

Year in Review 2017



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At 100, Alf credits his ongoing fitness to his active lifestyle and regular swim sessions.



After a spinal injury, Joe leads a full life with the support of our New Zealand team.



Lorna and Isabel continue to live independently and share many happy memories as friends and neighbours for almost 80 years.

We're stronger together

More services, supporting and enabling more people right across the country. That's the reason RSL Care and RDNS came together to become Bolton Clarke.

While some things change, some important things won't. Bolton Clarke draws on more than 200 years of experience delivering practical support, helping you to live life on your own terms. Our long held values of compassion and respect remain at the heart of everything we do.

As one of Australia's largest and most experienced not-for-profit organisations we know that putting people first means doing the hard things – and the small things. Across all our independent living services we'll always listen, take a genuine interest in what's important to you, and look to do the everyday acts that make a real difference.

Every day, and in all we do, our promise is to support you in achieving the quality of life and independence that defines who you are.

Our future is in our history

Bolton Clarke honours two key community leaders who were there at our very beginning, and whose values have shaped our organisation and still drive our purpose today.

Lieutenant Colonel William Bolton

After serving at Gallipoli, Lieutenant Colonel William Bolton became the first president of the Returned Sailors and Soldiers Imperial League (later to become RSL) in 1916, caring for ex-servicemen and women and their families. His vision led to a long history of practical support – from the establishment of our Veteran's housing in 1938 through to our first residential communities in 1980. From humble beginnings RSL Care has provided stability, security and a sense of community for all older Australians.



Lady Janet Clarke

Much loved philanthropist Lady Janet Clarke was a driving force behind the creation of the Melbourne District Nursing Society in 1885, later to become RDNS (Royal District Nursing Service). From its earliest days, when a single dedicated nurse took to the streets of Melbourne to tend to the sick and poor in their own homes, through to the bike brigades of the early 1900's and today's fully mobile nurses, RDNS has a proud history of quality clinical nursing and home assistance.



A tradition of care through the generations



Lynette, granddaughter of Lieutenant Colonel Bolton with a photograph of her aunt, May Bolton, who inspired a family tradition in nursing.

Our new name, Bolton Clarke, honours a tradition of Veteran care and nursing support that started with two people who made a genuine difference – Lieutenant Colonel William Bolton and Lady Janet Clarke.

Our Melbourne client Lynette has been a part of that tradition all her life, as one of three granddaughters of Lieutenant Colonel Bolton and are a living link between our new name, our history and the values of

compassion, care and respect that continue to shape who we are today.

These days Lynette and cousin Helen, whose mothers were among Lieutenant Colonel Bolton's nine children, live in adjacent units at St Kilda, Melbourne, where Lynette receives at home support from our team. Her older sister Margaret lives in residential aged care at Frankston.

All three women attended school in Melbourne before dedicating their lives to the nursing profession.

They are among five of Lieutenant Colonel Bolton's grandchildren and two great-grandchildren who became nurses, inspired by a strong family tradition of service.

Early memories

"Grandpa (Lieutenant Colonel Bolton) built the family home Gralam at South Road, Brighton and he always had a house full of family, and we grew up in that atmosphere," remembers Helen.

"Virtually every Sunday afternoon tea was a ceremony, and everybody went.

"Grannie (Margaret Ford) was Grandpa's second wife, and she was born in New Zealand – her father was Scottish.

"Our Aunt, May Bolton, was one of his older children from his first marriage, and she lived with them at Brighton."

It was Aunt May – one of four of Lieutenant Colonel Bolton's children

who went to war – who was the greatest inspiration for the family's nursing tradition.

"When Aunty May returned from nursing in World War I she made up her mind that she would persuade as many of her nieces as she could to do nursing," Margaret says.

"In total she was successful in getting five of the six of us to study and train as nurses, myself being one of those.

"Aunty May was Deputy Matron at Salonica, Greece and she was awarded the Royal Red Cross," Lynette says.

"She inspired us all, and she had a lot to do with our upbringing.

"She looked after everybody and was always nurturing and caring, and fun-loving. She was always in fits of laughter and she was the most magnificent cook you could imagine. She would make chocolates at Christmas time that were much anticipated by all the children around."

Their greatest memory of Lieutenant Colonel Bolton is his dedication to his men.

"Grandpa was very caring and nurturing of his returned men. It was a tradition that the men came to Gralam with their families and children at Christmas time to pay their respects to Grandpa and Granny. He was always having one visitor after another," Helen says.

"We grew up like that. The house was always full.

"He also built houses in the suburb of Hampton for his returned men – they were really good quality, reasonably priced, brick homes. He really cared about making sure they had a roof over their heads."

Family's dedication to the community

Helen trained at The Alfred Hospital in Melbourne from 1944 and worked at hospitals including The Alfred as well as at the Royal Institute for the Blind in St Kilda Road and at Chelsea Bush Nursing Hospital.

Lynette trained at the Royal Melbourne Hospital and spent two years in England where she learned midwifery before returning to Australia.

"I worked as a nurse from age 18 until I retired at 65. The longest part of my career was working for consultant physician Dr Ivan Epstein who specialised in oncology and haematology. He was a brilliant diagnostician and in the 17 years I worked with him, I thoroughly enjoyed caring for people living with cancer. What struck me most was their resilience and determination to fight their cancer."

After Dr Epstein retired, she worked a further 15 years in occupational health at the refinery in Altona, in Melbourne's inner western suburbs.

Similarly, Helen dedicated her career to care, training at the Royal Melbourne Hospital and carried out midwifery and infant nursing, before working for the school medical service. She also worked for the Royal District Nursing Service, now Bolton Clarke, during her career.

"It was heavy work but a wonderful and rewarding experience. We were responsible for general nursing of course, but also for wound care and medication management. We were

“Grandpa was very caring and nurturing of his returned men.”

the first on the scene if a neighbour reported somebody hadn't been seen for days, and would develop a program of care."

Helen married and made her home in Panama South America, but returned to Melbourne regularly to visit family.

"As my children grew, I was able to visit more and we bought a unit here in 1992. After I lost my husband in 2007 I bought one of the larger apartments and stayed."

Connection continues

Since March 2017, Lynette has received daily support from Bolton Clarke.

"I have always been independent and have loved the outdoors – particularly camping and walking.

"I've been reluctant to go to a nursing home so I feel very lucky to receive home care help.

"With this arrangement, I have a revolving door of people coming and going, including three wonderful nurses who help me with the things I need. It's amazing the difference a person can make in your life."

Chairman's Report



“In 2017 Bolton Clarke proudly operates across a full continuum of service categories supporting independent living and choice.”

In the past year, we have continued to make real progress in the realisation of our vision – one that will see us expand our mission to create a new type of social enterprise in Australia supporting health, wellbeing, independence and quality of life in new ways and across new territories.

Since merging we have been focused as a Board on ensuring we grow our organisation in a way that remains true to our heritage and legacy. We have sought to develop and expand our services and capacity so we can reinvest and grow our capability

in ways that are responsive to customer preferences.

Creating a new identity that pays homage to our significant history and ongoing commitment to our long standing communities of interest, but that has broad appeal and allows us to provide services on a national and international scale, has been an important part of this progression. Our decision to rebrand as Bolton Clarke was an intentional shift based on significant research and consultation with our customers, both current and prospective, and employees to find a name that could carry our tradition of care and respect and serve our organisation well into the future.

Concurrently with that work, the Board has recalibrated our strategic direction as a merged organisation to define and distil the values which will guide us as we grow under a

new banner, and to set clear growth targets to support a growing aged population.

The work we have undertaken this year underscores our direction to 2025, and we will use this foundation to continue to build on the opportunities that differentiate our values-based organisation with our customers and more broadly within the aged care, health and wellness landscape.

Our strategic direction

Our strategic plan was developed over more than 12 months of research, planning and consultation involving nine workshops, more than 200 key managers and our Board. Employees from across the group were also given the opportunity to provide feedback on the emerging directions.

In February 2017, Group CEO Stephen Muggleton presented the Board with a progress report against the draft plan outlining 85 distinct initiatives and achievements representing significant progress in growing and diversifying our business to better support the needs of current and future customers. The Board reviewed and extended the planning horizon, considering factors including the pace of reform, the Aged Care Roadmap, customer segmentation, our mission, differentiation and growth strategy and built environments for changing consumer needs.

The outcome is a strategic direction that prepares us to capitalise on our joint strength so we can continue to prosper and reinvest in providing services that meet the needs of more customers in more places.

Our market position

In 2017, Bolton Clarke proudly operates across a full continuum of service categories supporting independent living and choice.

We have performed well financially, achieving a Year on Year revenue increase of 38.4 per cent in FY16-17, as noted in the IBIS list of Australia's top 500 private companies. Supported by this solid financial performance, our plans to further expand our services over the next five years are backed by a history of quality, reliable service delivery and investment in innovation.

Importantly, as we expand we remain committed to reinvesting in the communities that are our heritage, including our Veteran community and their families. Contributions from our donors and philanthropic funds, including Perpetual's IMPACT

philanthropy program, are an important enabler in this work.

As Bolton Clarke we are Australia's largest provider of Veterans' care services, supporting 35,000 Veterans annually through at-home care and community nursing and in our retirement and residential communities. Our Bolton Clarke Research Institute is working closely with serving and returned personnel and their families to improve access to services, and we are partnering with groups including the Veteran Care Association and as a founding member of the Australasian Services Care Network on practical programs to improve the physical and mental health of ex-servicemen and women. We have taken on management of RSL Queensland's award-winning redevelopment of the Warhaven community in Cairns, which provides accommodation for Veterans of all ages including emergency accommodation and we have continued to expand services including our Veteran and Legacy Navigator lines, which help connect ex-service people around Australia with the support they need.

Our values

Our values shape our work and I am pleased to report as a merged organisation we have brought together shared values that guide us and our engagement with our customers.

These values, chosen by our employees and supported by customer research, run through our organisation from the frontline to the boardroom and come down to putting people first, taking ownership, working together and making a positive difference.

They are values that are at the heart of good governance. As a Board, being guided by them means overseeing our organisation with transparency and always with a focus on our strategic intent. In line with this intent we have an exemplary skills-based governance team with a truly impressive body of work between them. I take this opportunity to thank all Board members for their significant contributions during the merger and acknowledge Anne Blackburn and Peter Brindley, who retired during FY16-17, as well as Gillian McFee and Peter Wetherall retiring in the post-reporting period in 2017.

Our values are also exemplified in the support of our generous donors, funders and volunteers, who have provided the financial and human resources allowing us to extend support in new ways to those who need our services. Our progress in embedding our merger and achieving this new growth is testament to the work of Group CEO Stephen Muggleton, who has worked closely with the Board in developing our strategic goals and applying them to the operations of the business with keen acumen coupled with a heart for service. I look forward to working with Steve and the management team together with the Board of Directors in the year ahead as we continue to build an organisation at the forefront of transforming the delivery of health and ageing services.



Pat McIntosh
AM CSC
Chairman

Group CEO's Report



“Together, we have made significant progress in the complex work of realising our vision...”

2017 has been a milestone year in our organisation's development as we consolidate our growing group of companies and expand and diversify to meet booming demand.

Last year I reported that our merger has had a multiplier effect where the whole is greater than the sum of its parts. It is rewarding to see so much work undertaken through the course of the year and the benefits and momentum our union is starting to drive through the creation of new innovative care programs, expanded scale and increased capability supporting our group's customers and beneficiaries.

This year we took the next step since merging to come together

under one name. It has been a humbling experience to play an active role in bringing together our newly merged organisation under a new name that reflects our rich heritage and strong community connections. We consulted with more than 5,200 people as we sought to build a new identity that recognises this history while preparing us for the challenges and opportunities ahead. The insights we gained are helping us build a dynamic brand in an ever-competitive marketplace, always with a focus on supporting our customers with genuine compassion and respect.

The adoption of our new name, Bolton Clarke – recognising two people who were instrumental in our earliest days and who embody our genuine commitment to service – gives us a single identity for

what is now truly a national and international group of companies.

There are relatively few Australian providers – 130 of 2022, or around six per cent – offering all three government-subsidised services types (Residential Aged Care, Commonwealth Home Care Packages and Commonwealth Home Support Program). Bolton Clarke is one of these, and one of few social enterprises with the scale, geographic reach and capacity to keep pace with rapidly changing consumer demand. Beyond the sector's traditional government funding base, we have also drawn on our greater breadth and depth of experience to extend our services and support outside of the sector's traditional government funding base.

Our financial results are testament to this unique position with an

annual revenue of \$484M and EBITDA of \$35M. In keeping with our for-purpose mission, these surpluses provide a solid basis to invest further in services, research and people.

