

BOLTON  
CLARKE



Be true to you

# Year in Review 2018

The new face of



+ rdns





# 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.

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 and take a genuine interest in what's important to you.

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 founded 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 veteran housing in 1938 through to the 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.







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# What makes any year a great year?

For us, it comes down to the people who share it with you.

This year as we mark our first anniversary as Bolton Clarke, we've been having conversations with the people who are at the heart of our work – our customers – about the years they consider their best, and why.

The answers are different for everyone but the reasons come down to some universal themes – making a difference, making connections, learning and growing and creating a legacy.

We invite you to read what some of our customers have to say as we share some of the highlights of our own milestone year.

*"Living at Fairview  
puts a smile on your  
face every day."*



Kathy Cook Retirement Village Manager at Fairview community at Pinjarra Hills enjoys a laugh with resident Margaret.



# Chairman's Report

*In 2018 our Board has continued to focus on sustainable growth and service excellence in the context of a shifting market environment, particularly in the area of funded programs.*

We continue to closely review our Strategic Plan, reflecting on our clear vision to develop as a leading social enterprise helping people live a life of fulfilment by providing tailored, integrated quality of life solutions. We are working to achieve this through powerful and connecting technologies, a highly skilled and empowered workforce, financial strength, trusted partnerships and alliances, leading research applied in practice and sound governance.

The challenge – which we have accepted – is to continue to realise our merged organisation's strengths so we can influence better outcomes and prosper in this highly competitive market.

## Our market position

Australia's growing ageing population and the resulting increase in demand for our services will continue to create a fiscal drag for the Federal Government and shape the future funding and operating environment. In residential aged care communities, there has been a concurrent change in resident profiles, with an increase in the number of residents with higher needs. Funding cuts to residential providers, triggering a slowdown in capital investment, and the move to consumer-directed care for home care providers, have increased the financial pressure on the industry. This has seen growing numbers waiting in a queue for home care. Meanwhile, the implementation of the new Aged Care

Quality Standards from July 2019 is expected to accelerate sector consolidation. In 2018, we have been positioning our group to meet those changing needs across the full continuum of service categories and, as a result of our research and innovation, beyond.

The recent announcement of the Royal Commission into Aged Care will further drive sector change in the coming year, with a focus on quality of care across residential and at home support. We welcome this further opportunity to re-examine the efficiency of current funding models and highlight the excellent work that has been done over recent years to map a sustainable future, from the Hogan Report to the Productivity Commission, the Legislated Review of Aged Care (the Tune Review), three Senate inquiries and most recently, the Aged Care Workforce Strategy.

Given the complexity of this moment in time it is especially pleasing that we have maintained a solid financial performance that has seen us forge a new path beyond the traditional not-for-profit space, placing us at 112 on the IBISWorld list of Australia's top 500 private companies for FY17-18. At the same time, we have expanded our footprint geographically, notably with the commencement of work on the first of our Victorian residential communities. The customer-led transformation that our teams are leading embodies the values we continue to

share and allows us to reinvest our surplus to benefit those in need. Above all, our focus on the highest level of care has seen our sites work to achieve full compliance in residential aged care accreditation audits and Home Care Standards Quality Reviews. This commitment to clinical excellence also sees our organisation continue to participate voluntarily in the rigorous hospital level Australian Council on Health Standards Evaluation and Quality Improvement program (ACHS EQUIP).

## Investing in people

Critical to this transformation, and the continued growth and sustainability of our industry, is our investment in people. Our strong quality record rests on the performance of our people and on their commitment to the values which form the foundation of our organisation. Our education and training initiatives are positioning our workforce for the future – from the work of Altura Learning and the Registered Training Organisation (Altura Learning Academy) to our iLead leadership foundation program and our ongoing initiatives to share research and clinical knowledge.

## Supporting our communities

A highlight that demonstrates the power of research and education to effect real change has been the delivery of the Veteran Family Toolkit resource.

The initiative came about with research into the unique health needs of veterans which identified a demand for greater knowledge and practical resources, not just for veterans and their families but also for our teams, clinicians and service providers.

Our ongoing collaboration with the ex-service community has identified the need for a more holistic approach and co-ordinated support system to optimise health and wellbeing across the life course rather than the traditional reactive illness approach. This is particularly the case with the issue of mental health where we need to do more in promoting early identification and effective treatment pathways.

The toolkit video series was developed by our Bolton Clarke Research Institute working with

our Altura Learning business, and incorporates the experiences of our veteran residents, team members and families and our partners from veteran organisations. It's a great example of how our enhanced scale and capacity is serving our communities. It demonstrates Bolton Clarke's ability to provide comprehensive solutions, from undertaking evidence-based research to working with partners and leveraging Altura's development capability. The result is an excellent resource that will complement existing services and give veterans, families and communities the tools they need to understand, address and seek help with issues supporting physical and mental health and the transition to civilian life.

