

Year in Review 2023





Acknowledgement of Country

Bolton Clarke sites are located on approximately 62 different regions across Australia and New Zealand. Bolton Clarke recognises the Traditional Owners and their connection to land, sea, culture and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

This page: Personal Care Worker Wa Wa and resident Michael at Galleon Gardens residential home.

Front cover: World War II cypher and Milford Grange resident Olive leading the 2023 Ipswich Anzac Day parade with her daughter Robyn.

Contents

Our highlights	4	Welcome to Willowdale	34
Chairman's report	6	Investing for the future	36
Group CEO's report	10	Board of Directors	40
Our social impact	14	Executive leadership	42
Focus on governance	16	Generosity changes lives	46
The future of ageing well	20	Heartfelt thanks	48
Award-winning achievements	30	Our service locations	52



Shaping ideas about ageing...

Through a partnership forged from the merger of two iconic Australian organisations nearly a decade ago, we have grown to become Australia's largest independent, not-for-profit aged care provider.

Our highlights

We are committed to bringing positive ageing solutions to more people in more places.



88

homes supporting
8,718 resident
places



38

retirement
villages with
3,554 residents



10,535

daily at
home support
visits



15.6M+

kilometres
travelled by
support teams



15,000+

employees
and volunteers



130,000

people
supported



Chairman's report

This year we achieved a major milestone in our vision to grow genuinely integrated services in innovative ways – through co-location, strategic acquisitions, health partnerships and co-designed built environments.

It's a vision we have honed and tested annually, and one that has stood the test and delivered results. Bolton Clarke now supports more than 130,000 people through home care programs and across 38 retirement villages and 88 residential homes.

Building on the acquisitions of Acacia Living Group and Allity over the past two years, we brought respected family operator McKenzie Aged Care into the Group, further expanding our residential services in areas where we have a strong existing home care presence.

We've also seen growing momentum for our capital works pipeline. We celebrated the official launch of our Callisto Place retirement village at Bundoora, Melbourne, and in Sydney, our new Willowdale home at Denham Court welcomed its first residents in October. We've worked closely with the neighbouring Levande retirement community throughout the project and its residents have been enthusiastic about the additional services Willowdale will bring.

Making an impact

Innovation grounded in research and deep experience is helping us reshape how we support people to age well.

The work of our Research Institute is informing new approaches that are making a sustained and positive impact for people and communities in Australia and internationally.

Alongside their deep clinical expertise and work in areas like wound care, diabetes, dementia and frailty, they are looking beyond traditional medical models of care to improve community wellbeing through social connection. The Connect Local program, launched in Glen Eira, Victoria this year, is an excellent example of the power of community partnerships to help promote wellbeing, connection and independence.

The impact of the Institute's research is further amplified through a strong network of partnerships and collaborations, from primary health networks to universities and research organisations. Notable examples are Head of Research Professor Judy Lowthian's appointment to the Ending Loneliness Together Advisory Committee, Senior Research Fellow Dr Claudia Meyer's appointment as President and

Chair of the Australian Association of Gerontology Board, and Dr Rajna Ogrin's role as Associate Editor, Australasian Journal on Ageing.

At the operational level, our innovation hub has been working with frontline and support teams identifying opportunities to improve and problem solve, with the goal of freeing our people to focus on client and resident care. This has led to innovations like the Buddy app, which connects retirement village residents with each other and with maintenance and concierge services and is now rolling out across our villages.

Driving change

In January, the federal government released the aged care reform roadmap to provide greater visibility and an indicative timeline for key reform elements to June 2025.

Our existing Board composition and processes are strongly aligned with the new governance requirements. We have an independent, skills-based Board with a broad commercial skill set, strong clinical representation and a Clinical and Care Governance Committee. We have established consumer engagement groups and a clear customer focus grounded in our constitution and charitable purpose to help people live a life of fulfillment.

The extraordinary depth of expertise across our organisation has also been recognised through opportunities to provide expert advice and input into the future of ageing policy.

Examples of this are the Aged Care Taskforce – an important step toward looking at alternative funding models with a particular focus on co-contributions – and the important conversation around workforce challenges.

We have been represented at Board and Committee levels on the Aged & Community Care Providers Association, the National Aged Care Advisory Council and the Australian Clinical Research Network.

Honouring our veteran legacy

As we have grown, it's been pleasing to see our services united by a shared history of veteran support.

It was moving to be part of the Anzac Day commemoration at Fernhill, our oldest continuously operating home, with around 1,000 local community members in attendance including a strong contingent of veteran residents.

Also on Anzac Day, we saw Milford Grange resident Olive, who worked as a cypher at the RAAF headquarters in Brisbane during World War II, honoured as the first woman to lead the Ipswich Anzac Day parade, while Fairview resident and former gunner Cynthia Clifford took pride of place in the Brisbane march.

Our Research Institute continues to contribute to best practice around meeting the specific needs of the veteran community and understanding the greater needs and complexity of the veteran ageing experience. This has included work to understand the different home care needs of veterans and progress towards broader rollout of the Weaving Evidence into Action for Veterans with Dementia (WEAVE) program in our residential homes.

Awards and innovation achievements

The tremendous efforts of our teams through COVID-19 and beyond were recognised at the 11th Asia Pacific Eldercare Innovation Awards, where we were named Operator of the Year – Residential Aged Care and winner of COVID-19 Innovation of the Year (Loneliness).

We've also achieved a long-held ambition in being recognised as an Employer of Choice at the Australian Business Awards 2023. It's an important differentiator in a highly competitive workforce environment. We know the larger size, breadth and unique offerings of Bolton Clarke as a not-for-profit create strong opportunities for employees looking for an established organisation with proven values, stability and career development options.

Personal reflection

On a personal note, this year has been my last as Chairman of Bolton Clarke as I have reached the tenure set by our Constitution and will step down from the Board as part of a well-planned succession.

It's been a privilege to chart the direction of this exceptional organisation alongside a highly skilled Board focused on enabling and empowering innovation and expanding capability to meet customer needs.

Central to our remarkable transformation and growth since coming together as Bolton Clarke has been the courage, vision and clear insight of Group CEO Stephen Muggleton and his executive leadership team.

I am confident incoming Chair Tony Crawford will continue to progress this important work. I look forward to seeing Bolton Clarke continue to grow, innovate and lead the development of a truly integrated and transformative model for ageing well.



Pat McIntosh AM CSC
Chairman



Chairman Pat McIntosh laying a wreath at this year's Anzac Day Dawn Service at our Fernhill community.



Group CEO's report

It's an exceptional time for our organisation. In 2023 we continued bringing together the best high-quality providers to better connect and integrate our services and support an improved ageing experience for more people across Australia.

This year saw Bolton Clarke successfully integrate Acacia Living Group and Allity. At the same time, we welcomed McKenzie Aged Care to the Group drawing on our closely aligned values, history of veteran service and focus on person-centered care. Through one of Australia's largest integration programs, we have brought together 15,000+ team members and further expanded our capabilities to meet the increasing requirements of the ageing population.