Drivers for change

Our industry is being shaped by six key disruptive forces: government reform, market consolidation, health trends and client needs, the power of customers, workforce profile and digital disruption. As a for-purpose social enterprise with a flexible constitution and a strong research and education capability, we are working to respond to these changes to enable a true continuum

“Success will also be influenced by the degree to which current and future governments are prepared to commit to changing policy settings and regulatory control to create a genuinely consumer-directed system.”

of services for our customers across geographies and service streams.

Our consultation across the industry continues to emphasise the magnitude and rate of policy change as governments work to meet the needs of new generations of consumers while at the same time ensuring financial sustainability.

Government policy

In Australia, we are midway through the implementation of the Living Longer Living Better aged care reforms, with the portability of Home Care Packages taking effect in February 2017. It has been encouraging to welcome the latest steps enshrining consumer-directed care industry-wide, with the Tune report recommending the expansion of this approach into residential aged care. In this new environment, more than ever, our success will be defined by our continued ability to design our services in response to what consumers want, rather than what we have been prescribed to deliver. Success will also be influenced by the degree to which current and future governments are prepared to commit to changing policy settings and regulatory control to create a genuinely consumer-directed system.

In New Zealand, changes have been implemented that will create greater stability and opportunity for our people, including workforce changes enshrining guaranteed hours, pay equity and training pathways for community care workers.

Meanwhile Deliotte Access Economics has just estimated that Asia is expected to be home to 60 per cent of the world's aged population by 2030. The challenge

is expected to be particularly great in China, despite policy changes such as the phasing out of the one-child policy from 2015 to ease the demand on future generations of family carers. China's consumers, too, are changing, with a growing middle class looking for high quality health and aged care services.

Market forces – consolidation and specialisation

In line with these shifts, the strong trend to consolidation has continued across the aged care sector. An alternative response has been the development of niche markets providing tailored services to specific client groups. The strength of our group is that we have been able to adopt both strategies, working to sustainably to grow our business by extending our core services footprint into new regions and countries, while tapping into our extensive experience to develop specialisations in areas at the heart of our purpose, including Veteran health needs.

Health trends

With our ageing population, has come an increased prevalence of chronic disease. We are working to address this through our research partnerships while leveraging our use of technology as well as investing in training and education. Technology is also helping us make optimum use of the breadth and depth of experience across our workforce for the benefit of those we serve.

Similarly, there is a growing focus on rehabilitation and restorative care – supporting people to regain their independence and

Group CEO's Report (continued)

stay well and connected to their communities. Our work in partnership with the Queensland Government in Longreach is an example of how we are bringing this intensive specialist support within reach of residents in some of that state's more remote communities. Similarly, our New Zealand team are working with people who have experienced spinal or brain injury through a highly personalised transitional care program that supports the return home after often lengthy hospital and rehabilitation periods.

Technology and the workforce

Australia's aged care workforce needs to grow to a projected 980,000 over the next three decades to meet growing need. As we respond to this significant demand, we are exploring new ways to attract and upskill our teams through initiatives including the expansion of our telehealth consulting, providing access to specialist Clinical Nurse Consultants.

A significant acquisition combining our technological capability with our desire to support quality care across the sector is the Aged Care Channel (ACC), a respected education business delivering powerful and accessible televisual training content for aged care workers across Australia, the UK, Ireland and New Zealand.

The power of customers

A more diverse customer base, too – across multiple diversity characteristics – is providing the impetus for new acquisitions and development of new specialised services.

Our geographic footprint has expanded further into NSW with the acquisition of YourChoice HomeCare in Sydney's inner west, delivering brokered care and fee-for-service options including in-home respite, and the Broadwater Court retirement community in Port Macquarie – a development designed to meet local demand for a high-quality community for active retirees.

Our development work, including 21 major projects currently underway across Queensland, New South Wales and Victoria, is focused on creating environments that are physically, emotionally and cognitively supportive of our customers and their families. These responsive environments not only encourage family involvement and promote resident participation, but also create an environment where employees can be more attuned to needs and are empowered to respond with personalised care.

On the services side, we have begun implementing a range of new offerings across our three core streams and in specialised support areas, including extending our hospital avoidance programs and NewAccess mental health programs into adjoining markets.

It has been wonderful to see our teams at work this year. Together, we have made significant progress in the complex work of realising our vision to provide tailored, location agnostic, integrated, quality-of-life solutions across a full continuum of care. This has been achieved with the guidance and direction of our Chairman, Pat McIntosh, and our experienced Board, who have performed their role with

a balance of wise stewardship, critical analysis, target setting and encouragement. I thank Pat, our Board and all our teams for their effort this year, and look forward to continuing to explore new horizons in 2018.



Stephen Muggleton
Group CEO

Our values in action

This year, there was no better example of our values in action than the way our teams worked together to respond to the challenges presented by severe weather, including ex-Tropical Cyclone Cook in New Zealand and Cyclone Debbie in Australia.

At 1,000km in diameter, Cyclone Debbie crossed the Queensland coast in March 2017 with winds of up to 250km per hour and quickly transformed into a slow-moving low that left flooding and destruction in her wake.

Over the course of eight days, our teams evacuated two residential communities in Townsville, one in Bowen and one in Mackay. Our Zilzie community, just south of Yeppoon, was isolated by floodwater for three days while another six sites in south-east Queensland, next to normally picturesque waterways, were placed on flood watch. Meanwhile our teams in Northern New South Wales dealt with wind, rain and damaging floods and more than 10,000 home care visits were affected, creating an enormous logistics challenge for our mobile at home support teams, care schedulers and contact centres.

Through it all, the work of our frontline care and support employees was nothing short of heroic. Our teams in Bowen, for example, endured more than 30 hours bunkered down in a local bowls club while the cyclone tore the surrounding infrastructure to pieces.

In other locations, un-rostered care workers moved into sites so they could support their colleagues and residents through the crisis, placing the wellbeing of residents and clients first and often spending days away from their own homes and families. In an inspiring effort, they continued to pitch in to support each other through the ongoing flood threat and the cyclone clean-up effort. Pleasingly, despite the devastation, our communities and residents remained safe, well and in high spirits.

“Through it all, the work of our frontline care and support employees was nothing short of heroic.”

How we operate



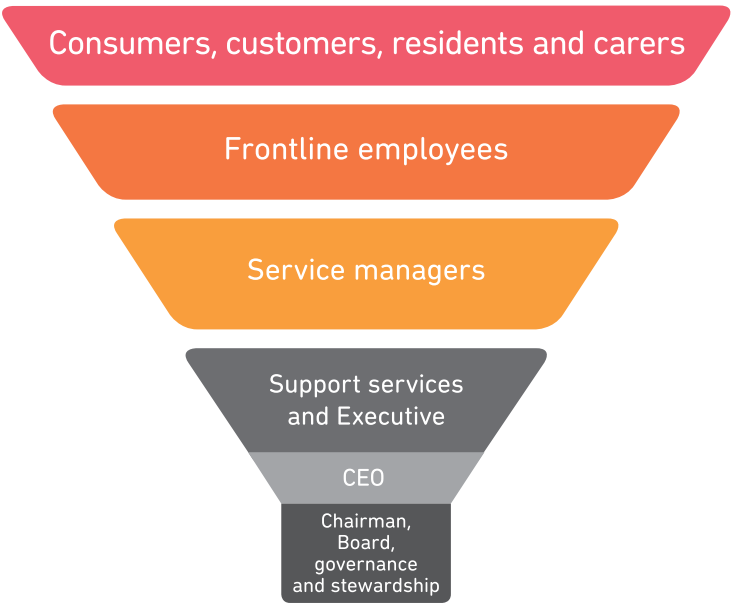
Bolton Clarke Board (back l-r) Mr Robert Lourey, Ms Gillian McFee, Prof. Michael Reid, Adjunct Prof. Kathleen Baker, Mr Jeff McDermid, Mr Peter Wetherall, Mr Stuart Lummis (front l-r) Mr Pat McIntosh, Dr Cherrell Hirst

Bolton Clarke is a forward-thinking social enterprise, enabling people to live a life of fulfilment with tailored, integrated quality of life solutions.

We are committed to delivering a comprehensive services continuum that promotes personal choice, genuine health, wellbeing and care leadership. Our structure recognises the importance of the relationship our frontline employees have with our customers. Working with the communities we serve and maintaining local autonomy within our organisation is essential to develop responsive programs and services which are aligned to local need and which honour customers and stakeholders.

Our skills-based Board provides a foundation to support our sustainable future growth with joint management, executive risk and audit, and clinical governance committees and a portfolio decision group to ensure our governance processes are best in class.

Our Structure



Our Values



Customer satisfaction
We put people first



Accountability
We take ownership



Continuous improvement
We make a positive difference



Teamwork
We work together



Our Purpose

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

We earn the trust of those we serve by:

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

Staying true to our communities

Today, Bolton Clarke continues our legacy of more than 200 years of experience delivering practical support with services that reach across the country.

On the road, in the home and within our retirement and residential communities our nurses, carers and managers are helping more and more people live a fuller, more independent life.



We delivered more than

4.3million

client visits over 12 months



2,300+

customers enjoy living in our

1,923

independent living units



3,000+

customers choose to make their home at our

24

residential aged care communities

Serving the community



days a week



hours a day



Aged Care Channel services expanded to cover Australia, the UK, New Zealand and Ireland



We provided veterans support to more than **35,000** people



6,650+
employees and
almost



400+
volunteers across
our organisation



Our call centres
handled more than

1 million calls



Our retirement living communities
have full Lifemark accreditation

Our clients originate from **168**
countries and speak more than **133** languages



38 peer reviewed
presentations

28 peer reviewed publications
and book chapters by our Bolton
Clarke Research Institute, which
attracted **\$2 million**
in research grants



Our services achieved 100
per cent compliance with
the Aged Care Act and Home
Care Common Standards

Combined asset base of **\$1.2 billion**
and
annual revenue of **\$484 million**

Our service locations

Queensland

Cairns

Farnorha Community ●
Cairns At Home Support

Townsville

Rowes Bay Community ● ●
Townsville At Home Support

Bowen

Cunningham Villas Community ●

Mackay

Bicentennial Community ●
Breezes Community ●
Mackay At Home Support

Longreach

Pioneers Community ● ●

Rockhampton

Sunset Ridge Community ● ●
Rockhampton At Home Support

Bundaberg

Fairways Community ● ●
Wide Bay At Home Support

Hervey Bay

Baycrest Community ● ●
Sapphire Community ●
Wide Bay At Home Support

Maryborough

Chelsea Community ● ●
Wide Bay At Home Support

Sunshine Coast

Centaur Memorial Community,
Caloundra ●
Tantula Rise Community,
Alexandra Headland ● ●
Sunshine Coast and Cooloola
Region At Home Support

Moreton Bay

Bongaree Community, Bribie Island ●
Fernhill Community, Caboolture ● ●
Inverpine Community, Murrumba
Downs ● ●
Caboolture and Redcliffe Peninsula
At Home Support

Brisbane City

Cazna Gardens Community,
Sunnybank Hills ● ●
Carrington Community, Parkinson ● ●
Fairview Community, Pinjarra Hills ● ●
Treetops Community, New Farm ●
Brisbane Metro North and South
At Home Support

Redlands

Moreton Shores Community,
Thornlands ● ●
Brisbane Metro South At Home
Support

Logan

Talbarra Community, Waterford ● ●
Brisbane Metro Logan At Home
Support

Ipswich

Milford Grange Community,
Eastern Heights ● ●
Ipswich and West Moreton At
Home Support

Gold Coast

Galleon Gardens Community,
Currumbin Waters ● ●
Gold Coast At Home Support

Toowoomba

Westhaven Community ● ●
Toowoomba At Home Support

New South Wales

Brunswick Heads

Brunswick Heads At Home Support

Banora Point

Darlington Community ● ●
Winders Community ● ●

Port Macquarie

Broadwater Gardens Community,
Port Macquarie ●
Port Macquarie At Home Support

Lake Macquarie

Bolton Point Community ● ●
Hunter Central Coast At Home
Support

Sydney

New South Wales At Home Support

Illawarra

Illawarra At Home Support

Victoria

Greater Melbourne

Melbourne East At Home Support
Melbourne North At Home Support
Melbourne South At Home Support
Melbourne West At Home Support
Homeless Persons Program

Geelong

Geelong At Home Support

Tasmania

Devonport

Devonport At Home Support

Hobart

Hobart At Home Support

South Australia

Adelaide

Adelaide At Home Support

Western Australia

Perth

Perth At Home Support

New Zealand

Greater Auckland

Auckland HomeCare (including area
from Warkworth to Bombay)

Otago

Dunedin HomeCare (including regional
and central Otago)