Once again, we are grateful for the generous contributions of our donors and funders, which have supported the development of genuinely life-changing services including the work being done to address social isolation for older women living alone in Victoria. We are also thankful for our volunteers and all our employees, who enable us to provide responsive and personalised support and grow the community connections that are so important to our clients and residents.

Thanks to Group CEO Stephen Muggleton and the management team for their ongoing efforts in embedding our merger and working with the Board to realise our shared vision. As I reflect on all that has been achieved in our first year as Bolton Clarke, I look forward to working together to deliver more great outcomes for our customers in the year ahead.

On a final note, I take this opportunity to thank all Board members and acknowledge Gillian McFee who retired from the Board after significant service to the organisation. I also pay tribute to one of our retiring Board members Peter Wetherall who passed away this year. Peter was a dedicated Board member who made significant contributions, particularly during the merger.

**Pat McIntosh AM CSC**  
Chairman





# Group CEO's Report

*"Our expanding ecosystem of relationships across research, innovation and social enterprise solutions is creating greater choice for clients, communities and more broadly for the care and health sectors."*

*In 2018, we have explored new opportunities for the growth and expansion of services in a shifting market while further consolidating our group of companies under our new name, Bolton Clarke. The 2015 merger of RSL Care and RDNS continues to provide a catalyst for strategic renewal across our organisation.*

Guided by our strategic plan to 2025, we are rapidly innovating to meet increasing customer expectations and deliver a suite of services for people of all ages across Australasia, placing us as one of the fastest growing, integrated care service companies in the region.

## Following a shared vision

To paraphrase Professor John Pollaers in his Aged Care Workforce Strategy Taskforce Report, how we care for our ageing reflects who we are. The taskforce hosted a series of industry workshops around the country and distilled a vision for our sector - we exist to inspire people to want to care, enable people to properly care and enhance life through care. They are themes that resonate strongly with the values that brought our organisation together and have always underpinned our work - from driving innovation that inspires to enabling people through our health literacy work; from building workforce capability through our Altura Learning expansion; to working closely with customers on services that are responsive and supportive.

Our expanding geographic spread has allowed us to support people in new areas. This year we welcomed new communities through residential aged care acquisitions in Townsville and Sydney and work is well underway on

our first Victorian residential aged care and retirement communities.

We know for our customers, relationships are important. As an organisation, the same principle applies and our expanding ecosystem of relationships across research, innovation and social enterprise solutions is creating greater choice for clients, communities and more broadly for the care and health sectors. Our growing early intervention mental health program, which has expanded to incorporate tailored indigenous and aged care services, and our work with the veteran community to deliver a toolkit supporting veterans, their families and carers, have been delivered through a robust partnership model.

Likewise, we have worked with the Maggie Beer Foundation to roll-out organisation-wide training and food innovation for our residential aged care communities. In Queensland, we've worked in partnership to create greater access to rehabilitation services for people living in remote areas of the central west. Similarly, we are working with customers to co-design services integrating new enabling technology - from artificial intelligence supporting people in their own homes to virtual reality pilots in our residential communities and new client care systems supporting strong clinical outcomes across Australia and New Zealand.

## Meeting the challenges of change

The importance of this ongoing evolution across the health and aged care space has never been more evident as shifting consumer expectations, an increasingly regulated environment and funding challenges continue to demand realignment and more thoughtful approaches to support the best customer outcomes.

2018 has been a year of influencing and responding to change as we meet these challenges and recalibrate in line with recommendations from the 13 government enquiries either recently completed or underway covering funding, workforce and quality of care.

Most recently we have welcomed the announcement of the Royal Commission into the aged care sector. We are committed to openness and transparency in relation to the quality of care we provide and supporting our customers with genuine compassion and respect.

Another significant milestone was the tabling of the Legislated Review of Aged Care (the Tune Review), which outlined the case for further reforms including an increase in the number of Home Care Packages and changes to the package mix to better reflect the demand for high levels of care at home. With Australia's aged population expected to grow from

3.7 million (15 per cent) to 8.7 million (22 per cent) of the total population over the next 40 years, demand for our services will continue to increase, shaping our future funding and operating environment.