One of the most rewarding things about our growth is the enhanced opportunities we now have to work with individual clients and residents to tailor services across the full continuum of care and living options. Being able to do this has been a key driver behind our vision and strategy.

Against this backdrop, 2023 brought with it post-pandemic headwinds of ongoing workforce shortages, substantial cost of living pressures, and another year of rapidly evolving policy and sector reform.

We've actively engaged in this reform through participation in the Aged Care Taskforce that's guiding the government on alternative funding models and workforce capability strategies, and by contributing to reviews of the Aged Care Act, Aged Care Quality and Safety Commission, Quality Standards and Support at Home program.

Implementing the government's aged care reform roadmap has featured in residential care in the last 12 months including embedding the Star Ratings system, the National Aged Care Mandatory Quality Indicator measures, 24/7 registered nurse responsibility and, most recently, putting in place the first of the mandatory care minute targets. All significant steps as the sector charts its course in response to the changing needs of the Australian population.

There's been a lot to celebrate in 2023

At the top of the list is the steadily reducing impact of COVID-19. We have maintained our disciplined program of protective and preventative measures through the fourth and fifth waves. High vaccination rates and the effectiveness of anti-viral medication resulted in shortened infection periods and reduced health impacts for residents, clients and our teams.

Also notable has been the work value case 15 per cent minimum wage increase to award rates for

direct care workers. This uplift was well-deserved and long overdue. As one of the first providers to sign up for the work value case, we have consistently advocated for the pay rise to be extended to all aged care workers.

Across the Group, we've achieved strong performance with another year of record growth in Home Care Packages and in residential care and retirement living occupancy levels.

We've received an impressive range of awards and recognition including being named an Employer of Choice in the Australian Business Awards 2023. This award recognises the Group's outstanding workplace health and safety performance and our innovative approaches to employee recruitment, engagement and retention, in-house training and education, access to best practices through research and clinical expertise, ongoing professional development and wellbeing services.

We welcomed residents to our 88th residential home in south-west Sydney – Willowdale and construction has advanced on our latest Victorian retirement village at Bundoora – Callisto Place where the first residents will join us in mid-2024. Meanwhile, Europa on Alma residents celebrated their first anniversary and are well and truly settled into their beautiful vertical retirement village in vibrant St Kilda.

All are great examples of our co-design approach working with researchers, communities and customers to develop contemporary environmental design solutions that support wellbeing and independence at all life stages.

The Research Institute has continued its informative work in 2023 with customers' health, services and wellbeing at the forefront of some important initiatives. We've partnered with Ending Loneliness Together in a national collaboration to tackle loneliness; developed our Storytelling in Health and Aged Care, Research and Education (SHARE) program incorporating expanded life stories and intergenerational projects; and launched the Connect Local social prescribing program in Melbourne.

Our Be Healthy and Active program, now in its eighth year, has delivered healthy ageing workshops to 33,000 participants from across the community, often hosted in our own retirement villages.

Looking ahead

I'd like to acknowledge our Chairman Pat McIntosh who will retire this year and to recognise his extraordinary vision and guidance over the last 12 years. It has been a privilege to work with Pat during such a pivotal period in Bolton Clarke's history, from bringing RDNS and RSL Care together to the more recent acquisitions.

In sharing this news, we welcome Tony Crawford who will take over from Pat as Chairman. Tony is an experienced board chair and non-executive director with over 30 years' experience across a variety of sectors including not-for-profit, health, insurance, legal and sport.

I look forward to continuing to work with Tony and the Directors and thank them for their stewardship and counsel through our recent growth – the success of this is a direct result of their clear strategic direction and strong governance.

My thanks also go to the executive leadership team for another outstanding year of professionalism and innovative problem-solving.

And finally, I extend my deep appreciation to our talented and hardworking frontline teams. None of the milestones we've achieved would be possible without their dedication and commitment to keep delivering the highest possible quality care and support to help clients and residents to live positively.

Stephen Muggleton
Group CEO



"At the time we didn't know we were breaking new ground but look how far things have come."

Village residents Helen and Brenda reflect on their time competing at the 1960 Rome Olympics.

Our social impact



Building connections

- 127 Bolton Clarke volunteers have provided more than 2,800 calls totalling almost 50,000 minutes to clients and retirement village residents through our HOW-R-U? program.
- Reached 33,000 participants through the Be Healthy and Active program which has now delivered 1,250 education sessions.
- Responded to 39,150 calls through a pregnancy, birth and baby helpline in 2023.
- Expanded our storytelling program launching a webinar series with more than 500 participants from Australia and overseas.
- Hosted 1,350 seniors through our Village Hub at Caboolture retirement community through 2023.
- Established a dementia inclusive café space in Western Australia.
- Launched the new Connect Local program using an innovative social prescribing model to improve client wellbeing.
- Co-designed services with two community partnership groups.



Creating sustainable services

- Achieved a Nationwide House Energy Rating Scheme (NatHERS) rating of 6.0 stars for Europa on Alma retirement village.
- Installed rooftop solar across 18 residential homes with over 3,200kW generation capacity to remove 3,660 tonnes of carbon dioxide emissions.
- Incorporated use of shared electric vehicle services and vehicle charging infrastructure in the design of new villages including Callisto Place.
- Installed Tesla Powerwall batteries at Cunningham Villas residential home.
- Continued participation with UNSW Sydney in the development of the National Australian Built Environment Rating System for residential homes.
- Europa on Alma retirement village was recognised for criteria including environmental sustainability at the Asia Pacific Eldercare Innovation Awards and the Victorian Urban Development Institute of Australia Awards.



Supporting diverse communities

- Our clients and residents originate from 180 countries and speak more than 107 languages.
- Received 1,885 requests for translation and interpreter services to help people access information in their language of choice.
- 2,485 website views of our digital talking books about dementia, medicines and diabetes in five languages.
- 39 per cent of our residential age care places are provided on a concessional basis.
- Assisted 149 clients in financial hardship through the Good Samaritan Fund.
- Our 61 community health nurses support 1,515 clients under the Homeless Persons Program and specialist HIV team.
- Applied our Diversity Framework to underpin and respond to clients, residents and workforce needs.



Focus on quality and innovation

- Maintained accreditation for all our at home support, residential care and retirement living services.
- Recognised as an Employer of Choice in the Australian Business Awards 2023.
- 54 national and international corporate and research partnerships improving health, independence and quality of life.
- Published 28 peer-reviewed and industry articles and shared 43 presentations in Australia and internationally.
- Managed 2,500 Bolton Clarke InTouch installations and launched a social connection app for retirement village residents.
- Provided 92,700 days of respite care in our residential homes.
- Surveyed more than 2,000 Australians aged 25-75+ about their attitudes to ageing and priorities for ageing well for our inaugural Ageing Well Report.

We are creating a lasting, positive impact for our customers and the wider community.



