



Year in Review 2021

The new face of  + 



Stepping up

Our clients and residents are at the heart of everything we do.

In this Year in Review we invite you to discover just some of the many moments that have inspired this year as our customers and frontline teams have continued to show great strength and resilience.

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This page: Sharon, GM - Operational Performance, At Home Support, attending a Melbourne vaccination hub.
Front cover: Team member Beth with resident Elma from our Fernhill residential care community.



Chairman's report

Our clients and residents deserve the best possible quality of life. Delivering on this remains our steadfast focus even when change is happening in the background.

This year - post-Royal Commission, mid-reform and with the ongoing COVID-19 pandemic - we have seen remarkable services innovation and continued growth, driven by our enduring mission since coming together as Bolton Clarke to help people live a life of fulfilment.

It's fitting that 2021 is bookended with new services at two significant places in our organisation's history. At the start of the year we celebrated our residents moving into the new state of the art Fernhill aged care building on the site of our longest established residential community. Another historic milestone will be marked later this year when the first residents move into our Europa on Alma retirement living community on the site of the former RDNS headquarters at St Kilda. The development is our first Victorian residential community, complementing our more than 135 years of experience and expertise delivering home nursing care in Melbourne.

Further afield, our RDNS New Zealand team has achieved excellent results through expanded support for young

people with disabilities and clients with acquired brain injury, while in the United Kingdom, the Altura Learning team has reached a milestone of 150 member organisations covering 650+ discrete care services.

Underpinning our strong growth has been a continued focus on innovation and research - the cornerstones to meeting customer needs well into the future. This year marked 20 years of the Bolton Clarke Research Institute bringing together research-based innovation with customer-led design and practical solutions that continue to drive excellence and best practice care and support across all our service areas and in the wider community.

In particular, the Research Institute's work to transform health outcomes through connected communities and practice has led to transformational projects with the potential to have enormous impact on health outcomes. The Research Institute was central to our engagement with the Royal Commission into Aged Care Quality and Safety which handed down its much-awaited final report. Along with our two formal submissions and our contributions to the Commission's research on innovative models of care, Bolton Clarke was also called upon to provide expert testimony on diversity, workforce and our COVID-19 response.

This proactive engagement saw many of our suggestions reflected in the Royal Commission's final report and the subsequent Government response. We are well placed to implement the recommendations with many of the identified approaches already reflected in

our home care and residential care service offerings, our research and our co-design work. Altura Learning has also worked closely with the Government to support some of the key industry recommendations around workforce training including the Serious Incident Response Scheme.

There is still some way to go in the reform process. It was disappointing to see the two Commissioners taking different positions on fundamental elements of the way ahead, leaving the important platforms of structural change, universal access and sustainable funding inadequately addressed. All these elements will be needed to achieve meaningful improvement in health outcomes for clients and residents and better working conditions for aged care workers.

A clear theme through the Royal Commission's work and through ongoing COVID-19 restrictions has been the central role of connection to health and wellbeing. Connecting people has been a priority this year through our extended volunteer initiatives such as our corporate HOW-R-U? volunteering, intergenerational and life stories programs.

We continue to work with customers through our community partnership groups to develop products and services that are accessible and genuinely address the needs of older people. This year, this has included support from our group members in progressing and testing solutions like the award-winning Conversation

as Therapy pin (CaT-pin) concept developed with RMIT as one way to flag early signs of social isolation.

Our customer excellence has been recognised through sustained accreditation and in multiple awards this year including the Retirement Living Awards, as finalists in dementia research, food innovation and ageing in place categories in the upcoming 9th Asia Pacific Eldercare Innovation Awards and for our use of new technologies in the Future of Ageing Awards.

Our updated values - be kind, be curious, listen, always safe and always together - reflect the core of who we are and provide a framework for our ongoing work in line with our strategic objectives.

My thanks to the Board, Group CEO Stephen Muggleton, subsidiary CEOs, Executive Leaders and all our teams for their dedication in caring for clients and residents above all else, in another defining year.

Pat McIntosh AM CSC
Chairman



Group CEO's report

The COVID-19 pandemic continued to create challenges for every element of our care service operations during the year.

Without exception, all front line and support staff responded with steely determination, consummate professionalism, and genuine hard work.

This incredible effort ensured effective protection of our 113,000 clients, our more than 5,000 residents and our 6,000 staff. Moreover, our home care teams provided additional surge support to Victorian and New South Wales health agencies as their capacity was tested.

It's quite clear that the spirit of our founders, Lady Janet Clarke and Brigadier William Bolton, and the spirit of our predecessors who delivered incredible care during the Spanish Flu pandemic 100 years ago, is very much part of the beating heart of our current teams. I feel very proud and privileged to be part of our contribution to the rich history of this wonderful organisation.

It's testament to the culture and talent within our organisation that we not only continued to successfully work through the challenge of a global pandemic but also expanded service offerings, developed and deployed a number of award winning innovations

and maintained outstanding quality compliance results.

The standout of all the quality results was the Australian Council on Healthcare Standards accreditation of our at home support services. In addition to receiving another four years accreditation, the team was awarded a remarkable 14 Extensive Achievements and 33 Marked Achievements. Six of the Extensive Achievements related to clinical standards, six related to support standards and two related directly to corporate standards.