The review also foreshadowed the softening and redrawing of traditional boundaries in how and where customers receive support, including the expansion of the consumer directed care approach into residential communities. Our capital works pipeline and environmental co-design is already reflecting these changes, creating new options that go beyond integrated communities to deliver genuine alternatives in supported living - from the breaking of ground on a state-of-the-art, multi-storey residential aged care community, retail precinct and green space at our historic Fernhill community at Caboolture, to commencement of work on supported living apartments at Moreton Shores, Thornlands and the opening of our cutting edge Memory Support Unit and flexible living configurations at Galleon Gardens at Currumbin Waters. Similarly, new options like our retirement village rental program are opening our communities to a broader population in response to demand from retirees, with home ownership rates decreasing among people over 65.

# Group CEO's Report (continued)

## Consumer directed care reform

Meeting growing demand for support at home is an increasingly pressing issue for our industry and legislators, with the latest data showing more than 108,000 people waiting for an appropriate level of Home Care Package (Home Care Packages Program Data Report 3rd Quarter 2017-18). The trend comes despite the announcement of 24,000 new packages in the May budget. Concurrently, we have marked the first anniversary of the implementation of portable funding as part of the consumer directed care reforms that deregulated home care, creating a flood of new entrants to the marketplace.

It's testament to the hard work of our people and their continued customer focus that in this shifting landscape we have set new Home Care Package growth records nearly every month, defying industry trends. Our teams have achieved great gains in finding new ways to support clients with the things most important to them, whether through new social programs, clinical innovation including new directions in wound care and dementia support, the ongoing work of our Centenarian Club or social enterprise collaborations like our involvement with the One Good Street initiative to activate community networks and build connection. We've also worked hard to align our at home support operations nationally, paving the way for greater portability of services and enhanced flexibility for customers.

## The year ahead

One year on since bringing RSL Care and RDNS under a new name, we continue to work with the shared mission of enabling people, grounded in the values that were inspired by William Bolton and Janet Clarke, founders of the early RSL and RDNS.

Having just completed our first year as Bolton Clarke, it is exciting to note the coming year will be another one of firsts. Work on our first Victorian residential communities, including a vertical retirement community at St Kilda and an integrated community at Bundoora, will commence. Our Altura Learning business will continue its expansion internationally, broadening its reach across the health, disability and social sectors supported by enhanced technology.

This work will continue to be informed and guided by our Chairman Pat McIntosh under the stewardship of our Board. I thank Pat and our Directors for their direction and encouragement and of all our teams for their continued hard work and effort.

In reviewing this year's progress – the milestones and achievements together with the opportunities and challenges that will continue to shape our work in the months ahead, there is no better place to start than with our customers. Their inspiring stories of what makes a great year speak for themselves and are the truest reflection of our core purpose.

**Stephen Muggleton**  
Group CEO

# Our customer focus

*Supporting our customers, our sites and services have achieved 100 per cent compliance this year.*

We are an innovative social enterprise with a comprehensive services continuum that promotes personal choice and genuine health, wellbeing and care leadership.

Working with the communities we serve allows us to develop tailored solutions that align with local and individual needs, bringing value to our customers and stakeholders.

## Creating clinical excellence

We take our duty of care very seriously and are committed to openness and transparency in relation to the quality of care we provide. Bolton Clarke enforces a zero-tolerance policy for care recipient and resident abuse or neglect.

Our skills-based Board drives a culture of high quality care and compliance. The Board is supported by an experienced, proactive clinical governance and quality team and internal committee who regularly monitor and report on our services.

Our clinical governance system begins with a values-based recruitment process and

is promoted through employee education, compliance training and leadership development programs. Electronic real-time clinical care and medication management, together with a customer feedback management system, allow us to monitor trends and drive continuous improvement processes.

Our ongoing commitment to clinical excellence sees us participate in the Australian Council on Health Standards Evaluation and Quality Improvement program (ACHS EQUIP) and Home Care Standards Quality Reviews of our services, receiving outstanding results.

We are proud that our sites have continued to achieve 100 per cent compliance in residential aged care audits with 14 sites successfully renewing their accreditation this year.

Our clinical excellence is further recognised with representation on advisory panels including the Federal Government's Resource Utilisation Classification Study sector reference group and highly regarded peak bodies such as the National Aged Care Alliance.

## 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 history

**Bolton Clarke is founded on a proud history of care and respect.**

*RSL Care and RDNS came together in 2015 and adopted a new name, Bolton Clarke, in 2017.*

RDNS originally began as the Melbourne District Nursing Society in 1885, when a single nurse took to the streets of Melbourne, Victoria to tend to the needs of the sick and poor in their own homes.

RSL Care began with the establishment of the RSL Queensland War Veterans Homes Trust, created to support the ex-service community. Veteran housing (commencing in 1938) and residential communities (commencing in 1980) provided stability, security and a sense of community.