The Bolton Clarke Board on location at Pemulwuy residential home in Sydney. Absent: Robert Lourey.

Focus on governance

Our service delivery and care is governed by our independent skills-based Board, in line with our 2028 Strategic Directions.

At the core of our governance approach is strong clinical stewardship at the Executive and Board levels. This is demonstrated in the composition of our Board which is made up of independent, non-executive members, including two experienced medical practitioners.

The Clinical and Care Governance Committee reports to the Board on a quarterly basis to inform decision-making and support the Board's focus on achieving excellence in customer care.

Across the Group, real-time clinical monitoring and customer feedback is used to drive continuous improvement. Excellence is further achieved through our representation on the National Aged Care Alliance (NACA), the Board of the Aged & Community Care Providers Association (ACCPA) and other industry and government bodies.

All our programs and services are structured and delivered in compliance with the Aged Care Act, the Aged Care Quality Standards, as well as related regulatory and legislative requirements.

Our services are built on experience and insights and strengthened by our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors. The Bolton Clarke clinical framework guides the way we work including maintaining enhanced protection measures for infectious diseases like COVID-19.

Reform

Implementation of the federal government's aged care reform roadmap has been a key focus throughout 2023 providing opportunity to further enhance our quality systems and create greater transparency.

For our residential care services, this has included the Star Ratings system, the National Aged Care Mandatory Quality Indicator measures, 24/7 registered nurse responsibility and mandatory care minute targets.

Working toward implementing one clinical management system across our 88 residential homes has been an important part of our preparations and readiness for these changes. We have introduced a single feedback management system across all homes that collects customer insights and experiences and supports mandatory reporting.

We have also implemented a series of initiatives including Care Champions as a career pathway to strengthen our workforce and targeted programs to improve residents' safety and quality of life. Collectively, these initiatives are providing us with the capabilities to enable more consistent, person-centred practices and a greater ability to monitor and report on residents' health and care.

Accreditation

Accreditation continues to be a key focus throughout our services with all our at home support and residential services maintaining accreditation through 2023.

Our at home support services successfully hosted five accreditation visits in 2023 and preparations are underway for the next iteration of the Aged Care Quality Standards due to begin in mid-2024. Our Victorian at home support services maintained Australian Council on Healthcare Standards (ACHS) accreditation following a periodic review.

Seventy of our 88 residential homes have now been assessed by the new Aged Care Quality and Safety Commission against the accreditation standards.

For retirement villages, our 24 accredited retirement villages have maintained full compliance through the voluntary Australian Retirement Village Accreditation Scheme (ARVAS) and are preparing for re-accreditation in 2024. Plans are underway to lodge accreditation applications in 2025 for all remaining eligible retirement villages that are part of Bolton Clarke Group.



Capella Bay
Market Garden

*"The market garden
is part of our outdoor lifestyle."*

Residents Coral and Peter spend time in the market garden at Capella Bay residential home growing and harvesting vegetables and herbs.

The future of ageing well

We are among only three per cent of Australian aged care providers delivering connected care and living options to support clients, residents and communities through health and care services that can be tailored to individual needs.

The services and support we provide focus on wellness, optimising health and reablement. They are flexible and responsive to short or longer-term needs.

Our approaches are underpinned by the work of our internationally recognised Research Institute that enables, celebrates and supports older people to live full and healthy lives.

This year we extended and strengthened services and partnerships, drawing on 138 years of expertise as we work to shape the future of ageing.

Healthy independence

Working in partnership with local and primary health networks, we implemented new products and services to support clients to maintain their independence and realise better health outcomes at home.

In 2023 we achieved another year of record growth, supporting 4,200 Home Care Package clients. We also expanded our services reach under the Commonwealth Home Support Programme, working with the South Western Sydney Primary Health Network to provide palliative care services.

Tackling frailty remains an important focus for maintaining independence at home. Our teams are applying new tools and techniques developed by the Research Institute to identify

clients at greater risk of frailty and deliver targeted interventions.

A new frailty screening tool (mod-REFS) used by our frontline teams complements other programs designed to prevent and improve the effects of frailty in the community. These include By Your Side, a home-based falls prevention program, and Being Your Best, which uses a range of evidence-informed approaches to reduce the risk of frailty in recently hospitalised older people.

Physiotherapist-led gym programs and senior-specific gyms in our villages and residential homes are available to help clients stay active, and a short-term restorative care program is in place to help clients recover and maintain their independence following a fall or illness.

Take-up of our InTouch digital independence system has continued to grow, bringing peace of mind to more clients living at home and their family members. In 2023, we installed more than 500 home alarm systems and supplied 185 InTouch GO GPS pendants and watches to support village residents and clients on the go.

The Easy Living Bags initiative is helping clients access low-cost items to assist with everyday activities. Each bag is equipped with a range of assistive items such as kitchen, bathroom and dressing aids. Our team members are trained in how to use the equipment and can quickly assess, demonstrate and offer relevant items to clients.

Hospital avoidance partnerships with the Sunshine Coast, Central Queensland and Wide Bay primary health networks are an important part of how we are helping clients manage chronic disease, reduce falls and support health system navigation.

Our transitional care initiatives with major hospitals in South Western Sydney and across metropolitan Melbourne support older people to recover and regain their confidence for up to 12 weeks post-hospital discharge. To help improve post-discharge health outcomes, our hospital liaison nurses work with discharge and emergency department teams across 17 major hospitals in Melbourne.

Enhanced screening services and preliminary clinical assessments, such as continence assessments, have been part of improvements to our telehealth services, helping to maximise in-person visits and improve client outcomes.

At home support's Better Health and Quality teams play a key role in this, undertaking pre-admission reviews to create a more streamlined experience for clients and strengthen the clinical care we deliver.

This is part of the work of our National Service Centre, which received over 260,000 calls in 2023 from customers and service providers and delivered 24-hour clinical support through our Clinical Advice Line.



Occupational therapist Kylie demonstrating an assistive aid to client Mona.

Supporting active lifestyles

Through health education and wellbeing services, we support residents across our 38 retirement villages to stay healthy and active.

This year, in our inaugural Ageing Well Report, we surveyed more than 2,000 Australians about their views on ageing well. We found older Australians prioritise an active lifestyle as one of the top three ingredients for ageing well, along with financial security and maintaining strong, close relationships.

Our Be Healthy and Active education program supported village residents and community members, offering free, practical advice across 11 health and wellness topics. Now in its eighth year, Be Healthy and Active has delivered 1,250 sessions to 33,000 participants in retirement villages, community venues and online throughout Australia.

A new social connection app is helping to enhance community connections at our retirement villages. The 'Buddy' app was trialled at Moreton Shores village, enabling residents to connect online with each other and with maintenance and concierge services. Feedback from residents has been overwhelmingly positive and plans are underway to extend the app across all our villages.