Southland

Invercargill HomeCare (including
regional Southland)

Collaborations in China

Beijing

Weifang

Nanjing

Wuhan

Hong Kong

Singapore

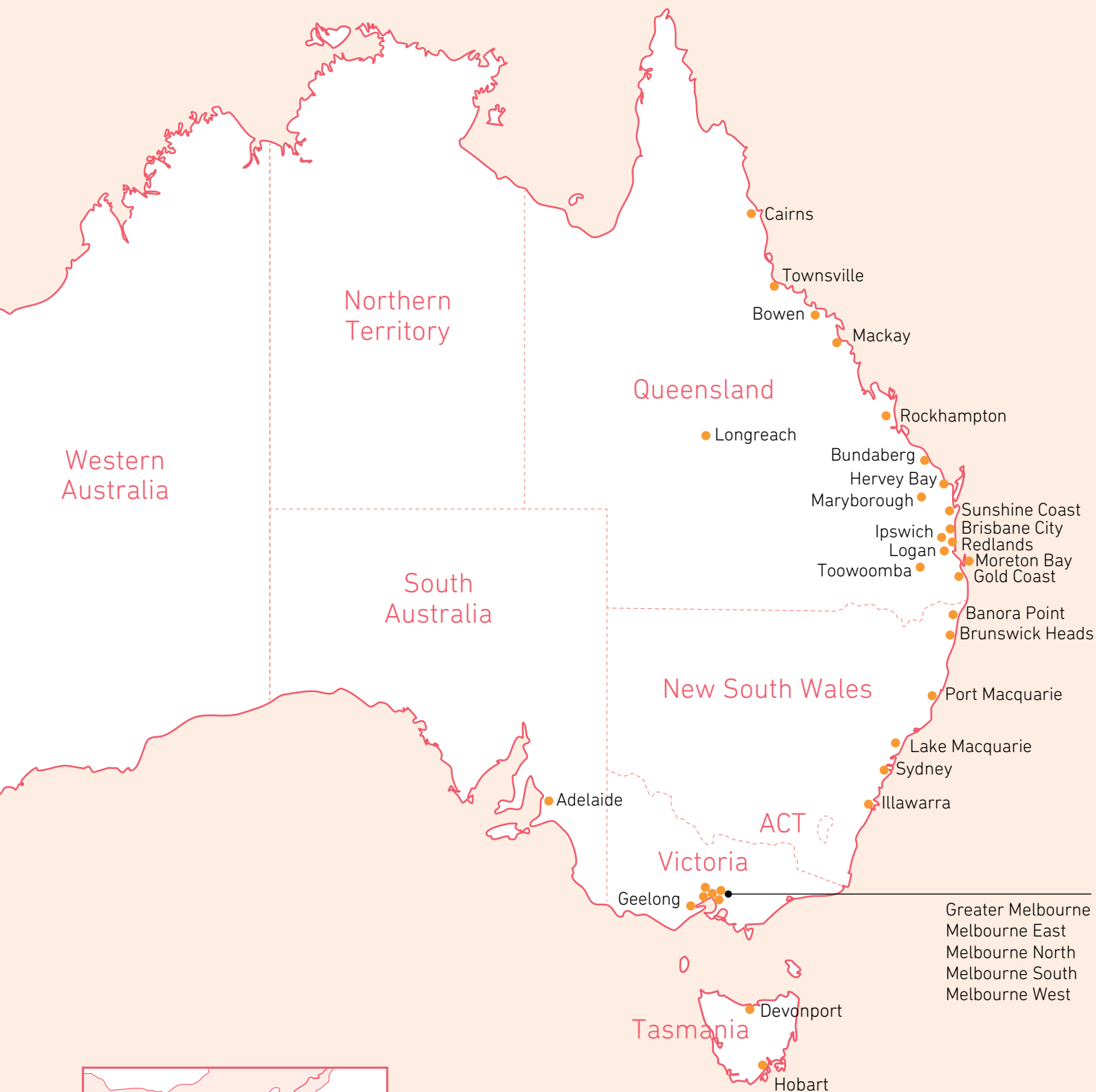
ASPIRE 55 virtual retirement village
– partnership to establish home care
services

United Kingdom and Ireland

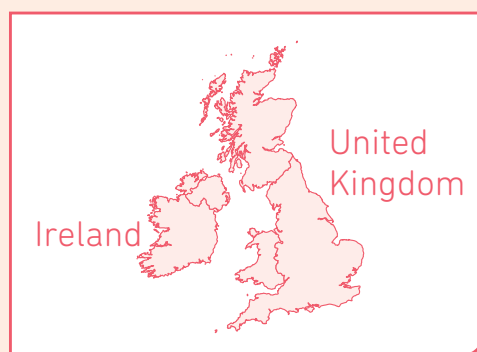
Aged Care Channel – online education
and learning services



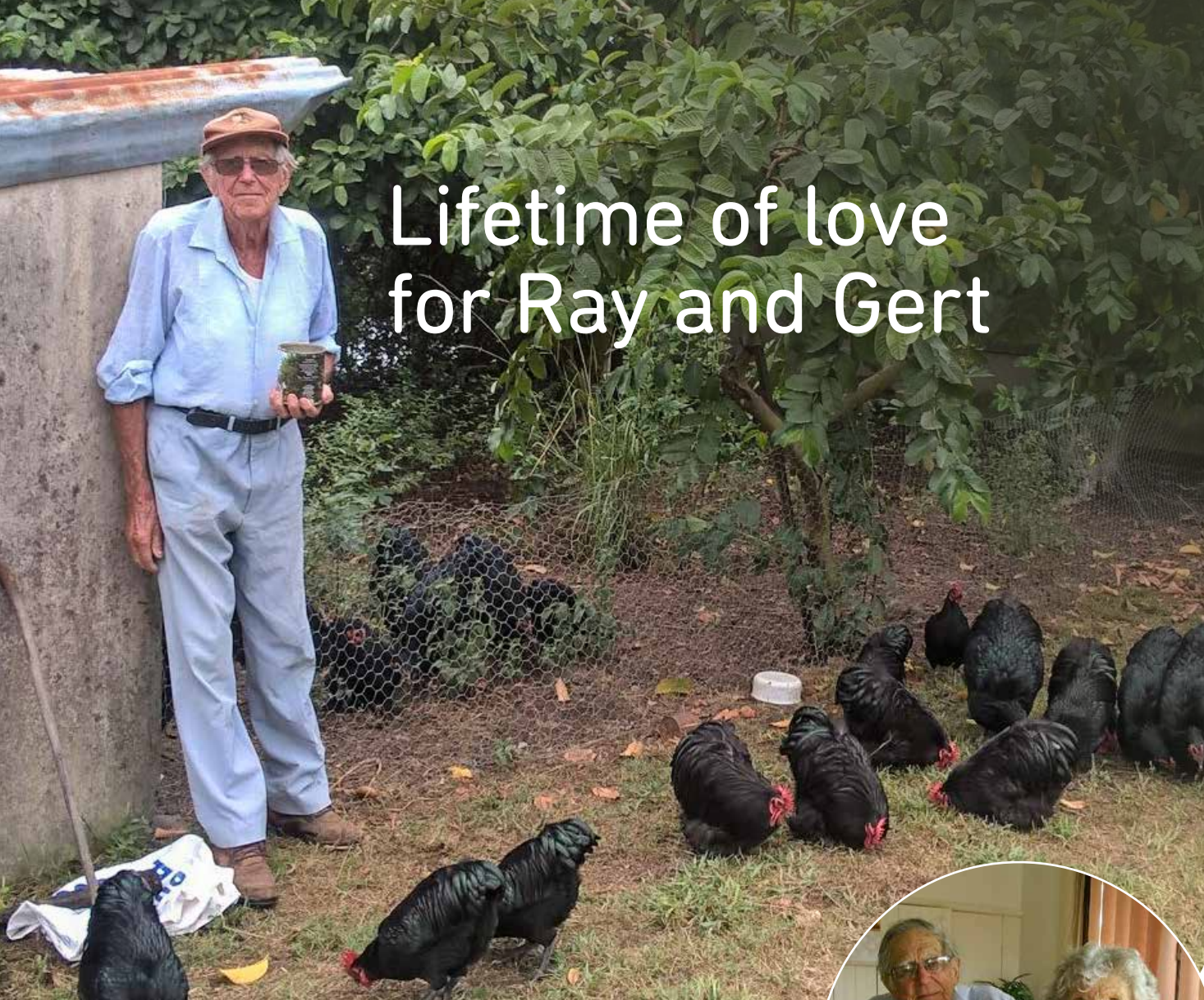
● Retirement Living Community
● Residential Aged Care Community
At Home Support sites provide services to people
in the city or town and its surrounding areas.



Greater Melbourne
Melbourne East
Melbourne North
Melbourne South
Melbourne West



Lifetime of love for Ray and Gert



Ray at home on the family farm with his beloved chickens that are kept in prize-winning condition.
Inset: Ray and Gert happily living together in their home of more than 70 years thanks to support at home.



Staying on the property where they have spent their entire married life was a focus for Ray and Gert, both 94, who live in the rural community of Cowper, near Grafton, New South Wales.

Gert was the local school teacher when they met at church 74 years ago. After a four-year courtship during which Ray saved to buy Gert a ring and build her a house, they were married and moved into their new home – next door to the one where Ray was born.

After more than 70 years of marriage, their greatest wish was to stay

together in that home, which adjoins the farm that's been in Ray's family since 1856 and is currently managed by their son.

Ray and Gert are best friends and still very much in love – but Ray also has another great passion. A long time fowl enthusiast, showing prize chickens is his hobby. He is Australia's most awarded fowl judge and has attended Royal Shows all over the country for many years. At the moment he has more than 200 chickens, and for Ray, being able to keep his hobby is important. For Gert, continuing to get out into her beloved garden is a priority.

Through their Home Care Package, Ray and Gert's Case Manager, Jessica Bork, helped by arranging a ramp for easy access to the garden and

weekly visits from local farmer Adam, who now spends three hours a week helping Gert in the garden and two hours helping Ray to keep his chickens in fine form. Bolton Clarke also supports Ray and Gert with help around the house and assists with food preparation, so they can continue to live the life they love in the place they call home.

Choice of care

Our At Home Support teams continue to lead the way in providing services that give people the dignity of choice and celebrate individuality and independence.

Our client focus and commitment to continuous quality improvement shines with our outstanding results in Victoria in the Australian Council on Healthcare Standards accreditation survey, including 14 criteria marked as “extensive achievement” and two criteria marked as “outstanding”.

Nationally, our teams welcomed the implementation of the Increasing Choice in Home Care reforms in February 2017, allowing us to work in new ways and to give clients flexible support with the things most important to them.

Serving people is our core purpose, and our teams have worked closely to help clients understand their options, alleviate any concerns and think creatively to fit services to individual needs.

Everything's coming up Rosie

Queensland's Sunshine Coast At Home Support Planner, Helen Mitchell says thinking outside the box is the key to success in consumer directed care.

A great example of this is where our At Home Support Planners noticed Mary, a client with a much-loved pet dog named Rosie, was having trouble keeping up with grooming and pet care. As a result, Mary was suffering skin damage and tears from Rosie's long claws.

Rosie was bought two years ago to help Mary through an episode of acute depression, and has greatly assisted with lifting her spirits and giving her focus. If Rosie is happy, Mary is happy.

The challenge was to understand the meaning and value being a pet owner added to Mary's life, and to find ways to address the problem that recognised how important caring for Rosie was to her wellbeing.

Planners worked with Mary to arrange regular visits from a dog groomer, who could take on the tasks like washing and nail clipping which had become too difficult for her.

Installing this service has proven to be an essential contribution to Mary's continued quality of life and sense of purpose by supporting her ability to continue to interact with, and care for her pet.

“Dogs are a big part of some people's lives, and we now have a few clients who use this service,” Helen says.

“It's really about your relationship with your client, and it's important to put yourself in the client's position.

“We understand that just because you reach a certain age doesn't mean you have to stop your interests.”



For Mary, happiness is spending time with her much-loved pet dog, Rosie with some extra help through pet care assistance.

New options in retirement living

Our 25 retirement communities support 2,200 residents from Far North Queensland to Lake Macquarie in New South Wales, with development plans in place to provide new living options and expand into new areas including Victoria.

Currently, about 15 per cent of our population is aged over 65 of whom about five per cent live in retirement communities. Many people are choosing to enter villages later in life, meaning they often have higher support needs but want to remain independent.

Shifting demand means the shape of our retirement villages is changing, and across our organisation we are designing and changing our communities to serve very different customer needs.

Through our development and service design work we are creating

communities that will support residents with different needs by allowing them to live independently in a place they know while opting in and out of services as they choose.