## Our purpose

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

*We earn the trust of those we serve by:*

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

## Our values



**Customer satisfaction**

We put people first



**Accountability**

We take ownership



**Continuous improvement**

We make a positive difference



**Teamwork**

We work together

# 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 teams are helping more people to live a full and independent life.*



Our Homeless Persons Program served 2,800 clients and delivered **>46,700** visits



**2** residential aged care acquisitions welcoming Glendale and Cabrini communities to our Bolton Clarke family



We delivered more than **4.3million** client visits



Our sites and services achieved 100 per cent compliance

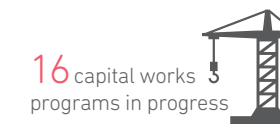


**6,650+** employees and

**400+** volunteers across our organisation



**3,000+** customers choose to make their home at our **26** residential aged care communities



**16** capital works programs in progress



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



Our call centres handled more than **1million** calls



**2,300+** customers enjoy living in our **1,923** retirement living units



Our retirement living communities have full Lifemark accreditation



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



Altura Learning services expanded to cover Australia, the UK, New Zealand and Ireland



Our carers travelled more than **11million** kilometres



**6x** Australian and International awards



# Our service locations

## Queensland

### Cairns

Farnorha Community ●  
Cairns At Home Support

### Townsville

Rowes Bay Community ●●  
Townsville At Home Support  
Glendale, Mount Louisa ●

### 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 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

Macquarie Shores, Bolton Point ●  
Bolton Point Community ●  
Hunter Central Coast At Home Support

### Sydney

New South Wales At Home Support  
Cabrini, Westmead ●

### 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

### Gippsland

mental health

## 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)

## United Kingdom and Ireland

Altura Learning – online education  
and learning services

## Collaborations in China

### Beijing

### Nanjing

### Shanghai

### Hong Kong

## Singapore

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

● Retirement Living Community  
● Residential Aged Care Community

At Home Support (AHS) sites provide  
services to people in the city or town and  
its surrounding areas.



# Centenarian Club

*From Cairns to Melbourne and across to Western Australia, this year we have continued to tell the stories of our living treasures through our Centenarian Club.*

Membership to the Centenarian Club group is growing, with centenarian celebrations held this year in Brisbane and Melbourne and attended by special local and state government representatives. Our Melbourne event, hosted by veteran news presenter Peter Hitchener, was opened to the broader centenarian community as part of the Victorian Seniors Festival.

Across our services we are honoured to share more than 5,000 years of lived experience with our centenarian clients.

In 40 years working at Adelaide's Barron Brothers Malthouse, Arthur rarely had a beer.

Instead, he loved sport, was a boxer - he admits to "straightening a few noses" in his time - and a keen cyclist, a love he passed on to his own sons. His son Charlie was head cycling coach at the Australian Institute of Sport from 1987-2001,

overseeing Australia's rise to world number one ranking in 1993 and 1994 and coaching six Olympic campaigns.

These days, Arthur lives at home with daily visits from our at home support team and is one of our 2018 Centenarian Club members.

Since her childhood in Yarraville, Melbourne, Doris wanted to make a difference.

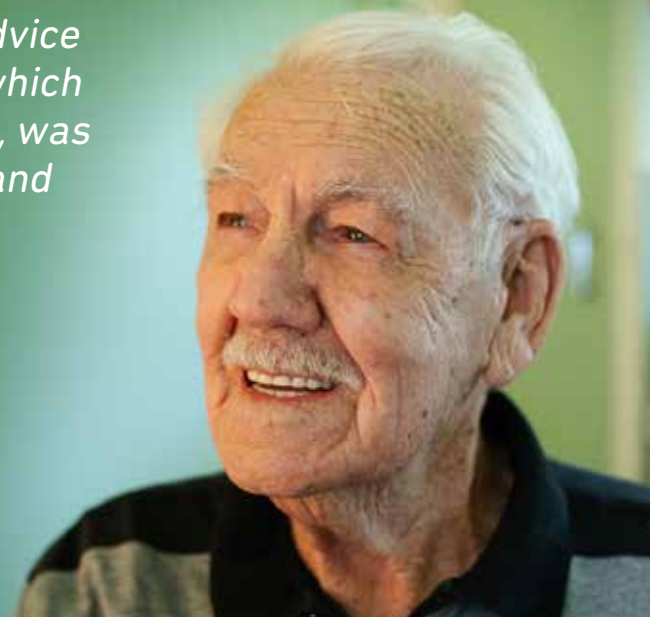
"From the time I was eight I wanted to do mission work," she says.

"That's where I wanted to be, to help the poor people."

