







The new face of  + 

Year in Review 2020



The new face of  + 

At Home Support Retirement Living Residential Aged Care

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Bolton Clarke is the brand name for a group of companies being RSL Care RDNS Limited
ABN 90 010 488 454, Royal District Nursing Service Limited ABN 49 052 188 717 and
RDNS HomeCare Limited ABN 13 152 438 152.



Defining times

As we support clients and residents through the COVID-19 pandemic, we are proud of the remarkable dedication and courage of our frontline teams.

In this Year in Review we invite you to explore moments that have inspired innovation and that reflect the spirit and heart of our customers and communities during 2020 - a historic year.

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Chairman's report



Five years ago, our organisation came together through the merger of two experienced and respected not-for-profit providers with a vision to build on our extraordinary history of care, serve more people in new ways and become more than the sum of our parts.

Our history, and the strength and breadth of expertise it brings, has never been more important than in these times as we face the global COVID-19 pandemic. It includes lessons learned from 100 years of nursing during pandemics, stretching back to the Spanish Flu and covering Swine Flu, H1N1 and HIV/AIDS.

COVID-19's global reach and persistence has affected every part of our operations to varying degrees. As an organisation, a sector and a community, we are being challenged to make responsive decisions about protecting our clients and residents in a rapidly changing environment.

Taking early action

Bolton Clarke's COVID-19 preparation commenced in January 2020 and crisis management began in early March 2020. It continues today. Successfully responding to the challenge has demanded considerable time, attention and resources over an extended period.

More broadly, pandemic preparation has been a long-term focus for the Board and a strong clinical foundation is built into our governance structure. We have taken a deliberate approach to board and executive composition that recognises the value of clinical knowledge and health sector expertise. Bolton Clarke has benefitted from the experience of Board members Dr Cherrell Hirst AO and Adjunct Professor Mick Reid AM, together with the valued contribution of the Executive Clinical and Care Governance Management Committee including Associate Professor Beverley Rowbotham AO, from The University of Queensland's School of Medicine. Their collective roles have provided

important additional safeguards to ensure preparedness and bring critical and robust guidance.

The decisions we have made in developing an evidence-based approach to care have enabled us to quickly implement a well-tested pandemic response. The initiatives undertaken have been expensive - at a cost of \$10 million and counting - but they are underpinned by solid, values-driven processes and systems that prioritise the safety of our clients, residents and employees. For us, there was no acceptable alternative.

Contributing to policy and practice

In addition to the services that make a genuine difference for our residents and clients every day, supporting healthy ageing and wellbeing for future generations by proactively contributing to policy and practice has been an important area of focus.

We have been pleased by opportunities to engage with the Royal Commission into Aged Care Quality and Safety, which will hand down its final report in February 2021. This has included sharing our COVID-19 enhanced resident protection planning approach, which was also provided to the Federal Government, industry peak bodies and across sectors.

Beyond the pandemic, the Bolton Clarke Research Institute co-authored the Royal Commission's research paper on innovative models of care. Bolton Clarke contributed three expert witnesses and we were one of two providers invited to participate in the Commission's Workforce Roundtable. The executive leadership team also contributed to, and helped shape submissions from industry peaks - the National Aged Care Alliance and Leading Age Services Australia.

Beyond the pandemic – organisational growth

The pandemic crisis, combined with a sustained period of regulatory change and market uncertainty surrounding the industry during the Royal Commission, have collectively created a difficult environment requiring some adjustment to our strategic priorities. Despite the challenges, the Group has performed solidly and continued to progress its work to find new ways of serving our communities and fulfilling our charitable purpose.

A tangible tribute to our continuing legacy of care came with the completion of our new state-of-the-art Fernhill residential aged care community this year, 70 years after we welcomed our first veterans at the Caboolture site. The community incorporates a number of historic artefacts and elements honouring the site's important veteran heritage, from the efforts of early residents who served in the Boer War and World War I to current residents who are veterans of World War II and later conflicts.

Internationally, our New Zealand operation continued to deliver essential home care services through tough lockdowns, extended major contracts and expanded services for people with disabilities. Our Altura Learning business supported the Federal Government and the sector in the development of COVID-19 specific training courses, including the Aged Care Assistant training module, supporting surge workforce capability using transportable skills from COVID-19 affected sectors including hospitality.

The way ahead

In this challenging year I would like to pay particular thanks to our frontline teams who have worked tirelessly to provide care under very testing circumstances. I note with admiration the additional ongoing support that the at home support teams provided to the Victorian Health Department during their prolonged COVID-19 outbreak.

My thanks go to the Group CEO Stephen Muggleton, subsidiary CEOs, the executive leadership team and all managers and employees in the face of COVID-19 and the other complexities of 2020 - their efforts in protecting our clients, residents and employees continue to be exemplary.

Thanks also to the members of the Board for generously sharing their expertise and providing the strong guidance that has helped us keep our communities and our people safe, even while providing services in some of the most affected areas.

Pat McIntosh AM CSC
Chairman

Group CEO's report



The past 12 months have been defined by a massive wave of regulatory compliance change and a deteriorating funding environment played out against a backdrop of a Royal Commission, a bushfire crisis and a global pandemic.

Through all this change and all these challenges our staff have kept a sharp focus on maintaining high quality care and have demonstrated remarkable professionalism and dedication.

Responding in challenging times

In January 2020, our teams in Queensland and New South Wales did an outstanding job activating a practised emergency response to support at-risk clients and our residential and retirement communities during the bushfires. Nurses and carers undertook more than 3,500 welfare checks with vulnerable clients in fire affected regions and our Port Macquarie team supported 400 clients through weeks of devastating crisis.

Even as the bushfire crisis was unfolding, we were hearing reports of a new coronavirus and beginning the important work to pre-emptively put protective measures in place. With strong support from the Board, the Group responded admirably to protect our clients, residents and our teams.

It's a measure of the enormous efforts undertaken across the organisation this year that by end August 2020 we had pre-screened more than 673,400 at home support clients and screened more than 107,450 visitors to our

communities. This work was done while maintaining social connections with families and friends in new ways across our 25 residential and retirement communities. Our team supported more than 5,000 wellness calls, delivered virtual Be Healthy and Active programs and translated COVID-19 resources into 25 languages to support our customers' diverse needs.

At the epicentre of the initial crisis in Australia and the deadly second wave of COVID-19, our Melbourne at home support team including more than 1,200 nurses and over 300 personal care workers and allied health staff made over 514,000 client visits over a six-month period. This included testing of thousands of community members. Their work has included surge staffing to undertake community testing as part of the Victorian Government's Call-to-Test initiative for people unable to leave their homes. We also supported the Victorian Government with specialised nursing services for community residential units for the disabled.

Despite the tremendous logistical complications of a natural disaster followed by COVID-19, our at home support service has ended the year strongly. Record growth of Home Care

Packages across the eastern states and remarkable service delivery records across all our Commonwealth Home Support Program services are standout examples.

Our comprehensive response to the pandemic has come at a significant cost. Restrictions on travel limited the number of inspections and therefore reduced the usual number of retirement unit sales. Lower attendance rates at medical and hospital outpatient clinics and at day respite centres reduced the number of referrals for some lower level home support programs. The impacts of COVID-19, resulting in reduced occupancy and referral rates, combined with additional infection control and staffing costs, have reduced revenue and generated a \$10 million unfunded hit to our financial position.

Innovation and growth

The organisation's ability to quickly develop and deploy a whole new suite of reporting, tracing, education and communications applications in response to COVID-19 reflects the innovative culture we've developed over the past few years. Other examples of adapting to changing customer needs include the rapid

expansion of the InTouch home monitoring solution, establishment of a remarkable new health and wellbeing partnership with The University of Queensland and attracting more than 22,000 participants to our Be Healthy and Active program. I'm especially pleased with the development of intergenerational activities, the award winning Let's Dig In program and the renewable energy initiatives featuring in our \$600 million capital works program.

