units

Carrington offers lifestyle retirement living in modern and well appointed villas and units.

We currently have an extensive range of villas and units ranging from one, two and three bedrooms in a garden setting environment.

As part of Carrington's growth strategy the planning and design of an additional 70 independent living units was recently completed and approved by Camden Council.

This new development comprises 34 villas and 36 boutique apartments in two separate buildings nestled within the peaceful garden landscape.

With the choice of three bedrooms or two bedrooms and a study, all villas and apartments include modern inclusions, secure parking, air-conditioning and video intercom security for all apartments.

Our new development will commence construction in October 2008 with anticipated completion in September 2009.

## Expansion of Services Building

The growth of Carrington as well as ensuring the delivery of quality services to our current and future residents, the Support Services building housing our main Kitchen and main Laundry Service, will be expanded soon.

The planning and design process was recently completed and approved by Camden Council.

Construction will commence in early October 2008 with four months completion period.

\$900,000 has been budgeted for this major upgrade which will also include the upgrading of the Maintenance area as well as the acquisition of a number of major equipment items for both the Kitchen and Laundry.



## Sustainable Environment



Carrington is a significant consumer of resources. Recognising its potential impact on our environment, in 2007/08 Carrington committed to a triple bottom line for management, encompassing environmental, social and economic factors as part of our decision-making process.

A Sustainability Committee was established and our responsibility for the environment is an integral part of our values.

A Carrington Environmental/Sustainability Policy was developed and adopted.

Working in partnership with the Department of Environment and Climate Change we committed to a series of workshops mapping out our Vision, Commitment and Planning which resulted in identifying key strategies.

This process was followed up by developing an action plan detailing how we will achieve our goals.

### Future Directions

Over the next 12 months we will ensure the implementation of our Sustainability Action Plan and progress the development of an Environmental Education Program for our staff and volunteers.

### *Carrington's Goals—2020*

- *Water: Reduce mains water usage by 70% by 2020*
- *Energy: Reduce non-renewable energy usage by 50% by 2020, increase utilisation of renewable energy*
- *Waste (general and clinical): Reduce waste by 70% by weight by 2020*
- *Supply Chain: We will work in partnership with our suppliers to achieve our sustainability goals on an ongoing basis*
- *Community Engagement: Improve stakeholder and community awareness of Carrington's commitment to sustainability initiatives*
- *Corporate Culture: Make sustainability a part of Carrington's culture*

## Our Staff



### Stronger Organisational Performance through a strong culture of Learning

Carrington Centennial Care continues to be a major employer in the Macarthur region, with 334 employees employed predominantly from the local area. Our employees are the organisation's most important and valuable asset and through these people, \$12,836,303 in wages and superannuation has been injected into the Macarthur community. Carrington is committed to continuing to attract and retain a high quality workforce and continue as employer of choice.

### Recruitment

The recruitment strategy has been to continue to attract applicants from the local area, predominantly using internet recruitment and job network agencies. A key strategy has been to recruit using work experience students. A major challenge for the year has been the recruitment of registered nurses. We have found that even with offering flexible employment conditions the number of registered nurses available for employment has been low. Our strong Learning and Development culture is also a key strategy in attracting a new generation of employees as well as ensuring strong retention of staff.

### Employee Retention

Our key strategy to employee retention is through our Reward and Recognition Program and Learning and Development programmes. The Reward and Recognition Programme recognises exceptional service and team work. The core of Reward and Recognition Program is the committee of peers which review the nominations and makes a recommendation to the Chief Executive. Over the past 12 months, staff, residents and relatives nominated 73 staff. From this there were 8 individual awards made and one team award.

Our staff turnover rate has decreased since last year, though staff movement is consistent with the national skills shortage of aged carers and nurses, from 16.6% in 2006/07 to 14.8% in 2007/08. Movements occurred across all classifications, reflecting the skill shortage in a competitive workforce and the increase in competition for skilled staff. Exit interviews are conducted and we will continue to monitor the results in the next year.

### Industrial Relations

No days were lost to industrial action during the reporting period. Labour costs increased to \$12,836,303 due to award increases in the award rates of pay.

### Employee Relations

A major change in the organisation has been the implementation of the Carrington Collective Agreement. This is in response to the Federal Forward with Fairness legislative changes. The Union Collective Agreement was based on the template agreement that was developed and agreed to by all the major stakeholders by ACS. The agreement will be in force until June 2009, though at time of writing the agreement is still undergoing the No Disadvantage Test.