She counts the year she finally fulfilled that goal as among her best.

Doris continues to keep busy enjoying time in her garden in Aberfeldie.

*Arthur says the best advice he's ever been given, which he didn't always follow, was "keep your feet warm and your head cool."*



Centenarian Club member Arthur stays active with support from the At Home Support team in Adelaide, South Australia.



*"That's where I wanted to be, to help the poor people."*

Melbourne At Home Support client and Centenarian Club member Doris continues to live a full and busy life, enjoying tending to her beloved garden.



# Whatever she tackles, she conquers

*For Gwen, who lives in our Carrington residential community at Parkinson, south of Brisbane, learning new things is the key ingredient for a great year.*

At 71, the self-confessed “compulsive studier” and mature age university student already boasts no less than five qualifications across nursing, teaching, piano, horticulture and arts and is currently working towards a Masters in Psychology.

Gwen counts 1995 among her best years, when she graduated with a Bachelor of Arts degree despite significant challenges including spending six months temporarily blind.

“I always reach for the stars,” she says. “I reach as high as I can, I don’t reach halfway. I reach for the very top. I’ve always got to get the best out of myself.”

Born in Paisley, Scotland in 1947, Gwen came to Australia with her Scottish father and Australian mother, learning to walk on the ship.

Growing up in Maryborough and leaving school at 16 to pursue a nursing career, Gwen finished her training at St Andrew’s Hospital in Brisbane.

“But when I went back home, I didn’t want to do nursing, all I wanted to do was play piano,” Gwen says.

She set about finishing the piano grades and completed a teaching degree in music in her 20’s. The horticulture and arts degrees followed in her 30’s and 40’s, respectively.

With the Bachelor of Arts under her belt, Gwen managed restaurants and then worked at Brisbane newspaper, The Courier Mail, for 10 years.

“The morning after I retired, I sat down with a glass of wine to write a bucket list of sorts. I never did drink the wine, I was so full of ideas.

“The next day, when I got out of bed, I crumpled to the floor.”

She spent the next two months in hospital with no clear diagnosis, and a dire prognosis.

“I was losing weight rapidly. I was very sick but I was determined not to die.

“I was told to go into care and after living elsewhere for a while. That is how I came to be at Bolton Clarke Carrington.”

Eventually diagnosed with peripheral neuropathy, a neurological condition that has left her with no feeling from the knees down, Gwen now uses a wheelchair to keep up her busy schedule.

“I decided to pursue my Masters after I was inspired by a lady I saw on the news. She had dementia and she had completed a degree – even though it took her a long time to finish, because she kept forgetting what she had learnt. I figured, if she could do it – so could I!”

In addition to her studies Gwen has returned to an earlier, more creative passion – painting.

“I was in another aged care community and they were teaching art, but it was basically colouring in. So I asked the teacher for a blank canvas and my son bought me some acrylic paints, and that was six years ago.

“In those six years, I’ve developed the painting style that I have now.

“I like people to look at my paintings and wonder where that road goes to, or what’s behind that mist – they have real feeling in them.”

Gwen is looking forward to getting through her current batch of assignments so that she can return to her art.

“I’m craving time to paint. I don’t like to stop and start a painting, so I need a few solid weeks.”

In her spare time, she is setting goals for the year ahead.

“I hope to graduate with a Graduate Diploma in Psychology in October next year as the next step towards my Masters. I will be going to Melbourne for the graduation, and my goal is to walk unassisted across the stage to accept my degree.”



*Painting and studying are the key to a great year for Gwen, pictured above with two of her artworks.*



# Savouring new experiences

*Across our communities, our teams are working with residents to implement new services and approaches supporting positive engagement and quality of life.*



## An appetite for life

Some 25 chef managers and food services team leaders from our residential communities across Queensland and New South Wales trained with Australia's best loved chef, Maggie Beer, at an industry first masterclass in Brisbane.

The event built on the existing collaboration between Bolton Clarke and the Maggie Beer Foundation through the Be Healthy and Active community education program.

Bolton Clarke residential managers also spent a day with Maggie Beer and industry and research experts to learn about transforming the food experience in aged care, including the role of food in dementia care, food as medicine and growing fresh food in aged care communities.

It marked the beginning of an organisation-wide roll-out of new recipes and dishes supporting excellent food experiences for residents and was

followed by a Maggie Beer Tasting Day during Queensland Seniors Week.

## Celebrating the JOY of life

Our 2,500 at home support team members make more than 4.3 million home visits every year delivering around-the-clock nursing, allied health and personal care services to our clients.

