

BOLTON  
CLARKE



# Year in Review 2022





### Acknowledgement of Country

Bolton Clarke sites are located on approximately 45 different regions across Australia and New Zealand. Bolton Clarke recognises the Traditional Owners and their connection to land, sea, culture and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

Front cover: Westhaven retirement village resident Deslyn enjoying the community garden with Paul and Luke.

# Contents

Our highlights	6	In the spotlight	34
A remarkable year	8	Building for the future	38
Chairman's report	10	Board of Directors	42
Group CEO's report	12	Executive leadership	44
Our social impact	16	Our customer focus	45
Our focus on governance	18	Making a difference	48
Connected care and living options	22	Heartfelt thanks	50
Services grounded in research and innovation	28	Our service locations	52



# Australia's largest independent not-for-profit aged care provider, here for you.

Bolton Clarke is a proud, changing organisation built on experienced and trusted providers. With RSL Care (Queensland) and the Royal District Nursing Service (Victoria) at the heart of our DNA, we have been caring for Australians since 1885.

After providing over a century of support we came together, united by our commitment to the highest quality care delivered with kindness and respect. In 2017, we adopted a new name – Bolton Clarke – recognising our early founders Brigadier William Bolton and Lady Janet Clarke.

In 2022 we expanded our services welcoming Allity and Acacia Living Group to Bolton Clarke Group.

Our connected care and living options are underpinned by our Research Institute's dedication to enhancing lives through leading research and applied knowledge and by our Altura Learning organisation delivering tailored workforce and industry education in Australia and internationally.



# Our highlights

On the road and across our communities, we are dedicated to helping older Australians live positively.



10,000

staff and volunteers



70 homes supporting 6,660 resident places



36 retirement villages with 2,940 residents



10.7k daily at home support visits



## Who we are today

### We are dedicated

Enabling, celebrating and supporting older Australians with a wide range of services, 24 hours a day, every day.

### We are mobile

With 15.7 million+ kilometres travelled by our at home support teams this year.

### We are based in research

Driving positive outcomes and supporting innovation that is translated into high-quality care services and living environments.

### We are rich in diversity

Our merged organisation is incredibly diverse and provides more customers with support across social and geographic boundaries.

### We are part of our local communities

From Longreach to Geraldton to Invercargill, we are part of local communities working closely with primary health networks and hospitals.



# A remarkable year

This year marks a turning point for our organisation and for our sector.

In a testing environment we maintained our deliberate focus on growth – strengthening our ability to deliver innovative care, support and living options.

In this Year in Review, we invite you to discover some of the many ways we support our clients, residents and the community.



Group CEO Stephen Muggleton and Chairman Pat McIntosh at our new Europa on Alma retirement village.





## Chairman's report

During 2022, on top of the significant raft of legislative change knocking at the door, the pandemic maintained its hold on the aged care system and placed an even greater spotlight on the industry's mission to care for and protect people and keep frontline employees safe. The ripple effect was felt across every aspect of our operations and Bolton Clarke teams rose to the occasion, maintaining unwavering commitment.

The inclusion of Allity and Acacia Living Group in our Bolton Clarke Group came after careful consideration and both decisions were informed by our closely aligned values and our strategic roadmap. They usher in new opportunities and expanded capability as we adapt to the rapidly evolving sector.

The passage of the Aged Care and Other Legislation Amendment (Royal Commission Response) legislation represents a formal milestone on the path to sector-wide reform. The Board is continuing to guide this work, keeping the focus on the needs of current and future customers. The appointment of our Group CEO to the newly established Aged & Community Care Providers Association will help us contribute to a united voice advocating for the people Bolton Clarke serves.

It's been good to see opportunities for the Board to resume visits with our residential homes and home care services. Meeting with our teams, customers, families and friends and learning about local initiatives and innovations – from the expansion of our Bolton Clarke InTouch digital independence products to trialling an electric vehicle service at Europa on Alma and new approaches to share the memorable life stories of our clients and residents – has been a real pleasure.

We are seeing the genuine social impact of our research projects translating into meaningful outcomes for our customers and the broader community, particularly in signature areas including social connection, frailty and dementia support.

This work is amplified through a strong network of partners, with Head of Research Professor Judy Lowthian appointed to the Ending Loneliness Together Advisory Committee and Research Fellow Dr Claudia Meyer representing on the Board of the Australian Association of Gerontology as well as on the Australian Journal of Dementia Care advisory team.

We have seen excellent results from key projects including Weaving Evidence into Action for Veterans with dementia, ongoing evolution of the Being Your Best frailty study and the Connecting Communities to Care social prescribing initiative. Our Social Connection in Older Age Symposium in March brought together a stellar program of top national and international policy makers, academics and service providers to share expertise about creating socially connected communities.

Recognition has followed with our HOW-R-U? corporate volunteer program winning the 2022 Queensland Volunteering Impact Award. Our Life Stories initiative, led by the Research Institute, was a finalist in Innovation of the Year (Social Engagement Programme) at the Asia Pacific Eldercare Awards, which also recognised our Hotel Services team as winners of the Innovation of the Year (Food and Nutrition) award. Continuing this theme, we featured at the Hospitality and Lifestyle in Aged Care Awards with Galleon Gardens winning Lifestyle Individual of the Year.

We have built on our award-winning work in food innovation with Altura Learning producing the online learning series Aged Care Skills for Cooks and Chefs, which focuses on improving food and nutrition in residential aged care.

The New Zealand not-for-profit subsidiary is growing strongly and has carefully diversified to strengthen services for children with complex needs. A recent development has been expansion of advanced personal care services in the Northland Region.

It's a privilege to be part of such a highly skilled and recognised Board – reflected this year with Dr Cherrell Hirst awarded the Australian Institute of Company Directors' highest honour of Life Fellowship. We have also welcomed Associate Professor Beverley Rowbotham as a Director, bringing extensive experience in healthcare and health policy leadership.

My thanks go to the entire 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.

Pat McIntosh AM CSC  
Chairman



# Group CEO's report

In an extraordinary chapter of our organisation's more than 135-year history, this year has seen us welcome Allity and Acacia Living Group to Bolton Clarke to become Australia's largest independent not-for-profit aged care provider.