To support managers and staff a comprehensive HR Policy and Procedure Manual has been developed and distributed. This manual has been created to give all staff an easy to read resource that reflects current HR practices and procedures.

Carrington continues to grow and meet the challenges of a changing industry by providing our staff with the skills, knowledge, experience and opportunities associated with developing their skills to perform competently in their current job role and to assist them reach their full potential as the industry's future leaders.

### Salary Packaging

As a public benevolent organisation we have been granted exemption to fringe benefits in the Tax Assessment Act 1986. This has enabled Carrington to offer our staff up to \$30,000 of tax free benefits. We have outsourced this service to a new provider this year. EPAC Salary Solutions provide a full range of packaging options including leasing of motor vehicles.

### Technology

Payglobal was implemented during the year which resulted in a new Rostering, Time and Attendance, Payroll, Learning and Development, OH&S and Human Resources Information System. Finger scanners have replaced timesheets as a means of increasing accuracy.

During the year, the number of payrolls was also reduced which has improved the efficiencies for the Payroll and Accounting Departments.

### Occupational Health and Safety

The health and safety of staff, residents and visitors remains a priority for the Board, Management and Staff of Carrington.

The 2007/2008 year has seen the introduction of the OH&S/Return to Work Coordinator position. This position was created to provide support to the committee, manage the OH&S and Workers Compensation Systems and provide education within these areas.

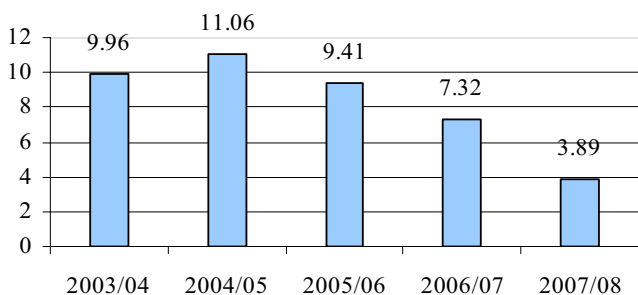
In early 2008 a full review of the committee was undertaken. This review included committee membership where some of the long standing members stood down and elections were held to identify new members. These new members have brought with them a fresh approach to the Committee.

To coincide with the member changes the Constitution has also been updated and a clear action plan developed.

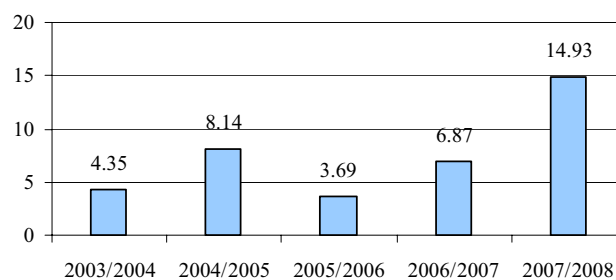
There has been a decline in the number of incidents as indicated in the graph below. This reporting period shows the lowest incident rate in the last 5 years.

Although there have been a decrease in the incident numbers there remains a rise in the average time lost. The following graph has indicated a rise of 8.06 days on the yearly average. This rise is a reflection of 1 or 2 cases which required considerable time for recuperation.

**Incident Rate per 100 Employees**



**Average Lost Time (days)**



<b><i>Carrington Workforce Profile</i></b>	<b>No. of staff</b>	<b>% of workforce</b>	<b>Employment terms</b>	<b>Male</b>	<b>Female</b>	<b>Full time</b>	<b>Part time</b>	<b>Casual</b>
Executive Managers	6	2%	Individual agreement	5	2	5	2	
<b>Nursing Home</b>								
Manager	1	0%	Public Hospital Nurses Award		1	1		
Registered Nurse	12	4%	Public Hospital Nurses Award		12	1	8	3
Enrolled Nurse	3	1%	Public Hospital Nurses Award	1	2	1	2	
Assistant in Nursing	76	23%	Public Hospital Nurses Award	8	68	6	49	21
Physio/DT	7	2%	Health Employees Award	1	6	2	4	1
<b>Hostel</b>								
Hostel Managers	2	1%	Charitable, Aged & Disability Award		2	2		
Registered Nurse	4	1%	Charitable, Aged & Disability Award		4		3	1
Enrolled Nurse	1	0%	Charitable, Aged & Disability Award		1			1
Team Leader	5	2%	Charitable, Aged & Disability Award		5	3	2	
Care Services Employees	60	18%	Charitable, Aged & Disability Award	3	57	1	40	19
DT	3	1%	Charitable, Aged & Disability Award		3	1	2	
<b>Community Care</b>								
Co-ordinators	6	2%	Charitable, Aged & Disability Award		6	4	2	
Registered Nurse	1	0%	Charitable, Aged & Disability Award		1		1	
Home Care Employees	49	15%	Charitable, Aged & Disability Award		49		37	12
<b>Support Services</b>								
Team Leader	1	0%	Charitable, Aged & Disability Award		1	1		
Hospital Assistant	43	13%	Health Employees Award	4	39	10	22	11
Care Services Employees	17	5%	Charitable, Aged & Disability Award		17	1	14	2
<b>Maintenance</b>								
	2	1%	Charitable, Aged & Disability Award	2		2		
Care Services Employees	9	3%	Charitable, Aged & Disability Award	9		7		2
Hospital Assistant	3	1%	Health Employees Award	3		3		
<b>Clerical Staff</b>								
Administration	3	1%	Health Employees Award		3	2	1	
Administration	19	6%	Charitable, Aged & Disability Award	1	18	8	11	
<b>TOTAL</b>	<b>334</b>	<b>100%</b>		<b>37</b>	<b>297</b>	<b>61</b>	<b>200</b>	<b>73</b>