The services are far-reaching and range from advocacy, dementia care, after hospital discharge and continence management to diabetes care, medication management, palliative care, wound management and specialist services such as HIV support.

In addition to these vital services, our teams are constantly looking for new ways to strengthen social support and help our clients enjoy happy, healthy and independent lives.

One such initiative is the JOY club offered by our Brisbane North Metro At Home Support team.

*Left: Warming chickpea and winter vegetable curry with couscous.  
Right: Maggie's famous lemon, almond and poppy seed cake with cream.*



The team organises regular, small group outings for clients who are at risk of becoming isolated due to living alone.

The group enjoy varied outings including lunch at the local surf club to a working farm demonstration at the Albert River Winery in the Gold Coast Hinterland.

Home Care Planner Amy Cowdroy says about 12 clients enjoy the regular outings, which also provide respite for families and carers.

"Lots of our clients miss getting out and about and they all have an amazing time on our day trips," she said.

"Even for those with cognitive issues, their families notice they have a good time and often talk about the day afterwards."

*Central Production Chef Manager Joe Keen and Chelsea Community Food Services Team Leader Mark Nielson from Maryborough, Queensland are all smiles learning from Maggie Beer at the Creating an Appetite for Life training event*



# Finding common ground and building connections

*Across our organisation, our partnerships are driving new opportunities to support rehabilitation and reablement, helping people regain confidence and independence and supporting education and health literacy across generations.*

## Taking rehabilitation to the regions

Our work at the Longreach Rehabilitation Unit, delivered at our Pioneers community in Longreach, western Queensland in partnership with Central West Hospital and Health Service, supported more than 80 clients in 2018 in its first year.

Central West Health staff provide allied health services, medical care and rehabilitation support for the four rehabilitation beds, while Bolton Clarke provides general nursing care and personal assistance.

Central West Rehabilitation Service Team Leader Steve Cadell said the partnership had been a great success, improving outcomes for people in regional and remote communities.

"Both parties have been very supportive and the number of patients we have had through has exceeded expectations," he said.

"Over the last couple of months it's been common to have three patients at the same time, and they generally stay about two weeks to assist with their transition back into the community.

"We've also run strength and balance classes in the unit, which is a nice way to provide a social outlet for people who may be socially isolated."

Mr Cadell said the purpose-built rehabilitation unit space allowed clients to take part in activities including cooking, strength exercises and functional retraining.

"We've also been able to have one-on-one sessions, deliver telehealth support and use the centre as an outreach base."

## Student and residents get creative

At our Fernhill community at Caboolture, north of Brisbane, students from Caboolture Montessori School worked with residents in the special care unit on a community arts project to mark the school's 20th anniversary.

Senior students have a longstanding relationship with Fernhill residents and have visited the residential aged care community weekly for the past four years.

"We were looking at community service options that would benefit students and the organisation involved," Principal Yvonne Rinaldi said.



"The Fernhill community was the perfect match, because they also had an element of Montessori in their work with residents with dementia."

Students are matched with residents and work with them on activities from gardening to arts and crafts and conversation.

To mark the school's 20th anniversary, artist Amelia Kalifa from The Song Room worked with the school's extended community, including Fernhill residents, on an interactive sculpture incorporating recordings of residents talking about their memories and hopes.



Top: Resident Jack from our Fernhill community at Caboolture gets to work with Montessori school student Jamaica.  
Below: Josephine enjoys the weekly craft sessions held with students at our Fernhill community.



# Forging a path for women athletes

*It's a long way from the country town of Leongatha in South Gippsland, Victoria to the Olympic Games in Rome.*

For Brenda, who lives in our Galleon Gardens retirement community at Currumbin Waters on Queensland's Gold Coast, it's a trail she blazed so other women athletes could compete on the world stage.

Born in 1936, Brenda says the best year of her life was the year she won silver in the women's 800m at the Rome Olympics in 1960, aged just 24.

"I'll never forget the day my name was called over the radio to say I made the Olympic team," she says.

"We trained really hard for seven years and I gave up everything.

"It was life-changing because when you're selected and you've trained really hard, you just think 'I can do this!'"

Now retired and enjoying life at Galleon Gardens, Brenda hasn't forgotten the hard work that led to her success.

Inspired by another female Olympian Marjorie Jackson in 1948 as a 12-year-old, she started running at club level at age 17.

"I always loved the sport at school and the sports mistress suggested that I pursue it.

"She took me to Melbourne and I joined an athletics club."

It didn't take her long to realise the divide between men and women in sport.

"We were training at Caulfield Racecourse where I saw the men running around the track," she said.

"I said to one of the girls I was with that we should go run as well and she told me 'women don't do that'."