Other highlights included our Bolton Clarke InTouch technology innovation being named a winner at the 8th Asia Pacific Eldercare Innovation Awards and the memory support unit at our Galleon Gardens residential care community being cited as a case study of global best practice in dementia design in the World Alzheimer Report. The unit's digital wallpaper was recently recognised as a finalist in the Future of Ageing Awards.

The Galleon Gardens redevelopment is part of our \$700 million capital works program aimed at ensuring Bolton Clarke continues to grow and respond to booming demand for quality aged care in the decades ahead. During the year we completed major refurbishments across residential care communities in Townsville, Parkinson, Pinjarra Hills and Maryborough and completed the rebuild of our Fernhill residential care community in Caboolture. We acquired a well-positioned brownfield site in the urban hub of Coorparoo in Brisbane and received development approval for our \$140 million development at Southport.

Of course, new buildings are just empty shells without great staff to transform them into residents' homes. I was particularly pleased with the way our People and Culture team responded to challenges on multiple fronts during the year. In addition to the obvious COVID-19 responses, the team delivered a number of fresh staff engagement and fatigue management strategies. They deployed innovative recruitment strategies and most importantly, continued a strong investment in workplace health and safety that contributed to the Group setting new industry benchmarks.

The investment in our dedicated people was also supported by a number of Altura Learning initiatives including specialised COVID-19 infection control courses and new relationships with education and training partners in most states.

Altura Learning and the Bolton Clarke Group are in turn well supported by the work of our dedicated Bolton Clarke Research Institute. The Research Institute's strong focus on loneliness and social connection provided the Group with invaluable techniques and tools to help clients and residents cope during months of isolating lockdowns. This work was recognised during the year when the Research Institute was awarded a \$455,000 grant over four years to investigate stronger community support for people with chronic health disease who are at risk of isolation and depression. I was also delighted to see the Research Institute's HOW-R-U? program being used by a number of organisations across the world as they struggled to find new

ways to support their staff, patients and clients to cope with the isolation imposed by COVID-19.

In closing, I would like to recognise our Chairman, Pat McIntosh and the Board of Directors, whose guidance and support has been critical to the Group's ability to maintain momentum while ensuring our ability to safely support our clients, residents and staff through a global pandemic.

As we emerge from the COVID-19 crisis we'll undoubtedly face a new wave of workforce, regulatory, funding and growth challenges. I'm confident that continued stewardship of the highest order, a genuine desire to respond to community and individual needs, and incredibly dedicated and skilled staff will provide the strong foundation for ongoing success measured in improved quality of life for the people and communities we serve.

Stephen Muggleton
Group CEO

At the heart of us

Caring about our customers' health and wellbeing is at the heart of what we do.

Our purpose and values

The work we do is driven by our purpose to help people live a life of fulfilment.

Our values are bringing life to our purpose particularly in the current context. They are a reflection of our commitment to our customers and of our every day interactions with each other.



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.



Our customer focus

Our customers can expect us to:

- Treat them with dignity and respect
- Understand and respond to their individual needs
- Act with empathy and integrity
- Continually improve what we do via insights, research and innovation



Enrolled Nurse Sammi providing support to clients in the community.



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.

The voice of the customer is at the centre of all we do - we listen to our customers and we respond to their feedback guided by our consumer engagement and feedback framework.

Our clients, residents and carers work with us through our community partnership groups to help us develop services that are customer focused and easy to use.

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 COVID-19 pandemic continues to be recognised by our customers and across our industry.

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

We have successfully maintained accreditation across our 48 at home support and residential services. We have embraced the new Aged Care Quality Standards and three quarters of our residential care communities have been assessed through the new standards process.

Our Victorian at home support services gained Australian Council on Healthcare Standards accreditation for a further four years.

In 2021 we extended our focus on accreditation with our retirement villages achieving full compliance and a three-year accreditation through the new voluntary Australian Retirement Village Accreditation Scheme (ARVAS).



Our Board continued to connect including on location at our Fernhill community (top) as well as in a virtual setting.

Our highlights

On the road, in the home and within our retirement and residential communities we have a long history of delivering strong customer outcomes.



Services at a glance

Our **25** residential care communities support **2,510+** resident places

2,500+ residents enjoy living in our **25** retirement villages

3.9 million visits to more than **113,000** clients

12.5 million+ kilometres travelled by our at home support teams

Quality and clinical care



Maintained accreditation across our 48 at home support and residential services

Achieved full ARVAS accreditation for all our retirement villages



Royal Commission

Provided submissions, expert testimonials, contributed to research and roundtable discussions



Our employees completed 49,000+ online clinical learning courses



Embedded 42 Infection Prevention and Control leads with post graduate qualifications

Innovation and capability



InTouch

2,100 Bolton Clarke InTouch installations helping our clients and village residents stay safe and connected at home



22 peer-reviewed and industry articles published and 29 presentations shared in Australia and overseas by our Research Institute



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

Supporting communities



6000+ employees and 190+ volunteers



Our clients and residents originate from 187 countries and speak more than 119 languages



More than 24,000 older Australians have accessed our free Be Healthy and Active community education sessions



16 capital works projects providing new living options for customers

Clinical Nurse Consultant Jay from our infection prevention and control team in Melbourne.



Renewed friendship brings joy

When Carmel and her husband Ken moved to our Tantula Rise retirement village at Alexandra Headland in May, the last thing Carmel expected was to rekindle an old friendship.