A wellbeing toolkit is another initiative that is helping to support village residents. The evidence-based toolkit was developed by the Research Institute in response to their biennial Health and Wellbeing in Retirement Living Survey which seeks to better understand and address needs, drive priorities and develop co-designed solutions.

Connection and community

Social connection plays a vital role in ageing well and this is reflected in our many programs and services designed to bring people together.

The Storytelling in Health and Aged Care, Research and Education (SHARE) program supports residents across our villages and homes to share and reflect on their life experiences in a safe and supportive environment.

Led by the Research Institute, the program expanded into New South Wales this year, with students from eight universities supporting residents across 10 residential homes to celebrate their stories and life learnings through the creation of a book, poster or digital story.

Village residents also benefited, working with high school students to capture their life stories through meaningful creative outputs such as poetry, art and music.

In addition to SHARE, intergenerational programs and partnerships are bringing older and younger people together in our residential homes across the country, from far north Queensland to South Australia.

The Research Institute's intergenerational work is expanding its impact in the wider community. A new partnership program in Caboolture, Brisbane, is creating opportunities for older people to connect with local children through shared experiences such as cooking, gardening and a postcard activity.

Supported by a grant from the Brisbane North Primary Health Network, the program complements the Village Hub, another community partnership that is hosted at our Fernhill retirement village. The Village Hub is now into its second year with 1,350 older people from the area attending events and activities

including a book club, singing group and computer literacy classes.

In the Glen Eira region in Melbourne, our Connect Local social connection and social prescribing program has supported more than 80 older community members, linking them to local services and activities to improve their health and wellbeing.

Through our corporate volunteering program HOW-R-U?, we support clients and retirement

village residents at risk of social isolation. Since inception, volunteers have made more than 2,800 calls to clients and retirement village residents to help them feel more socially connected. Both recipients and volunteers have reported that the weekly calls have made a positive impact on their lives and the program is now being transitioned into our regular service offering.



Generations coming together at Fairview retirement village.

Inspiring curiosity and creativity

Our dedicated residential care teams design and organise a range of activities for residents to choose from, with aqua aerobics, beach trips, kite flying, gardening and visits to art exhibitions just some of this year's many highlights.

Residents are supported to pursue new and existing interests and engage in a variety of experiences to enhance their physical and mental wellbeing.

A wish list initiative at Lilydale residential home in Victoria saw one resident fulfil a lifelong ambition to skydive, with more experiences planned such as a zoo sleepover and hot air ballooning.

At Montclair home also in Victoria, residents took part in science, technology, engineering and maths (STEM) lessons, engaging in

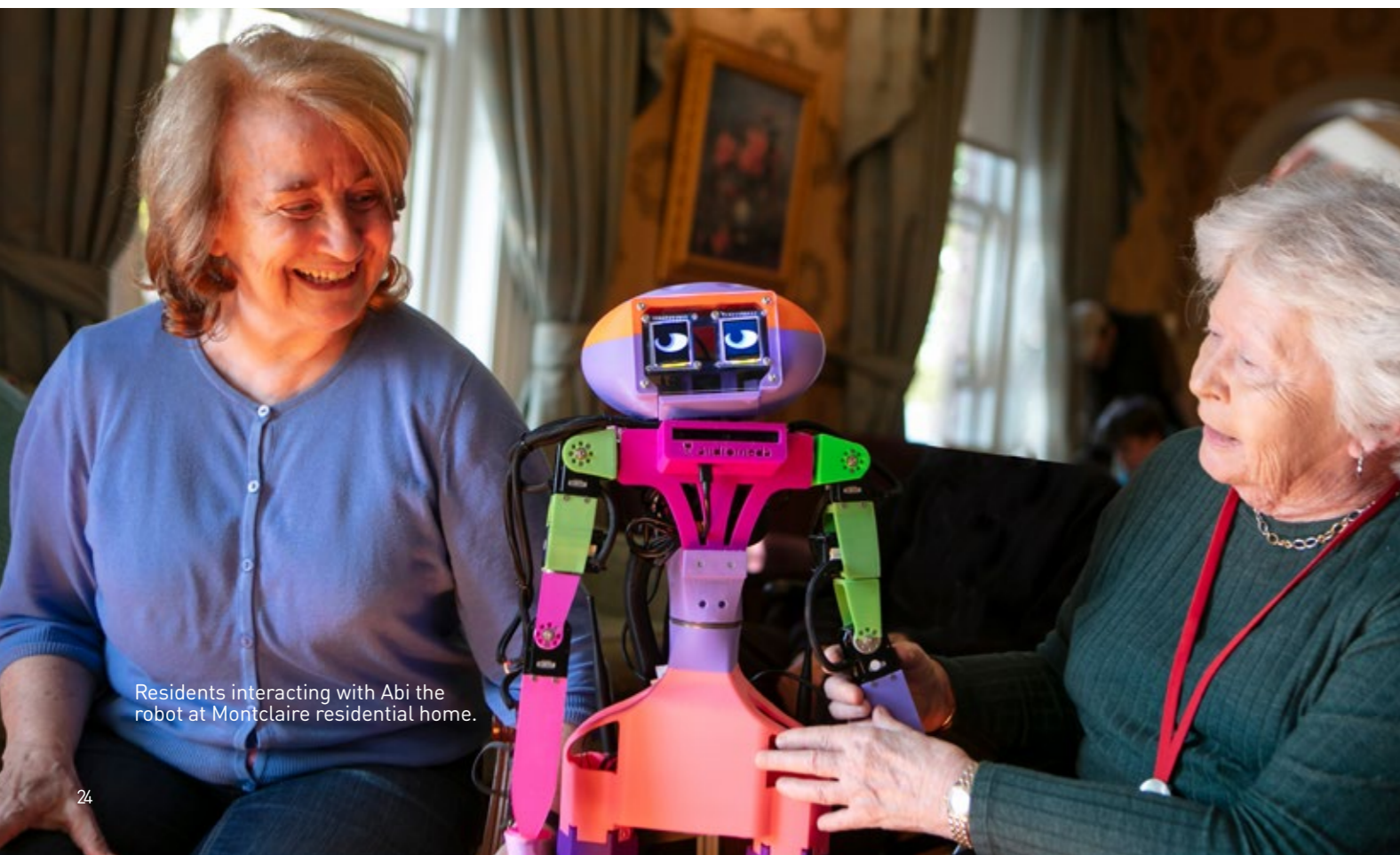
activities such as creating a greenhouse and interacting with a 3D-printed robot.

Across all our homes, art and gardening competitions provided opportunities for residents to demonstrate their creativity and showcase their talents. Final artworks were exhibited in each home for families and friends to enjoy, while competition gardens created beautiful outdoor sensory experiences and delivered tasty produce.

A dance class specifically tailored for older people was piloted in homes and retirement villages on the Gold Coast and in northern New South Wales. Run by an experienced dance teacher, the classes enabled residents to move to music delivering physical, cognitive and social benefits.



Volunteer Barbara supports residents at Cunningham Villas during regular kite flying sessions.