But there was no stopping Brenda and the next time the men lapped the track she joined in.

"When the whistle blew I'd run the 800m to prove it didn't affect me."

After her Olympic success, Brenda continued campaigning to get more long distance events for women into the Games as well as furthering her career in the United Kingdom, where her husband Don was coaching.

Upon their return to Australia, the dedicated pair asked the men's cross country running club if the women could start their own races, which led to the development of the women's cross country in Victoria.

Today while her training regime isn't quite as intense, she continues to stay active, walking her dog and spending time with her neighbours at Galleon Gardens.

"If you've got gifts you should share them," she says.



Top (L-R): Brenda with Galleon Gardens Diversional Therapist Gwen Bonney and Residential Manager Bernadette Roney  
Below: Brenda crosses the finish line behind Lyudmila Shevtsova to win silver in the 800m at the 1960 Rome Olympics.



# New approaches in retirement living

*By providing more flexible options in retirement living we are opening our Queensland communities to new customers.*

For the first time, market rate rental options are removing some of the traditional barriers to entering a retirement community.

The first units for rent at our Fairways community at Bundaberg were snapped up quickly, with others at Rowes Bay, Townsville, Baycrest, Hervey Bay and Inverpine at Murrumba Downs also proving popular.

A total of 48 rental units have now been offered at communities including Cazna Gardens at Sunnybank Hills, Rowes Bay at Townsville and Talbarra at Waterford.

Fairways Retirement Village Manager, Jude Riley, said it was satisfying to be able to offer people new options.

"There is considerable unmet demand for rental units from retirees, with home ownership rates decreasing among people over 65," she said.

"It's been great to be able to help people with a new option that can really change their lives.

"Our existing residents benefit from a larger village population too, because there are more people to mix with and more hands on-deck to help organise functions and activities."

## Home sweet new home

For former RAAF EDP operator Veronica, 66, being accepted into a rental unit at Bolton Clarke's Fairways community at Bundaberg was "a godsend".

"I was living outside of Gladstone and had decided I needed to try to get something a bit more secure for myself," she said.

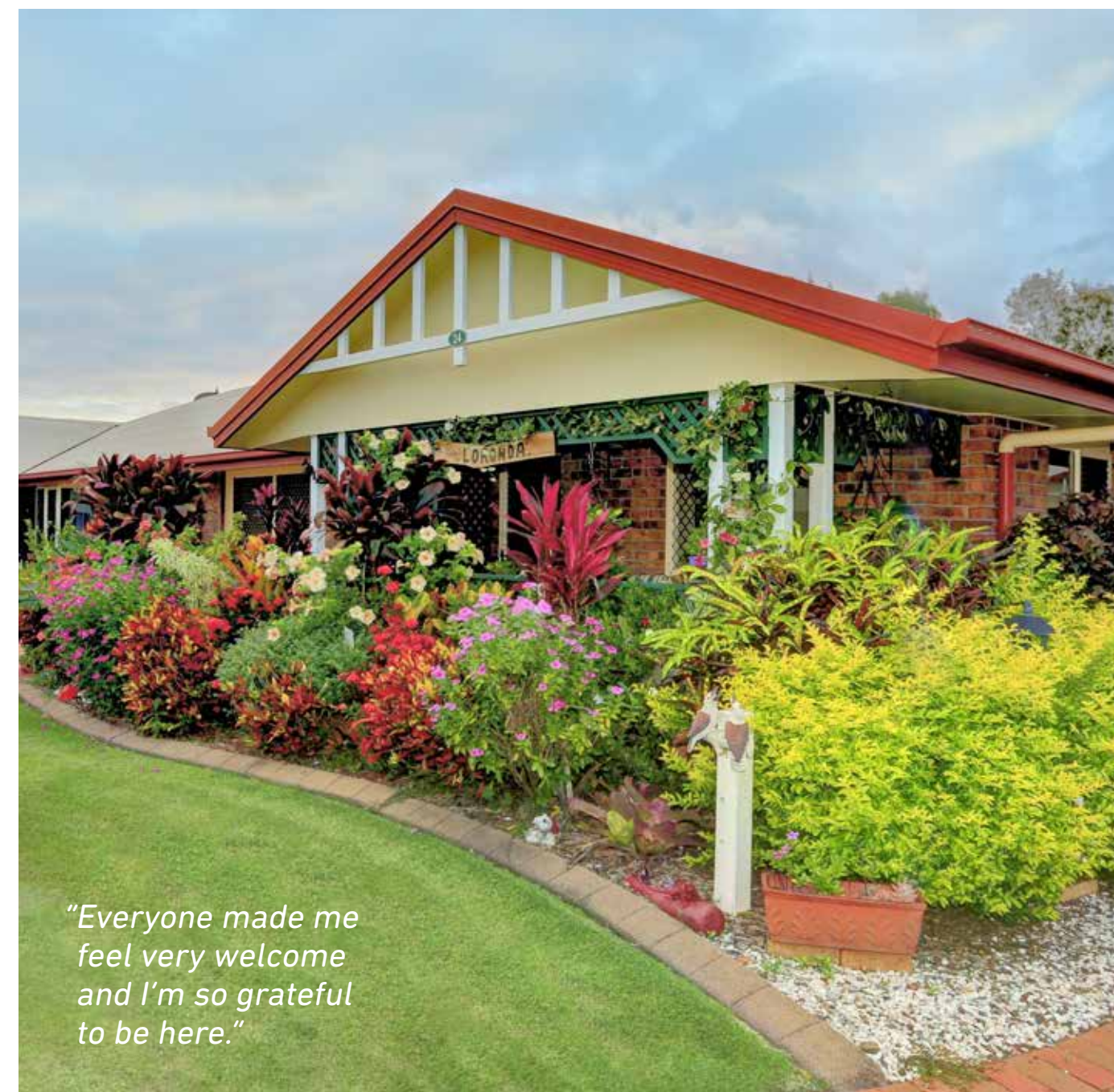
"I had been looking for a long time but none of the villages I'd tried could come up with a rental plan."