This growth strategy is based on being able to expand to meet the increasing needs of a rapidly growing aged population. It is about investing in our future. It provides us with a truly national platform enabling us to scale sustainably with connected care and living options for more people in more locations. Acacia Living Group brings an excellent foothold in Western Australia with seven retirement villages, two residential aged care communities, at home support, and day and overnight respite offerings. Allity's 43 residential aged care homes ensure a strong market presence in Victoria, New South Wales and South Australia, expanding our existing footprint and deepening our health services continuum.

The perseverance and exceptional problem-solving skills of our teams is evident in delivery of this milestone, all the while achieving exceptional outcomes for our clients and residents during another pandemic year. COVID-19 continued to test providers' capabilities including widespread staff shortages and unprecedented supply chain issues – at one stage with more than 16 million Australians simultaneously experiencing lockdowns. In Victoria in particular, our nurses delivered additional support to the Department of Health and to disability providers.

For our Queensland and New South Wales teams, COVID challenges were exacerbated when rain bombs hit both states bringing more than a year's worth of rainfall, causing extreme flooding and even more supply disruptions.

The combination of COVID-related staff shortages with reduced international arrivals and the challenges of the funding and legislative environments have made workforce a sector-wide priority. It's one of the benefits of our new scale that we have been able to work actively to shape policy solutions through opportunities including

representation at the Honorable Anika Wells MP's aged care workforce roundtable. We're also pleased to have been offered a seat on the Board of our new single industry voice, the Aged & Community Care Providers Association.

With the new federal government enshrining Royal Commission reforms in aged care legislation as its first act in August, the AN-ACC funding model replacing ACFI from October, the introduction of the Star Ratings system and the ever-changing timeline for home care changes, there is more work ahead. Our pathway to delivering great care through it all lies in our focus on innovation across our integrated model.

We are addressing the changing needs of clients and residents across services, from the expansion of our step-down and transition care offerings through new health partnerships to the design of enabling environments through our capital works program. This year we welcomed residents to our first Victorian retirement village, Europa on Alma at St Kilda. Construction is underway on our 138-bed Willowdale residential home in south-west Sydney, incorporating innovative care apartments, and on our Callisto Place retirement village at Bundoora in Victoria. One year on, it's wonderful to see Fernhill residents well-settled into their new state-of-the-art building.

Finding new ways to enhance health and wellbeing in the wider community remains at the core of all we do and is demonstrated through the work of our Research Institute and initiatives such as our Be Healthy and Active program, which hit a major milestone this year with more than 1,000 community education sessions delivered since it began.

These are just some of the many ways we are creating a lasting, positive impact for our customers, partners and the wider community.

The Group's continued ability to innovate and grow is a function of a clearly articulated strategic plan and strong governance. I would like to thank our Chairman Pat McIntosh and the Directors for their stewardship, counsel and support and I'd also like to recognise the efforts of our executive leadership team for a truly remarkable year. Above all, I'd like to thank all the hardworking frontline staff who define outstanding dedication, care and kindness.

Stephen Muggleton  
Group CEO



Our teams at Fairview residential home.  
Bolton Clarke Year in Review 2022 13



“We enjoy our independence. Every day is a great day out at home.”

For Banora Point couple Marion and Desmond, happiness is casting a fishing line off the back jetty – a pastime they continue to enjoy at their waterfront home with support from our at home support team.





# Our social impact

We improve health and wellbeing for our customers and the wider community. Here are just some of the ways we are creating a lasting, positive impact.



## Building connections

- 110 Bolton Clarke volunteers provided more than 2,000 calls totalling 38,400 minutes to clients and retirement village residents through our HOW-R-U? program.
- Delivered 1,031 free Be Healthy and Active education sessions to 28,000 participants.
- Expanded our resident storytelling program working with school and university students.
- Responded to 39,940 calls through the Health Direct Pregnancy, Birth and Baby helpline.
- Supported hospitals and primary health networks with transition care, restorative care and community health programs.
- Hosted the first seniors Village Hub in a retirement village at our Fernhill community.
- Brought together 150+ national and international policy makers, academics and service providers through the Social Connection in Older Age Symposium.
- Co-designed services with two community partnership groups.



## Creating sustainable services

- Installation of rooftop solar across 20+ residential homes with 2,995kW generation capacity to remove 3,660 tonnes of carbon dioxide emissions.
- Piloted Tesla Powerwall batteries at Cunningham Villas residential home.
- Introduced a shared electric vehicle service at Europa on Alma.
- Installed electric vehicle charging infrastructure at Europa on Alma to allow future electric vehicle uptake.
- Tested new technologies at Fernhill residential home to measure and reduce energy consumption.
- Trialled rainwater harvesting and rain recycling education campaigns across our villages.
- Participated with UNSW Sydney in the development of the National Australian Built Environment Rating System across residential homes.
- Shortlisted in the Special Purpose Living category at the Urban Development Institute of Australia Awards for Europa on Alma retirement village.



## Supporting diverse communities

- Our clients and residents originate from 202 countries and speak more than 109 languages.
- Received 1,750 requests to our National Language Line to help people access information in their language of choice.
- 1,765 views of our Digital Talking Books about dementia, medicines and diabetes in five languages.
- 38 per cent of our residential aged care places are provided on a concessional basis.
- Assisted 119 clients in financial hardship through the Good Samaritan Fund.
- Supported 1,008 clients under our Homeless Persons Program and specialist HIV team.
- Developed the Inclusive Health and Ageing website resource for health and aged care providers.
- Applied our award-winning Diversity Framework to identify, understand and respond to our clients, residents and workforce.



## Focus on quality and innovation

- Maintained accreditation for our 97 at home support and residential services.
- 47+ national and international corporate and research partnerships improving health, independence and quality of life.
- Published 21 peer-reviewed and industry articles and shared 45 presentations in Australia and internationally.
- Managed 2,400 Bolton Clarke InTouch installations.
- 15,205 views of our COVID-19 website updates.
- 15,369 views of our COVID-19 audio screening questions available in 25 languages.
- Shared our comprehensive COVID-19 resources with the government to benefit the aged care sector.





# Our focus on governance

The Bolton Clarke Board on location at our Fernhill community.

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

Strong clinical stewardship at the Board and Executive levels remains at the core of our approach to governance. Our Board is made up of independent, non-executive members, including two experienced medical practitioners.

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 are well-placed to implement requirements of the Aged Care and Other Legislation Amendment (Royal Commission Response) Bill and the Royal Commission recommendations such as AN-ACC, the Star Ratings system and the new Code of Conduct.