Residents interacting with Abi the robot at Montclair residential home.

Pet therapy is another favourite that brings joy across our homes, with live-in pets and visits from horses, alpacas and petting zoos resulting in many vibrant and cheerful interactions.

Enhancing the dining experience for residents remained a priority, with nutrition and food-inspired activities like an afternoon of wine tasting at Villa Serena, a flourishing market garden at CapellaBay, and a fine dining experience at Templestowe Manor. Residents also tapped into their diverse cultural backgrounds preparing and sharing their favourite foods, from Greek delicacies to a masterclass in Italian cuisine.

Pathways to better dementia care

We assist 5,000+ at home support clients with a formal diagnosis of dementia and in residential homes more than half our residents are living with a cognitive impairment. Meeting their needs with specialised support and care is a priority across all our services.

The Weaving Evidence into Action for Veterans with Dementia (WEAVE) program continued to support veterans with dementia at Galleon Gardens residential home through a range of

interventions including music therapy, sensory modulation, reminiscence therapy and exercise.

An evaluation showed improvements in residents' cognitive and physical capabilities and mental health, and a WEAVE implementation toolkit is now being developed to expand to other homes.

Our Enabling Choices electronic conversation tool is supporting better discussions about risk and autonomy with dementia clients and their carers. It is an important tool for at home support teams and part of their routine practices for dementia care.

Personal amplification devices are being trialled with clients to enhance the accuracy of clinical assessments for dementia by addressing hearing difficulties that can impact results.

Through our involvement in the Partnership in iSupport program, we are helping to improve support for informal caregivers. This involves linking carers to a facilitator to help them access dementia care services as well as carer education and virtual group support.

Deepening our clinical expertise

Delivering excellence in care and strengthening our clinical expertise remains a key focus.

Our Clinical Knowledge Centre and team of Senior Clinical Nurse Advisors play an important role across all our services. They provide expert advice and guidance for our frontline teams to improve health and wellbeing.

Our Graduate Nurse Program provides strong foundations for new nursing graduates, with structured non-clinical training and clinical modules in diabetes, dementia, wound care, continence care and palliative care.

A conjoint research position with Queensland University of Technology is another important initiative that is helping to strengthen evidence-based nursing practice in aged care and supporting frontline teams to achieve better outcomes for residents and clients.

We celebrated the first two groups of Personal Care Worker Academy graduates during the year, providing new team members entering critical frontline roles with hands-on, practical learning and ongoing mentoring.

Through our scholarship program, we supported employees to pursue learning opportunities that impact quality and safety in care and directly support leadership, innovation and evidence-based practice change.

In our residential homes, we have introduced Care Champions as a career pathway to strengthen our workforce and enhance our person-centred approach to care.

Supporting diverse needs

We deliver a range of specialised services that recognise the diverse needs of customers and support health and wellbeing at every age and stage. This work is underpinned by our Diversity Framework which guides our service delivery.

Our maternal and child health nurses provided support to expectant parents, families and carers across Australia, responding to 39,150 calls through a dedicated pregnancy, birth and baby helpline in 2023.

Supporting veterans in the community and across all our services remains an important priority through targeted initiatives and resources like our Veteran Family Mental Wellbeing Series and our involvement in WEAVE. This year work was also undertaken by our Research Institute to understand the different home care needs of veterans and their dependants.

Our Homeless Persons Program team of 61 community health nurses made 37,900 visits and supported 1,515 clients throughout the year. Initiatives included a community garden in the Dandenong region providing opportunities for social connection.

The Innovative Health Services for Homeless Youth team worked to increase access to services for young people with complex needs, organising regular counselling sessions in addition to dental, GP and psychology appointments.

Under the Home and Community Care Program for Younger People in Victoria, our teams made over 364,000 visits to 9,000 clients under 65 with disability, chronic illness or short-term health needs. A highlight activity we introduced this year was cooking classes where participants received nutrition information and hands-on experience in food preparation to help build their independence.

Our specialist HIV team, including a Clinical Team Manager based in the Homeless Persons Program, continued to provide support for people living with HIV in Melbourne and the Mornington Peninsula.

The team works with clients of all backgrounds to provide care and to link them with other community and medical services to optimise their health and quality of life.

The HIV program has a partnership agreement with Thorne Harbour Health to provide integrated services. The strength and longevity of this 31-year partnership helps ensure clients with HIV receive the best possible care and access to services.

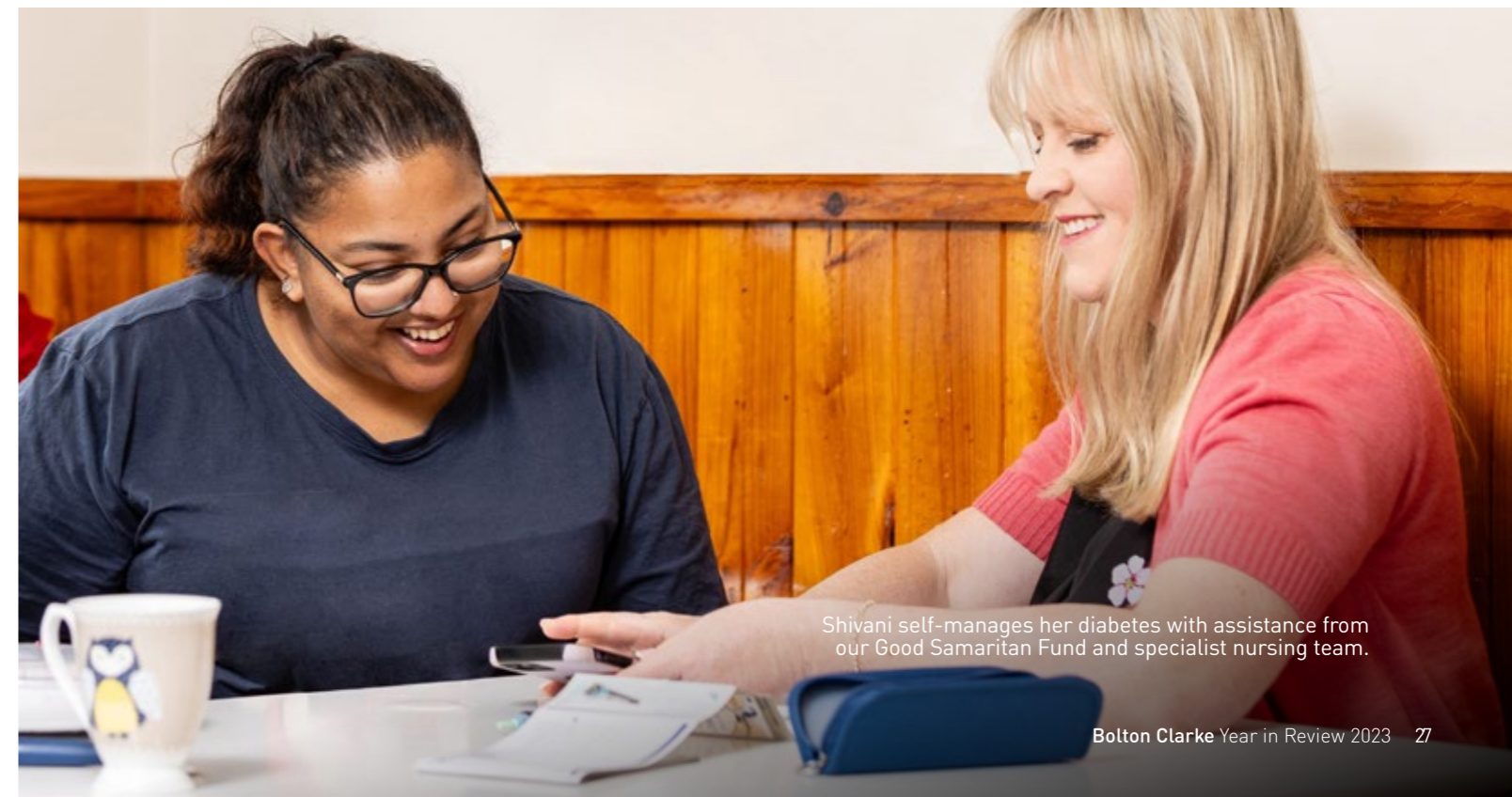
Accessibility of our services and information remains a focus, with clients and residents coming from 180 countries and speaking more than 107 languages. Our Digital Talking Books provide health information about dementia, medicines and diabetes in multiple languages and have attracted 2,485 views. In addition, we received