# Learning and Development



## “Staff are our most valuable asset”

Carrington has maintained its strong learning culture over the past year and has continued to improve and assist staff to develop and reach their potential. Our comprehensive learning, development and education program reflects the high level of care our residents receive in their activities of daily life. Our annual evaluation of the learning program revealed a high level of satisfaction and staff responded positively to the level of training they were receiving in their roles to enable them to provide confident and competent care.

Our current program ensures staff have the skills and knowledge to perform competently in their current job roles and provides opportunities for staff to develop into our future Team Leaders and to receive nationally accredited qualifications to reflect their current level of competence and address skills gaps.

Learning and development opportunities are also a reward for staff to recognise their hard work and dedication to this industry and they are keen to learn more to provide our resident's with the best level of care.

Carrington recognises that learning and development is a key initiative that underpins our values of: providing service excellence; quality care; and teamwork in an environment of mutual respect and trust.

## Our Comprehensive Learning Program

Learning and development bi-monthly program guides are developed with input from staff; learning and development focus staff; management and the Learning and Development Committee. We believe a flexible approach to program delivery is the key to its success and the high level of staff participation rates.

Programs are timed to best suit the business and residents' needs and when required programs are conducted during evening and night shifts. We now offer a full range of learning opportunities to appeal to every type of learning style including self-paced learning activities; on-line learning; small group training; on-the-job instruction and workshops.

## Developing our Staff and our Future Leaders

Carrington has supported, by way of fully-funded positions, for staff to participate in the following:-

- Certificate III in Aged Care Work;
- Certificate III in Hospitality and Catering;
- Certificate IV in Aged Care Work; and
- Certificate IV in Frontline Management.

All Carrington staff who have been selected and placed on a certificate-level program as identified above have successfully completed their area of study and been awarded with their qualification. No staff withdrawal occurred which is a great achievement for our workforce.

## Developing Industry Expertise

Staff have also been given the opportunity to participate in Carrington-funded attendance at a range of external training programs conducted by various aged care specialist organisations; Aged and Community Services NSW; and Sydney South West Area Health Service. Topics have included, but not limited to: Activities for Dementia Residents; Leadership in Dementia Care; Evidence-based Practice; and State and National Aged Care Conferences.

## The Future

Carrington's learning and development aim is to continue to improve and meet the challenges of a changing industry. We will endeavour to provide our staff with the skills, knowledge, experience and opportunities associated with developing them to perform competently in their current job role and to assist them reach their full potential as Carrington's and the industry's future leaders.



*Carrington recognises that Learning and Development is a key initiative that underpins our values of service excellence and quality care.*

Training Programs	Topics	2007/2008*
Clinical Skills Development	Dementia, Palliative Care, Pain management, Clinical Care Competencies, Personal Care Competencies	725
Occupational Health and Safety	Manual Handling Competencies, Fall Prevention, Height Safety	1290
Infection Control	Risk Management, Infection Control for Clinical Staff, Management of Outbreaks	341
Fire Safety, Emergency and Evacuation	Corporate Training Day, Fire Safety, Fire Safety Interactive Workshop	207
Aged Care Channel	Various Topics	533
Corporate Training	Accreditation Standards, Communicating with residents, Continuous Improvement, Grief and Loss, Multi-Cultural Awareness	565
	Grand Total	3,661

\*by staff member attendance

## Board of Directors



**Peg McEntee, OAM**

Chairman  
Non-Executive Director  
Age 67 years  
Appointed 1992

Member of Care Review Committee  
Member of the Risk management Committee

Mrs McEntee, now retired, has many years experience in community roles and small business and has served in her role as a director on the Board of several Aged Care facilities. She was awarded the OAM for her services to women and the community.