But that's exactly what happened when she discovered new neighbour, Mary, was her old boarding school chum from St Ursula's College in Toowoomba who she befriended almost 70 years ago.

On reuniting, they both agree it must have been written in the stars.

Retirement living residents Carmel and Mary.

Ageing well

We are working with customers on new technologies, research-based practices and innovative solutions to meet changing needs.



The team from our Cabrini residential care community are providing greater choice for residents through the Taste of Home cultural meals initiative.

Technology transforming how we work

Technology-enabled solutions have taken on growing importance as we support independence and connection for clients and residents.

Our award-winning digital independence system, InTouch, is now being used by more than 2,000 clients across Australia to maintain independence at home. Features include a personal help alarm, passive sensors for living spaces, voice activated alarms and falls pendants and wristbands with smartphone integration. Plans are underway to extend InTouch to New Zealand clients.

In our residential care communities, a new automated sign-in and sign-out system is streamlining check-in processes for visitors and employees to help keep residents safe. The integrated system offers a one-point-of-contact solution for visitor bookings, influenza and COVID-19 related screening checks.

Our specialist wound care nurses have been applying new technology options including portable toe dopplers to bring the best possible results for clients with chronic wounds.

The Research Institute has partnered with Royal Melbourne Institute of Technology (RMIT) to achieve better wound care and build on new diagnostic techniques. A pioneering technique using thermal images that do not require physical contact with the wound, is helping with early identification of wounds that need extra management and improving chronic wound interventions.

The power of storytelling

The power of storytelling is assisting residents and clients to communicate, connect and understand the value of their experience through the Life Stories project, led by our Research Institute working with local care teams.

Volunteers from university students to retirees have worked with 74 clients and residents this year to chronicle recollections prompted by conversation cues, photographs and special items to bring a person's past to life.

Collecting the stories of our centenarians is particularly important and remains a focus for our Centenarian Club which welcomed 166 new members this year.

Food innovation bringing a taste of home

Innovation through food management has been a recent feature for our Cabrini residential care community in Sydney. There is nothing like the smells and flavours of a favourite family meal to stimulate positive memories and promote wellbeing.

Cabrini families have opened their recipe books to share treasured recipes as part of the Taste of Home cultural meals initiative, providing comfort and connection for residents.

Our Hotel Services team invited residents and their families to share family dishes they would like to see on the menu including personal recipes, traditional cooking methods and special ingredients. These were used to create an expanded regular

menu and new on-demand meals for residents from 23 different cultural backgrounds.

An additional 10 cultural meal choices including massaman and korma curries, paella, chermoula fish on Moroccan beans, gnocchi and more are now part of the menu rotation, with cooked and snap-frozen options available on demand.

A barista coffee cart and pizza oven have been commissioned in the community courtyard for social meals with families, while monthly dining theme days will be expanded to incorporate more cultural events, cooking demonstrations and taste testing.

New possibilities

Our 'Be Healthy and Active' free community information sessions are run in person, online and in multiple languages to empower older people to live their best life. 860 sessions have been delivered in regional and urban communities across Australia, with more than 24,000 attendees. The program was expanded into our retirement villages this year and is now bringing practical information on health and wellbeing to residents and at home support clients.

Introducing walking poles as a form of exercise therapy is gaining popularity with our clients and retirement living residents. Urban poling, also known as Nordic walking, is recognised as a valuable therapeutic aid for older people and the Research Institute and Wellness and Reablement teams have been working together to help customers maintain their passion for walking.

In Brisbane our at home support teams have partnered with The University of Queensland to design a six-week program to help clients stay healthy, active, independent and connected. The program offers a holistic health and fitness service and brings together a multi-disciplinary team of qualified clinicians to develop tailored activities for participants. Services include health assessments, supported exercise, educational workshops, exercise physiology, dietetics, physiotherapy, occupational therapy, psychology and social work. Door to door transport is provided to make the program accessible.

Interventions to tackle frailty are also making a difference. The 'Be Your Best' program - in partnership with three Melbourne hospitals, is working with clients to address the effects of frailty. The project uses research-based approaches including home-based physical activity, cognitive training, nutrition and social connection to improve health outcomes, overcome resistance to treatment and build resilience.

Teams from 12 of our residential care communities are working with our Research Institute and the Queensland University of Technology (QUT) on the Early Detection of Deterioration in Elderly Residents (EDDIE+) project. The program is aimed at understanding the impact of additional training and technology to reduce unnecessary hospitalisations for aged care residents. Our Fernhill, Fairview and Cazna Gardens residential care teams have been the first to receive training this year.

Adapting our services

Taking in all the elements of a person's life, we are adapting our care offerings and retirement options to provide connected support.

Our retirement living teams are creating alternative pathways for people wanting to enjoy the retirement living lifestyle through new contract options with financial choices that suit their circumstances. The expanded entry options include upfront or deferred management fees or limited licence contracts, giving people the opportunity to reduce entry or exit costs. The new approach has enabled village managers to offer tailored solutions and has resulted in a steady increase in enquiries across our villages.

Working closely with clients, health providers, government and the wider community our at home support services have experienced record growth to meet increased demand for flexible care. This has included welcoming 900 new Commonwealth Home Support Program clients in Victoria's Wyndham City Council region, increasing short-term restorative care packages and sustained Home Care Package growth that now places us among Australia's largest home care providers.