Our co-located communities provide significant opportunities to provide a continuum of services. Our new designs are incorporating greater flexibility and choice with options like supported living units that bridge the gap between retirement living and residential aged care.

Senior living innovation

We are partnering with Queensland University of Technology (QUT) and other industry partners in the Senior Living Innovation project, with a focus on exploring the implications of, and drivers for, change. This involves developing solutions that optimise lifestyles for future seniors, and translating them into innovative and sustainable housing and service options.

"Senior Living Innovation is a new kind of research initiative and one of the first where the partners work

together, develop projects together and analyse together," project lead Professor Laurie Buys said.

"It's a new way of working with industry and it gives us the chance to be part of something that is going to shape the future.

"Our aim is to challenge truths and drive innovation and leadership."

General Manager Property Development and Asset Management, James Mantis, said the project helps us to understand the conversations that are happening among senior Australians and their influencers when they are looking to make future life choices, so we can design to meet those needs.

"The ability to look at innovative and alternative solutions through industry-led disruption is important to us, and the ability to work with QUT across a multi-disciplinary, multi-faculty approach is exciting," he said.

Initial research has included a social media mapping exercise which used software to dive deep into public conversations on social media around ageing and senior living.

In March, 90 participants aged 50-92 from across Australia took part in an intensive four-day online forum.

Initial results showed the priorities across all age groups were family and social relationships, and intergenerational and community connections. People also talked about technology including computers, mobile phones and internet.

The insights from the project will be used to design new options for retirement living residents.



Our community engagement sessions, such as this co-design workshop with Fernhill, Caboolture residents are helping us to design new options for retirement living residents.

From rich history to exciting future

Our future is in our history, with a fine example of this at our Fernhill residential community at Caboolture, north of Brisbane.

From its beginning as a luxury mansion, to its role as one of our first War Veterans' Homes, Fernhill is deeply rooted in its origins, built on a tradition of care and respect, but now with an eye to the future and a commitment to supporting people the way they want, with the very best in innovative design.

Built for Mr and Mrs J Malcolm Newman, the Fernhill mansion originally sat on 10 acres surrounded by lush gardens that provided a venue for many extravagant parties.

In admiration of the commitment and service of our soldiers and service nurses, and in the face of a growing need and overcrowding at the first Veterans' home, Kingshome, Mr Newman donated the £25,000 property to the Queensland Returned Soldiers League.

With much-needed improvements required to make it suitable for its new residents, a genius fundraising idea was born. Four war veterans – John Patrick, Dan Hogan, Charles Moore and Bob Bilaney – recorded a radio broadcast from a plane circling Brisbane city, in an effort to raise \$30,000 for renovations.

The work was done and in May 1950, around 80 war veterans and ex-service nurses moved into their new home at Fernhill.

Today, Fernhill has more than 164 residential aged care beds and 126 independent living units and



Concept design for Fernhill residential community development at Caboolture, Queensland due to commence 2018.

is once again at the forefront of innovation for our organisation.

In partnership with QUT, Bolton Clarke conducted three co-design workshops to uncover what is truly important to Fernhill residents, their friends and family in a collaborative project that has resulted in an innovative design for a new generation.

The \$48 million first stage development, which will create a state-of-the-art new multi-storey aged care home for 162 residents, is expected to commence in 2018 and is due for completion in 2020.

The remainder of the project, to be developed over 10 years, will incorporate a fully landscaped site with underground parking to maximise green space, supported living units and a retail precinct.

Large green open spaces welcoming the broader community and modern architecturally designed buildings

will cater to the growing needs of the Caboolture community, providing an increased number of residential aged care beds in a state-of-the-art environment as well as independent living units and new concept serviced apartments providing flexible support as required.

It will also feature a dementia care environment designed in line with internationally recognised dementia design principles that promote choice and freedom with quiet spaces, way-finding support and an indoor-outdoor environment.

Celebrating our living treasures

The number of Australian centenarians reached 4,400 in 2015, and people aged over 85 are one of the fastest growing demographics.

Across our organisation, we support around 150 centenarians, representing around 15,000 years of life experience. Research from our Bolton Clarke Research Institute shows increasingly the benefits for clients who are still living independently at home.

This year we officially launched our Centenarian Club, which aims to celebrate our clients and residents over 100 years and document their experiences through a photographic exhibition and a collection of stories.

Our Institute Research Officer, Arti Appanah, said research shows the

life experience of centenarians has contributed to their resilience.

A detailed retrospective analysis of health service records from 123 centenarians, 1,006 near centenarians (over 95) and 8,886 people aged 65-74 showed centenarians required less services and were potentially healthier than near-centenarians. They also had significantly fewer health conditions.

"Previous research has shown that the onset of disease is consistently delayed in centenarians compared with younger seniors," Arti said.

Other research has also shown that a lower proportion of centenarians and near centenarians had claims for specialist visits, hospitalisation and some medications compared with their younger counterparts.

Bolton Clarke Research Institute findings:

Centenarians received an average of 58 home visits per client over two years, compared with an average 72 visits for near-centenarians.

They had significantly fewer health conditions compared with near-centenarians, but more than those aged 65-74.

Centenarians were more likely to be female (72.4 per cent), born in Australia (60.5 per cent) and live in the least disadvantaged areas (81.3 per cent).

Mental health disorders were recorded in fewer centenarians (two per cent) than both near-centenarians (four per cent) and those aged 65-74 (six per cent).

About 13 per cent were Department of Veterans Affairs clients.



Celebrating the launch of our Centenarian Club are: (back row l-r) Bolton Clarke Chairman Pat McIntosh, Treetops Residential Manager Cherry Le Ray, Inverpine Residential Manager Shalini Lal, Moreton Shores resident Lindsay Boyd (101 years), Inverpine Diversional Therapist Rekha Singh, Head of Support Services Chris Packer and Manager At Home Support Services Brisbane Metro North Nicole Da Silva. (Front row l-r) Cazna Gardens resident Rosa Bock (100 years), Cazna Gardens resident Vincent Geraghty (100 years), Treetops resident Nina Macionis (104 years), Inverpine resident Thelma Sprott (100 years), Fairview resident Kittie Timperley (101 years) and Treetops resident Elma Tadmam (104 years).



Fighting fit at 100

“I tend to do pretty well at anything I am interested in.”

At 100, Alf credits his ongoing fitness to his active lifestyle and regular swim sessions.
Photo: Newcastle Herald

Alf was in the South Pacific Ocean, swimming away from a bullet-riddled barge during the Second World War when he struck up a conversation with a fellow digger who convinced him to move to Newcastle, New South Wales.

In April 2017, he celebrated his 100th birthday there, where he still lives at his suburban Georgetown home supported by our At Home Support team, who provide fortnightly domestic support services to help him with general tasks around the house.

Alf says he was floating down the Buka passage, east of Papua New Guinea, after surviving an attack on his flotilla when he met a former retail worker from Newcastle.

“We started chatting and he said, ‘If we ever get out of this place alive, we’ll go into business together.’”

A year later, the mate he met as they waited to be rescued sent him a telegram urging him to make the move more than 600 kilometres from Wagga Wagga to Newcastle and help him set up a store at the popular holiday spot of Warners Bay.

During the war Alf was stationed in Libya, Egypt, Damascus and Aleppo. He fought in the Battle of Crete, Germany’s biggest airborne operation, and took a piece of metal to the head at Heraklion.

“We’d been mortar bombed and I was hit by shrapnel,” he says.

Finally, after surviving battles across the Middle East and Europe, he was sent to the Pacific towards the end of the war, where he had the mid-ocean meeting that shaped his future.

Alf credits his ongoing fitness in part to his history as a runner, decorated

surf lifesaver and keen cold-water swimmer with the local Merewether Mackerels swimming club.

“I swam last Sunday, but I’m in reverse thrust now – I think I’m going backwards,” he told the Newcastle Herald newspaper on the eve of his 100th birthday.

“But I used to be the zone supervisor for the Surf Life Saving Club. I got involved in 1938 and achieved my bronze medallion at Maroubra beach. I tend to do pretty well at anything I am interested in.”

Born to fly



Peter pictured with Diversional Therapist, Maggie Swinnerton chose Tantula Rise residential community because of the wonderful support he receives from the team.

Peter grew up on the land in Suffolk, England but he always wanted to fly.

Peter, who now lives at our Tantula Rise residential community at Alexandra Headland, Queensland was fascinated by planes and inspired by his two pilot uncles.

Driven by that lifelong interest, he signed up for the Royal Air Force (RAF) aged 18 and trained first in Canada, where he received his wings and worked as an instructor, and then back in the United Kingdom (UK) in 1943 in Wellington bombers. He was later transferred from Bomber Command to Transport Command 233 Squadron.

"For the most part during the war we did supply drops and recovery towing, there was never a dull moment," he says.

Memorably, he piloted one of six Dakota DC3s towing Hora gliders across the English Channel on the night before D-Day. The gliders had a 27 metre wingspan and were towed on a 50 metre rope. Each had the capacity to carry 28 armed commandos.

"We loaded up and returned the following night to deliver supplies, mostly ammunition," he recalls.

"This time we didn't have the advantage of surprise, so we were shot at and badly damaged but luckily, we didn't catch fire."

It was while on duty in Australia supporting operations in the Pacific that Peter met his wife Shirley at a charity cocktail event at Sydney's Australia Hotel.

They lived in the UK and in Germany as he took postwar roles including flying photographic and visual reconnaissance missions over Germany, working for the Ministry of Defence in Whitehall and as Officer Commanding the RAF Metro VIP Squadron.

He gave flying lessons to the Duke of Edinburgh, who he recalls as a lovely fellow who enjoyed chatting with the pilots, and flew dignitaries including Queen Elizabeth, Sir Winston Churchill and Lord Louis Mountbatten, winning the Queen's Commendation for Valuable Service in the Air.

A photograph of a young Queen Elizabeth waving him goodbye hangs on his wall.

Peter retired from the RAF in 1970 and emigrated to South Africa, where he farmed game birds. In 1986 he moved to Australia to be near his children.

He married his second wife, Joy, on the Sunshine Coast, Queensland where they enjoyed an active community life including tennis, travel and involvement in The Red Cross. After Joy's death Peter remained in their retirement villa and received regular At Home Support services from Bolton Clarke before moving at the age of 95 into residential aged care.

"There was only ever one option for me and that was to go where the lovely people who took care of me worked. This is why I live at Tantula Rise," he says.

"The girls who looked after me at home still come and see me and say hello, and all the new people have been so welcoming."

Creating a new dining experience

Restoring the joy of a shared meal to our aged care residents on texture-modified diets has been a focus for our hotel services teams.

Our teams at Darlington, Banora Point in New South Wales and Galleon Gardens, Currumbin Waters in Queensland have successfully introduced moulded food for residents on minced and moist or smooth pureed diets.

Many aged care residents, particularly people with dementia or with compromised health, have trouble chewing and swallowing and require a minced or pureed food diet. Illness and medications can further affect the enjoyment of food, so creating appealing meals with natural colours and tempting flavours and aromas is important to boost appetite.

Galleon Gardens Chef Manager, Loretta Reiken said about 20 per cent of residents there were on a texture modified diet, and this was expected to increase to about 60 per cent within the next five years.

She said feedback on the new food presentation had been excellent and teams enjoyed working on presentation and flavours, creating texture modified options like minted peas, honeyed carrots and bacon.

"The challenge is to keep a wide variety of flavours and textures and to use different sauces and gravies to enhance the meal.

"It was a long process to get the right textures and flavours, but it is always worth the effort if residents start enjoying their food more and putting on weight again.

"The challenge is to keep a wide variety of flavours and textures and to use different sauces and gravies to enhance the meal."

"One resident who doesn't usually speak started a conversation about the carrots she could see on her plate, and family members have commented on how great the meals look."

Darlington Hotel Services Team Leader, Anna Lovasi said the initiative was helping restore dignity and choice to residents on texture modified diets.

"It's about being able to offer them the best quality of food in a way that appeals to all the senses," she said.

"The team can use the moulds to create texture-modified versions of our full menu, including bacon and eggs, sausages, meat and vegetables.

"Residents say the visual appeal has definitely increased their appetites and they are eating much more and getting more enjoyment from their meals.

"We also do little things like send individual pots of gravy to each resident with a texture-modified meal, giving them more choice in how much or how little they put on and increasing their independence and choice.

"The moulded food is so convincing that one gentleman who feeds his wife a puree said he thought she had gone back to normal meals – that was a proud moment for us."



Galleon Gardens Chef Manager, Loretta Reiken, and Chef, Joel Mariano, innovating in the kitchen.