Preparing for the future

The next few years will continue to bring substantial change and challenge - they will also bring cause for hope and optimism. Work is advancing on effective treatment for COVID-19 and restrictions will ease. Despite a trailing unfunded cost associated with responding to COVID-19, we will continue to grow our services to meet burgeoning demand. We will also continue to reinvest in training for our employees to strengthen and grow our workforce. This work will underpin planned growth in our residential aged care, home care and independent living services.

We can build on the dramatic lessons of the past 12 months and be confident that our 2020 pandemic response reflects the same spirit and the same heart as our predecessors when they responded to the Spanish Flu in 1919. I feel genuinely proud and honoured to have worked beside so many dedicated, professional, and courageous Bolton Clarke staff during this most remarkable of years.

I must take the opportunity to recognise the incredible leadership and foresight of our Chairman, Pat McIntosh and the support of our Board and Advisory Committee members. I'd also like to recognise the tremendous effort and teamwork exhibited by my executive colleagues, the corporate support crews and the clinical governance teams who moved so quickly to support the heroic efforts of our frontline staff and volunteers.

Stephen Muggleton
Group CEO



A year of extremes

2020 started with a bushfire emergency that burned more than 18.6 million hectares and isolated communities along Australia's east coast. Our teams assisted vulnerable clients through emergency evacuations and sustained

road closures that left many without access to supplies and communications. Meanwhile for our teams in New Zealand, delivering services meant negotiating snowed-in roads to deliver services during severe storms.



A year of extremes: new year bushfires threaten homes in Port Macquarie and snowstorms cause havoc in New Zealand.



Our focus on governance

Our independent skills-based Board governs our services and care in line with our 2025 Strategic Roadmap.

Strong clinical stewardship at the Board and Executive levels is further supported by our Executive Clinical and Care Governance Management Committee that sets a clear focus on achieving excellence in care through regular monitoring and reporting.

Our services are built on experience and insights and strengthened by our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors. Our clinical framework guides the way we work including infection prevention and control measures. The comprehensive approach we have applied to resident and client protections during the pandemic has

been recognised within our industry and has been shared on both national and international stages.

All our programs and services have a track record of strong compliance with the Aged Care Act, the Aged Care Principles and Home Care Common Standards, as well as related regulatory and legislative requirements.

In the past 12 months we have continued to embrace the new aged care quality standards and successfully maintained accreditation across our 48 at home support and residential services.



Coming together in new ways: the Board in 2019 and virtual Board meetings in 2020.



Delivering care on bicycles, early 1900s.

Highlights at a glance

Throughout our long history we have been quick to adapt to changing situations and the past year has been no exception, as we continued to deliver strong customer outcomes.

Our service reach



3,340 customers made their home at our **25** residential aged care communities

2,438 customers enjoy living in our **25** retirement living communities



3.2 million visits to more than **43,000** clients

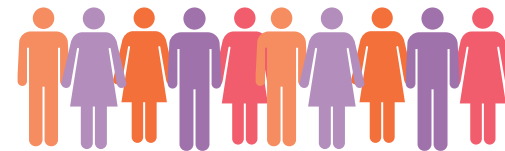


13 million+ kilometres travelled by our at home support teams this year



Investing in our people

We have **6,000+** employees and **260+** volunteers across the organisation



Our employees completed **40,500+** online clinical learning courses



More than **90%** of frontline employees undertook specialised clinical and leadership training this year

Research and innovation

More than **22,000** older Australians have attended our free Be Healthy and Active community education sessions



40+ national and international corporate and research partnerships improving health, independence and quality of life



860+ digital independence product installations help our clients stay safe and connected at home



27 peer-reviewed and industry articles published and **36** presentations delivered in Australia and overseas by our researchers

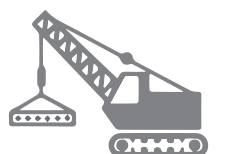


Connected communities

Embracing the needs of our clients and residents who originate from **188** countries and speak more than **119** languages



18 capital works projects codesigned with customers to develop new living options



Facing a global pandemic

The biggest challenge facing the aged care sector, and Australians in 2020, has been the COVID-19 pandemic. While keeping clients, residents and employees safe was our top priority, social distancing and other measures also meant considering the overall wellbeing of our Bolton Clarke family.

Proactive in our approach

Our long history of providing quality care and clear direction from the Board, positioned us well to proactively support client wellbeing and maintain service continuity. Strong clinical and corporate governance, with established systems and processes backed up by research and deep expertise, underpinned an early response as news of the novel coronavirus broke internationally.

Early assessments of risk led to development of a four-part response plan with one purpose - protecting our teams, clients, residents and the broader community. Initial actions across the organisation ranged from procurement teams sourcing and purchasing additional personal protective equipment (PPE) to clinical teams building on pandemic preparations already in place to develop a targeted infection prevention and control plan. This was supported by additional training and the appointment of infection prevention champions at all residential communities.

Client and resident protection measures

Enhanced protection measures, implemented from March, included decontamination of incoming goods, increased cleaning measures, establishment of precautionary isolation zones and most importantly, screening all visitors, employees and contractors at single points of entry at each of our 25 residential aged care communities and 25 retirement villages. More than 366,000 people were screened from March to August 2020. Our at home support teams continued to provide



Delivering services during the lockdown at Melbourne's public housing towers. Photo: Getty Images



Care and conversation

Eighty years ago, an English family preparing to holiday back home asked newlyweds, Irene and Duncan, if they'd house sit in their absence. The couple, who were renting in nearby Coburg, jumped at the idea. "Little did we realise we'd never leave," says Irene (pictured), now 102 and widowed for 14 years. "There's not an inch of this place I don't know intimately!"

The couple's lifelong partnership began at the Brunswick factory where they were both working.

"He heard that I liked Bing Crosby and asked if I would like to see one of his films at The Lyceum. From then on Bing Crosby brought us together until we were always together."

During the COVID-19 pandemic, at home support carer Brianna has been a regular visitor to Irene, bringing care, conversation and a friendly face.

services to clients across Australia. These services were underpinned by protection measures including pre-screening calls, screening before entering clients' homes, hand washing and additional cleaning of surfaces once in clients' homes.

More than 673,400 pre-screening calls were delivered during the six-month period.

To limit through-traffic in our communities and further reduce risk, a number of additional safeguards were put in place. An appointment system, a strict no travel policy and 14-day isolation provisions for employees and visitors who had travelled to any international destination, were implemented well ahead of government policy.

Our high-risk communities within identified COVID-19 hot spot areas were the first to see these measures, supported by dedicated supplementary staff. Additional measures in these areas included providing low-risk transport to work for local teams, with a dedicated bus replacing public transport, and arranging nearby accommodation for employees living with someone potentially exposed to COVID-19. A record number of residents and employees also took advantage of our influenza immunisation program in compliance with government requirements that took effect on 1 May.

Implementing enhanced protection measures early was an important step towards balancing the need to continue welcoming visitors for as long as possible - supporting quality of life for residents - and keeping our communities safe.

Social connection and wellbeing

Putting people first is one of our core values. With social isolation, border closures and other protective measures preventing face to face

contact for many of our most vulnerable clients and residents over an extended period, it has never been more crucial.

For the people we support every day, living well is about more than just staying safe from the virus - it's about feeling cared for, valued, happy, and connected to family and loved ones. With enhanced protection measures supporting continued in-person visits wherever possible, we worked to alleviate feelings of concern and anxiety by maintaining lines of communication with clients, residents and families as government requirements and local situations rapidly evolved.

In addition to supporting safe face to face visits, we developed digital solutions and tracing apps to deliver care and support important family relationships. Virtual iPad visits across all residential communities helped support family connections. Our 'Hello Nan and Pop' downloadable activity packs kept children and grandparents - and great-grandparents - connected with fun activities displayed or completed together using video-calling technology. In our retirement villages and the broader community, a new online video series expanded the reach of our Be Healthy and Active program, with live sessions also delivered online.