As part of our established governance structure, the Clinical and Care Governance Committee reports to the Board on a quarterly basis to inform decision-making and support the Board's focus on achieving excellence in customer care.

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.

Across the Group, real-time clinical monitoring and customer feedback is used to drive continuous improvement. Excellence is further achieved through our representation on the National Aged Care Alliance and state, industry and government bodies.

Accreditation continues to be a key focus throughout our services.

In 2022, across Allity, Acacia Living Group and Bolton Clarke Group, we successfully maintained accreditation for our 97 at home support and residential services.

We embrace the Aged Care Quality Standards and 51 of our 70 residential homes have now been assessed through the new standards process.

During the year our Bolton Clarke residential homes achieved NDIS accreditation for our residents who are also participants of the National Disability Insurance Scheme.

Our Victorian at home support services maintained Australian Council on Healthcare Standards (ACHS) accreditation and our Bolton Clarke retirement villages maintained full compliance with accreditation through the voluntary Australian Retirement Village Accreditation Scheme (ARVAS).



“I like my artwork to show my unique view because I’m not like anyone else.”

For Sophia, life is all about finding those little moments of joy. She loves taking part in weekly art classes at our Villa Serena residential home on the Gold Coast and always finds ways to add her own artistic touch.





# Connected care and living options

With the combined strength of Bolton Clarke, Allity and Acacia Living Group, we are among only two per cent of Australian aged care providers offering a full continuum of care from at home support to retirement living and residential aged care.

Our expanded capability is making a real difference for clients and residents, bringing together well-established services and expertise to provide connected care options for more people in more locations.

## Better health outcomes at home

In 2022, we achieved record growth in Home Care Packages and expanded our services reach under the Commonwealth Home Support Programme and Home and Community Care Program for Younger People across new local government areas.

Working together, we are making it easier for clients to receive continuity of care as their needs change. More at home support clients are accessing senior-specific gyms, treatment rooms and day respite centres across locations including our villages and residential homes.

Growing partnerships with local and primary health networks has been a key focus to achieve better health outcomes through programs such as hospital avoidance, step-down, post-acute and transition care.

Through the Short-Term Restorative Care program, we are now supporting clients in Melbourne, Mackay, Townsville and Sydney. This program delivers tailored interventions to maintain independence and defer the need for higher level care.

Hospital avoidance partnerships with the Sunshine Coast, Central Queensland and Wide Bay primary health networks are helping to manage chronic disease, reduce falls and support health system navigation.

With South Eastern Melbourne Primary Health Network and partner organisations, we are leading the four-year joint collaboration called Connecting Communities to Care. This enables community-wide social connection and social prescribing to improve health and wellbeing for isolated older people.

Bolton Clarke hospital liaison nurses are embedded into discharge and emergency department teams at 17 major Melbourne hospitals to improve post-discharge health outcomes. On the road, our teams provide extended support to many clients through delivery of post-acute care services ranging from nursing to personal care, physiotherapy and respite care to speed recovery times and reduce the risk of re-admission to hospital.

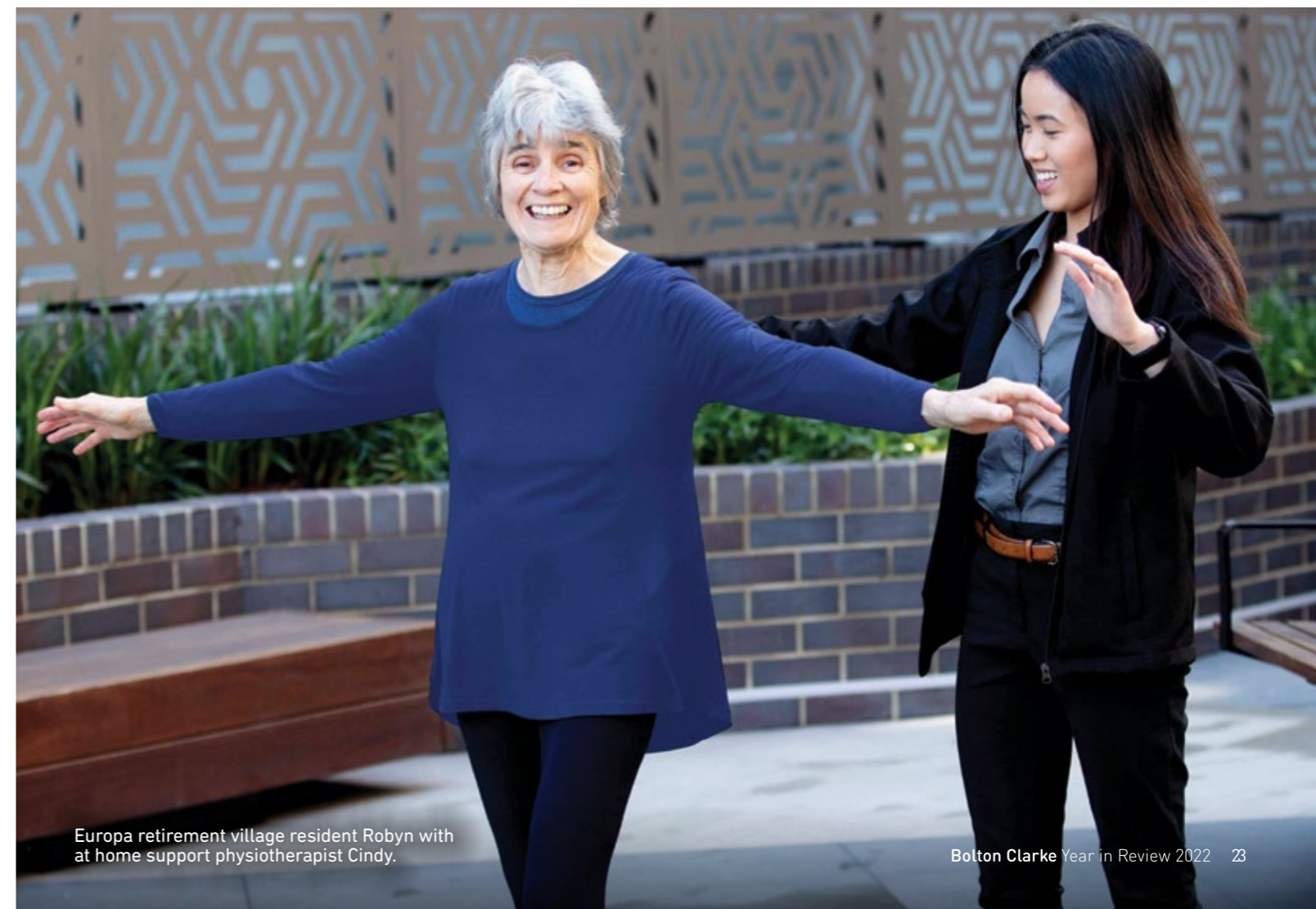
Transition care initiatives with major hospitals in South Western Sydney and across metropolitan Melbourne are assisting older people to recover and regain their confidence for up to 12 weeks post hospital discharge with services and support such as allied health, nursing, social work and community care.