Our Veteran legacy

Our organisation has its origins in serving the Veteran community, and supporting the specific needs of that community remains a core value as we continue to grow our legacy through our services, our research and our community relationships.

We are now Australia's biggest provider of services for Veterans, supporting more than 35,000 Veteran clients each year.

Research shows the needs of the Veteran community continue to change, with a growing proportion of ageing ex-service personnel as well as younger working age Veterans transitioning into the community, meaning our services need to expand and adapt in response.

Researchers at our Bolton Clarke Research Institute are rising to that challenge, working with current and

former Australian Defence Force members and their families to identify gaps in access to support services.

The Institute is working with a number of Veterans' groups, including the Veterans Care Association (VCA) to gain direct input from Veterans and families through a series of consultations.

Over the past six months the team has met with Veterans of conflicts from World War I to the present day and their families in focus groups examining mental health and access to services, information and support.

Researcher, Marissa Dickins said defence personnel identified significant difficulties in returning to civilian life after deployment or discharge.

"Many Veterans identified the difficulty of transitioning out of the military into the civilian world, experiencing a loss of identity,

"Many Veterans identified the difficulty of transitioning out of the military into the civilian world."

self-worth and purpose as well as losing their established support networks," she said.

"The stigma and lack of recognition around mental health in the military community was noted as the biggest reason why both serving and ex-serving members of the Defence Force did not seek help, although it was noted that these perceptions were slowly changing.

"Service-related mental health issues may not become apparent, or not come to a head until later in life, and may be triggered by a life event or stressors, for example marriage breakdown or a financial situation.

"The ageing process may complicate mental health issues and unmask Post Traumatic Stress Disorder, with symptoms appearing or worsening later in life.

"This is particularly evident in people experiencing cognitive decline or dementia."

It is hoped the research will pave the way for further collaboration with Veteran groups on research-based care that meets the specific needs of the ex-service community.



Gary Stone, President of Veterans Care Association (VCA) (pictured centre) with Bolton Clarke Group CEO Stephen Muggleton, VCA Special Projects Officer Michael Stone, Bolton Clarke Chairman Pat McIntosh and VCA Veteran Services Co-ordinator, Kirsten Wells.

Building on our traditions

Our Legacy Navigator service, which operates in partnership with Legacy Australia, launched in 2016 after a successful pilot. The line supports and informs the work already undertaken by Legatees (Legacy volunteers) and Legacy Pensions and Welfare Officers in giving Legacy members up-to-date information on the changing aged care system.

Navigators answering calls have a wealth of knowledge and experience from working closely with and delivering Department of Veterans' Affairs programs and other government health and aged care programs.

About 200 war widows and dependents have received individual support in accessing health and aged care services this year through the dedicated service.

Legacy Australia Chairman, Tony Ralph said while more choice was good, tackling the confusion around how to access aged care and support services had proven a challenge for many ageing ex-service widows, particularly after changes to Home Care implemented in February 2017 which gave customers a greater decision-making role.

"Changes to the Aged Care system and provision of services are happening much faster than we can manage to update the knowledge base for our Legacy family," Mr Ralph said.



The award-winning Warhaven residential community in Cairns, North Queensland, is now managed by Bolton Clarke. Photo: Scott Burrows

"The Navigator system has fast tracked our ability to stay abreast for our Legacy widows. It's been a boon to us."

"The Navigators can assist callers from around Australia with free and easy-to-understand information so they can make informed decisions about their health and wellbeing."

Management services at Warhaven

This year Bolton Clarke expanded our practical support for Veterans and their families by providing management services for the Warhaven residential community in Cairns in North Queensland.

The Manunda site, owned by RSL Queensland, provides affordable accommodation for Veterans of all ages and their families.

In 2015, Warhaven residents temporarily relocated to allow for a complete renovation and refurbishment.

The \$18 million project included the resort-style transformation of the existing 19 existing units, and the

addition of a further 57 new homes in two three-storey blocks. The development took out the top prize for Community Accommodation – Aged Care and Nursing Homes at the 2016 Far North Queensland Master Builders Awards.

The complex also includes emergency accommodation for Defence community members.

Individual units have been fitted to high standards and include video intercom systems, and communal facilities include a common room, bar with widescreen TV, library and barbecue area.

The first 16 tenants moved in March 2017 and applications have been made by Veterans and serving Defence families from as far away as Brisbane and the Gold Coast.

Bolton Clarke also offers 10 per cent of its independent living units as affordable rental accommodation for Veteran clients.

A photograph of Joe, a man wearing a black baseball cap and a black Reebok t-shirt, looking down. Behind him, Rachel, a woman in a white polo shirt, is looking towards the camera. The background is a workshop or gym setting with various equipment.

From strength to strength

Inspirational spinal injury patient, Joe, with New Zealand Relationships Manager, Rachelle Atherton, who has been integral to Joe's recovery and rehabilitation from the very beginning.

Joe, 44, first met our New Zealand Relationships Manager, Rachelle Atherton when he was hospitalised with a C3-C4 spinal injury that resulted in incomplete tetraplegia, meaning he lost the ability to move his limbs.

"I injured my neck in 2015 and spent nearly three months in hospital," he says.

"After I left there I went to the spinal unit and I was there for three months – I was improving week by week doing a lot of physio."

When it was time to return home, Joe knew that he needed support as he navigated how to live independently again.

After some time looking for the right provider for longer term support, Joe switched to RDNS New Zealand (NZ) and Rachelle, who had already worked with him during his stay in the spinal unit, co-ordinated his team.

"You just want people to be straight up and honest with you, and when I was interviewing care providers I found a lot of people just want to tell you what you want to hear," Joe says.

"Rachelle said 'Don't worry, I'll be there' – and she has always kept her word".

"Everything was challenging at first, but once you get used to a routine it just seems to work."

Now, 18 months after his return home, Joe lives on his own and receives support from our RDNS NZ team three times a day – in the morning and afternoon, and overnight. He still does rehabilitation work at Auckland Spinal Unit,

including cross-fit style adaptive training that supports his strength and fitness.

One of his most rewarding new roles has been as a mentor for younger spinal injury patients.

"One young teenager had come out of the spinal unit and was in a very bad place mentally – often you expect life to be the same and you're not told you'll have bad days.

"Now he trains with me a couple of days a week and is in a way better space mentally and physically."

Joe also remains an active father for his sons, aged 25 and 18, and his 4 year-old daughter.

"Everything I did before I am doing now – I socialise, I train really hard, I watch movies, I spend time with my family – and I'm doing more. My support workers mean so much to me because I am here, being this strong, because they are supporting my journey."

Independence through reablement

Reablement and rehabilitation are the focus of innovative programs supporting wellness across our residential communities.

Our commitment to step-down solutions and restorative care earned us 10 of the first short-term restorative care places in the 2016/17 Aged Care Approvals round, a competitive process with 18,001 applications submitted for the 475 places on offer. The win expands our capacity to offer a real continuum of care.

Maintaining mobility with hydrotherapy

Our hydrotherapy programs at residential communities at Queensland's Carrington and Parkinson along with Darlington at Banora Point in New South Wales use on-site pools to improve fitness and mobility, reduce joint pain, improve mental health issues including Post Traumatic Stress Disorder, anxiety and depression, and foster a sense of community and friendship amongst residents and our teams.

Clients undergo an initial assessment taking into consideration their fitness levels and range of movement. Different techniques, devices and exercises are then used to help them achieve their individual health and fitness goals.

Francis Maker, Physiotherapist at Carrington works closely with the clinical team to deliver a variety of tailored programs. He says residents have benefited significantly from the hydrotherapy initiative.

"One resident who needed a wheelchair at all times and could not



Carrington residential community resident John, with Physiotherapist, Francis Maker, in their boxing class designed to work on his mobility, strength, coordination and stamina.

float unassisted at the start of the program is now able to walk laps of the pool. She was so proud of her progress she insisted we hold her birthday party at the pool so she could invite her grandchildren and play with them in the pool," he says.

Kirsten Farrow, Physiotherapist at Darlington, has also seen positive outcomes for those taking part in hydrotherapy.

"At this stage we are really trying to work with residents to maintain their level of fitness and flexibility. We have seen a reduction in falls, improved balance and increased mobility, plus better sleep," she said.

Partnership provides freedom to regional patients

We have also worked in partnership with the Queensland Government to deliver specialised rehabilitation beds in the outback Queensland community of Longreach, about 1,100 kilometres north of Brisbane and 700 kilometres west of the coast.

The rehabilitation service, based at our Pioneers community, is designed to provide previously isolated residents of Central West region better access to restorative care solutions. It includes four rehabilitation beds and associated therapy facilities. A further four non-bed based rehabilitation places have also been created.

Bolton Clarke provides the bed-based care and personal assistance for clients, while Central West Health provides medical care, allied health services and rehabilitation nursing support.

Central West Hospital and Health Service Chief Executive, Jane Hancock said the service would help patients who previously needed to travel long distances and stay away for extensive periods to access rehabilitation services.

Treating the whole person

We are strong advocates for mental wellbeing and are working through our research and service partnerships to improve access to effective intervention, information and support for better health and wellness outcomes.

NewAccess program

Our team of 16 NewAccess Coaches deliver the beyondblue-developed low intensity cognitive behavioural therapy program across South Australia in collaboration with ReturnToWorkSA and in two Sydney Primary Health Network regions with a combined population of 2.5 million people.

In South Australia, the program has achieved client retention rates of 95 per cent and recovery rates greater than 70 per cent, and has delivered

more than 2,200 sessions for people experiencing low to medium level anxiety and depression.

NewAccess is a free Australian-first education program for people who have mild to moderate symptoms of anxiety or depression.

Participants do not need a doctor's referral and can access six private sessions with a qualified coach, who will develop an individually tailored plan to get clients back to good health.

The program is based on the successful, evidence-based United Kingdom program Improving Access to Psychological Therapies (IAPT) and uses cognitive behavioural therapy techniques to help clients develop practical solutions.

Coaches conduct low intensity treatment sessions in person, over the phone or via Skype and help participants gain practical skills such as goal-setting, to regain control of their mental health.

Removing barriers to promote positive mental health outcomes

Fiona contacted NewAccess when she felt confusion and indecision after leaving a job she loved for a role that didn't work out.

"Although I had heard about NewAccess, it took me a couple of weeks to pluck up the courage to ring the program. I found it to be very professional, thorough, completely non-judgmental and very much tailored to suit my needs.

"I was able to address my feelings of indecision and confusion, as well as the feeling that I was really letting myself down. This is a program that has changed a number of things in my life in a positive way."



The NewAccess program removes traditional barriers to mental health support.

Our work with diverse communities

Our wider community consists of people with multiple diversity characteristics that affect equity of access to services and support.

Almost one third of older Australians were born outside Australia, and one in five are from culturally and linguistically diverse backgrounds. There are more than 100,000 older people from Aboriginal and Torres Strait Islander communities in Australia, and more than one in 10 people have diverse gender characteristics.

Our teams continue to work in consultation with diverse communities and other health services providers to give people the specialised support that meets their needs and help improve health literacy and wellbeing across communities.

Homelessness in suburban areas

Our Homeless Persons Program (HPP) provided 43,000 visits to 2,815 clients this year, including 767 people with no fixed address.

Our teams are at the forefront of tackling the growing issue of homelessness in suburban areas, including in the Melbourne suburb of Frankston.

Following the expansion of our services into Frankston in 2013, an analysis this year showed clients now have increased awareness, knowledge and use of HPP services and are better able to manage their health and wellbeing.

The program in the Frankston community is connecting people with medical, psychiatric, psychological,



Clinical Nurse Consultant, Nalla Burk, with Liaison Nurse, Anja Giling, from The Alfred Hospital in Melbourne at a World AIDS Day event.

dental, optometric, housing and financial services.

The team has implemented many additional social and recreational services in which clients are able to participate. This includes a community garden, cooking sessions, lawn bowls and a 'Pets in the Park' program.

Ageing with HIV

Our HIV team supports about 220 people living with HIV in Melbourne and conducts research to help inform health care workers about the specific needs of the HIV positive community.

As people living with HIV are now ageing, and a higher percentage experience multiple co-morbidities at an earlier age than non-HIV people, the team's research suggests there will be an increase in the number of people seeking community and aged care support.

The research, led by HIV Team Leader Dr Liz Crock and published in the Journal of the Association of Nurses in AIDS Care, was based on a survey completed by 86 clients. It found the

areas of greatest concern for the future were the availability of ongoing support and the capacity to live independently.

"Ageing with HIV presents a range of biomedical complexities that are only now being revealed and better understood," Dr Crock found.