**Graham Pascoe**

Vice Chairman and Non-Executive Director  
Age 51 years  
Appointed 2000

Chairman of Property and Development Committee

Mr. Pascoe holds an Economics Degree and Post Graduate Planning qualifications. He was previously with Camden Council in a strategic planning and financial management role over a period of 24 years. Mr. Pascoe is currently engaged in the role of Planning Consultant.



**Rowan Moore, OAM**

Trustee and Non-Executive Director  
Age 70 years  
Appointed 1979

Member of the Property and Development Committee

Mr. Moore is a dairy farmer and has served on the Board and Management Committees of many Government and private sector organisations, particularly the dairy industry where he has taken part in the various performance reviews for the NSW Government. Mr. Moore has extensive involvement in local groups.

He was awarded his OAM in 2006 for his services to agriculture in NSW and his service to Camden through aged care, the Camden Show and other charity organisations.



**Vicki McRae, JP**

Trustee and Non-Executive Director  
Age 60 years  
Appointed 1999

Chairman of Care Review Committee  
Member of the Property and development Committee

Mrs McRae, now retired, was a teacher for 36 years. She was a former director of Temora District Hospital Board and has many years of involvement in community roles. Mrs McRae is a director of three family companies.

## Board of Directors



**Alek Jankowski,  
BE, M Eng, Sc,  
Grad Dip Mgt, JP**

Trustee and Non-Executive Director

Age 61 years

Appointed 2000

Honorary Treasurer  
Chairman of the  
Finance Committee

Member of the Risk  
Management  
Committee

Mr. Jankowski General Manager of an Asia Pacific business for a major multi-national company. Originally trained as an Electrical Engineer, he also gained post-graduate degrees in Industrial Engineering and Management. His career has included senior executive roles with several international businesses. He has served the community as a member of the Sydney Water Customer Council and through Rotary International at both club and district executive level.



**Stephanie Penney**

Non-Executive  
Director

Aged 54 years

Appointed 2002

Member of the  
Care Review Com-  
mittee

Mrs Penney holds a Bachelor of Health Science and LLB and is employed as a Claims Manager at Avant Insurance Limited. She previously worked as a medico-legal advisor/solicitor at United prior to taking up her current role. She has also worked as a solicitor in private practice and as a registered nurse in the public health system.

Stephanie also lectured at the University of Western Sydney for a number of years on legal and ethical issues in health care.



**Bruce Hanrahan,  
AM**

Non-Executive  
Director

Age 58 years

Appointed 2003

Chairman of the  
Risk Management  
Committee

Member of Finance  
Committee

Mr. Hanrahan is the principal solicitor in a local firm. He has extensive involvement in the local community including Chairman of the Macarthur Business Enterprise Centre, Chairman of St. Gregory's Foundation, Director of Kids of Macarthur Health Foundation and in 2001 was awarded an AM for his service to the Macarthur region.

# Directors' Report

## *Report of the Directors of Carrington Centennial Care for the year ended 30 June 2008*

### Directors' Meetings

The number of Directors' Meetings and meetings of Committees of Directors and number of meetings attended by each of the Directors of the Company during the financial year are:

Director	Board of Directors Meetings and Extraordinary Meetings		Finance Committee Meetings		Property and Development Committee Meetings		Care Review Committee Meetings		Risk Management Committee Meetings	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Peg McEntee	11	10	11	9	11	8	11	7	1	1
Graham Pascoe	11	10			11	10				
Rowan Moore	11	6			11	3				
Vicki McRae	11	10			11	11	11	10		
Alek Jankowski	11	9	11	11					1	1
Stephanie Penney	11	9			4	3	11	7		
Bruce Hanrahan	11	10	11	8					1	1

### Review and Result of Operations

The Consolidated Operating Income increased from \$17,957,201 (\$18.0 million) to \$18,727,876 an increase of \$770,675 (\$0.8 million) or 4.3%.

Expenditure increased from \$16,249,579 (\$16.2 million) to \$17,343,189 (\$17.3 million) an increase of \$1,093,610 (\$1.1 million) or 6.7%.