For clients living at home, our teams conducted welfare calls, with more than 5,000 delivered from March to the end of August. Our home care package teams supported clients to connect with family using technology and our award winning digital independence program with more than 400 installations to help clients stay at home.

Our Research Institute fast tracked the HOW-R-U? telephone-based social support program, which was expanded from its Melbourne pilot into New South Wales with funding from the State Government



PPE training in Melbourne.

to address social isolation during COVID-19. The program connects isolated older people with volunteers who have similar interests through regular social phone calls.

In our retirement communities, we worked with resident committees to maintain essential services and increase welfare checks.

Our recent consumer experience survey found 97 per cent of residents felt they stayed connected with family and friends throughout COVID-19.

A rapid response at Fairview

During the precautionary closure of our Fairview community at Pinjarra Hills in August 2020, additional team members supported an adapted activities program that could be delivered to residents individually in their rooms.

Our Research Institute joined the local diversional therapy team to support video calls with family, reminiscence therapy, COVID-safe games and conversation to help residents remain in good spirits.

Families were also kept up to date with regular communications and online information sessions.

Innovations in health and wellbeing

The move to telehealth during the pandemic was challenging for clients without a telephone, including our Homeless Persons Program clients. To assist, we set up devices and provided support for telehealth appointments with outpatient services and GPs.

Supporting our clinical preventative approach, our information management and data management teams implemented enhanced daily real time reporting of resident clinical observations. This enabled us to centrally monitor trends in resident health to proactively identify and manage potential outbreaks. The frequency of observations increased

based on community risk factors and health advice. An app was also developed and regularly updated to support employee screening and ensure accurate record-keeping and data collection.

Close monitoring of supply chain, supported by another new real time reporting app, enabled timely procurement and stockpile management of strategic resources such as food supply, PPE, medication, point of care tests kits, cleaning chemicals and equipment.

These technological advancements will be useful beyond COVID-19 and

stand us in good stead for future responses.

Safe and strong workplace

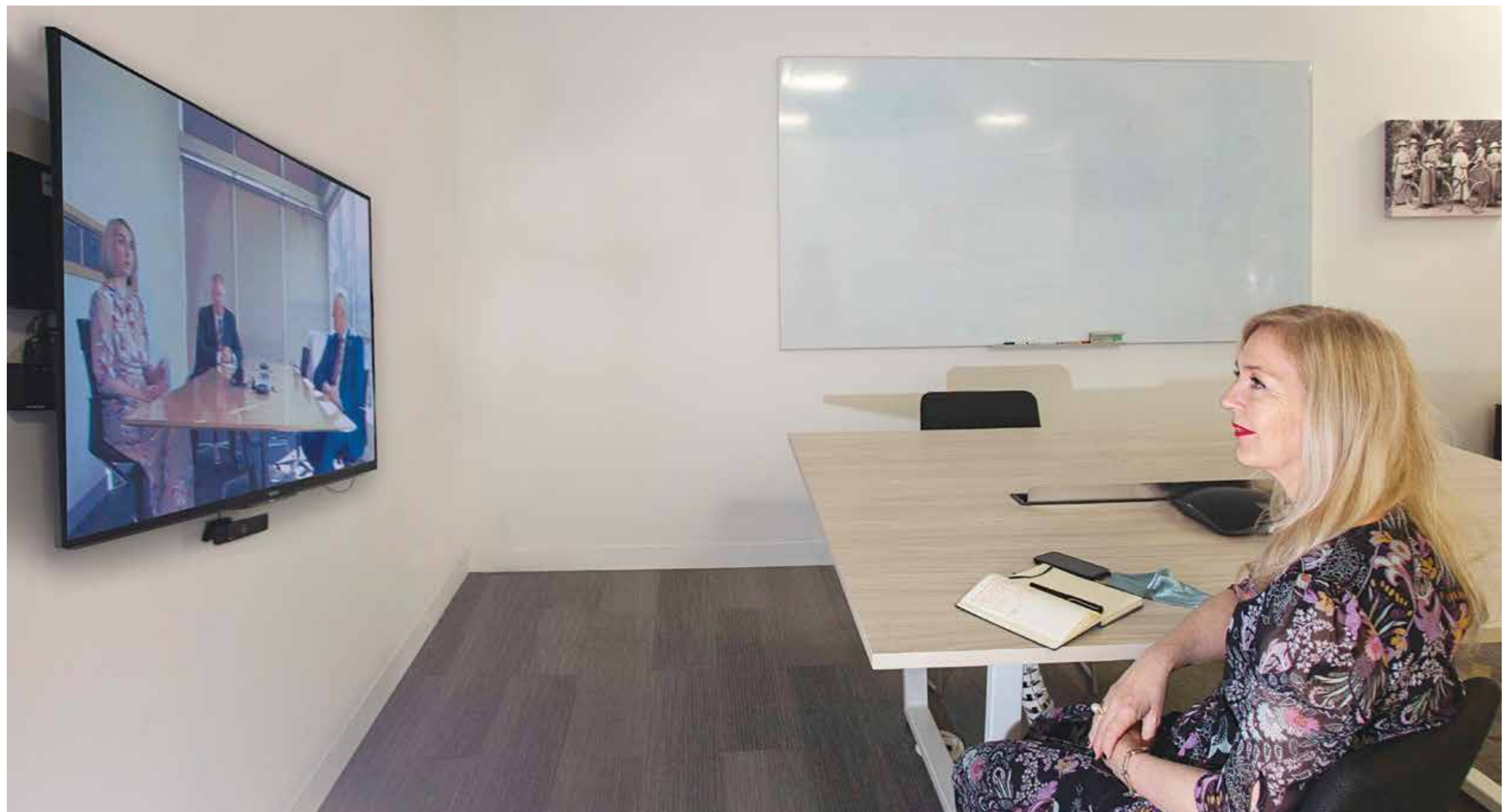
Across the organisation, our employees adapted quickly with many working from home, embracing collaborative technologies and keeping in touch online. Centralised onboarding and recruitment of a surge workforce was quickly implemented. This included additional registered nurses at every residential community to support continued quality care across services.



Maintaining health routines during COVID-19

For Tope (pictured), 55, the 1980s were bookended by two life-shaping moments. The first, in 1983, involved pop singer Madonna's smash hit debut *Holiday*, a song so infectious he was instantly bewitched. The second, in 1989, was a traumatic HIV diagnosis that Madonna's music helped him deal with.

"If I ever meet her, I want to say that she's inspired me to never give up," says the cancer survivor. Receiving care in the comfort of his own home during COVID-19 restrictions was more important than ever for Tope to help manage complex health issues safely.



Connecting remotely: Deidre McGill, in Melbourne, meets with Meredith Bird, Pat McIntosh and Stephen Muggleton in Brisbane.

As one of the first providers to commence surge workforce recruitment, we were also an early adopter of the Aged Care Assistant initiative which provided temporary opportunities for people with transferrable skills who had lost their jobs in areas such as hospitality and travel. This role provided non-care support in residential communities. From March to the end of August more than 100 new aged care assistants were employed in non-care related work. This initiative, supported by a training module developed by Altura Learning, allowed our clinical teams to focus on being COVID-19 ready.

Another important workforce management strategy in our residential communities was to limit movement across residences

through the early adoption of strict cohorting, amending rosters and introducing work zones.

As additional support, a Care Deployment Group comprising registered nurses, carers and cleaners was established ready to mobilise in the event of any outbreak or staffing shortfall at a residential community.

Thank you

We are grateful for the resilience, courage and ongoing efforts of our teams as we continue to respond to new developments in the COVID-19 pandemic, and for the patience and support of our clients, residents and families as we work proactively to deliver excellence in clinical and care services.



A community response

As Victoria faced growing levels of community transmission that led to a state of emergency and prolonged restrictions, our Melbourne teams stepped up to support not only our clients, but the broader community.