At home support teams have developed innovative solutions for clients in need through a sustained and ongoing COVID-19 response across multiple states. Our Melbourne teams have maintained their frontline support to the Victorian Government and completed more than 5,664 COVID-19 tests for at risk

and housebound people under the Call to Test program. In Western Sydney our teams have assisted local health authorities and delivered wellbeing calls to 1,567 COVID-19 positive cases.

In our residential care communities, finding creative ways to connect with families and maintain regular activities during COVID-19 has continued to be a priority.

Fairview, Milford Grange, Macquarie View and Farnorha residential care communities welcomed the return of onsite intergenerational play groups when possible with storytelling, singing and dancing just a few of the most popular activities. The change of pace is greatly valued by our residents who love spending time with children and feeling young at heart.

Our Westhaven residential care community in Toowoomba was the first to welcome a Tovertafel magic table which is proving popular and increasing physical activity and social interaction.

From promoting active lifestyles and independent living to nutrition and preventative health, all these initiatives are achieving positive health and wellbeing outcomes for our clients and residents.



Retirement living residents Judith and Jean enjoy the health and social benefits of Nordic walking.



Talent shines through

An artistic career was ignited when indigenous artist Bernard used his talent for drawing as a rehabilitation tool following a diving accident in the early 1980s that left him a tetraplegic.

The Ipswich at home support client has now been painting and drawing for 30

years and has sold his art in Australia, the US and Canada.

A proud member of Queensland's Wakka Wakka people of the North Burnett region, Bernard says our local team is a great support, helping him to remain independent at home.

Indigenous artist and client Bernard creates inspiring works from home.

Creating supportive communities

Our Research Institute is developing practical solutions and we are partnering with leading health and research organisations to provide specialised support.



WEAVE exercise sessions with Physiotherapist Mina help resident Shirley stay active.

Improving outcomes in dementia care

Across the organisation we support around 5,000 clients with a formal diagnosis of dementia and others with cognitive impairment. In our residential care communities more than half of our residents are living with a cognitive impairment. Our Research Institute consults and works with the wider community to ensure our research is asking and answering the right questions to address older Australians' priority needs such as dementia care.

The Partnership in iSupport program is improving quality of life and health for informal carers and people living with dementia by equipping them with skills, knowledge and access to support. The Research Institute is working with Flinders University's Caring Futures Institute on this four-year initiative expected to reduce hospital admissions by helping to keep people living with dementia in their own homes for as long as possible.

Supporting older veterans with dementia through music therapy, sensory modulation, reminiscence therapy and exercise therapy is at the core of the Weaving Evidence into Action for Veterans with dementia (WEAVE) program we are undertaking with the support of RSL Queensland. This 18-month project involves veterans from our Galleon Gardens residential care community, their families and our team members.

The Research Institute and our clinical teams have worked with customers with dementia and their families to develop the Enabling Choices conversation tool, which is initially being introduced across at home support services. The electronic tool is designed to help

people with dementia navigate risk and exercise greater choice by providing visual cues for conversations on topics such as self-care, mobility and driving.

Our teams have also recently expanded the digital wallpaper at our Galleon Gardens residential care community on the Gold Coast. A new suite of co-designed activities has been added including word games and a keyboard to engage residents with dementia and promote connection.

Environmental design concepts including individual door skins are providing another important new aide for residents with dementia, offering prompts for independent navigation around our communities. International research shows the door skins improve confidence and wellbeing.

Connecting people with diverse needs to services

From our National Language Line and Digital Talking Books providing health information on key topics in multiple languages, to our dedicated Homeless Persons program and HIV team and mental health initiatives, we respect the diverse needs and backgrounds of our customers. The work we are undertaking to support their needs has continued to be shaped by the sustained impacts of COVID-19.

Telephone support and online help services have again featured this year with increased demand on health services due to COVID-19. The Pregnancy, Birth and Baby helpline has provided important support for expectant parents, parents, families and carers across Australia assisting an average of 4,000 people each month.

Our Corporate volunteer program, HOW-R-U? is delivering telephone support for socially isolated older people. The program is helping more than 200 clients and retirement living residents stay socially connected while keeping safe at home.

Our team of 60 community health nurses provided outreach and primary health response to Melbourne's most disadvantaged as part of our Homeless Persons Program including specialist HIV support. Through the COVID-19 pandemic, the team has found new ways to help our clients access food and health-related requirements such as COVID-19 testing and vaccinations. Through strong advocacy and partnerships, homeless people are now being prioritised to receive the vaccination, with many of our clients heading towards being fully vaccinated.

The Good Samaritan Fund has also delivered valuable support to 160 clients in financial hardship by helping them to purchase essential items such as specialist bandages, medicines, dietary aids and assistive equipment.

Collectively, these initiatives are supporting and sustaining important aspects of life for our customers with specialised and diverse needs.

In the spotlight

Our people have been recognised both overseas and at home for outstanding contributions to customer care, service innovation and built design.

Recognition on the international stage

In late 2020 our InTouch digital independence solution incorporating personal alarms, falls detection and motion sensors with mobile connectivity was announced winner of Best Solution to Support Ageing in Place – Assistive Technology at the 8th Asia Pacific Eldercare Innovation Awards.