This increase is mainly due to increases in wages and care costs necessary to maintain operating standards of care.

The consolidated surplus of \$1,384,687 (\$1.4 million) was primarily utilised to fund capital growth.

## Principal Activities

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

- Independent Living Units  
Carrington Lifestyle Village
- Community Care Programs in the Macarthur Region (Campbelltown, Camden and Wollondilly)
- Nursing Home  
Carrington House  
Parry House  
Rose and Rothbury House
- Hostels (Low Care)  
Mary MacKillop  
Paling Court

	2008	2007
	\$'000	\$'000
Consolidated result Net (deficit) Surplus	\$1,385	\$1,709

Carrington Centennial Care is exempt from income tax being recognised as a Public Benevolent Organisation under Section 50-30 of the Income Assessment Act 1997 as amended and has the authority to fund raise under the Charitable Fund Raising Act 1991.

## Future Developments

Once construction of the Grasmere Terrace Facility is completed in December 2008, thirty high care places currently located in Carrington House will be relocated to Grasmere Terrace, High Care Section. The remaining places of 70 Low Care will be commissioned to receive new residents.

The Carrington Life Style Village will be further expanded through the development of an additional 70 independent living units of different mix (two bedroom and three bedroom). The construction of this new development will commence in the second quarter of 2008/09 financial year.

## Environmental Regulations

The Company's operations are not subject to any significant environmental regulations under the Commonwealth or State legislation.

However, the Board believes that Carrington has adequate systems in place for the management of its environmental requirements and is most aware of any breach of those environmental requirements as they apply to the organisation.

## Directors Interest and Benefits

Since the end of the previous financial year no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements by reason of a contract made by the company with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest

This report is made with a resolution of the Directors.



Peg McEntee, OAM  
Director



Graham Pascoe  
Director

Signed at Camden, this 3rd day of October 2008

# Corporate Governance Statement



The Board is responsible for the overall Corporate Governance of the Company, including its strategic direction, establishing goals for management and monitoring the achievement of these goals. The role of the Board of Directors is outlined in its Charter.

In 2008 the Board undertook an appraisal of its role and the role of each Director. The outcome of this process has highlighted opportunities for further development and education.

To assist in the execution of its responsibilities the Board has established a Finance Committee, Property and Development Committee, Care Review Committee and a Risk Management Committee.

## Responsibilities and Functions of the Board

The Board has overall responsibility for reviewing and approving the policies and procedures put in place to maintain the highest level of governance for Carrington. The Board's role also includes:-

- Reviewing and approving the strategic direction, budgets and business plans prepared by management.
- Assuring itself of the effectiveness of arrangements for the governance of Carrington including:

- The quality of service provision
- The appropriateness of organisation arrangements and structures; and
- The adequacy of internal controls and processes.
- Overseeing performance against targets and objectives; and
- Overseeing reporting to stakeholders on the direction, governance and performance of the organisation.

## Composition of the Board

- The composition of the Board is determined in accordance with the By-Laws of Carrington Centennial Trust .
- The Board comprises seven independent non-executive directors including the Chairman. The Chairman is elected by the Board of Directors.
- Casual Board vacancies are filled by the Board having regard to appropriate qualifications and expertise.

The Board is required to meet at least monthly and follow meeting guidelines that ensure all Directors are made aware of, and have available all necessary information, to participate in an informed discussion of all agenda items.

## Committee Structure

The Board and its Committees meet regularly to discuss formally matters relating to the performance of the organisation and service delivery to our community.

To assist the Board in achieving the highest standards of corporate governance, the Board has established a committee structure comprising:

- Risk Management Committee
- Care Review Committee
- Finance Committee
- Property and Development Committee.

Each of these Committees, which meet monthly, has clear terms of reference and is chaired by a member of the Board.

## The Role of the Risk Management Committee

The Risk Management Committee acts as an advisory body to the Board on issues relating to internal and external audit, financial and other accountability responsibilities and monitoring of internal controls.

The Committee from time to time shall carry out a risk analysis of specific aspects of the Company's financial responsibilities and other key areas of performance and report its findings to the Board.

The Committee shall provide through regular meetings a forum for communications between the Board, senior management and external auditors.

## The Role of the Care Review Committee

To determine appropriate and desirable standards and practices for care delivery.

To monitor, assess, review and evaluate the provision of care services provided to residents and clients by Carrington Centennial Care.

To approve and oversee the development and implementation of all care policies.