More than 1,200 nurses and over 300 personal care workers and allied health staff made over 514,000 client visits over a six-month period. This included supporting community testing across North and West Melbourne and the Victorian Government's Call-To-Test response, providing COVID-19 testing for people who were housebound. Thousands of community members were tested under the initiative.

Our teams also supported the Victorian Government with specialised nursing services for community residential units for the disabled. They continued to provide services to at-risk clients, across the city, including in Melbourne's public housing towers during the hard lockdown of those communities.

District Nurse Sue and Enrolled Nurse Jacqui prepare for a Call-to-Test visit.

Responding to COVID-19

As part of an organisation-wide response we introduced a series of additional protection measures across all services and workplaces.

Protecting our clients and residents



107,450+ visitors screened at our communities at the peak of COVID

More than **673,400** pre-screening calls delivered



96.9% Aged care residents agreed they have been able to stay connected with family and friends

97.8% of aged care residents are satisfied with our pandemic response

98.2% of retirement living residents feel safe and secure in our 25 villages


Supporting a safe workplace

\$1.6M+ in additional PPE

70,000+ N95 masks

668,983 surgical masks

110,070 gowns



258,600+ employee and contractor screenings




Employees completed **14,313** online learning modules across **32** new COVID-19 training courses

>100 placements for new Aged Care Assistant roles




Innovation promoting health and wellbeing



5 online health and wellness videos produced

New tracing and clinical reporting apps developed

Translated resources in **25** languages supporting the needs of our diverse communities



Supported **5,000+** wellness calls to clients and launched a national social connection volunteer program

Increased supply of meals for customers including our at home support and retirement living services



Note: Figures provided are for the period March – August 2020.

Changing the way we work

The pandemic has helped us find new ways to support our clients and residents - from clinical monitoring technologies to everyday help for our most vulnerable customers.

Real time clinical information

New technologies including apps and reports have ensured real time access to information from screening, clinical monitoring and PPE audits, to support enhanced protection measures.

A new onsite screening app has supported a consistent process across our residential communities, with reporting capabilities identifying patterns of interest so that we can take a proactive response. An infection tracking app has also been developed and this has created a single point of data to allow tracking of daily clinical observations including residents' temperatures to proactively identify risks.

Introduction of an audit app and reporting for PPE, achieved real time tracking of stock levels and streamlined reordering to better manage requirements for all residential communities and at home support locations.

Practical pandemic support

Our Homeless Persons Program (HPP), incorporating the specialist HIV team, made 49,000 visits this year. We visited around 2,400 clients who are homeless or at risk of homelessness in St Kilda, Springvale, Dandenong, Frankston, Rosebud and Cheltenham in Victoria.

The team developed individual solutions including supporting clients to access health services and peer support groups through telehealth and teleconferencing. They also arranged longer prescriptions and distributed masks supplied by the Country Women's Association (CWA), Masks 4 Mates and our own retirement living residents.

Program Manager, Mary-Anne Rushford, said HPP clients were particularly vulnerable during the pandemic, with social distancing measures leading to temporary closure of many supports like community kitchens.

"There was a lot of anxiety when the kitchens were closing and there was a real food security issue among homeless people," she said. "With the support of donors, we have been able to give our nurses food vouchers so they can shop for clients and provide essentials."



Making masks for Melbourne's homeless

For people who are living rough or at risk of homelessness, accessing face masks to meet COVID-19 directives during strict lockdown has been a critical issue.

Residents at three of our retirement villages stepped in to help solve the problem, making colourful masks to send to HPP.

Mary-Anne Rushford said many of our clients were concerned that they would be fined if they didn't wear masks.

"Our nurses always appreciate having something practical and necessary to give out and the reusable face masks were in high demand. They have been greatly appreciated by our clients."

Resident Norma from the Chelsea retirement village in Queensland, said being able to contribute was very satisfying.

"It's good to know that it was useful and needed," she said. "I'm pleased that we could help."

HPP client Brian was one of the first to receive the masks.

Focus on wellbeing

A sustained focus on wellbeing has been more important than ever this year.

Taking health education online

In collaboration with Altura Learning our Be Healthy and Active program has expanded online with the production of five 10-minute condensed health and wellbeing sessions. The sessions cover healthy eating and nutrition, falls prevention, managing sleep and fatigue, mindfulness and healthy brain, healthy body.

Filmed by Altura Learning, the videos feature expert information from our Central Catering, Research Institute, at home support and clinical teams.

In addition to the online videos and resources, the Be Healthy and Active team has completed more than 30 live online sessions which have proven popular during COVID-19 restrictions. The sessions provide an interactive forum that brings together clinicians and presenters with participants from across Australia.

Recipes for care

Our Central Catering team stepped up to keep our retirement living residents and the broader community well nourished during COVID-19.

Responding to a significant increase in demand, Central Catering supplied thousands of extra Wholesome Fare meals to our retirement villages.

They also worked with Meals on Wheels to meet increased demand for meals supplied to local communities by volunteers.

Improving health outcomes

Building physical, emotional and mental resilience provides an important foundation for health, particularly in times of uncertainty such as we have experienced this year.

Our Research Institute is collaborating with hospital and home care clients and clinicians to improve health outcomes, prevent frailty and help build resilience through the Being Your Best program.

The program is codesigned with at home support clients and older people admitted to emergency departments in three of Melbourne's metropolitan tertiary hospitals.

Principal Research Fellow Judy Lowthian said focus areas including physical activity, cognitive training, nutrition and social support could significantly improve outcomes for people returning home from hospital.

Gardening brings communities together

Fresh produce from bountiful gardens has been a focus for residents across our retirement villages. With restrictions making shopping expeditions more difficult, residents pooled their knowledge to grow and share fresh fruit and vegetables including bananas, cauliflower, tomatoes, beetroot and lettuce.

For residents in our communities such as Westhaven and Sunset Ridge in Queensland, gardening has meant opportunities to safely work together outside and meet with neighbours.



Growing food and friendships

Elmore and Rae moved to our Westhaven retirement village in Queensland from their farm in Palamallawa, New South Wales in 2017. The passionate gardeners have not looked back since. Westhaven's community garden has helped them to stay healthy and active, particularly during COVID-19 restrictions.

They enjoy growing vegetables and helping tend the native bees. "Westhaven in Toowoomba is a wonderful spot. It's open and beautiful. It's nice to have our surrounds looking bright and fresh and that's what the garden does. It's calming. Good for the soul and for the spirit," Elmore says.

"We consider ourselves very fortunate to be here. We didn't even look anywhere else. When we first saw it, we thought 'this is it – this is home for us.'"

"The garden fits in very well during social distancing," shares Rae. "We grow lots of different vegetables and we can share them around with others."

Local Area Manager Glenys with retirement village resident Elmore.



Sister Jean Stock and Matron Tupper
in the control room, St Kilda 1960.

Moments that matter

Keeping conversations flowing and recognising important milestones took on new forms this year.

Breaking down barriers starts with a simple question

Our Research Institute's HOW-R-U? program delivers support and community connection to older people via weekly social telephone calls.

The research-based program started in Victoria as a partnership with Friends for Good to match older people living at home, with volunteer callers. Additional funding in Victoria has directly assisted expansion to isolated people who

have been diagnosed with COVID-19, their close contacts and family.

Funding from the New South Wales Government has enabled expansion to isolated retirement village residents in regional areas across the State.

A teacup toast to our centenarians

With social distancing requirements in place, celebrations took a different form this year for 166 new Centenarian Club members across our at home support, retirement living and residential services.

High tea group celebrations may not have been possible, but members were each presented with a Centenarian Club teacup and saucer to mark their milestone.

The Centenarian Club was formed in 2015 to honour and record the stories of clients and residents across our organisation.

Virtual visits bring families together

Across our communities residents kept in touch with family throughout COVID-19 restrictions with the

introduction of virtual visiting technology. Supported by a dedicated team member at each community, residents stayed in touch using iPads and video technology. The devices are mounted on table top stands to provide a more natural face to face experience.