## Vibrant and healthy lifestyles

With our growth into Western Australia and the opening of Europa on Alma in Victoria, our 36 retirement villages provide independent living options from Geraldton to Bunbury and from Townsville to Melbourne.

Health education, home care and specialised care services are helping residents live independently at home for longer. We regularly conduct a wellbeing survey to better understand and address resident needs and to know what matters most.

An example of this is our Be Healthy and Active education sessions, which have been expanded across our villages featuring priority topics identified by residents like healthy eating, practical cooking sessions, and promoting a healthy mind and body. The program, which operates in community venues across Australia and online, provides free education sessions across 10 health and wellness topics. More than 1,000 sessions have now been delivered helping 28,000 residents and community members stay healthy and active in regional and urban communities across Australia.



Europa retirement village resident Robyn with at home support physiotherapist Cindy.





The retirement living team is making it easier for people to plan and transition to retirement living, partnering with Aged Care Gurus to help prospective village residents understand costs and retirement options. The Aged Care Gurus affordability report covers key topics including moving costs, ongoing costs of village living and, where relevant, Home Care Package information.

### Promoting wellbeing

Across our 70 residential homes, we provide clinical care and support for more than 6,660 resident places in Queensland, New South Wales, Victoria, South Australia and Western Australia with a strong focus on resident engagement and wellbeing.

Our intergenerational storytelling initiatives have expanded incorporating story circles, one-on-one book and poster projects and digital storytelling with high school and university students. Playgroup sessions, kindergarten visits and even virtual book readings are bringing generations together.

At Rowes Bay in Townsville, residents are connecting with people from different cultural backgrounds through a postcards program that is resulting in strong and ongoing friendships. Art classes are popular with residents at Villa Serena with some of the artworks created being entered in the Gold Coast Show.

Pet therapy programs have brought joy across our homes with live-in pets and regular visits from horses, alpacas, reptile parks and animal farms. At Fernhill in Brisbane, residents with dementia have been delighted with new purpose-designed digital

companion pets, while at our Montclair residential home in Melbourne, Monarch butterflies were hatched from chrysalises and released.

With a continued focus on improving the dining experience in aged care, Altura Learning released the online learning series, Aged Care Skills for Cooks and Chefs in partnership with the Maggie Beer Foundation. The series features 11 video training modules strengthening nutritional intake and overall wellbeing for residents. To date, nearly 800 certificates of completion have been issued.

Food innovation has remained a priority across our residential homes. Examples include multicultural menus co-designed with families, our mobile caravan café at Talbarra and keenly contested dining competitions.

Our award-winning Let's Dig In program expanded with Inverpine residents living with dementia growing their own vegetables, with the fresh produce incorporated into menus.

### Leading dementia care

Addressing the needs of older Australians with dementia is a priority across our services. We assist more than 5,000 home care clients with a formal diagnosis of dementia and in our residential homes more than half our residents are living with a cognitive impairment.

The Partnership in iSupport program provides online education for informal caregivers including family, friends and neighbours.

The program is in partnership with the Caring Futures Institute – Flinders University and is equipping informal carers with skills, knowledge and access to support.

With universities, peak bodies and providers, we are taking part in a five-year project to promote the independence and reablement of people living with dementia in residential care. The project, led by The University of Sydney, will see researchers implement person-centred reablement support for aged care residents with dementia, working with them to set individual goals and strategies.

Through the Weaving Evidence into Action for Veterans with dementia (WEAVE) program, the Research Institute is exploring individual and group-based interventions to support veterans living with dementia in our residential homes. Programs were co-designed with residents, families and employees and include music therapy, sensory modulation, reminiscence therapy and exercise therapy. The program is measuring for outcomes such as improvements in cognitive and physical capability and improvements in symptoms of depression.

The Enabling Choices electronic conversation tool was rolled out across at home support services to help health professionals have conversations with clients and carers and negotiate risk in areas like self-care, mobility and driving.



Galleon Gardens resident Laurel participating in our WEAVE program.



# "At Talbarra, the caravan café brings everyone together."

Activities Coordinator Heather, pictured with residents Kathleen, Yolanda and Faith, says the caravan café is a popular spot for residents and families to connect.





# Services grounded in research and innovation

From health education to new technologies, we provide a range of specialised services and products that improve wellbeing and quality of life for older Australians.

Our services are underpinned by the work of our Research Institute, which for 20 years has been bringing together research-based innovation, customer-led design and practical solutions.

## Research and co-design

The Research Institute partners with forward thinking, like-minded community and health organisations across Australia and internationally.

The Research Institute translates research into action by identifying pressing health needs, designing studies to understand those needs and finding ways to resolve them. This is done by listening to clients, residents and expert clinicians and by leading research collaborations with national and international researchers and centres of excellence in the areas of ageing, chronic illness, dementia, social connection and mental health.

Our community partnership groups based in Melbourne and on the Gold Coast form part of this co-design approach, providing opportunities for clients, residents and carers to share their experience of our services and help us better understand their needs.

The Being Your Best program to reduce risk of frailty in recently hospitalised older people is an example of co-design in practice. It follows a significant increase in falls among older people living alone during COVID-19. Working with Monash Health, Cabrini Health and Alfred Health, we have fast-tracked in-home frailty strategies in areas such as physical mobility and exercise, nutrition, cognitive stimulation and social support.

## Fostering supportive communities

Helping older people remain socially connected is an important area of focus for our Research Institute, which is co-designing solutions through a range of initiatives.