To provide advice and make recommendations to the Board in respect of care delivery.

## The Role of the Finance Committee

Overseeing the financial health of Carrington, anticipating potential problems and planning remedies.

Developing appropriate financial plans to achieve Carrington's objectives and maintain its financial viability.

Making recommendations to the Board on major policy decisions concerning the finances of the business operation.

Evaluating and recommending to the Board for approval the Operating and Capital Budgets for Carrington and also the Budget for the Retirement Village.

Reviewing financial reports and maintaining operating performance and statistics on a regular basis.

## The Role of the Property and Development Committee

To determine appropriate levels of, and desirable standards, for the Company's property.

Ensure all building developments are efficiently and functionally designed and constructed to provide effective and financially viable service delivery.

To provide technical advice and expertise on development, construction, maintenance and property matters.

To monitor, assess, review and evaluate the provision of maintenance services provided by Carrington Centennial Care.

To approve and oversee the development and implementation of all property and development policy.

To provide advice and make recommendations to the Board.

## Management

Responsibilities for the operation and administration of Carrington are delegated by the Board to the Chief Executive who is responsible to the Board.

The Chief Executive is supported by a senior Executive Team and staff. The Chief Executive and the Executive Team meets on a fortnightly basis to review progress and to initiate or co-ordinate the development and implementation of strategies, policies and programs for the organisation.

The Chief Executive and the Executive Team also monitor and review performance in achieving specific targets, standards and key performance indicators that are set by or on behalf of the Board.

## *Executive Management Team*



**Raad Richards**  
**Chief Executive**  
**Appointed 16.2.2004**

Raad has had extensive experience in health and aged care services in New South Wales over the past 33 years. Prior to joining Carrington in February 2004, Raad occupied a number of senior executive positions in the acute care sector, including the Direction of Operations, South Western Sydney Area Health Service, General Manager of Teaching and Metropolitan Hospitals including Liverpool Hospital, Bankstown-Lidcombe Hospital, Fairfield Hospital and Camden Hospital.

Raad holds formal qualifications in Business Administration (BBus), Industrial Relations and Human Resources (Graduate Diploma), and Master of Health Planning (MHP). Raad has extensive involvement in various professional and community organisations, including: Past President of the NSW Branch of the Australian College of Health Service Executives (ACHSE); Current Council Member of the NSW Branch of ACHSE; Deputy Chairman of the Bankstown Credit Union; Chairman, Creating Links Community Services Co-operative; Board Member and Treasurer of the Brain Injury Association of NSW, Board Member of Aged and Community Services (NSW).



**Glenn Thorpe**  
**Executive Manager**  
**Operations**  
**Appointed 8.12.2004**

Glenn has over 33 years experience in Public Health Finance and Administration. He has held administrative positions in public hospitals and at Queen Victoria Memorial Home, Picton.

Glenn has an Accounting Certificate and an Associate Diploma in Health Administration.



**John Bonnici**  
**Executive Manager**  
**Care Services**  
**Appointed 2.8.2004**

John has over 18 years experience within the health industry ranging from an intensive care nursing background through to senior management positions with the public sector in hospitals and community settings. John has worked in senior executive roles with the Baptist Community Residential Aged care service before starting with Carrington Centennial Care in the position of Executive Manager Care Services in August 2004.

John has recently completed a Masters Degree in Health Services Management with University of Western Sydney.

## ***Executive Management Team***



**Lorraine Cornell**  
**Executive Manager**  
**Human Resources**  
**Appointed 14.1.2002**  
**Resigned 23.7.2008**

Lorraine holds a Bachelor of Commerce (Employment Relations, UWS).  
Certificate IV Workplace Training and Assessment; UTS.

Involvement in Industry Associations.

Lorraine has worked in a number of roles in the areas of Human Resources and Learning and Development in a number of industries, including retail, marketing, distribution and manufacturing.



**Stephen McVernon**  
**Executive Manager**  
**Financial Services**  
**Appointed 21.3.2005**

Stephen holds a Master of Accountancy Degree and a Bachelor of Health Science (Management) Degree.

Stephen has 30 years accounting experience in the workforce, 21 of which has been spent in the health care industry.