1,885 requests for translation and interpreter services to help people access information in their language of choice.

The free Altura Learning series Rainbow of Difference and our series of Digital Diversity Stories are among educational resources available for family carers and aged care workers to support better outcomes for LGBTQIA+ people.

Our Good Samaritan Fund supported 149 clients in financial hardship throughout the year, helping them purchase essential medical supplies such as medicines, bandages and assistive equipment.

In New Zealand, the RDNS team continued working with District health boards, the Ministry of Health and Oranga Tamariki – Ministry for Children to support younger people with complex and high care needs. They also provide services for people with acquired brain injuries under the Accident Compensation Corporation's Living My Life program.



Shivani self-manages her diabetes with assistance from our Good Samaritan Fund and specialist nursing team.



Healthy eating and nutrition are important life skills that help people be more independent."

Our Cook, Eat and Chat sessions in Melbourne teach younger clients how to cook a balanced meal to help build their independence for the future.

Award-winning achievements

This year customer care, service innovation and built design are just some of the areas our teams have been recognised for their outstanding contributions.

Employer of Choice

We have been named an Employer of Choice in the Australian Business Awards 2023.

This significant award reflects our innovative in-house training and education programs, access to best practices through research and clinical expertise, ongoing professional development, wellbeing offerings and industry-leading safety management system.

Excellence at Eldercare Awards

At the 11th Asia Pacific Eldercare Innovation Awards we achieved Operator of the Year – Residential Aged Care and Innovation of the Year – COVID-19 (Loneliness).

In awarding Operator of the Year, judges highlighted our integrated and co-located residential care services, research-based dementia support initiatives, intergenerational storytelling programs, and innovative approaches to help residents make meaningful connections and pursue individual interests.

The Innovation of the Year award recognised our work to address the social and health impacts of the COVID-19 pandemic and ongoing commitment to quality and safety.

This included working with VicHealth to provide in-home COVID-19 tests under the Call to Test strategy, collaborating with St Vincent's Hospital to operate a mobile health immunisation service, expanding our telehealth services, connecting homeless people with food and health services,

and developing and delivering research-based in-home interventions around frailty and falls prevention.

Chief Information Officer Johny Agotnes was also recognised at the Awards as a Global Ageing Trailblazer, which celebrates industry leaders who are challenging traditional boundaries to change the future of ageing.

Industry-leading innovation

Our Easy Living Bags initiative won the Restorative/Reablement award at the 2023 Future of Ageing Awards. Containing more than 20 low-cost assistive items, the bags make it easier for our clinical teams to assess clients' needs and provide supports to help them with daily activities.

The 'Buddy' social connection app was named in the 2023 AFR Boss Most Innovative Companies Top 10 list (Government, Education and NFP). The app was trialled at Moreton Shores retirement village, helping residents stay connected with each other and with Village Management.

Smart and sustainable living

Europa on Alma retirement village in St Kilda, Melbourne was recognised for design quality and innovation at the Victorian Urban Development Institute of Australia Awards.

The village received a Commendation in the Special Purpose Living Award category which features senior living developments with a high standard of overall design, creating a sense of place and having regard for an energy and water efficient lifestyle.

Clinical excellence

The work of our Senior Clinical Nurse Advisors was acknowledged at the National Conference on Incontinence & Functional Urology Symposium, with our resource series 'Me and my catheter' winning Best e-Poster. The six self-care fact sheets were developed in consultation with the Continence Foundation of Australia and our community partnership groups.

Our Milford Grange Clinical Coordinator was recognised at the West Moreton region's End of Life Collaborative Awards for outstanding contribution in an aged care setting.

Social inclusion

The Memory Lane Café initiative at Jurien Bay won the Social Inclusion award at the 2023 Future of Ageing Awards. The initiative sees a team of volunteers including retirement village residents host a weekly morning tea at our respite centre, providing a welcoming and supportive space for people with dementia and their carers.

Our Connect Local social prescribing initiative was also highly commended in the Community Engagement category for its work in combatting social isolation among older people in Glen Eira, Melbourne.



Robert is one of our many valued team members providing care and support.



"Memory Lane Café at Jurien Bay is a place where everyone can come and feel at home."

Village resident Amanda and her team of volunteers enjoy hosting a weekly morning tea at our respite centre designed to support people with dementia and their carers.



Our 88th residential home, Willowdale, and [inset] the Willowdale team ready to welcome residents.

Welcome to Willowdale

Our 88th residential home, Willowdale, celebrated a milestone moment welcoming its first residents this year.

Located in the leafy suburb of Denham Court in south-west Sydney, Willowdale incorporates the latest environmental design solutions for wellbeing and independence.

The residential home adjoins the Levande Willowdale retirement village and was developed in close partnership with the local community to provide additional care and living options.

With 138 rooms, Willowdale offers a range of spacious and modern living options to suit individual choice and budgets, including a number of larger care suites incorporating a private kitchenette and balcony.



All rooms are designed around accessible communal indoor-outdoor areas, with features including beautifully landscaped gardens and seating areas to encourage residents to enjoy the outdoors.

Residents will benefit from the latest assistive technologies and a state-of-the-art dementia care environment incorporating internationally recognised principles to promote choice and independence.

Other features supporting an active and healthy lifestyle include a barista café, cinema and senior-specific gym, as well as dedicated consulting rooms for visiting specialist services.

In October we held our first open day, providing the opportunity for the local community to tour our newest home and meet some of the Willowdale team.