The award-winning HOW-R-U? corporate volunteer program has delivered more than 38,400 minutes of telephone support to clients and retirement village residents to help them feel more socially connected.

Our Life Stories project is another initiative that is improving social connection and wellbeing for residents living in residential homes and retirement villages. The program expanded during the year with the addition of intergenerational digital storytelling, bringing residents together with school and university students.

More than 150 national and international policy makers, academics and service providers attended the Research Institute's

online Social Connection in Older Age Symposium. The symposium provided an opportunity for participants to share their expertise and discuss current research initiatives and practical solutions to create more socially connected communities.

The team is also partnering with Ending Loneliness Together to work towards a national approach. Head of Research Professor Judy Lowthian's expertise was recognised with her appointment to the Ending Loneliness Together Advisory Committee, which met with federal parliamentarians to launch the 2022 Ending Loneliness Together White Paper, 'Strengthening social connection to accelerate social recovery'.

## Innovative solution brings peace of mind

The award-winning digital independence system InTouch helps our clients and retirement village residents stay safe and connected at home and on the go. We are currently supporting 2,400 clients and residents nationally with InTouch products.

This year a pendant and watch option called Bolton Clarke InTouch GO was launched. This brings new capabilities for outside the home that connect directly with emergency assistance through mobile networks. InTouch GO features include GPS location tracking, enhanced falls detection technology, 24/7 emergency response and two-way communication. This range of products provides peace of mind when going about daily routines, helping people stay independent for longer.



The Life Stories project brings residents and students together.



## Specialist clinical expertise

Across our services, our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors (SCNA) inform client care and support. The SCNA team has deep expertise in aged care and dementia, continence and urology, diabetes management, palliative care and wound management.

They provide expert advice and guidance for our at home support and residential aged care teams and share knowledge to improve health and wellbeing for the broader community.

Our at home support services have the highest ratio of trained nurse employees in Australia. The Graduate Nurse Program provides strong foundations for new nursing graduates with structured non-clinical training and clinical modules in focus areas including diabetes, wound care, continence care, dementia care and palliative care.

A new conjoint research position with Queensland University of Technology will help us further develop knowledge and evidence-based nursing practice, achieving better outcomes for older people.

## Supporting diverse needs

We deliver specialised services responding to the diverse needs of our customers to support health and wellbeing at every stage. Guided by our Diversity Framework, we take a human rights based approach to service delivery.

The Homeless Persons Program team of 61 community health nurses supported more than 1,000 clients during the year. Their focus continues to be on helping our clients

access food and health-related requirements including prescriptions and appointments, testing and vaccinations. This year the team collaborated with St Vincent's Hospital and the Burnet Institute to operate the St Vincent's Integrated Care Mobile Van as part of the mobile health immunisation service.

The specialist HIV team supports people from diverse backgrounds living with HIV with needs including mental health support, chronic pain management and palliative care and conducts research and training to help inform healthcare workers about clients' specific needs.

We work with LGBTQIA+ elders, providing support through resources including the Bolton Clarke Diversity Framework and training materials like our Digital Diversity Stories. The free Altura Learning series Rainbow of Difference is among educational resources available for family carers and aged care workers to support better outcomes for LGBTQIA+ people. It features older LGBTQIA+ people telling their stories and speaking about their aged care needs.

Our Good Samaritan Fund assisted 119 clients in financial hardship by helping them to purchase essential items such as specialist bandages, medicines, dietary aids and assistive equipment.

Accessibility of services and information is a focus, with our clients and residents coming from more than 200 countries of origin and speaking 109 languages. Our Digital Talking Books provide health information about dementia, medicines and diabetes in multiple languages and have attracted 1,765 views. COVID-19 audio screening recordings in 25 languages have



been used on 15,369 occasions and the Be Healthy and Active community education sessions have been delivered in multiple languages.

## Family support at every age

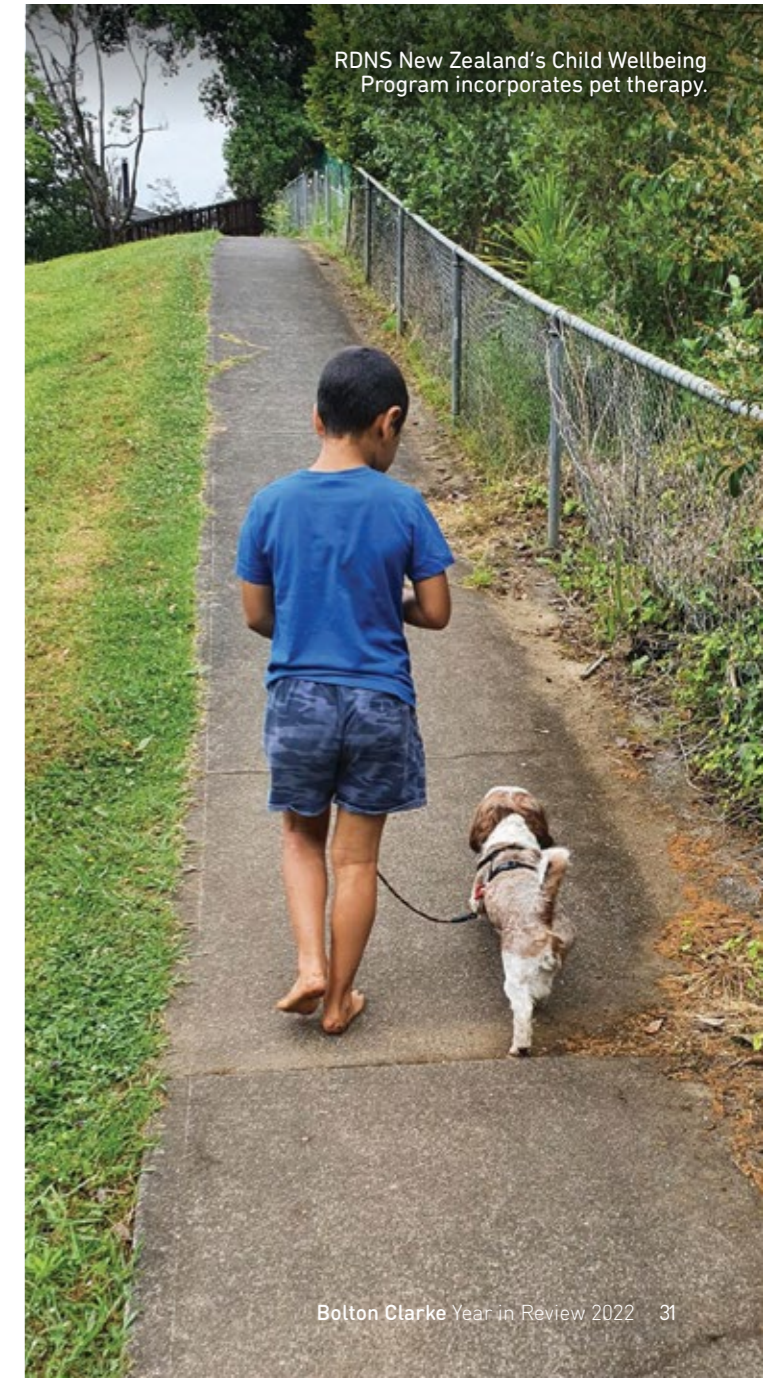
Our maternal and child health nurses supported expectant parents, new parents, families and carers by providing expert advice in response to more than 39,940 calls to the Health Direct Pregnancy, Birth and Babies helpline.