This year we have been named a finalist in three categories at the 9th Asia Pacific Eldercare Innovation Awards with winners due to be announced later this year in conjunction with the World Ageing Festival.

Our Europa on Alma retirement living development, with contemporary independent living apartments features concierge services, a gym, a restaurant and at home support services. Located in the vibrant and diverse St Kilda community, Europa on Alma has earned a finalist position in the Project of the year – Ageing-in-place category.

We have also been named a finalist in the Innovation of the Year – Food & nutrition category for our Cabrini residential care community's A Taste of Home menu initiative which incorporates on-demand cultural meals and traditional preparation methods.

Our Research Institute's Weaving Evidence into Action for Veterans with Dementia (WEAVE) program, trialling targeted non-pharmacological interventions to support wellbeing, is a finalist in the Best ageing research category.

Dementia innovation a finalist

The digital wallpaper at Galleon Gardens residential care community at Currumbin Waters, was named a finalist in the Future of Ageing Awards, with winners to be announced later in the year.

The wallpaper, in the memory support unit, is a world first in aged care with activities co-designed with residents to promote engagement for residents with dementia.

Celebrating individual achievements

Our Milford Grange Retirement Village Manager was named Queensland Village Manager of the Year in the National Retirement Living Awards.

A number of our people were also named finalists throughout the year in the Centre for Cultural Diversity in Ageing Excellence Awards, LASA Retirement Village Manager of the Year Awards and Queensland Volunteering Awards.



Retirement living resident Therese has embraced our InTouch digital independence technology.



Cultivating a sense of community

Tending the community garden at our Tantula Rise retirement village at Alexandra Headland, has become a passion project for resident Neil.

With support from fellow residents and our local at home support team, Neil has transformed the garden into a thriving hub with herbs, vegetables and fruit ripe for the picking.

This is extraordinary given Neil is visually impaired and primarily relies on instinct and his farming experience to guide him.

"Everyone who has helped gets as much fun out of it as I do," said Neil. "It's very satisfying to hear all the wonderful comments and excitement about it."

Retirement living resident and at home support client Neil with Personal Carer Lauchlan.

Fernhill: A new chapter begins

71 years since the arrival of the first veteran residents, our Fernhill community continues its proud legacy.

In May 2021 we marked the official opening of stage one of our Fernhill redevelopment. The contemporary residential building brings to life a shared vision created through our customer co-design process.

Building on our history

Set within beautifully landscaped gardens, Fernhill delivers state-of-the-art residential care and features innovative supported-living neighbourhoods named after key figures in Fernhill's history. This includes the Newman Memory Support Centre, Shaw Wellness Centre and Kynaston Day Therapy Centre. The community also offers a range of other onsite facilities and services including health specialists, consulting rooms, a hair and beauty salon and the Jacaranda cafe.

The new central courtyard has been named in honour of our founding Board Chairman Pat McIntosh, in recognition of his dedication to our organisation and distinguished military career. This includes his role commanding the Australian Medical Support Force as part of the UN Peace Keeping effort in Rwanda.

Award-winning construction

The Fernhill redevelopment was recognised at the Master Builders Queensland – 2021 Housing

and Construction Awards, with commercial builders Hansen Yuncken winning the category of Community Accommodation for Aged Care and Nursing Homes.

Tradition of care continues

Since 1950 our Fernhill community has been a leader in care innovation, initially through its conversion from a private home into a war veterans' community. Today that tradition continues with our role as one of only two Australian Government-funded 'Living Labs' in Queensland. This involves testing early commercial technologies to enhance energy efficiency and enable renewable solutions. Our Fernhill team is also working with the QUT as a centre for the EDDIE+ care innovation project.

Shared memories

Residents regularly come together for events such as the community's farm day which saw smiles all round as baby farm animals brought back memories of life on the farm for some and gave others the opportunity for new experiences. This year's cover celebrates a moment of joy captured at the event.



Stage one of our Fernhill redevelopment officially opened earlier this year.

Growing our services

Our \$700 million capital works program is creating new integrated living options and services for our customers.

Expanding our Victorian services

Our first Victorian vertical retirement living community, Europa on Alma, built on the site of our former Royal District Nursing Service office in St Kilda, is due for completion later this year.

The five-level community includes 81 apartments of one, two and three-bedroom options all designed to Liveable Housing Australia standards. Shared spaces include an alfresco terrace, artists' studio, cinema and library as well as a rooftop deck.

The inclusion of our at home support hub provides more options for residents who will be able to call on home care services when needed.

In Melbourne's north, we're progressing plans for an integrated community at Bundoora with stage one offering retirement living options. Surrounded by extensive parklands, the community is designed to promote social connections and a healthy and active lifestyle.

Next generation design in Queensland

In 2022, we will start work on a

vertically integrated community comprising 146 independent and 40 assisted living units co-located with 72 residential care beds. Located on the Gold Coast, the community will be part of the Queen Street Village development providing easy access to health and wellbeing services, entertainment and retail outlets.

With our Gold Coast at home support service based onsite and design features including smart living spaces that can adapt over time, residents will be able to access care when it's needed while maintaining an independent lifestyle.

Bringing more choice in New South Wales

Before year end, we will commence construction on our Willowdale residential care development in south-west Sydney. Due to open in early 2023, the multi-storey community will provide 144 residential care beds for the growing region.