Investing for the future

Our \$800 million capital works program paves the way for future community developments that are creating new contemporary living spaces and services for more people.

Integrated living

Throughout the year work has progressed on our Callisto Place retirement village, located in Melbourne's northern suburbs. It forms part of the master-planned Polaris precinct, surrounded by 2,000 square metres of public parkland with transport, shops and a range of local services located close by.

The village consists of 90 apartments with 27 different laid out floor plans for village residents to choose from. With on-site management, concierge and maintenance staff, residents will have easy access to amenities and support including at home support services.

Sustainable design is incorporated through a number of smart-living technology features such as a shared electric vehicle service and vehicle charging infrastructure.

We look forward to welcoming the first residents to Callisto Place in mid-2024.

Growing with communities

Planning is underway for a boutique retirement village in New Farm, two kilometres from Brisbane's CBD. Built on the site of Treetops, our former residential home, the proposed design features a range of living options from one bedroom to three bedrooms catering for diverse customer needs. The village will feature contemporary apartments, recreation and leisure areas, social hubs and a range of care and wellbeing services.

Also in Queensland, planning is underway for an integrated residential care and retirement living community within the inner Brisbane suburb of Coorparoo. As the only development

within the Coorparoo catchment to deliver integrated care services, the proposed community offers locals the opportunity to downsize and stay in the Coorparoo area. This includes independent living options with flexibility to access onsite Bolton Clarke at home support services if required.

Elevated, integrated retirement living apartments are planned as part of the community which features recreation and leisure services such as a large pool deck, roof garden, cinema and gym.



Artist's impression of Callisto Place retirement village.



"We love the convenience of living so close to everything, not to mention the view!"

For Gold Coast clients Ron and Sarah, downsizing has meant moving up, with support from our at home support team.

Board of Directors



Mr Pat McIntosh AM CSC

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

Chairman of the Board

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

Following his service, Mr McIntosh worked in the finance sector for 13 years and

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



Mr Tony Crawford

BA, LLB, FAICD

Member, Capital Committee

Member, Nomination and Remuneration Committee

Mr Crawford is an experienced board chair and non-executive director across a variety of sectors including not-for-profit, health, insurance, legal and sport. He had an extensive legal career over 30 years at national law firm DLA Phillips Fox including as the Chief Executive Officer and Chairman of the Board.

Mr Crawford is currently the Chair of Queensland Country Health Fund, Heart Research

Australia, the Energy and Water Ombudsman NSW and New South Wales Rugby Union. He has previously been the Chair of HBF Health Limited, Heart Research Australia and Grant Thornton Australia and a member of the boards of Konekt Limited (a workplace occupational, risk, rehabilitation and training provider) and Thrifty Western Australia and the President of the Northern Suburbs Rugby Football Club.



Dr Cherrell Hirst AO

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

Chair, Clinical and Care Governance Committee

Member, Risk and Audit Committee

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

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

Group (including Avant Insurance Ltd), ImpediMed Limited and Factor Therapeutics Ltd. She was Chancellor of QUT from 1994 to 2004 and chaired the Advisory Board of the Institute for Molecular Bioscience at UQ from 2014 to 2021.



Mr Robert Lourey

B.Bus, GAICD

Chair, Nomination and Remuneration Committee

Member, Capital Committee

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

manufacturing, finance and banking.

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



Mr Stuart Lummis

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

Chair, Capital Committee

Member, Risk and Audit Committee

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

Mr Lummis has extensive experience in both large publicly listed groups and not-for-profit organisations. He is also a

member of the Property Council of Australia's Social Infrastructure Committee, a Director of Brisbane Markets Limited, Deaf Connect, Deputy Chair of the Heritage Council of Queensland, National Trust (Australia) Queensland and Nazareth Care Australasia. He is the Chair of the Property Advisory Committee and a member of the Stewardship Commission for the Sisters of Saint Joseph and is a member of the Queensland Catholic Education Commission Capital Assessment Committee.



Mr Jeffrey McDermid

B.Econ, FAICD, FCA

Chair, Risk and Audit Committee

Member, Capital Committee

Member, Nomination and Remuneration Committee

Member, Clinical and Care Governance Committee

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

online retail, hotel, shopping centre and technology industries. Mr McDermid is a former partner of WMS Chartered Accountants and Ernst & Young. Mr McDermid brings to the Board a wide variety of skills and experience in financial management, corporate governance and commercial and strategic thinking.



Assoc Prof Beverley Rowbotham AO

MBBS (Hons 1) MD FRACP FRCPA FAICD

Member, Risk and Audit Committee

Member, Clinical and Care Governance Committee

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

Pathology Accreditation Advisory Council and Avant Mutual Group, Australia's largest medical indemnity insurance provider. Associate Professor Rowbotham is also a Director of the private health insurer, Doctors Health Fund.

General Counsel and Company Secretary



Susan Stewart

LLB (Hons), LLM

Board advisors



Dr Stephen Hollings

BA (Hons) PhD, FAICD



Dr Anne Jones

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



Dr Tony Sherbon

MBBS MBA GAICD



Mr Ken Whelan

Executive leadership

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



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



Megan Millman
BCom, FCA, GAICD
Chief Financial Officer



Mel Leahy
BA (Psychology & Sociology), GAICD
Chief People Officer



Glen Hurley
BSLT, MHA
Chief Operating Officer Residential and Retirement Living Services



Deidre McGill
RN, BHLthSc, MSc Healthcare Mngt, GAICD, MACN
Chief Operating Officer Home and Community Support



Brett Rice
BEd (Acc), CPA, GAICD
Chief Operating Officer Retirement Living



Glenn Hancock
BBus
Chief Operating Officer Residential Care



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



Johny Agotnes
BSc (Hons) Computing Science, MAICD
Chief Digital and Innovation Officer

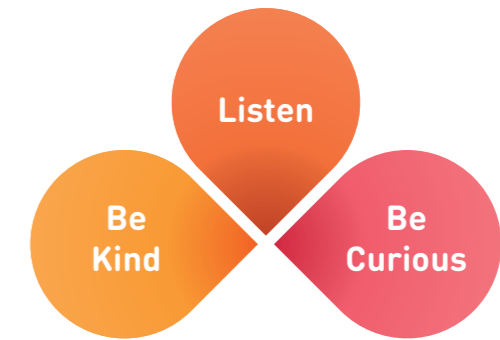
At the heart of us

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

Our purpose and values

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

Our values of Listen, Be Kind and Be Curious are bringing this purpose to life. They are a reflection of our commitment to our customers and of our everyday interactions with each other.



How we operate

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

Our customers can expect us to treat them with dignity and respect, understand and respond to their individual needs, act with empathy and integrity, and continually improve what we do via insights, research and innovation.





“It’s so *relaxing* here – it feels like we’re on holiday at home.”

With contemporary apartments and shared spaces including a games room, cinema and rooftop vegetable garden, Martin and Barbara say Europa on Alma is the perfect place to retire.