Grandchildren have also had fun downloading the Hello Nan and Pop resource pack, designed to support conversations complete with cut-out finger puppets to entertain during virtual visits.



Raising a teacup at our Galleon Gardens residential community are centenarians Eva (left), Albert (far right) and Helen (middle), accompanied by her husband Harry.

Building on strong foundations

Our \$600 million capital works pipeline has continued to take shape, bringing new living options and services to more clients and residents.

Fernhill completion marks 70 years of progress

Residents at our Fernhill residential community in Queensland have marked Fernhill's 70th anniversary with a move into their new home in our modern multi-storey residential care building.

Codesigned with residents and in collaboration with Queensland University of Technology (QUT), the new building features innovative supported living neighbourhoods and services. Key figures in Fernhill's history feature in the names of the neighbourhoods including the Newman Memory Support Centre, Shaw Wellness Centre and Kynaston Day Therapy Centre.

The building has been chosen as one of two Queensland-based projects where QUT will test early technologies to enhance energy efficiency and renewable solutions and create a smart living environment for resident comfort.

Europa on Alma – our first retirement living community in Victoria

Chairman Pat McIntosh and former RDNS Board member Lucie Jacobs, whose mother was also a Board member and a close associate of Lady Janet Clarke, turned the first sod on our Europa on Alma retirement living community at St Kilda.

The community is designed with a focus on independence and wellbeing, keeping people connected with St Kilda's dynamic and cosmopolitan lifestyle that combines bayside and urban living.

It will offer 81 apartments along with a dedicated cinema, bar and private dining area, outdoor patio, library

and creative studio for arts, crafts and woodworking. Further features include a fully equipped gym and a sky room to enjoy the expansive views.

Our at home support services will be available to assist residents when needed.

Europa on Alma will welcome its first residents in 2021.

Queen Street residential and retirement living – Southport, Queensland

With construction set to start in 2021, our Queen Street Village retirement living development will include 146 independent living apartments, 40 assisted living apartments and 72 residential care beds.

The precinct will also feature a large outdoor recreation space including a pool and 200m skywalk.

New community centre – Macquarie View retirement living

Council approval has been received for a new lakeside community centre at our Macquarie View retirement living community in New South Wales.

Codesigned with residents, the new centre will incorporate the latest design principles and includes a rooftop outdoor dining area. This marks the first stage in a redevelopment that will include a new multi-storey 108-room residential aged care building with wellness and activity areas, balconies and open plan communal kitchens. All designed to encourage social engagement and flexible room configurations.



Future Fernhill takes shape

Fernhill retirement living residents Marg and Graeme joined our Chairman, Pat McIntosh, to sign a commemorative slab to mark the site's topping out.

Mr McIntosh said the day marked a significant milestone in the history of one of our most historic sites.

"It is now 70 years since the first war veterans arrived at Fernhill on 4 May 1950," he said.

"Over those 70 years Fernhill has grown to meet the needs of the Caboolture community and this next phase continues to be driven by residents and locals."

"We're pleased to have had QUT involved in our Future Fernhill project from the beginning, working with our residents to build a community designed around the things they identified were important to them."

For Marg the occasion was particularly significant, as she played on the grounds at Newman House as a child prior to the site's

donation. She later worked in the kitchens at Fernhill before moving into the retirement community seven years ago.



70 years of growth: the new Fernhill residential aged care building and a look back to Fernhill in the 1950s.

Our teams in the spotlight

This year our teams have been recognised for our work with residents and clients across a range of areas such as community connections, digital independence technologies and customer wellbeing.

Asia Pacific Eldercare Innovation Awards

We have been named a finalist in three categories at the 8th Asia Pacific Eldercare Innovation Awards, with the announcement of winners to coincide with the postponed Ageing Asia conference in November.

Our Moreton Shores residential community in Queensland is a finalist in the Facility of the Year - Ageing in Place category. The 120-bed lakeside community was nominated for design and services supporting wellbeing and community connections including a community centre with a café, cinema, senior-specific gym, children's playground and modern room design that supports independence.

We are a finalist in the Innovation of the Year - Product category for our Digital Talking Books. The eight talking books present information on health topics in multiple languages. The books are freely available online and are the first online digital and audio resource of their kind, providing easy to understand information via computer, tablet or mobile phone.

Our InTouch digital independence products earned a finalist position in Best Solution to Support Ageing in Place - Assistive Technology. The in-home monitoring technology includes a personal help alarm and voice-activated alarm, a falls detection pendant or wristband that links with a smartphone. Motion sensors

are also available and are fitted throughout the home to capture movement (such as opening of doors) and send notifications to family when unusual activity occurs. The products, which launched this year, are now being used to support independence for more than 800 clients and retirement living residents.

LASA Awards for Excellence

We have been named as winners at the LASA Awards for Excellence Queensland.

At Rowes Bay residential community in Queensland, our Diversional Therapist won the Individual award for work with residents and the broader community to create connections and support resident wellbeing. This included introducing pet therapy,

a Cycling Without Age initiative with local volunteers, arranging resident outings and starting a men's shed.

Let's Dig In, our therapeutic gardening program at Inverpine residential community in Queensland, won the Teams category. The innovative program brings together the Research Institute and care, catering and hospitality teams to increase physical activity and wellbeing for residents as they grow and eat their own fresh produce.

Pregnancy, Birth and Baby Helpline 10th anniversary

This year we celebrated 10 years of our maternal child health nurses supporting expectant parents, parents, families and carers across Australia. Over the past decade

we have received more than 350,000 calls as part of the HealthDirect Pregnancy, Birth and Baby Helpline.



Talking book helped Petar manage diabetes

For at home support client Petar, who emigrated from Macedonia in 1967, having our Digital Talking Book on Diabetes available in Macedonian has helped him work with his family and care team to better manage his health. Petar, 80, grew up in a small village and speaks, reads and writes Macedonian. He has everyday conversational English but requires a professional interpreter for more complex conversations such as health education.

For Petar, mobility issues were making it difficult to stay connected with his community and old friends. Support in accessing the nearest Macedonian Orthodox church and subscribing to broadcast Macedonian TV programs have also been important in meeting his care needs, reducing his isolation and maintaining his heritage.



Clinical Nurse Consultant - Diabetes, Allira, provides diabetes information to Petar and Ristana.



At Home Support
Retirement Living
Residential Aged Care

BOLTON
CLARKE



Creating community connections

Finding innovative ways to safely interact with customers and the wider community was key this year as we continued to support important relationships and work.

Innovation Tournament

Our Innovation Tournament for residential and retirement living communities provided a fun way to uncover and share ideas on connecting differently and reducing social isolation during COVID-19.

Drawing on their expertise in this area, the Research Institute asked our residential and retirement living teams to pitch their ideas, with the winning concepts to be introduced across our communities.

Winning entries from more than 20 contenders were the Old Boys' Brewery ginger beer making project at our Macquarie View residential community, New South Wales and

the Hole in the Wall coffee shop at Broadwater Gardens retirement living, New South Wales.

Growing new partnerships

Our community partnerships program continued to grow this year in COVID-safe ways, with a second partnership group established on the Gold Coast. Our Melbourne group is now in its third year of operation and we have another group planned to start in North Queensland.

The groups enable clients, residents and carers to provide practical input to the planning, design, delivery and evaluation of our services. Examples include trialling wellness plans, reviewing customer information documents, providing feedback on scheduling and orientation for new

employees and sharing feedback on customer focused systems and tools. Members have also worked with the Research Institute to discuss future services, assistive technology and privacy and living well as we age.

Sharing life stories

The Research Institute's Life Stories project has involved training care teams in how to work with clients and residents to listen, prompt, guide, observe and document their life. They are then presented as a collection of stories in an e-book or bound printed book.

The initiative provides opportunities for reminiscence therapy, sharing stories and pictures, and helps clients and residents feel valued, appreciated and proud. It also assists

with building and strengthening relationships with residents and families, providing reassurance that care teams know their loved one and will work to meet their individual needs.