On the Bolton Point waterfront in Lake Macquarie, our new residential care development will join our existing retirement living village. Further south in Westmead, Sydney,

our new retirement living village will see contemporary apartments and a wellness hub co-located with our existing Cabrini residential care community.

Focus on sustainability

In conjunction with the QUT School of Architecture and Built Environment, we accepted an invitation to participate in the New South Wales Government's initiative to develop and implement a National Australian Built Environment Rating System for the residential care and retirement living sectors.



Europa on Alma in vibrant St Kilda.



Artist impression of the Queen Street Village development at Southport.



Recalling life's magic moments

Reminiscing about his career as a jockey brings back wonderful memories of time spent in the saddle for Melbourne at home support client, Brian.

Riding professionally for 25 years, Brian capped off his career by winning the 1970 Caulfield Cup and Queen Elizabeth Stakes. He even had the honour of meeting Her Majesty after the latter.

These days the 84-year-old enjoys sharing stories with family and visitors including District Nurse Maria, who visited Brian to support his recovery after skin cancer surgery.

At home support client Brian with District Nurse Maria.

Board of Directors



**Mr Pat McIntosh
AM CSC**

B.Bus (Acc/HR),
GradDip Mngt, MBA,
MAICD
**Chairman of the
Board**

Mr McIntosh was a senior officer in the Australian Army where he served for 27 years. He is a graduate of the Australian Army Staff College and the Australian Defence College. He has a wide range of command and leadership experience, including senior command appointments and operational command.

Following his service, Mr McIntosh worked in the finance sector for

13 years and established a financial planning business. In addition to serving as Chair of Bolton Clarke, he is the Chair of two for-profit businesses - Altura Learning and RDNS Hong Kong - and the Chair of not-for-profit provider RDNS New Zealand. He is also on the Board of the Southern Cross Credit Union and the Advisory Board of the Royal Australian Regiment.

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).

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.

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

In 2011, he was awarded the AHHA Sidney Sax Medal for contributions to Australian Health Services and in 2019 was appointed as a Member (AM) of the Order of Australia for significant service to the community through government and not-for-profit health roles, and to Indigenous welfare.



**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 40 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 as 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's Social Infrastructure Committee, a Director of Brisbane Markets Limited, Deaf Services Queensland, Heritage Council of Queensland, and National Trust (Australia) Queensland. He is the Chair of the Property Advisory Committee and a member of the Stewardship Commission for the Sisters of Saint Joseph.



**Dr Cherrell Hirst
AO**

FTSE, MBBS, BESt,
D.Univ (Honorary),
FAICD

**Chair, Clinical and
Care Governance
Committee
Member, Risk and
Audit Committee**

Dr Hirst is Chair of the Advisory Board of the Institute for Molecular Bioscience at The University of Queensland and a member of the Board of the John Villiers Trust. Dr Hirst is a Director of Altura Learning and has recently retired as a Director of the Gold Coast Hospital and Health Service.

Dr Hirst has formerly held Board membership of a number of organisations including Medibank Limited, Suncorp Metway Limited, Peplin Limited, Avant Group (including Avant Insurance Ltd), ImpediMed Limited and Factor Therapeutics Ltd.



**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



**Mr Jeffrey
McDermid**

B.Econ, FAICD, FCA

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

Mr McDermid has over 50 years' experience within the accounting profession and has been a director of not-for-profit and for-profit organisations. His Board roles extend across a wide range of sectors including property development, human resources, private education, tourism, agricultural equipment supply,



**Adjunct Prof
Mick Reid AM**

B.Econ

**Member, Clinical and
Care Governance
Committee
Member, Nomination
and Remuneration
Committee**

Adjunct Professor Reid has extensive knowledge of the Australian health care system gained in roles including Director General of Health for both New South Wales and Queensland in a career spanning four decades. A Board member of RDNS Hong Kong and the Western Sydney Local Health District, Adjunct Professor Reid is also Deputy Chair of the Central Adelaide Local Health District Governing Board and National President of the Mental Illness Fellowship of Australia.

Board advisors



**Assoc Prof
Beverley
Rowbotham AO**

MBBS (Hons 1) MD
FRACP FRCPA FFSC
FAICD

Associate Professor 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. Associate Professor Rowbotham 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), where he is Chair of the Finance, Audit and Risk Committee, and is Chair of RASE Proprietary Limited. He is Deputy

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

Executive leadership

Our customer focused and values-driven leadership team ensures high quality, safe and reliable services that are underpinned by strong clinical governance.



Stephen Muggleton

Group Chief Executive Officer

Adjunct Professor, BApp Sci, MHA (UNSW), FInstLM, GAICD



Susan Stewart

General Counsel and Company Secretary

LLB (Hons), LLM



Deidre McGill

Executive General Manager - At Home Support

RN, RM, BHLthSc, MSc Healthcare Mngt, MACN



David Swain

Chief Operating Officer

RN, Dip Bus, BHLthSc, MEd, GAICD, Wharton AMP



Wendy Zernike

Executive General Manager - Care, Innovation and Quality

Clinical Associate Professor, RN, BN, GradCert (LeadMngt), MBA, GAICD, MACN



Stuart Rodney

Executive General Manager - Residential Aged Care

BCom, GAICD



Megan Millman

Chief Financial Officer

BCom, FCA, GAICD



Mel Leahy

Chief People Officer

BA (Psychology & Sociology)



Johnny Agotnes

Chief Information Officer

B.Sc. (Hons) Computing Science



James Mantis

General Manager - Property Development and Asset Management

BCom, MProp



Meredith Bird

General Manager - Brand, Marketing and Communications

MCom, PGDipEd, BA



A lifelong blue crush

After a lifetime dedicated to endurance swimming all over the world, the 25m pool at our Breezes retirement village in Mackay is proving a lifesaver for resident Desley.