Working with District health boards, the Ministry of Health and Oranga Tamariki – Ministry for Children, the RDNS New Zealand team expanded services for younger people with complex and high care needs. The team has grown services for clients, including providing services for people with acquired brain injuries under the Accident Compensation Corporation's Live My Life program.

More than 1,200 veterans and families have accessed our Veteran Family Mental Wellbeing Series, a video resource that aims to inform and educate current and former members of the Australian Defence Force and their families and friends about mental health. Covering post-traumatic mental health, avenues for treatment and how to provide and access support, the series includes input from veterans, families and experts in the field.


During another pandemic year, our telehealth services provided essential care and clinical advice for clients and communities across Australia. The National Service Centre assisted Western Sydney Local Health

District at the height of Sydney's COVID-19 outbreak to conduct wellness calls to more than 550 people. In Melbourne our teams continued to deliver Call-to-Test and additional support to the Victorian Department of Health and to disability providers.



RDNS New Zealand's Child Wellbeing Program incorporates pet therapy.





“When I climbed into the cockpit, I felt it all coming back to me.”

Taking to the skies was as easy as riding a bike when Hadyn, a retired Royal Australian Navy pilot and resident at our Montclaire residential home in Melbourne, took the controls during a scenic flight.



# In the spotlight

**Our commitment to excellence and outstanding customer service has once again been recognised with team and individual industry awards.**

## A winning recipe

Our cultural food initiative 'A Taste of Home' won Innovation of the Year – Food and Nutrition at the 9th Asia Pacific Eldercare Innovation Awards.

The dedicated Hotel Services team brought the flavours and smells from home to residents from 23 cultural backgrounds at Cabrini residential home with an expanded menu and on-demand meals featuring traditional cooking methods and ingredients.

The menu was co-designed with residents and their families based on favourite recipes to provide comfort and connection and stimulate positive memories.

## Social connection has a big impact

Our focus on social connection has been recognised with the HOW-R-U? telephone peer support initiative taking out the Volunteering Impact Award at the 2022 Queensland Volunteering Awards.

The program links Bolton Clarke volunteers with people at risk of isolation through a weekly social call. This initiative is part of the Research Institute's extensive work to improve wellbeing.

Our Life Stories project, which has gained momentum across our residential homes and retirement villages, received recognition as a finalist in the Innovation of the Year – Social Engagement Programme category at the 10th Asia Pacific Eldercare Innovation Awards.

School and university students participated in the project which uses posters, story circles, digital storytelling and reminiscence to build intergenerational connections.

The Research Institute's social connection work was recognised at the 2022 Excellence in Age Services Awards, receiving a special commendation in the Organisation of the Year category.

## Next-generation retirement living

With modern shared spaces, built-in support services and many smart technology features, Europa on Alma has been shortlisted in the Urban Development Institute of Australia Awards for the Special Purpose Living Award.

We have been named a finalist for sustainability in the 2022 Future of Ageing Awards for leadership in creating sustainable and energy-efficient communities and services, including the introduction of solar panels across our homes and trialling new technologies.

## Celebrating individual achievements

Our Galleon Gardens Diversional Therapy Team Leader was named Lifestyle Individual of the Year at the Hospitality and Lifestyle in Aged Care Awards for dedication and creativity including finding new ways to promote resident wellbeing and connection.

Our Bongaree Retirement Village Manager was a finalist for the LASA Retirement Village Manager of the Year Award, which recognises operational excellence across all areas including customer service and resident satisfaction.



Chef manager Tul in the Cabrini kitchen.



# Sky's the limit at Europa on Alma

Our first Victorian retirement village, Europa on Alma, reached a major milestone when it welcomed its first residents earlier this year.

Built on the former Royal District Nursing Service office site in St Kilda, the five-level retirement village includes 81 contemporary one, two and three-bedroom apartments, all designed with residents' current and future needs in mind.

Apartments incorporate Livable Housing Australia design standards which support ageing in place with open plan living spaces, wide corridors, walk-in showers and details like generous space for storage and push-to-open drawers in the kitchen.

Europa on Alma offers a range of shared spaces for residents to enjoy and socialise in such as an alfresco terrace, artists' studio, cinema, library and rooftop deck with views of the bayside area.

## A lively community

Europa on Alma's philosophy centres around health, wellbeing and community with a senior-specific gym, fitness training, yoga, tai chi and spaces designed for activities, hobbies and social connection.

Having our at home support team located on the ground floor also provides residents with more options to access services if needed. This includes everything from rehabilitation services and weekly gym classes run by our physiotherapists, to personalised clinical care and home support.

A full concierge service assists with day-to-day needs such as arranging dry cleaning and accepting parcel deliveries.

## Smart and sustainable living

In addition to offering built-in support options, Europa on Alma offers many smart and sustainable technology features designed to make life easier for residents.

Examples include access to a Tesla electric vehicle – an Australian first in retirement villages. Residents can book the car through an app or via the in-house concierge. Provided through an electric vehicle sharing company, the service helps residents to get out and about without needing to own their own car.

All units are designed to support the latest assistive technology, including a 24-hour emergency call system. Residents can choose to access the Bolton Clarke InTouch digital independence system with options including personal help alarms and 4G pendants with automated falls detection.