As this initiative is introduced more broadly, it is expected to become an important part of the transition into residential aged care.



Tales of an incredible life

At home support client and Gold Coast local Rex, 90, has been working with the Research Institute to tell the story of an incredible life through our Life Stories initiative.

Rex was a teenager living in Kent when World War II ended 75 years ago.

"On Victory in Europe Day all along the cliffs of the south-east coast of Kent everyone got together and made bonfires. Everything that related to

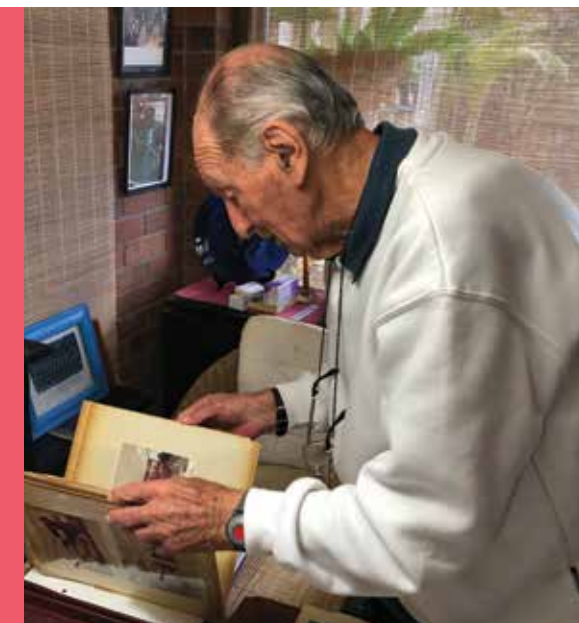
the war that could be found to burn was burnt – gas masks, paraphernalia, flyers, barricades and more. It was a release," he said.

"We're virtually facing the same thing now, just with an unseen, unknown enemy."

Rex, who came from a theatrical family, did a brief stint working in ticket bookings in London's West End before joining the RAF in 1948 to follow his passion for

radar and telecommunications. In 1952 he arrived in Australia and took an RAAF post.

He married air force nurse Shirley in 1956 - the start of a 62-year marriage. These days he lives independently in his Gold Coast home with support from our at home support team and his faithful Tibetan Spaniel, Duke. Rex is also a member of our Gold Coast Community Partnership Group.



Rex during World War II and today.

Generosity transforms lives

The ongoing generosity of donors and supporters this year has helped us to provide responsive care for those most in need during the COVID-19 pandemic.

In 2020 fundraising campaigns, donations and grants have directly benefitted our clients and residents through more than 30 projects. Examples include the growth of the Be Healthy and Active health education program through online sessions and videos, the expansion of the HOW-R-U? program into regional New South Wales and new areas of Victoria, and the purchase of bladder scanners for Victorian at home support teams.

Our teams collected goods for, and packed, 200 Christmas hampers for people sleeping rough in Melbourne. During COVID-19, donations were received to buy more than 400 individual food vouchers for homeless people affected by COVID-19 restrictions.

Sharing messages of gratitude

More than 180 messages of gratitude and kind words of encouragement were received from our supporters and shared with our frontline teams through the Aussie Hero end of financial year campaign.

It was a pleasure in turn to thank around 100 of our regular donors at the annual Friends of Lady Clarke luncheon in Melbourne, late last year. Guests received updates on latest service innovations and how their support continues to fund important initiatives.



Case Managers Ronnie and Joanne read the heartwarming messages of support from our donors.

Heartfelt thanks

We couldn't do the vital work we do without your generosity. All donations are significant and we are deeply grateful for your ongoing involvement in the Bolton Clarke community.

Estates

Amanda Mary Attridge
Edward John Bacon
Leonard Cottrell Calder
Mary Lavinia Maud Collman
Margaret Helen Cook
Alfred Noel Curphey
Sheila Victoria Daniels
Joyce Isobel Gillespie
Alice Patricia Goldsborough
John Foster Hopkins
Yolonda Enid King
Louis Philippe Herve Labonne
Heinz Mahl
Allan McNicol
Valentine Morgan
Brian Patrick Pekin
Elaine Annette Rush
Arthur James Sutton
Kathleen Ann White
Andrew Wilson
The Brian Linton Wright
Perpetual Trust

\$500 - \$999

Mr Mark Alway
Mr Maurice Archer
Mrs Deirdre Barnett
Mrs Lidia Becroft
Mrs Jane Bell
Mr Bruce Boell
Mrs Catherine Brown
Ms Janet Campbell
Mr Peter Carpenter
Mrs Sally Cleary
Ms Debra Comben
Mrs Barbara Dioguardi

Mrs Vera Dorevitch
Ms Sarah Doyle
Mrs Marie Fergeus
Mrs Helen Giese
Mr Roger Gilchrist
Mrs Louise Gourlay OAM
Mrs Elizabeth Grainger
Mrs Doris Grayson
Mrs Pauline Grey
Mrs Noelle Howell
Ms Bronwyn Hughes
Mr Darvell Hutchinson AM
Ms Anneli Kaendler
Mr John Kay
Mr David Last
Mrs Su Jean Lee
Mr Tom Logan
Mr Bruce Lohrey
Mr & Mrs Rod & Diana Lowe
Mrs Noela Marshall
Mr Jim McKenzie
Mr Allen McNamara
Mrs Elizabeth Melbourne
Mr Colin Meredith
Mr Christopher Miles
Miss Margaret Morrissey
Mrs Dorothy Myers
Mrs Mary O'Connor
Mrs Diana Paton
Mr Peter Penman
Captain Charles Potter
Mrs Pauline Powell OAM
Mrs Diana Renou
Mr & Mrs Graeme & Raywin Roberts
Mrs Lorna Robinson
Dr Robert Salter
Mrs Sandra Scott

Mr Greg Shalit & Miss Miriam Faine
Ms Fotina Skangos
Miss Betty Smith
Mr Andries Snoek
Mr Jack Stevenson
Mrs Estelle Stott
Mrs Lynette Swan
Dr Faye Walker
Mrs Marjorie Wallace
Ms Sonia Weinman
Prof Bruce West
Mrs Madge Wright
The Aircrew Association -
Brisbane Branch

\$1,000 - \$9,999

Mr Ian Bainbridge
Mr Peter Barker
Miss V Beckett
Mrs Helen Brack
Mrs Diana De Kessler
Mr Edward Dickinson
Mrs Jean Dunn
Mrs Rita Ferguson
Miss Yvonne Gray
Miss Pat Holmes
Mr David Horowicz
Mrs Lucie Jacobs
Mrs Stephaine Johnston
Mrs Angela Kayser
Mr & Mrs Steven & Irene Kunstler
Mr Martin Lock
Ms Peta Lowe
Ms Ann Miller
Miss Joan Montgomery
Mrs Alison Nash
Mr Robin Parnaby
Ms Deborah Reich

Mr Brian Salter-Duke
Mr James Smith
Mr & Mrs Duncan
& Barbara Sutherland
Ms Carolyn Tatchell
Mr Graeme Thomson
Ms Ann Tregear
All Souls Opportunity Shop
Allbeau Pty Ltd
City of Melbourne
Douglas & Phillip Young
Charitable Trust
Flinders Victoria Charitable
Foundation - The Bowles
Foundation
Helen Macpherson Smith Trust
Henry & Robert D'Esterre
Herbert & Dorothy Lancaster
Charitable Foundation
Igniting Change Foundation
J A and R Goldsmith Family
Jemena
Melbourne Magistrates Court
Rushall Park Activities Committee
StreetSmart Australia
The Andrew McDougall &
Frances Ilyine Foundation
Victorian Department of Premier
and Cabinet
William Angliss (Vic) Charitable Fund

\$10,000 - \$24,999

Miss Jane Sheridan
Ms Katrina Tull
Cromwell Property Group Foundation
Defence Health Foundation Pam and
Alfred Lavey Trust
The Ian and Marilyn McColl
Charitable Trust