Particularly fond of night swims in the blue-lit pool, Desley says training four nights a week keeps her healthy and her doctor happy.

"I love the pool and at night-time it rivals the water near the Cayman Islands in my opinion!"

Desley still holds the record for the longest ocean swim by a woman in Queensland - swimming 22km from Southport to South Stradbroke Island in 1980.

Lifelong swimmer and retirement living resident Desley.

Across the Group

Our group of companies includes operations in New Zealand and across the United Kingdom and Ireland where our focus is on health education and training services.

Sharing our expertise internationally

We share our expertise in areas from clinical care to senior living environments through our dedicated Research Institute, specialist consultancy services and a broad ecosystem of research and corporate partnerships.

Training the workforce of the future

Providing the services of the future starts with building the workforce of the future.

Our Altura Learning education and training solutions develop people at the frontline of senior living services and support enhanced service delivery models so health and aged care organisations can best serve customers. Their flexible approach and expertise has resulted in a growing service footprint even in the tough conditions of the past 18 months. The United Kingdom team reached a milestone of 150 member organisations covering 650+ discrete care services and achieved a renewed Skills for Care Centre of Excellence endorsement.



Equine therapy has been a highlight for our RDNS NZ service this year.

Following completion of the Royal Commission into Aged Care Quality and Safety, Altura Learning worked closely with the Australian Government to roll out Serious Incident Response Scheme (SIRS) training supporting new reporting requirements around serious incidents in residential aged care. The course attracted Altura Learning's highest ever viewership, with 48 per cent more views than the previously top ranked Aged Care Quality Standards course.

Expanding our New Zealand services

Achieving strong service growth, quality compliance outcomes and responding to ongoing COVID-19 requirements have been significant achievements for RDNS New Zealand this year.

The team has strengthened its relationship with the District Health Boards and Ministry of Health through supporting clients with complex needs. Central to this has been expanded involvement in the Oranga Tamariki program for young children with very high care needs.

RDNS New Zealand is also providing services under the Accident Compensation Corporation's Live My Life program - in particular, running programs to support people with traumatic brain injuries to live fulfilled lives in their communities. The equine therapy initiative that was delivered as a part of this program has been described as life-changing for participants.

Other focus areas include responding to the New Zealand health and disability system's major transformation which has included changes to the structure of the District Health Boards. There has been renewed focus on the Te Tiriti o Waitangi (Te Tiriti) Framework and related obligations, which underpin the Government's direction for Māori health advancement over the next five years.



HomeCare Facilitator Karen and client Barbara.

Making a difference

This year our donors have continued to provide overwhelming generosity sharing more than 11,300 individual donations with us from 2,500 supporters.

Each donation represents a significant, individual act of kindness, driven by a commitment to make a difference. In a time where large funding bodies are experiencing unprecedented demand on their resources, we have been fortunate to receive generous grants for our clients and residents from some of the most respected philanthropic trusts in Australia.

This funding has enabled us to develop long-term community-based projects that will directly involve and impact the health and well-being of our most vulnerable residents and clients such as:

- Connecting Communities to Care - supported by the Ian Potter Foundation, this four-year project is co-designing and piloting a social prescribing model of care to improve health and wellbeing for isolated older people in South East Melbourne.

- The Mabel Alice Sharrott Accommodation Fund - supported from the Estate of Arthur Emilio Loyer and managed by Equity Trustees, this Fund is assisting accommodation needs of disadvantaged nurses who have served in the Victorian community.

We have also received generous support from funders and foundations to provide vital funds for our Homeless Persons Program and to purchase much needed equipment for our home care nurses and care teams on the road. This includes Safer Care Victoria, the Helen McPherson Smith Trust, the Colliers Foundation, Milton Foundation, James N Kirby Foundation, the Moreton Bay Regional Council and StreetSmart.

We thank all our donors for their commitment and compassion to help us deliver essential services that are supporting independence and helping to change lives.

Heartfelt thanks

We are deeply grateful for your ongoing involvement in the Bolton Clarke community. We couldn't do the important work we do without your generous support and donations.

Estates

Verena Augusti
Margaret Rose Bayliss
Geoffrey Bentley
Monica Pauline Caven
Francis David Goudge
Margaret Mary Henderson
Marion Isabel Jennings
Eugene Charles Jones
Louis Philippe Herve Labonne
Susan Evelyn Lissenden
Allan George Lorraine OAM
Alan John Matheson
William Ernest McConnell
David Walter Mickle
Estelle Penelope Rose Stott
Brian Linton Wright

\$500 - \$999

Mr Mark Alway
Mrs Deirdre Barnett
Mrs Lidia Becroft
Mrs Jane Bell
Mr Bruce Boell
Mrs Catherine Brown
Ms Janet Campbell
Mr Peter Carpenter
Mrs Dorothy Clark
Mrs Sally Cleary
Mrs Julie Coles
Ms Debra Comben
Mrs Barbara Dioguardi
Ms Sarah Doyle
Mrs Marie Fergeus
Mrs Helen Giese
Mr Roger Gilchrist
Mrs Louise Gourlay OAM