Other smart technology features include keyless building entry, motion sensor light fittings and a digital communications hub in every apartment for community and apartment-to-apartment messaging, entertainment, phone and video calls, games and wellness services.







Artist's impression of the Callisto Place retirement village and (left) artist's impression of Willowdale residential home.

# Building for the future

**Our \$700 million capital works program is bringing new contemporary living options and services for more people.**

**Innovative design**

Construction is progressing on our new Willowdale residential home in south-west Sydney, adjoining the Stockland Willowdale Retirement Village. The building incorporates the latest environmental design solutions for wellbeing and independence.

It features 138 rooms and care apartments designed around accessible communal indoor-outdoor areas and the latest assistive technologies such as a state-of-the-art dementia care environment.

Due for completion in mid-2023, the Willowdale residential home will provide additional care options to support the local community to age in place.

Planning is also underway for an integrated community in Coorparoo, located in the Brisbane inner city area. The community will feature a range of accommodation options and services including independent living apartments, assisted living apartments, residential aged care and home care services.

**City meets green space**

This year we broke ground in Melbourne's north for our Callisto Place retirement village set within the master-planned town centre of Polaris. Located 16 kilometres from Melbourne's CBD, the village brings

together the convenience of urban amenities with an open, outdoor environment. The design encourages social connections and a healthy and active lifestyle through a range of apartment options and shared spaces. Upon completion in 2024, residents will have access to extensive parklands, creeks, walking tracks and green spaces in the surrounding area.

**Focus on sustainability**

Our commitment to creating energy-efficient communities has continued with further solar power installations at residential homes in Queensland and New South Wales. This follows the successful commissioning of solar photovoltaic systems at our residential homes in Longreach and Bowen, and the installation of three 13.5kW Tesla Powerwall batteries at Bowen to further reduce consumption.

Once complete, the project will result in a total annual generation capacity of around 20 per cent of existing electricity consumption across our communities. This is part of our ongoing work with research and design partners to develop sustainable communities, including participating in the New South Wales Government's initiative to implement a National Australian Built Environment Rating System for the residential aged care and retirement living sectors.

It also complements the Queensland University of Technology iHub project at our Fernhill community, which aims to advance the industry's transition to a low emissions future by testing new technologies to reduce energy consumption.





“It’s a convenient  
lock-up-and-leave  
lifestyle here.”

Retired couple Neil and Jitwadee have travelled  
the world and say Menora Gardens retirement  
village in Perth provides the perfect base for  
them to continue their adventures.



# 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.



**Mr Stuart Lummis**

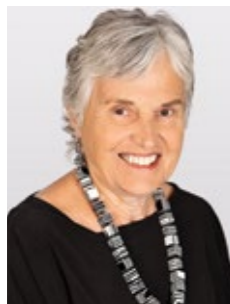
B.Econ, GradDip Applied Fin & Inv, GradDip Proj & Const Mngt, Post GradDip Acctg, FINSIA, FAICD

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

Mr Lummis has many 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, National Trust (Australia) Queensland and Nazareth Care Australasia. 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, BEdSt, D.Univ (Honorary), FAICD (Life)

**Chair, Clinical and Care Governance Committee**

**Member, Risk and Audit Committee**

Dr Hirst is a member of the Board of the John Villiers Trust and is a Director of Altura Learning.

Dr Hirst has formerly held Board membership of a number of organisations including Medibank Limited, Gold Coast Hospital and Health Service, Suncorp Metway Limited, Peplin Limited,

Avant Group (including Avant Insurance Ltd), ImpediMed Limited and Factor Therapeutics Ltd.

She was Chancellor of QUT from 1994 to 2004 and chaired the Advisory Board of the Institute for Molecular Bioscience at UQ from 2014 to 2021.



**Mr Jeffrey McDermid**

B.Econ, FAICD, FCA

**Chair, Risk and Audit Committee**

**Member, Capital Committee**

**Member, Nomination and Remuneration Committee**

**Member, Clinical and Care Governance 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, 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 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).



**Assoc Prof Beverley Rowbotham AO**

MBBS (Hons 1) MD FRACP FRCPA FAICD

**Member, Risk and Audit Committee**

**Member, Clinical and Care Governance Committee**

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.



**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. 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.



**Dr Stephen Hollings**

BA (Hons) PhD, FAICD

**Board Advisor**



**Dr Anne Jones**

Emeritus Professor, BSc (Hons), MSc, GradDip Ed, EdD

**Board Advisor**



**Susan Stewart**

LLB (Hons), LLM

**General Counsel and Company Secretary**



# 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**  
Adjunct Professor, BApp Sci,  
MHA (UNSW), FInstLM, GAICD  
Group Chief Executive Officer



**Megan Millman**  
BCom, FCA, GAICD  
Chief Financial Officer



**Mel Leahy**  
BA (Psychology & Sociology)  
Chief People Officer



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



**Glen Hurley**  
BSLT, MHA  
Chief Operating Officer  
- Residential Aged Care



**Kim Teudt**  
REA  
Executive General Manager  
- Retirement Living

# Our customer focus

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

## Our purpose and values

The work we do is driven by our purpose to help people live a life of fulfilment. Our values of Listen, Be kind and Be curious are bringing this purpose to life. They are a reflection of our commitment to our customers and of our everyday 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 customers can expect us to treat them with dignity and respect, understand and respond to their individual needs, act with empathy and integrity, and continually improve what we do via insights, research and innovation.



Westhaven resident Neville with team member Lorraine.



“I can video call my family in Italy, Brazil and America. It’s the bridge that keeps us together.”

Egyptian-born Sarina immigrated to Australia with her husband in 1964. She stays connected with family from the comfort of her Melbourne home with care including computer lessons provided by our at home support team.





# Making a difference

**We are thankful for the generous support of our donors, which is having a direct and positive impact on the lives of our residents and clients.**

The steadfast commitment of our donors, which included more than 10,900 individual donations from 2,262 supporters this year, enables us to develop and deliver innovative programs, services and research for our residents and clients.

Examples include Connect Local, which is linking isolated members of the Glen Eira community in Victoria with existing social networks. Supported by Perpetual Trustees, this project forms part of the broader Connecting Communities to Care initiative, which receives ongoing funding from The Ian Potter Foundation.