\$25,000+

Ms Helen Vaughan
Felton Bequest, managed
by Equity Trustees
NSW Government Department
of Communities and Justice
Perpetual Trustee Company
Limited
Safer Care Victoria
Trajan Scientific and Medical

Lifetime Companions

Miss Merran Adams
Mr Bruce Angus
Mr Rod Bennett
Miss Dorothy Berry
Mr John Brown
Mrs Anne Burrows
Mrs Margaret Collins
Mrs Betty Currie
Mrs Yadviga Curtis
Mr Peter De Hann
Mrs Betty Edington
Mrs Beverley Evans
Mr Paul Foster
Mr Brian Garde
Ms Margaret Gilbertson
Miss Maria Giroletti
Ms Margaret Gladstone
Mrs Elaine Grant
Mrs Gillian Hannan
Mr Ray Harbert
Ms Teresa Hennig
Mrs Patricia Holdenson
Mr Ken Holmes
Ms Helen Jackson
Mrs Elspeth Jacobs

Miss Lorraine Jones
Mr & Mrs Terence
& Janet Keefe
Mr Brian Kenny
Mrs Betsy King
Mr John Lander
Mrs Patricia Lawson
Ms Wendy Love
Mr Brian Lowe
Miss Irene Lowth
Ms Catherine Martin
Mrs Jenifer Matthews
Mr Philip Mayers
Ms Inge Meldgaard
Mrs Anneliese Mitchell
Mrs Dorothea Mokrusch
Mrs Carmel Monahan
Miss Anne O'Connor
Mr Tony Oliver
Mrs Judith Overbeek
Miss Isabella Poloni
Mrs Kathleen Pook
Miss Bridgit Purcell
Ms Pamela Purton
Mr Thomas Schell
Ms Alison Scott
Mrs Audrey Smith
Mr Graeme Thompson
Mrs Erika Torma
Mrs Marjory Turnham
Mrs Elizabeth Wells
Mr Douglas Wicks
Mrs Lesley Wilson



HIV team nurse Andrew with client Tope.

Board of Directors



Mr Pat McIntosh AM CSC

B.Bus (Acc/HR),
GradDip Mngt, MBA,
MAICD

Chairman of the Board

Mr McIntosh served as a Commissioned Officer in the Australian Army for 27 years where he held numerous senior command appointments. He is a graduate of the Australian Army Staff College and the Australian Defence College.

Following this Mr McIntosh worked in the finance sector

for 13 years and was an equity partner in a financial planning business. In addition to serving as Chair of Bolton Clarke, he is Chair of two for-profit businesses - Altura Learning and RDNS Hong Kong, and the Chair of not-for-profit provider RDNS New Zealand.



Adjunct Professor Michael Reid AM

B.Econ

**Member, Capital Committee
Member, Nomination and
Remuneration Committee**

Adjunct Professor Michael (Mick) Reid has undertaken many roles in the Australian health system during a career that spans four decades. He is the National Chair of the Mental Illness Fellowship of Australia, Deputy Chair of the Central Adelaide Local Health Network and a member of the

Western Sydney Local Health District Board.

He holds Adjunct Professorships in both the Faculty of Medicine at the University of Sydney and the School of Science and Health at the University of Western Sydney and is an Honorary Fellow of the Australian College of Nursing.



Mr Robert Lourey

B.Bus, GAICD

**Chair, Nomination and
Remuneration Committee
Member, Capital
Committee**

Mr Lourey has extensive listed company senior executive experience. He has served as the principal human resources executive in large, internationally-based, publicly listed companies across a broad range of industries including international education, media,

property development and construction, manufacturing, finance and banking.

Mr Lourey is a former Chair of Access EAP and a former member of the Boards of KU Children's Services, Michael Page plc, Afrox and Afrox Healthcare (RSA).



Dr Cherrell Hirst AO

MBBS, BEdSt, D.Univ
(Honorary), FAICD

**Member, Capital Committee
Member, Risk and Audit
Committee**

Dr Hirst is Chair of the John Villiers Trust and the Advisory Board of the Institute for Molecular Bioscience at The University of Queensland. She is also Director of the Gold Coast Hospital and Health Service and in July 2020 retired from the role of Chair of Factor

Therapeutics Limited (previously Tissue Therapies Limited).

Dr Hirst has formerly held board membership of a number of organisations including Medibank Limited, Suncorp Metway Limited, Peplin Limited, Avant Insurance Limited and ImpediMed Limited.



Mr Jeffrey McDermid

B.Econ, FAICD, FCA

**Chair, Risk and Audit
Committee
Member, Nomination and
Remuneration Committee**

Mr McDermid has 47 years' experience within the accounting profession and has been a director of not-for-profit and for-profit organisations. His board roles include property development, human resources, private education, tourism, agricultural equipment supply, online retail, hotel, shopping centre and technology industries.

Mr McDermid is a former partner of WMS Chartered Accountants and Ernst & Young. Mr McDermid brings to the Board a wide variety of skills and experience in financial management, corporate governance and strategic thinking.



Mr Stuart Lummis

B.Econ, GradDip
Applied Fin & Inv,
GradDip Proj & Const
Mngt, Post GradDip
Acctg, FINSIA, FAICD

**Chair, Capital Committee
Member, Risk and Audit
Committee**

Mr Lummis has over 39 years' experience as a senior executive and company director with a strong background in the property sector and managing complex property portfolios, gained through his role as the Head of Property at Yourtown and the former Director of Property for the Catholic Archdiocese.

Mr Lummis has extensive experience in both large publicly listed groups and not-for-profit organisations. He is also a member of the Property Council of Australia, a Director of Brisbane Markets Limited, Deaf Services Queensland, Heritage Council of Queensland and Chair of the National Trust of Queensland Advocacy Committee.

Board advisors



Associate Professor Beverley Rowbotham AO

MBBS (Hons 1) MD FRACP
FRCPA FFSC FAICD

Associate Professor Beverley Rowbotham, is a medical specialist and non-executive company director with a career-long focus on client safety and wellbeing in the healthcare, disability and aged care sectors. She chairs the Federal Government's National

Pathology Accreditation Advisory Council, and Avant Mutual Group, Australia's largest medical indemnity insurance provider. Beverley is also a Director of the private health insurer, Doctors Health Fund and the AEIOU Foundation for children with autism.



Dr Stephen Hollings

BA (Hons) PhD
FAICD

Dr Stephen Hollings is a senior executive and non-executive director with extensive experience in the health sector. Dr Hollings provides specialist advice in the IT and digital space. He sits on the Board of the Heart Research Institute (UK), Relationships Australia (NSW) and is Chair of RASE Proprietary Limited. He is also Deputy Chair

of the Global Access Partners' National Standing Committee on Energy and the Environment and a member of the GAP Media Taskforce.

He is a Foundation Fellow of the Australian Institute of Company Directors and an Honorary Life Fellow of the International Marketing Institute of Australia.

Our customer focus

We care about supporting our customers' health and wellbeing and that's at the heart of what we do.

Our clients and residents can expect that we will listen and respect what's important to them. Working with our customers and the communities we serve enables us to develop services and solutions that align with individual needs.

We take our duty of care very seriously and we are committed to delivering high quality, safe and reliable services that are underpinned by strong clinical governance.

A values-driven and skilled leadership team is central to achieving this.

Our purpose

Bolton Clarke strives to help people live a life of fulfilment.