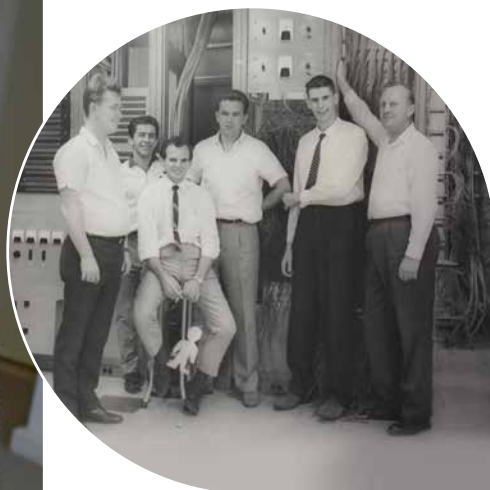
"The mental health support needs of this group emerged as an important priority, along with the provision of chronic pain management, and palliative care tailored to an ageing cohort with diverse socio-cultural characteristics."

The work will inform training programs conducted by the team for our employees and external organisations to support management of complex issues related to mental health and wellbeing, access to housing, health promotion, mental health, drug and alcohol issues.

A colourful life



Jack continues with his passion for communications technology with home assistance.
Inset: Jack with his team who built a communications exchange in Deakin, Canberra, in preparation for the first moon landing.



South Australian At Home Support client Jack says he's wearing out "like a good Rolls Royce". At 92, his story puts him at the centre of some of the most significant moments of 20th Century history, including the first moon landing and the Apollo 13 rescue.

Born in 1925 in Adelaide, Jack started school during the Depression. He remembers his father refusing to use ration tickets, instead working hard at odd jobs to put food on the table.

The family never went hungry, but "we did eat a lot of rabbits".

He left school aged 14 and worked as an office boy, then at aged 17 got a

job driving a semi-trailer for a quarry. A few days after his 18th birthday he signed up for the infantry and took a role in signals and telephones. In 1944 he was posted to Morotai in Indonesia, and later to Balikpapan, before returning to Morotai after the war to help 'finish up'.

After the war, Jack bought his brother Peter his first racing bike, and they would work on it together each week before Peter trained. Peter became so successful he earned a place in the 1952 Helsinki Olympics.

Meanwhile, Jack had met wife Jacqui at a dance. They married in 1950 and were married for almost 68 years until Jacqui's death, raising a family which grew to include two children, three grandchildren and two great-grandchildren.

Jack worked for the Department of Defence and his projects took him

around Australia. For six years, the family lived at Woomera near Port Augusta, South Australia where the rocket range and space research centre offered opportunities and he was charged with electronic communications installation.

"I worked with approximately 40 electricians, putting in all the electronic communications in there," he says. "It was very busy. We were firing rockets off every day. Then we put in a tracking station which was used to help put the first man into space – they shot him up into space and straight down again. After Woomera, I worked for NASA through the Department of Defence, for the man on the moon project." He also put audio equipment into the famous Parkes telescope, which assisted with sending communications to Houston during the Apollo 13 rescue.

A highlight in retirement was an invitation to have tea with the Queen, where he met the late Princess Diana.

After a nine week hospital stay, Bolton Clarke nurse Anneliese has supported Jack with home visits four times a week to assist his recovery and help with wound and catheter management. "She's been marvellous – she's a shining light," Jack said. His future plans include a trip to visit family in Sydney for Christmas.

Supporting individual needs

The Transgender Project

Transgender and gender diverse people commonly experience significant discrimination and barriers to accessing support. We understand the importance of building the required knowledge within our workforce to ensure we deliver tailored and respectful care for transgender people.

We have used a consultative co-design approach including an organisation-wide LGBTI self-assessment, followed by consultation with transgender clients and representatives from appropriate peak bodies to inform future care and initiatives to support the implementation of our Diversity Framework.

Information gathered has led to the development of new client narratives for our employee in-service training and inductions, and to new guidelines to help our teams work with gender diverse people to meet their specific needs.

The e-client narratives are now being used in team orientation

across Victoria, and the guidelines are attached to a client's electronic care record for teams to use as a self-directed learning tool when a client shares their transgender identity.

National Language Line

In keeping with our national footprint, we have expanded our language phone line to become a service providing clients and potential customers with access to information in their native language.

The National Language Line has 10 dedicated phone numbers for the most commonly spoken languages including Arabic, Cantonese, Croatian, Greek, Italian, Macedonian, Mandarin, Polish, Russian and Vietnamese. An additional number links clients to support in all other languages spoken.

The NLL broadens our work to support health literacy in diverse populations. Where six out of 10 people in Australia have low health literacy and have difficulty accessing, understanding and using

health information and navigating the health system.

Educating clients and employees

Our work to support health literacy includes co-designing resources with diverse client groups and developing targeted training for health and aged care workers.

The latest resource in our Talking Books project, 'Information on Medicines in English', is a multi-media tool that can be viewed or listened to on a computer or tablet and covers areas such as types of medicine, pricing and managing medicines at home, presented in simple non-technical language.

The book is the sixth in a series and was developed in consultation with community members from the Willum Warrain Aboriginal Association, the Spanish-speaking Planned Activity Group, run in partnership with the Southern Migrant and Refugee Centre and the Narre Warren North Baptist Church, and the Peninsula Advisory Committee for Elders who participated in the testing of the information. Information on Diabetes in Italian, Greek Vietnamese and Macedonian and Information on Dementia in Vietnamese have previously been released.

Funded by the Federal Government, a workshop for community aged care employees is being delivered to give employees across the sector the skills to identify diversity characteristics in customers that may affect their ability to access appropriate health care.



Members of the Willum Warrain Aboriginal Association consult on our latest Talking Book project, a multi-media tool that provides information about medicines.

Enabling innovation through technology

Finding new ways to improve our services through technology, whether behind the scenes or through direct client engagement, continues to be a critical enabler as we seek to deliver innovative solutions across the care spectrum.

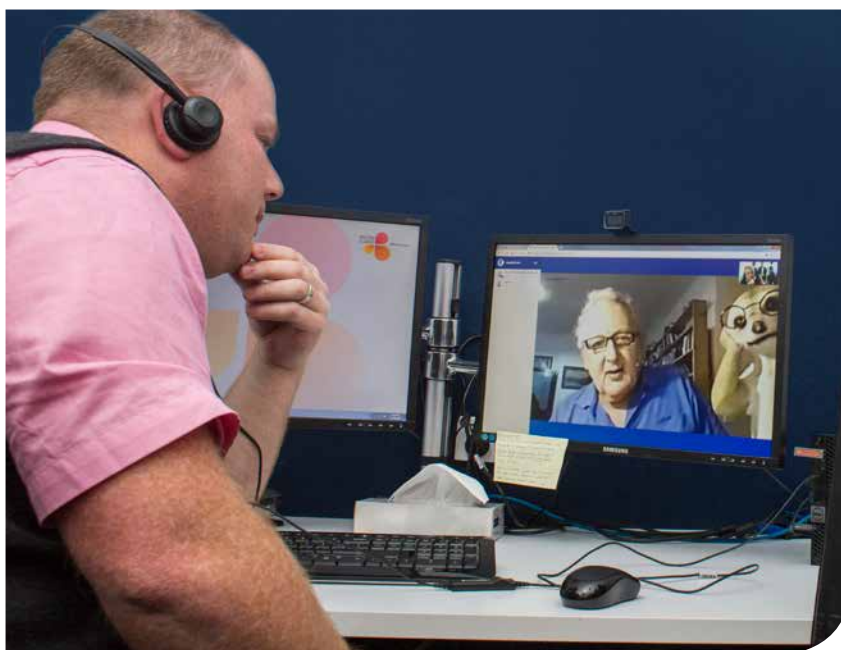
The roll-out of our AutumnCare Medication management system across our residential aged care sites is now complete, allowing us to deliver more responsive clinical care by providing direct integration with pharmacies via electronic medication records. Our remote consultancy services provided more than 4,000 calls to 388 clients this year, and we are working to expand our web conferencing to assist with management of diabetes, continence, dementia and wound care, giving employees across the organisation instant access to the up-to-date expertise of our Clinical Nurse Consultants.

Providing medication support

Our work with Atlantis Healthcare, an organisation that develops and delivers patient support programs, has helped us to deliver Australia-wide patient support and effective treatments for osteoporosis and psoriasis.

The administration of medications for osteoporosis and psoriasis can be complicated because they need to be delivered subcutaneously.

For clients using this medication for the first time, our nurses undertake initial visits to show them how to



Melbourne North Clinical Team Manager, David Pace, chats with a telehealth client.

administer the drugs, including how to use the injection device and giving them a general education about the medication.

Our partnership with Atlantis Healthcare means clients can call them throughout their treatment to get further support around self-managing, including taking their medication and ensuring they attend health check-ups to ensure a positive outcome may be achieved.

Connecting communities

Our Pregnancy, Birth and Baby (PBB) helpline service has delivered standout performances in the provision of advice and support by phone and online this year, assisting more than 3,000 callers to the Commonwealth Government's Healthdirect Australia PBB helpline each month.

The service delivers telephone support and advice covering a comprehensive range of pregnancy related issues, and parenting advice. The line is staffed by highly qualified and experienced maternal and child health nurses.

The team's Facebook forums have been particularly popular – the June 2017 forum reached more than 9,000 people nationwide, offering opportunities to engage directly with our child and family health experts.

Support is provided to the Australian community nationally for parents and carers from newborn to children up to age five. Common issues include toddler tantrums, newborns and sleep, toilet training, sleep during pregnancy and looking after children in the heat.

In the event that a medical issue is identified, the caller is immediately transferred directly to an external nurse triage provider. If the caller is requiring professional counselling support, the caller is transferred directly to an external telephone counselling service provider.

Best practice for our teams

At a time when our industry is changing to meet regulatory and customer expectations, ensuring we are delivering positive outcomes and experiences for our customers starts with our workforce – providing education and learning to promote the delivery of best practice care, for our own people and supporting the broader sector.

Aged Care Channel

The addition of the Aged Care Channel (ACC) to our Group has significantly expanded our geographic reach and our education and training capacity.

The ACC launched in Australia in 2003 and in the United Kingdom (UK)

in 2009 with a team of 49 across these locations. With an excellent reputation for delivering televisual and accessible training through storytelling across Australia and the UK, ACC has recently expanded into Ireland and New Zealand.

This year the business launched its Spiritual Care series in Australia and internationally, and has been commissioned by the Australian Government to deliver important educational courses on issues facing Lesbian Gay Bisexual Transgender and Intersex (LGBTI) people entering aged care and on providing culturally appropriate care for indigenous Australians.

Enrolled Nurse Transition to Practice

Our Enrolled Nurse Transition to Practice program offers newly enrolled nurse graduates the opportunity to expand and explore their professional practice while working in a structured, professional setting.

The program focuses on building on the knowledge and skills gained during a nurse graduate's diploma program and applying it to the community. Graduates have access to education sessions and discussions about common clinical scenarios in medicines management, wound care, diabetes management, continence care and aged care in a community setting. They also receive a transition plan to help them put theory to practice, so they can work independently within our organisation while still having the support of their colleagues.

Opportunities to grow

Enrolled Nurse, Emma Sweeney recently completed the Transition to Practice program and called the experience 'life-changing'.

"Throughout the program, I've met so many people who inspire me. I have loved working with my mentor and my team and feel lucky to be involved with such a supportive organisation.

"Every day has been different, some more challenging than others but I've honestly loved every minute. I feel like I make a real difference to my clients. Some days, I might be the only person they see and I try my very best to ensure they know there is someone there for them all the time.

"I don't feel like I have a job. I'm actually doing something I love every day. I go to work smiling, come home smiling and actually make a difference in my clients' day," says Emma.



The ACC team works with indigenous Australians to create care resources supporting positive outcomes.



Dedicated to her community

Beres, Bundaberg Regional Council's Senior Citizen of the Year, with Fairways Retirement Village Manager, Jude Riley, who nominated her for the award in recognition of her community service.

Beres has dedicated her life to helping others. Now in her eighties, she remains a stalwart of Queensland's Bundaberg community from her home base in our Fairways retirement community.

Her willingness to lend a hand and put her sharp administrative and organisational skills to use for community organisations this year, has earned Beres the Bundaberg Regional Council's Senior Citizen of the Year award. She was nominated for the honour by fellow residents and Village Manager, Jude Riley.

"I have been happy at Fairways ever since I moved in," she says.

"It's a wonderful community and we all have a great relationship with Jude. We feel very loved and well taken care of. She is absolutely marvelous and the village wouldn't function without her."

Beres began volunteering with the Australian Red Cross in 1984 and has been president of her local group since 2007, assisting with medical equipment dispersal and working as a volunteer coordinator, fundraising officer and event coordinator.