Generosity changes lives

We are thankful for the continued generosity of supporters whose donations are making a big difference in people's lives.

This year we received more than 9,500 donations from 1,934 individual donors, which supported development and delivery of innovative programs, services and research to benefit residents, clients and the community.

A new intergenerational program in the Moreton Bay region in Brisbane is providing opportunities for older people to connect with younger people through joint activities such as cooking, gardening and writing letters. Supported by a grant from the Brisbane North Primary Health Network, the two-year program complements the Village Hub also based at Fernhill retirement village.

Through the Being Your Best program, we supported older people in the community who may be experiencing or be at risk of frailty. Supported by Perpetual Trustees and underpinned by the work of our Research Institute, the program connected recently hospitalised people with community services or home-based interventions to reduce the risk of physical, nutrition, cognitive and social frailty and improve overall wellbeing.

In Toowoomba, a three-year commitment from Perpetual Trustees is supporting the redevelopment of our Westhaven residential home, with plans underway to enhance and refresh communal spaces and ensuite bathrooms.

With donor support, we have purchased equipment for frontline teams and provided care coordination and support through our Homeless Persons Program.

The Good Samaritan Fund continues to make it possible to assist clients experiencing financial hardship to purchase essential equipment and medication. Nurses are also supported through our Mabel Alice Sharrott Accommodation Fund.

We extend our heartfelt thanks to all our supporters for their generosity which continues to have a direct and positive impact on the lives of residents and clients.



Registered Nurse Meg provides care coordination and support through our Homeless Persons Program.

Heartfelt thanks

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

Estates

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William Richard James Finighan
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Patricia Murray Hancock
Christopher Ronald Howlett
Judith Knight
Louis Philippe Herve Labonne
Zena Barber Lowe
Ursula Anne O'Connor
John Louis O'Reilly
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Mr Colin Meredith
Mr Christopher Miles
Miss Margaret Morrissey
Mrs Jennifer Muir
Mr James Palmer
Mrs Jillian Pappas &
Mr George Pappas
Mrs Diana Paton
Mr Peter Penman
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Mr James Syme
Ms Carolyn Tatchell
Mr Graeme Thomson

Ms Ann Tregear
Ms Katrina Tull
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Nestlé Health Science
TENA
The Ping Lam Charitable Trust

\$10,000 - \$24,999

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C H Boden Memorial Trust
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Charitable Trust

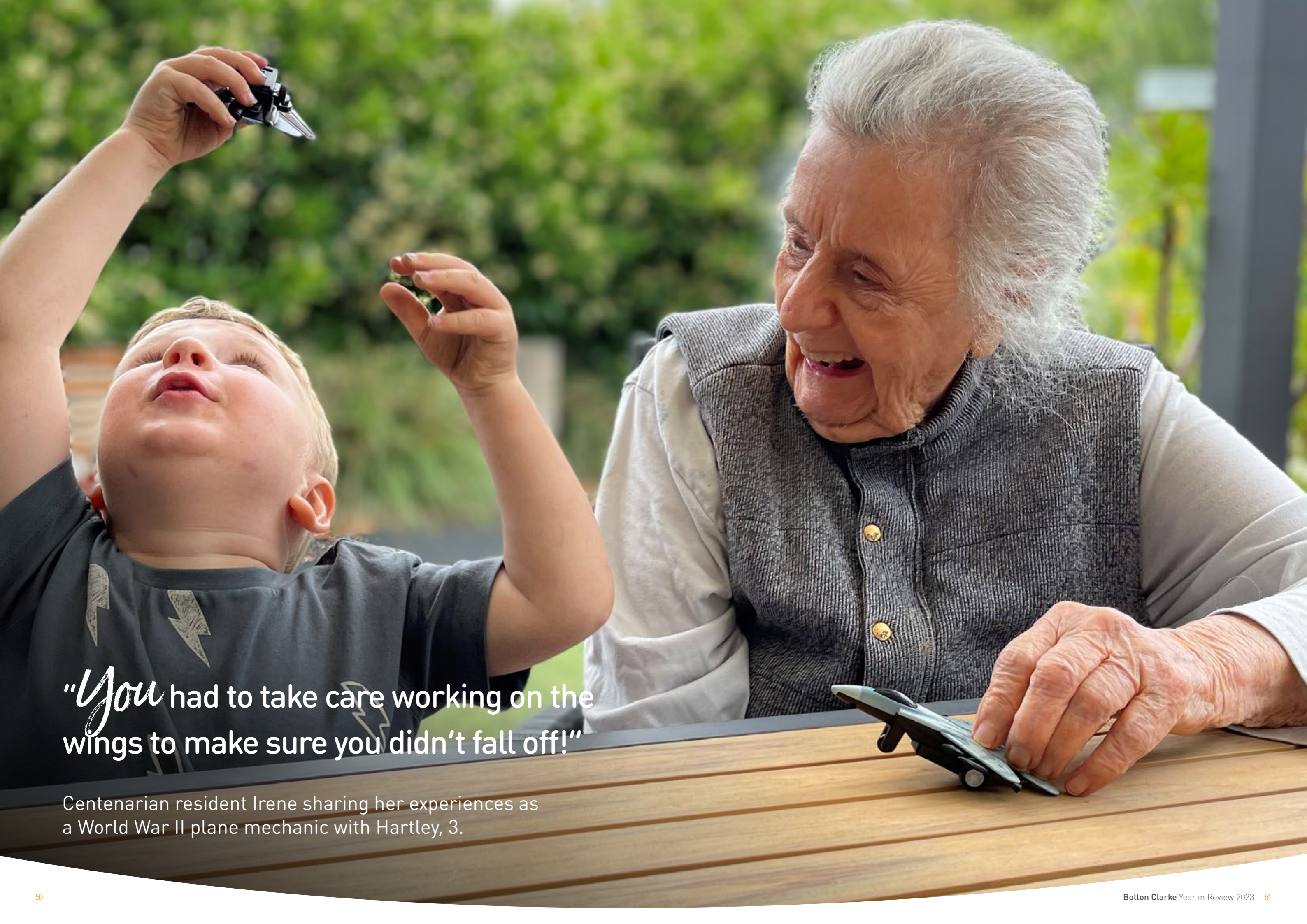
\$25,000+

Brisbane North PHN
Central Queensland, Wide Bay
and Sunshinecoast PHN
iLA
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The Estate of Arthur Emilio
Loyer, as managed by Equity
Trustees
The Ian Potter Foundation

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Mrs Julie Coles
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Mrs Betty Currie
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Mrs Lesley Wilson
Mr Max Wolff
Mrs Heather Young



"You had to take care working on the wings to make sure you didn't fall off!"

Centenarian resident Irene sharing her experiences as a World War II plane mechanic with Hartley, 3.

Our service locations



Helping people *live positively*
is at the heart of everything we do.





Brisbane

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

☎ 07 3251 6200

☎ 1300 536 099