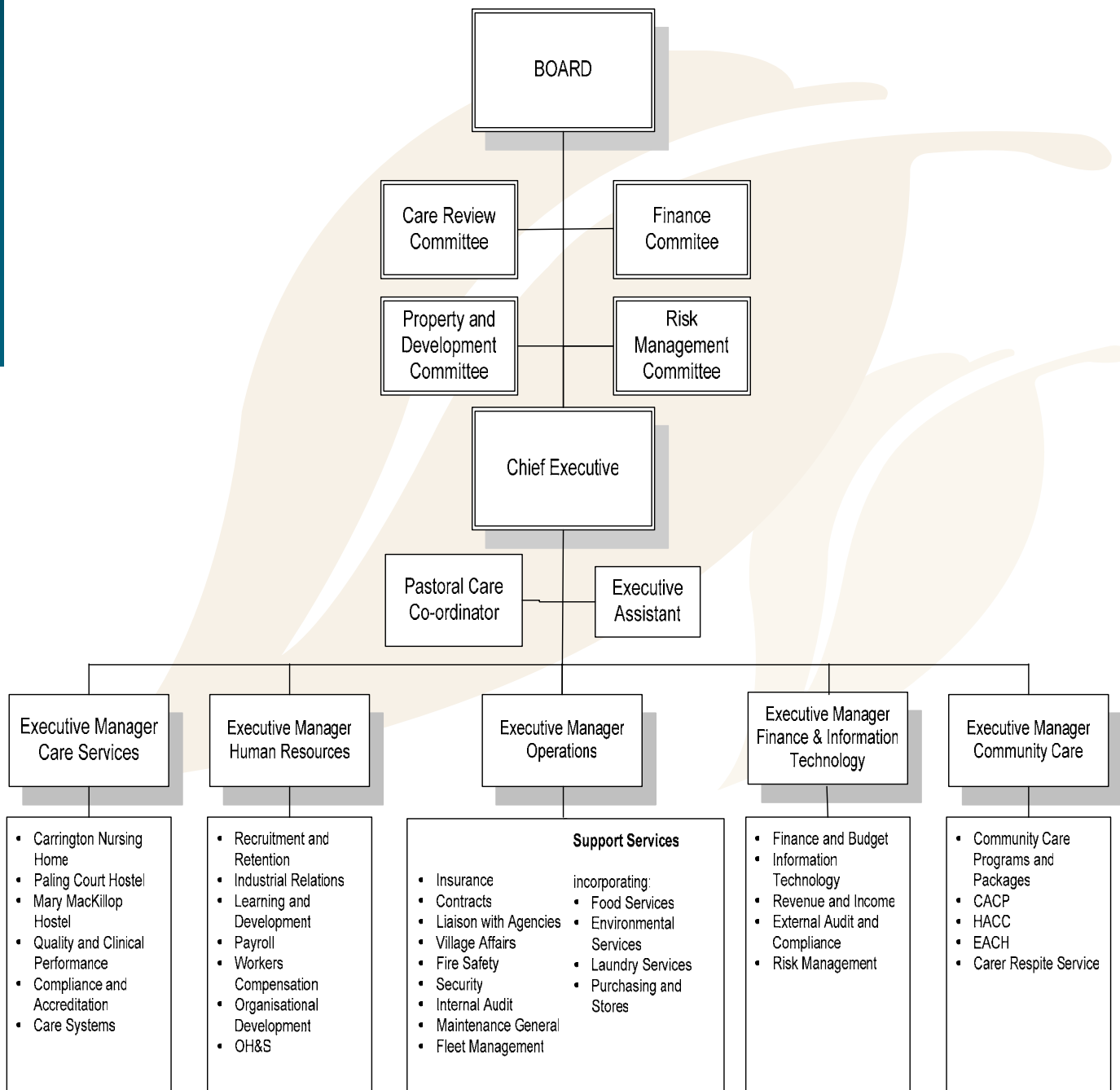


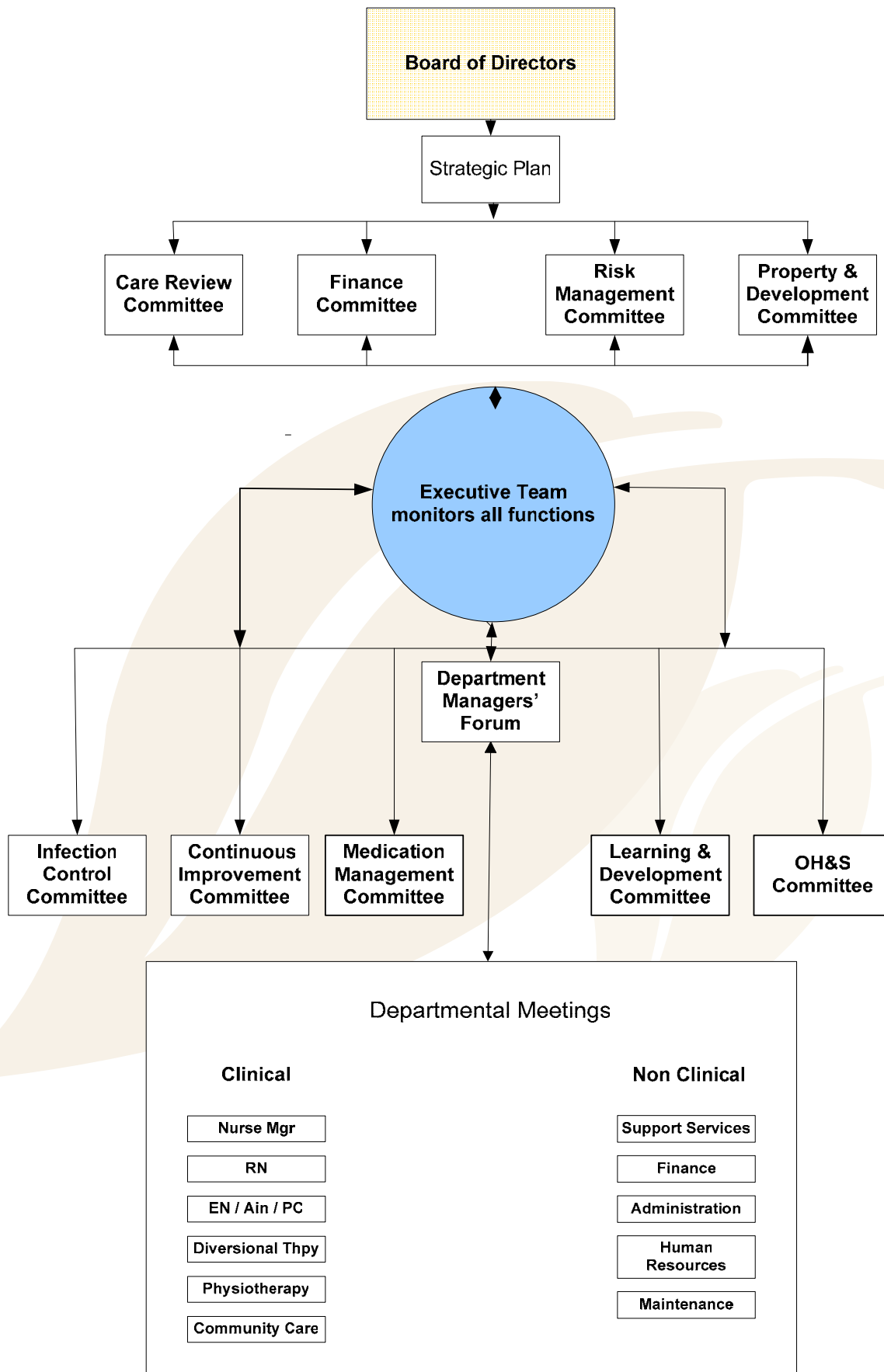
**Brenda Mullins-  
Jackson**  
**Executive Manager**  
**Community Care**  
**Appointed 18.7.2005**

Brenda is an Enrolled Nurse Aide and holds a Graduate Diploma in Social Sciences (Community Services).

Brenda has experience in the management of Community Aged Care Packages (CACP), Home and Community Care Programs (HACC), Department of Veterans Affairs (DVA) Home Care Services and has co-ordinated respite services for carers of the frail aged and disabled with the Commonwealth Carer Respite Centre, South West Sydney.

# Management Structure







**CARRINGTON**

CARING FOR PEOPLE

Carrington Centennial Care is a non-profit, Charitable, Public Benevolent Organisation situated approximately 4 kms South West of the historic town of Camden in N.S.W.

In 1888, William Henry Paling, a wealthy businessman and philanthropist, generously donated his 500 acre 'Grasmere' property worth £20,000, complete with stock, dairy, irrigation appliances, and two cottages, plus £10,000 to the people of N.S.W. in order to establish the Carrington Centennial Hospital for Convalescents and Incurables at Camden. The Governor of the day was Lord Carrington and the Deed of Gift was presented to him for the Centenary of the Colony.

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 years.

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**WE'RE ON THE WEB!**  
**CARRINGTONCARE.COM.AU**



**CARRINGTON CENTENNIAL CARE**

ABN: 11 109 853 278

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