The Village Hub, based at our Fernhill retirement village, is creating social connection opportunities for older people in the Moreton Bay region in Brisbane. Providing a central place for seniors to gather and socialise, the hub is funded by Independent Living Assessment (iLA).

At our Galleon Gardens residential home at Currumbin, the Weaving Evidence into Action for Veterans with dementia project, supported by the Estate of Roy Alexander John Street, is co-designing the delivery and implementation of a suite of non-pharmacological interventions for veterans with dementia and their families.

The generosity from all our donors has helped us to purchase equipment for our frontline teams and to provide nutrition and healthcare through our Homeless Persons Program.

This has also enabled us to assist clients and nurses experiencing financial hardship and disadvantage through our Good Samaritan Fund and Mabel Alice Sharrott Accommodation Fund.

Every donation counts – we thank all our supporters for their ongoing compassion and commitment to improving the lives of older Australians.

Fernhill village residents Graham, Joe, and Jack.





# 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

Alfred Noel Curphey Bequest  
Helen Bowie  
Mary Paterson Cairns  
Audrey Evelyn Campbell  
Thomas Richard Cleal  
Betty Gethin Edington  
Roberta Emerson  
Robert John Gallacher  
Rosemary Gleeson  
James Hancock  
Nola Alwynne Jennings  
Lorraine Jones  
Louis Philippe Herve Labonne  
Susan Evelyn Lissenden  
Clement Joseph Nolan  
Ursula Anne O'Connor  
Heather Margaret Phiddian  
Maurine Estella Port  
Roy Alexander John Street  
Rudolph Stryk  
Brian Linton Wright

## \$500 - \$999

Mr Mark Alway  
Mrs Deirdre Barnett  
Mrs Lidia Becroft  
Mr Ross Blair  
Mr Bruce Boell  
Mrs Joanne Byrne  
Ms Janet Campbell  
Mr Peter Carpenter  
Mrs Bronwen Cavallo  
Mrs Dorothy Clark  
Ms Debra Comben  
Ms Sarah Doyle  
Mrs Helen Giese

Mrs Elizabeth Grainger  
Ms Yvonne Gray  
Mrs Pauline Grey  
Mr David Harper  
Ms Eleanor Hart  
Mrs Noelle Howell  
Mrs Lucie Jacobs  
Mrs Su Lee

Ms Leanne Johnston  
Ms Anneli Kaendler  
Rev R Kenny  
Mr Bryan Kong  
Mr David Last  
Mr Peter Lemon  
Mr Martin Lock  
Mr Tom Logan  
Mr Bruce Lohrey  
Mr Anthony McDonald  
Mrs Elizabeth Melbourne  
Mr Colin Meredith  
Mr Christopher Miles  
Miss Joan Montgomery  
Miss Margaret Morrissey

Mrs Diana Paton  
Mr Peter Penman  
Lady Primrose Potter AC CMRI  
Captain Charles Potter  
Mrs Diana Renou  
Mr & Mrs Graeme & Raywin Roberts  
Mrs Amal Saad  
Dr Robert Salter  
Dr Murray Sandland  
Mrs Sandra Scott  
Ms Fotina Skangos  
Ms Vera Smiljanic  
Miss Betty Smith

Mr Andries Snoek  
Mrs Jean Speagle  
Mrs Lynette Swan  
Mr Peter Valder  
Mrs Dianne Veitch  
Ms Sonia Weinman  
Mrs Madge Wright

## \$1,000 - \$9,999

Mr Ian Bainbridge  
Mr Peter Barker  
Miss Valerie Beckett  
Mrs Helen Brack  
Mrs Catherine Brown  
Mrs Sally Cleary  
Mrs Diana De Kessler  
Mr Edward Dickinson  
Mrs Jean Dunn  
Mrs Marie Fergeus  
Mr Roger Gilchrist  
Ms Sally-Anne Hains  
Mr David Horowicz  
Mr Alexander Johnson  
Mrs Stephanie Johnston  
Mrs Angela Kayser  
Ms Peta Lowe  
Mrs Dorothy Myers  
Mrs Alison Nash  
Mr Ross Nuss  
Ms Deborah Reich  
Mr Brian Salter-Duke  
Ms Judith Sheldon  
Mr James Smith  
Mr & Mrs Duncan & Barbara Sutherland  
Mr James Syme  
Ms Carolyn Tatchell

Mr Graeme Thomson  
Ms Ann Tregear  
Ms Katrina Tull  
Mrs Marjorie Wallace  
Australian Unity Foundation  
Hearing Australia  
Henry & Robert D'Esterre  
Taylor's Charitable Fund, as managed by Equity Trustees  
Independence Australia  
Lord Mayor's Charitable Foundation  
Melbourne Magistrates Court  
Nestlé Health Science  
TENA  
The Ian and Marilyn McColl Charitable Trust  
The International Continence Society

## \$10,000 - \$24,999

Miss Jane Sheridan  
Collier Charitable Fund  
Danks Trust  
Helen Macpherson Smith Trust  
Pam and Alfred Lavey Trust  
The C H Boden Memorial Trust  
The Ping Lam Charitable Trust

## \$25,000+

iLA  
Longreach Meals on Wheels Inc  
Perpetual Trustees  
The Estate of Arthur Emilio Loyer, as managed by Equity Trustees  
The Ian Potter Foundation

## Lifetime Companions




Miss Merran Adams  
Mr Bruce Angus  
Miss Dorothy Berry  
Mrs Anne Burrows  
Mrs Margaret Collins  
Mrs Betty Currie  
Mrs Yadviga Curtis  
Ms Dorothy Davies  
Mr Peter De Hann  
Mrs Beverley Evans  
Mr John Fogden  
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 Eleanor Hart  
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 service locations

**Legend:**

-  At home support
-  Retirement Living
-  Residential Aged Care



**International:**

Altura Learning: UK, Ireland, Australia & NZ





Our clients and residents are at the heart of everything we do and inspire us to keep finding new pathways for healthy ageing.

Resident Diane with team member Linda enjoying the butterfly garden at our Princeton View residential home.





## Brisbane

📍 Level 3, 44 Musk Avenue,  
Kelvin Grove QLD 4059

☎ 07 3251 6200

📠 1300 536 099

## Melbourne

📍 Level 1, 347 Burwood Highway,  
Forest Hill VIC 3131

☎ 03 9814 2700

📠 03 9814 2733