She also dedicates her time to Diabetes Queensland's local support group, where she has held executive roles for more than a decade. Beres spent more than 12 years caring for her husband Jim, who had Type 2 Diabetes. In 2012, she was awarded Diabetes Queensland's 'Angel of Diabetes' award for her outstanding service.

Her full social calendar and string of commitments includes a term as President of the Burnett Ladies Bowls Club in 1991 and 1992. In 1993 she was given the role of Patroness. In 1984 she and Jim got together with friends to form the Bundaberg Caravan Club.

Her calendar might be full, but Beres says she always has time for her friends and since 2014 has been the Fairways Social Committee president, helping to organise social events and welcome new residents into the village.

"There is a wonderful community vibe in the village, if you're ever unwell the other residents will not hesitate to give you a hand bringing you food or helping with your groceries," she says.

"We love catching up in the village hall and having functions together - the people here are so lovely."

Healthy and active partnerships

Our successful collaboration with community organisations such as Bowls Australia and the Maggie Beer Foundation continues to help our customers fulfil their positive ageing journey.

Our Be Healthy and Active program has delivered 500 sessions to over 5,200 participants since the program started 18 months ago, with more than 1,150 people taking part this year alone across Melbourne, Sydney, Brisbane and Adelaide.

This year, the program has been expanded to include a series of falls prevention workshops. The new sessions are designed to help older people to identify falls risk factors including health problems, environment, eyesight and footwear.

They also teach participants exercises they can do at home to increase strength, mobility and balance and help participants develop action plans around what to do if they have a fall.

One third of Australians aged over 65 will experience a fall at least once per year resulting in injury, hospitalisation and loss of confidence or independence.

Project Officer, Kerry Rendell, says the good news is that many falls are preventable and with the right information, injury and future risk can be minimised.

The new sessions on falls add to Be Healthy and Active topics including positive ageing, bladder health, skin health, managing stress, CPR and



Nutrition sessions supported by the Maggie Beer Foundation have been a popular component of Bolton Clarke's Be Healthy and Active program.

defibrillation basics and nutrition. Each session includes practical advice and strategies to help participants get the most out of life. Around half of all participants are over 70.

Our nutrition sessions, 'You Only Get Out What You Put In', are delivered in collaboration with the Maggie Beer Foundation to spread the word about positive ageing and healthy eating.

The 5,000th participant in the Be Healthy and Active program was part of the celebrations at North Lakes Retirement Resort, Queensland.

“ Each session includes practical advice and strategies to help participants get the most out of life. ”



Lifelong friendship endures

Lorna and Isabel continue to live independently and share many happy memories as friends and neighbours for almost 80 years.

Lorna, 100, and Isabel, 95, have been friends and neighbours for almost 80 years.

It's fitting, then, that when Lorna marked her 100th birthday in September 2017, Isabel was there to share the celebrations.

The pair, who both still live in their homes and receive regular visits from our Registered Nurse, Tanya Morrison, met as young wives who were among the first residents in their quiet street in suburban Launceston, Tasmania.

"I married my husband Philip in January 1940 and we had built our family home ready to move into as soon as we were married," she says.

"There were not many houses in our street at the time and we immediately made friends with a couple down the road, Isabel and Walter.

"Both our husbands had served in the war and they became great

mates, our children grew up together and both our families would often share many social outings and events together – Isabel and I were always very close friends."

Isabel's family arrived in Hobart in 1921, and she got engaged to her husband Walter before World War II broke out in 1939.

Walter joined the 2nd 40th Battalion and was deployed to West Timor, during which time she received a dreaded telegram saying he was missing in action after the area was invaded by enemy forces.

"We heard nothing for three months," she says.

After months surviving in the jungle, Walter and his men were eventually able to build a radio and communicate with the Australian Armed forces and finally Isabel had word that her husband was well and with his unit. They were married soon after his return.

Today, Isabel still marches in the Anzac Day parade with her

daughters. She lives independently in the house where she raised her family, with support from our At Home Support team.

"I am very appreciative for all the assistance from Tanya, I enjoy living in my own home and she is a wonderful nurse, I don't know where I would be without her," she says.

Lorna's and Isabel's enduring friendship has seen them through happy times like the arrival of children, grandchildren and great grandchildren, and difficult periods including the loss of their husbands.

"I still like to wander up to the local supermarket to get a few groceries, and I still potter in my garden," Lorna says.

"And I still have Isabel down the road – we can't always manage to visit each other, but we have a chat on the phone whenever we like."

Building on our services in New Zealand and China

Our international footprint continues to expand, including the continuation of our relationship in Nanjing, China, with 800 aged care beds currently online.

Aged care is an emerging market in China, particularly in the booming metropolitan areas. There are currently five mega-cities, with a population of more than 10 million nationwide and a further nine are expected to emerge within the next 10 years.

Within this context, our at home support, retirement living, residential aged care training and education experience gives us the expertise to work with the Central Government to provide a more complex product to meet burgeoning demand, and to offer expertise supporting a policy focus on new options in health and aged care.

In New Zealand, we have expanded our services on the ground into new areas, including Queenstown in the South Island, while our Aged Care Channel business has launched its New Zealand operations, supporting education and training for providers across the sector.

Manaakitanga a guiding principle

The New Zealand home care industry has seen major change in the past twelve months including the welcome introduction of Guaranteed Hours and Pay Equity.

New Zealand CEO, Carmel Conaghan took up her role in February 2017

and is excited about the future of the New Zealand business and the group.

"We have built a strong, passionate and agile team who really care about what truly matters to our clients and are prepared to go the extra mile," she said.

"Manaakitanga (respect, generosity, care) provides a guiding principle for RDNS NZ which is reflected in our values and in our service delivery model. Currently, our teams work with more than 2,400 clients each week and in financial year 2017 delivered over 475,000 visits by a team of more than 450 employees from our sites at Auckland, Dunedin and Invercargill."

Our New Zealand operations support a diverse customer base caring for clients originating from 168 countries who speak 117 different languages.

The team has been busy developing a new, tailored model of support which embeds New Zealand's unique cultural framework, supported by intensive staff training in restorative care. This model draws on the depth of experience and research across our broader organisation and will enable us to support more people as they regain their independence.

In line with this work, our teams have also begun delivering a successful transition care program for clients with significant 24-hour care needs referred through the Accident Compensation Commission.

Following national changes, we continue to focus on valuing our people and delivering a strong and relevant service model.



New Zealand client Kanea works on rehabilitation exercises with Support Worker, Ranjita Sharma.

Award winning recognition

Our teams received recognition at local, national and international levels for their outstanding work and demonstrating a commitment to excellence in a range of fields, including hospitality, clinical care, volunteering, return to work, diversity and learning and development.

Our dedication to hospitality services was recognised at the OSCAR Aged Care Hospitality National Awards, which aim to promote a five star culture for aged care hospitality.

Food Services Team Leader, Sharon O'Connor from Fairview residential community, Pinjarra Hills, Queensland received the honour of being named Food Services Assistant of the Year for her outstanding work in the catering department.

Stan Banasiak, a dedicated volunteer of the Carrington residential community in Parkinson, Queensland was recognised for his contribution to the site when he won Volunteer of the Year at the Leading Age Services Australia (LASA) Queensland Excellence in Care Awards. Marie (Yoong Jung) Gwak the Clinical Manager at our Fairview residential community in Pinjarra Hills was named a runner up in the Excellence in Care Individual category.

Our Client Manual Handling Training Program was awarded Best WHS Training Program in the 25th Annual National Safety Awards of Excellence.

We were recognised as a leader in partnering with consumers from diverse backgrounds with an Aged Care Quality Agency 2017 Better Practice Award.

Bill Brennan and John Curtis, from our Homeless Persons Program were proud joint winners in the Employee Category at the Aged

and Community Services Australia Victoria Awards

Internationally, Our Aged Care Channel team based in the United Kingdom, were named a finalist in the Skills for Care Accolades Awards in the 'Best Endorsed Provider of Learning and Development'.

A number of our teams and employees were also named as finalists in major Australian and international awards programs throughout the year.

2016 OSCAR Hospitality Awards

Food Services Assistant of the Year

Sharon O'Connor

Food Services Team Leader
Fairview, Pinjarra Hills QLD



Food Services Team Leader, Sharon O'Connor, 2016 OSCAR Hospitality Award Food Services Assistant of the Year, loves being part of the team at Fairview and creating a fun and entertaining dining experience for residents.

Leading Age Services Australia (LASA) Queensland Excellence in Care Awards

Volunteer of the Year

Stan Banasiak
Carrington
Parkinson QLD

Aged Care Quality Agency's 2017 Better Practice Awards

Partnering with Consumers for Diversity model



Bolton Clarke is recognised as a leader in partnering with consumers from diverse backgrounds with a Better Practice Awards win.

Aged and Community Services Australia Victoria Awards

Joint winners – Employee Category

Bill Brennan and John Curtis
Homeless Persons Program

2017 NSCA Foundation/GIO Workers Compensation National Safety Awards of Excellence

Best WHS Training Program

Client Manual Handling Training Program



Our Client Manual Handling Training Program is the 2017 winner of the National Safety Council of Australia's accolade for Best WHS Training Program

QLD 2016 Safe Work Return to Work Awards

Runner-up and highly commended, Injured Work Achievement award category

Drew Cumner
Personal Care Worker
Fernhill, Caboolture QLD



Drew Cumner, Personal Care Worker from Fernhill, Caboolture QLD was honoured to receive her QLD 2016 Safe Work Return to Work Awards and acknowledged the support of her team

Bolton Clarke Research Institute highlights

Our Research Institute has evolved, building its capacity to work across Bolton Clarke's operations to support community members to live the best life they can: "to be true to you".

Support includes informing evidence-based models of care that are holistic, person-centred, and co-designed with end-users and improving the efficiency and effectiveness of service delivery across the organisation.

The Research Institute is well placed to do this work, led by Dr Judy Lowthian, who has a speech pathology clinical background and research expertise in health service utilisation, reduction in social isolation, falls prevention and developing alternative models of care. The research team has clinical backgrounds in physiotherapy, psychology, exercise physiology, pharmacy and podiatry. Our collaborations include Monash University Centre of Health Economics Research, enabling economic evaluation of any innovation we research.

In FY16–17, the Research Institute completed projects in promoting inclusive care through diversity training, improving foot health in diabetes, initiating injectable therapies, preventing falls after hospitalisation, and evaluating the Homeless Persons Program to improve service access.

A highlight is the Diversity Project which is funded by the Federal Department of Health (previously Department of Social Services). This project developed a new diversity framework, identifying that the focus should be intersectionality of diversity characteristics, rather than considering individuals through individual characteristics. Diversity training principles and an evaluation framework were developed and evaluated. A website, mobile app and animations were also developed to support staff to implement these learnings. Project findings were shared at a Diversity Forum, with a presentation by Professor Vivian

Lin, Director of the Division of Health Sector Development, World Health Organisation (WHO), Western Pacific Region. Future work is planned to embed this project's findings across our organisation as well as developing a tool to assess the impact of diversity on healthcare participation of older people.

We are working to collaborate with WHO, to build on the diversity work they have done with our findings, to support workers around the world to better understand how to support older people and improve access to care, health and wellbeing.

New projects with a focus on improving wellbeing and preventing adverse events in older people include:

- In partnership with Eastern Melbourne Primary Health Network (PHN), the TEAMM-Pharmacist (Timely Enhanced Access to Medication Management) program aims to improve quality of care and medication safety for older home nursing clients referred for medication management, by providing timely access to a home visiting clinical pharmacist.
- The Older Women Living Alone project, funded by the Melbourne Lord Mayor's Charitable Foundation, aims to optimise the wellbeing of older women, focusing on the social, economic and health disadvantages facing this group. This will be achieved through systematically reviewing the literature, analysis of clinical data, interviews with older women, public forums whereby older women and key stakeholders will co-design desired services, a health economic evaluation and synthesis of research findings.

Project outcomes will inform service provision to women living alone in the community.

Peer reviewed publications

Our Bolton Clarke Research Institute completed 28 peer reviewed publications and book chapters which attracted \$2 million in research grants.

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Book Chapters

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Good health and longevity

A love of bowls brought Bert and Joyce together.

Inset: Bert and Joyce still get out daily on their mobility scooter built for two.



Playing sport and staying active are the secrets to good health and longevity for Bert – as much now, aged 101, as when he was a young man.

He and partner Joyce, who he cares for at home, live in Rosebud, a seaside town on the Mornington Peninsula in Victoria and enjoy getting out daily on their mobility scooter built for two. To support their independence and wellbeing, our Social Worker, Rosemarie Draper makes regular visits and ensures they have access to extra assistance when they need it.