We earn the trust of those we serve by:

- treating them with dignity and respect
- acting with empathy and integrity
- understanding and responding to their individual needs
- continually improving what we do via insights, research and innovation

Our values

Customer satisfaction
We put people first

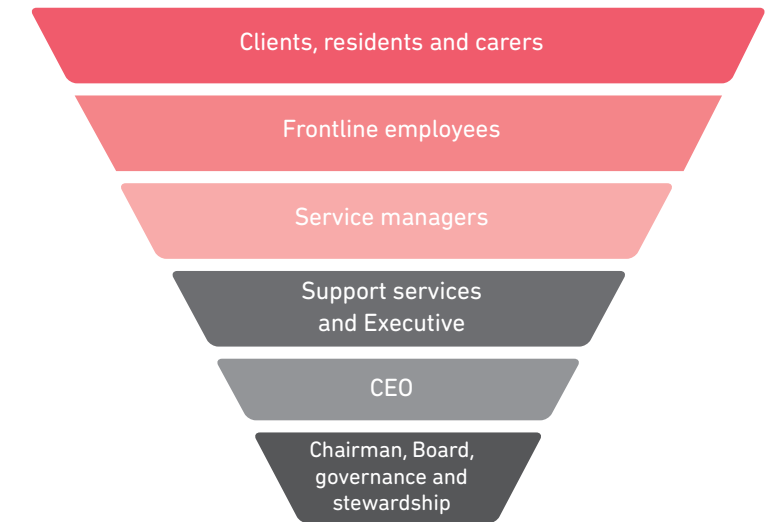
Accountability
We take ownership

Continuous improvement
We make a positive difference

Teamwork
We work together

How we operate

The way we operate ensures we actively engage with our customers to develop responsive and supportive services that recognise their unique needs, interests and experiences.



Executive leadership



Stephen Muggleton
Group Chief Executive Officer
Adjunct Professor
BApp Sci, MHA (UNSW),
FInstLM, GAICD



Deidre McGill
Executive General Manager - At Home Support
RN, RM, BHLthSc,
MSc Healthcare Mngt,
MACN



Wendy Zernike
Executive General Manager - Care, Innovation and Quality
RN, BN, GradCert
(LeadMngt), MBA, GAICD,
MACN



Mel Leahy
Chief People Officer
BA (Psychology & Sociology)



James Mantis
General Manager - Property Development and Asset Management
BCom, MProp



Susan Stewart
General Counsel and Company Secretary
LLB (Hons), LLM



David Swain
Chief Operating Officer
RN, Dip Bus, BHLthSc,
MEd, GAICD,
Wharton AMP



Megan Millman
Chief Financial Officer
BCom, FCA



Johny Agotnes
Chief Information Officer
B.Sc. (Hons)
Computing Science



Meredith Bird
General Manager - Brand, Marketing and Communications
MCom, PGDipEd, BA

Across our Group

Internationally, our group of companies includes operations in New Zealand and an emerging presence in the UK, Ireland and China where we deliver health services, training and education.

Informing an industry response to COVID-19

Altura Learning has played an important role in supporting the frontline response to COVID-19 for its member organisations and our industry as a whole, across Australia and internationally. A series of new courses were developed including the free COVID-19 training video which explains the virus and its potential impact for aged and social care. Other courses created as part of

Altura Learning's industry-wide response were a hand hygiene and a PPE essentials program, along with a series of regionally specific segments for the UK, Scotland, Ireland and Australia. The PPE program alone attracted record views of more than 300,000.

With interruptions to many aspects of business as usual productions this year, the team also adapted its services to support local aged care providers to communicate with their

employees. A major UK care provider used Altura Learning's online learning solution to keep in touch with their 3,000 employees through weekly video updates.

In New Zealand, Altura Learning collaborated with a local training provider to use Altura Learning courses as part of nationally recognised training units for care workers.



Carmel Conaghan
Chief Executive Officer
- RDNS NZ
RNZcmpN



Yvonne Webley
Chief Executive Officer
- Altura Learning
BHSci(Mgt), Dip Mktg,
Grad Cert Acc, MAICD



Jill Li
General Manager
- RDNS China
BNurs,
GDipNurs,
MBA

Expanding services for children in New Zealand

Our RDNS New Zealand business has achieved positive growth this year, continuing to support clients across the North and South Islands through tough COVID-19 restrictions.

Child welfare services were expanded to support children with high and complex care needs, with this specialised care program strengthened by new governance and operating frameworks.

Sharing our expertise internationally

We continued to work with Trade and Investment Queensland as a member of the Australian Silver Industry Group, a senior living and aged care consortium co-chaired by our Group CEO, Stephen Muggleton.

This activity draws on the broader expertise of our Group, including the respected work of the Research Institute and Altura Learning. The focus is on supporting Asia's ageing populations and informing care

delivery with flexible, industry-specific training programs that respond to the region's growing need.

A first milestone achieved this year was the opening of a display centre at the Tianhui senior living community in Shanghai. The community includes 135 independent living units in a 16-storey tower, with a 200-bed residential aged care site also planned in the Xuhui district.



Infection control educator Margaret Jennings speaks with Altura Learning's Nicola Burton.



Keeping up COVID-style

For RDNS NZ client Jason, staying in touch through weekly catchups with his Community Facilitator, Seb, helped him stay connected during COVID-19 lockdowns.

Initially Seb and Jason weren't sure how remote catchups would work for them. Jason wasn't a tech savvy person, so Seb used their first few sessions to teach him how to use Zoom, FaceTime and even how to check his email accounts. Once Jason had mastered this, the pair began to organise an online quiz night.

"I really enjoyed the quiz night and getting to meet other RDNS clients and community facilitators," Jason said.

He said one of the things that kept him going through lockdown was knowing someone cared about him.

Seb continues to work with Jason to help him reach his goals and stay connected.

Community Facilitator Seb with client Jason.



Client Irene with nurse Brianna.

Our services



Residential and Retirement communities

- Queensland**
- Baycrest, Hervey Bay ●●
 - Bicentennial, Mackay ●
 - Bongaree, Bribie Island ●
 - Breezes, Mackay ●
 - Carrington, Parkinson ●●
 - Cazna Gardens, Sunnybank Hills ●●
 - Centaur Memorial, Caloundra ●
 - Chelsea, Maryborough ●●
 - Cunningham Villas, Bowen ●
 - Farnorha, Cairns ●
 - Fairview, Pinjarra Hills ●●
 - Fairways, Bundaberg ●●
 - Fernhill, Caboolture ●●
 - Galleon Gardens, Currumbin Waters ●●
 - Glendale, Mount Louisa ●
 - Inverpine, Murrumba Downs ●●
 - Milford Grange, Ipswich ●●
 - Moreton Shores, Thornlands ●●
 - Pioneers, Longreach ●●
 - Rowes Bay, Townsville ●●
 - Sapphire on the Esplanade, Hervey Bay ●
 - Sunset Ridge, Rockhampton ●●
 - Talbarra, Waterford ●●
 - Tantula Rise, Alexandra Headland ●●
 - Westhaven, Toowoomba ●●
- New South Wales**
- Broadwater Gardens, Port Macquarie ●
 - Cabrini, Westmead ●
 - Darlington, Banora Point ●●
 - Macquarie View, Bolton Point ●●
 - Winders, Banora Point ●●
- Victoria**
- Europa on Alma, Melbourne ● (opening 2021)

At Home Support

- Queensland**
- Brisbane
 - Caboolture and Redcliffe Peninsula
 - Cairns
 - Gold Coast
 - Ipswich and West Moreton
 - Logan
 - Mackay
 - Rockhampton
 - Sunshine Coast and Cooloola
 - Toowoomba
 - Townsville
 - Wide Bay

New South Wales

- Brunswick Heads
 - Hunter
 - Lismore
 - Port Macquarie
 - Sydney
 - Central Coast
 - Illawarra
- Victoria**
- Geelong
 - Greater Melbourne
 - Mornington Peninsular
- Tasmania**
- Hobart

International

- Altura Learning: UK, Ireland, Australia and New Zealand
- RDNS New Zealand
- RDNS Hong Kong
- Collaborations in China and Singapore

Wisdom for the future

This year we welcomed 166 new Centenarian Club members, each one sharing stories of hope and resilience from lives well lived across two global pandemics.

Like these valued members of our Bolton Clarke family, we have grown and changed over more than a century of service. What has remained constant is our focus on clients' and residents' wellbeing.

As we look beyond COVID-19 we continue to draw strength and inspiration from our history - including the 2020 chapter.