Mrs Elizabeth Grainger
Miss Yvonne Gray
Mrs Pauline Grey
Mrs Noelle Howell
Ms Bronwyn Hughes
Ms Leanne Johnston
Ms Anneli Kaendler
Mr David Last
Mrs Su Lee
Mr Peter Lemon
Mr Tom Logan
Mr Bruce Lohrey
Ms Wendy Love
Mrs Noela Marshall
Mr Anthony McDonald
Mrs Elizabeth Melbourne
Mr Colin Meredith
Mr Christopher Miles
Miss Margaret Morrissey
Mr Ross Nuss
Mrs Mary O'Connor
Mr Tony Oliver
Mr Robin Parnaby
Mrs Diana Paton
Mr Peter Penman
Captain Charles Potter
Mrs Sheila Randell & Ms Sara Randell
Mrs Diana Renou
Mr Daniel Reuben
Mr & Mrs Graeme & Raywin Roberts
Mrs Lorna Robinson
Mrs Amal Saad
Dr Robert Salter
Mrs Sandra Scott
Ms Jacqueline Simpson
Ms Fotina Skangos
Mr Andries Snoek
Mrs Lynette Swan

Mr Peter Valder
Dr Faye Walker
Ms Sonia Weinman
Mrs Madge Wright
Australia/Sri Lanka Welfare Guild INCI

\$1,000 - \$9,999

Mr Ian Bainbridge
Mr Peter Barker
Miss Valerie Beckett
Mrs Helen Brack
Mrs Diana De Kessler
Mrs Rita Ferguson
Ms Sally-Anne Hains
Mr Ray Harbert
Mr Hans Hoffman
Mr David Horowicz
Mr Darvell Hutchinson AM
Mrs Lucie Jacobs
Mrs Stephanie Johnston
Mrs Angela Kayser
Ms Peta Lowe
Miss Irene Lowth
Miss Joan Montgomery
Mrs Dorothy Myers
Mrs Alison Nash
Ms Deborah Reich
Mr Gary Richardson
Mr Brian Salter-Duke
Mr Greg Shalit & Dr Miriam Faine
Mr James Smith
Mr & Mrs Duncan & Barbara Sutherland
Ms Carolyn Tatchell
Mr Graeme Thomson
Ms Ann Tregear
Ms Katrina Tull
Mrs Marjorie Wallace

Mr Dale Wotherspoon
Allbeau Pty Ltd
City of Casey
Douglas & Phillip Young Charitable Trust
Frankston City Council
Hearing Australia
Igniting Change Foundation
Independence Australia
Lord Mayor's Charitable Foundation
Melbourne Magistrates Court
Milton Corporation Foundation
Moreton Bay Regional Council
Nestlé Health Science
Social Garden
StreetSmart Australia
The Ian and Marilyn McColl Charitable Trust
William Angliss (Vic) Charitable Fund

\$10,000 - \$24,999

Miss Jane Sheridan
Collier Charitable Fund
James N Kirby Foundation
The Ping Lam Charitable Trust
Trajan Scientific and Medical

\$25,000+

Dementia Centre for Research Collaboration and the Dementia Australia Research Foundation
Helen Macpherson Smith Trust
Monash University
Perpetual Trustees
Safer Care Victoria
TENA

The Estate of Arthur Emilio Loyer, as managed by Equity Trustees

Lifetime Companions

Miss Merran Adams
Mr Bruce Angus
Miss Dorothy Berry
Mr John Brown
Mrs Anne Burrows
Mrs Margaret Collins
Mrs Betty Currie
Mrs Yadviga Curtis
Ms Dorothy Davies
Mr Peter De Haan
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
Mr & Mrs Terence & Janet Keefe
Mr Brian Kenny
Mrs Betsy King

Ms Wendy Love
Mr Brian Lowe
Miss Irene Lowth
Ms Catherine Martin
Mrs Jenifer Matthews
Mr Philip Mayers AM
Ms Inge Meldgaard
Mrs Anneliese Mitchell
Mrs Dorothea Mokrusch
Mrs Carmel Monahan
Mr Tony Oliver
Mrs Judith Overbeek
Miss Isabella Poloni
Mrs Kathleen Pook
Miss Bridgit Purcell
Ms Pamela Purton
Mr Graham Quinn
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
Mrs Heather Young

Our services

Residential and Retirement communities

Queensland

- Baycrest, Hervey Bay ●●
- Bicentennial, Mackay ●
- Bongaree, Bribe 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 ●

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





Retirement living residents Phil and Ralph enjoying the sunshine at Spring Bluff Railway Station.
Note: All photography was taken in line with relevant local COVID-19 health guidelines at the time.

Connections move us forward

We look forward to working together with clients, residents and communities to shape the next steps in healthy ageing.



The new face of  + 

At Home Support Retirement Living Residential Aged Care

Brisbane
Level 3, 44 Musk Avenue, Kelvin Grove QLD 4059
Telephone: 07 3251 6200 Facsimile: 1300 536 099

Melbourne
Level 1, 347 Burwood Highway, Forest Hill VIC 3131
Telephone: 03 9814 2700 Facsimile: 03 9814 2733

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