"We have a double scooter. I didn't even know you could get things like that! We go out every day for lunch, except if it's raining," Bert says.

For him, physical independence remains incredibly important.

"I've always liked playing sport, always," he beams. "It takes your mind off things, with plenty of opportunities to meet people – and it helps with stress relief too".

Growing up in Stawell, in country Victoria, Bert played a variety of sports including cricket, football and baseball. Later, the family moved to Melbourne where at age 12 he took a job selling newspapers at Johnny Connell's Railway Hotel.

Bert fell in love and married when he was 21, shortly before he joined the Royal Australian Air Force (RAAF) as an air crew member. After his wife's death from cancer, he again found solace in sport – this time through lawn bowls, where he met Joyce.

"I didn't know Joyce very well until after her husband died. Her daughter asked if I wanted to meet up with Joyce and we went to dinner at the Rosebud Hotel, and that was all it took."

The pair connected over their love of bowls and became unstoppable on and off the green. "We'd watch bowls tournaments and compete in them together with great success. We won the pairs competition against people from all over Australia and had some lovely times".

"Our Social Worker, Rosemarie has been a rock for me," Bert says. "We go back a fair while and she has had a very good impact on my life," he grins.

"It's unfortunate that some older people aren't able to leave their house. I think it's in your best interest to keep moving and if you're able to, then get out as much as you can!"

Making a difference

The generosity of our donors allows Bolton Clarke to support more clients and residents in more places every year.

Over the past 12 months we have received several substantial gifts along with generous donations from individual donors, trusts and foundations, bequests and fundraising through monthly giving. These funds have played an important role as we continue to build on our more than 200-year tradition of providing compassionate care and support, enabling research and diversification to provide services that promote health, wellbeing and independence.

In Melbourne, the Lord Mayor's Charitable Foundation supported a key strategic initiative with a transformative grant to optimise the wellbeing of older women, focusing on the social, economic and health disadvantages of individuals who live alone. The research and consultation being undertaken through the resulting Older Women Living Alone project will continue to improve the lives of women at risk for years to come.

State Trustees Australia funded the implementation and evaluation of our evidence based 'Enabling Choices' tool, which allows health care professionals to negotiate the risks that our clients with a diagnosis of dementia are experiencing. The findings of this project will positively benefit more than 413,000 Australians living with memory loss or dementia.

Funding received from the Estate of the Late W A Griffiths allowed us to identify clients who are at risk of falls related to diabetes and develop

a workshop to enable community nurses to effectively assess and prevent falls. This significant investment goes to the heart of our health promotion mission and has the potential to improve health outcomes and significantly reduce the number of diabetes-related falls injuries and hospital admissions.

Other very generous supporters included Trajan Scientific and Medical, The Pam and Alfred Lavey Trust and the Collier Charitable Fund.

Sincere thanks for everyone who supported our work throughout the year.

With your help Bolton Clarke continues a proud legacy of more than 200 years of combined experience, delivering practical support right across the country.

Every donation helps us in our vital work of care and support to thousands of people every day, and means so much to so many.

25,000 +

Lord Mayor's Charitable Foundation
The Pam and Alfred Lavey Trust,
managed by Equity Trustees
The Estate of the Late Glen W A
Griffiths
State Trustees Australia Foundation
Trajan Scientific and Medical

\$10,000 - \$24,999

Collier Charitable Fund
The Jack Brockhoff Foundation
Clive Johnson Trust
Besen Family Foundation
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Miss Isabella Poloni
Mrs Anneliese Mitchell
Miss Nannette Lowth
Mrs Priscilla Randall
Mr John Brown
Mrs Patricia Lawson
Miss Dorothy Berry
Ms Inge Meldgaard
Ms Catherine Martin
Mrs Judith Overbeek
Ms Pamela Purton
Mrs Elspeth Jacobs
Mr Paul Foster
Mrs Marjory Turnham
Ms Wendy Love
Mrs Elaine Grant
Mrs Aileen Elsegood
Mr Douglas Wicks
Mr Rod Bennett

Board of Directors



Mr Pat McIntosh AM CSC

B.Bus, GradDipMgmt, MBA, MAICD

Chairman of the Board

Mr McIntosh was a Commissioned Officer in the Australian Army for 27 years. He then worked in the finance sector for 13 years and was an equity owner of a financial planning business. He is currently a director of the Royal Australian Regiment Corporation. Mr McIntosh is a Graduate of the Australian Army Staff College and the Australian Defence College.



Ms Gillian McFee

B.Soc.Stud (Hons), Dip. Urb. Reg. Stud., EMBA, FAICD

Member, Capital Committee

Member, Risk and Audit Committee

Ms McFee has extensive experience in the aged care, health, housing and community services sectors as a chief executive officer and director in the public, private, not for profit and mutual sectors. She was a former Director of Uniting Care Ageing NSW ACT (now Uniting) and formerly held senior executive leadership roles in the NSW Government including as Director, Office on Ageing in the Premier's Department and in housing, ageing, disability, home care and community services. Ms McFee consults to organisations in housing, aged care and disability services around strategy, innovation and new business models.



Mr Robert Lourey

B.Bus, MAICD

Chair, Nomination and Remuneration Committee

Member, Capital Committee

Mr Lourey has extensive experience 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. He is currently head of human resources for Navitas Limited, an ASX-200 company and he is also Chair of Australian not-for-profit organisation Access EAP. He is a former member of the KU Childrens Services, Michael Page plc, Afrox and Afrox Healthcare (RSA) Boards.



Mr Jeffrey McDermid

B.Econ, FAICD, FCA, CTA

Chair, Risk and Audit Committee

Member, Nomination and Remuneration Committee

Mr McDermid has 46 years' experience within the accounting profession and has been a director of not-for-profit and for-profit organisations. His board roles include property development, human resources, tourism, agricultural equipment supply, online retail, hotel, shopping centre and technology industries. He is a current Council Member of the Griffith University Gold Coast Advisory Council. He is a former partner of WMS Chartered Accountants and Ernst & Young. Mr McDermid brings to the Board a wide variety of skills and experience in financial management, corporate governance and strategic thinking.



Mr Stuart Lummis

B.Econ, Grad Dip Proj & Const Mngt, Post Grad Dip Acctg, Finsia, FAICD

Chair, Capital Committee

Member, Risk and Audit Committee

Mr Lummis has over 36 years' experience as a senior executive and company director, with a strong background in the property sector. He is the Chief Executive Officer of Brisbane Housing Company. Mr Lummis has extensive experience in both large publicly listed groups and not-for-profit organisations. He is also a member of the Property Council of Australia, a Director of Brisbane Markets Limited, and Chair of the National Trust of Queensland Advocacy Committee.



Professor Michael Reid

B.Ec

Member, Capital Committee

Member, Nomination and Remuneration Committee

Professor Reid has extensive experience as a director and is currently the Chair of Mental Illness Fellowship of Australia, Chair of the University of Sydney Health and Medical Research Committee, Deputy Chair of the Royal Flying Doctor Service and a Director of the National Health Performance Authority. He has held many public sector positions at Commonwealth and State Government levels including as the Director General of the Queensland Health Department, Director General of the Ministry for Science and Medical Research (NSW) and Director General of the NSW Health Department.

In 2011, Prof. Reid was awarded the Sidney Sax Medal for his contribution to the Australian Health Service.

Board of Directors (continued)



Dr Cherrell Hirst AO

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

**Chair, Research Governance
Committee**

Member, Risk and Audit Committee

**Member, Clinical Governance, Client
Safety and Wellbeing Committee**

Dr Hirst has extensive experience as a Director, is the Chair of ImpediMed Limited and Factor Therapeutics Limited (previously Tissue Therapies Limited) and a Director of the Gold Coast Health and Hospital Service. Dr Hirst chairs the Advisory Board of the Institute of Molecular Biosciences at the University of Queensland. She has formerly held Board membership of a number of organisations including Medibank Limited, Suncorp Metway Limited, Peplin Limited and Avant Insurance Limited.



**Adjunct Professor
Kathleen Baker AM**

Registered Nurse, M EdA, BHA,
CC, CT, DipNE, ACN (DLF), Wharton
Fellow, MAICD

**Chair, Clinical Governance, Client
Safety and Wellbeing Committee**

Adjunct Professor Baker has held executive management positions in Area Health Services and the NSW Health corporate office, where she was the Chief Nursing Officer for NSW. She established the Advice Centre for the Australian Commission on Safety and Quality in 2012 and is currently Nurse Advisor to the Commission.

Adj. Prof. Baker is a Director of the Australia College of Nursing, and is a Director of the Western Sydney Local Health District Board. Awarded an Honorary Fellow with the University of Technology Sydney for her extensive contribution toward nursing education reform within the health industry, she has been awarded Adjunct Professorships with the University of Technology, Sydney, the Western Sydney University and the University of Sydney. Adj. Prof. Baker was appointed as a Member in the General Division of the Order of Australia in 2010 for service to the nursing profession through contributions to education and the promotion of clinical excellence.



Peter Wetherall

BE Hons (Qld), BA Hons (Oxon),
GAICD

Member, Capital Committee

**Member, Risk and Audit
Committee**

Mr Wetherall has worked in financial markets for 37 years. For 17 years, he was the Managing Director of Wallara Asset Management, the funds management business he founded in 1995. Prior to that he was a Director and the head of research at stockbroker McIntosh Securities (now Merrill Lynch Australia). He is currently a Director of the listed investment company, Australian United Investment Company Limited, part-time investment manager at the Helen Macpherson Smith Trust, and a member of the Investment Committees of the Royal Australasian College of Surgeons, Trinity College (University of Melbourne) and the Geelong Grammar Foundation.

Executive Management



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



Megan Millman
Chief Financial Officer
BCom, FCA



Susan Stewart
General Counsel
LLB (Hons), LLM



Wendy Flavien
Chief Integration Officer
MBA (Prof), BEd (Sec),
BIT (Net)



Melissa Leahy
Chief People Officer
BA (Psychology & Sociology)



Greg Masters
Executive General Manager
Operating Performance
BBus (Accounting) CA, GAICD



Fiona Hearn
Executive General Manager
Care, Innovation & Quality
BNursing, MHSc (HlthAdmin),
GAICD, ACN



Dan Woods
Executive General Manager
Brand & Business
Development
BA (Media Studies),
Cert. Mktg



Carmel Conaghan
Chief Executive Officer
RDNS New Zealand
RNZcmpN



Judy Lowthian
Principal Research Fellow
Bolton Clarke Research
Institute
PhD, MPH, BAppSc (SpPath),
LMusA

Shared connection



Allan's lifelong passion for cricket endures and is a shared connection with Lady Janet Clarke, much loved Melbourne philanthropist and namesake for Bolton Clarke.

Allan has had a lifelong love affair with cricket – and it's still going strong. At 91, Allan still loves to watch any cricket on television, from test matches to day-night games.

It's a connection he shares with long-time Melbourne District Nursing Society stalwart Lady Janet Clarke, who became the society's president in 1889 and whose compassionate and committed service is recognised in our new name.

Three years before Melbourne's first District Nurse took to the streets in 1882, Lady Clarke burned the stumps after a social cricket match against the visiting English cricket team at her Sunbury property, and presented them to the team's captain in an urn which she suggested should become a perpetual trophy.

The gift became the legend at the heart of the Ashes test cricket series that continues today.

Allan, who played for Mount Waverley, Victoria from 1945 to 1970 and remains proud of his achievements, said the Ashes link was of particular interest to him, given his own sporting background.

"I always loved playing cricket, it was one of my favourite past times. I found it very interesting to learn Bolton Clarke has such strong cricketing links," he says.

"I played for 25 years in Mount Waverley, and during that time I played in nine premierships, won the bowling average for the club eight times and won the association bowling average twice. I also finished my last game with 110 wickets."

These days, Allan enjoys watching all cricket on the television including the Ashes test and 20/20 games, and is especially happy to see the growing profile of women's cricket.

"It's good to see these sportswomen are getting recognition because they are fantastic players. I do enjoy seeing live games though. About 40 years ago I went to the Australia vs India game at the Melbourne Cricket Ground and Bill Johnson won for Australia," he says.

Allan receives At Home Support and in addition to his life-long love of sport, has retained an interest in healthy living in his role as a vegetable farmer.

"I was always very healthy, I never visited a hospital until I was 70 years-old. I asked my doctor what was causing more frequent visits and he replied birthdays," he says.

"Now I have the nurses visit me twice a week. I don't know what I would do without them. I love having them come by. They are always so helpful."

BOLTON
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Melbourne

31 Alma Road, St Kilda VIC 3182
Telephone: 03 9536 5222 Facsimile: 03 9536 5333

Bolton Clarke is the trading 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.