Veronica moved into Fairways in April and has settled in with support from Retirement Village Manager Jude Riley and the community, taking part in social events and also joining a local over-60s group, as well as volunteering with the Bundaberg Veterans Drop In Centre.

"Everyone made me feel very welcome and I'm so grateful to be here because it's an option I may not have had before as a single aged pensioner.

"When I came to my lovely villa I was grateful it was well-maintained, painted and clean. I went to see the lady who had lived here, who is now in residential aged care at Fairways, and told her how grateful I was that she had cared for it so well.

"I can't wait to use the pool and am pleased with everything I have seen for the future – if I need care it's going to be there, and that's a big relief for me and for my family."





# Inspiring independence

*Waking up from a coma is considered good fortune.  
Waking up from three comas is a story few can tell.*

"When I woke up from my third coma, I knew I had to make changes in my life." Karl, who lives in Melbourne, has come through some difficult times, he says support from Homeless Persons Program (HPP) team member, Linda Cropley, has made this year one of the best.

"We had Karl referred to us after he was to be discharged to homelessness. I met him and had a chance to secure somewhere for him to live," Linda Cropley says.

"There were a few false starts with residences. He now lives comfortably by himself, is addressing physical and mental health issues and has a positive future ahead of him."

Karl lives in an apartment and is working to put his life and his body back in order with Linda's help. He talks about Linda being his inspiration, "She has changed my life. Without Linda, I wouldn't have the get up and go to attend my appointments, I would struggle to find the motivation and I wouldn't be living independently. I can't imagine how different life would be without Linda and the HPP team in my life."

Karl's story is filled with challenge. He has had three incidents of coma because of a series

of poor health outcomes: from his time spent homeless, from chronic smoking, hepatitis, and a variety of physical and emotional challenges, as well as mental health issues.

"I spent time in jail and my choices after I got out were reduced. I struggle to walk a long way now but I have joined the gym and because of Linda, I make sure I go. I need to get my body in a better condition. I didn't think I would still be alive now so I suppose it is time to start taking care of myself."

Linda speaks highly of Karl, too.

"He is really motivated to make good decisions and so he is driving his own recovery. Having independent housing makes a real difference to him and allows him to control those things he can, like diet and exercise."

Karl's journey represents the impact the HPP can have on helping individuals to move out of the cycle of homelessness, to access services and create connections that support greater health and wellbeing.

And for the future? For Karl, it's looking brighter.

*"I can't imagine how different my life would be without the team."*





# Working together to tackle HIV and homelessness

*The expansion of the Homeless Persons Program to include our HIV program is strengthening client outcomes.*

The HIV team has cared for more than 200 people living with HIV this year. Clients come from a range of backgrounds and include a large proportion of long-term survivors as well as families with children, refugees and asylum seekers and people newly diagnosed with HIV. Up to 40 per cent of our HIV clients experience homelessness or are at risk of homelessness.

Team Leader Dr Liz Crock is Vice President of the Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine (ASHM) and Vice President of the Australian and New Zealand Association of Nurses in AIDS Care (ANZANAC) and Australian Nursing and Midwifery Federation (ANMF) Special Interest Group. All HIV team members are active members of the group.

The team has presented at a number of major conferences and delivered three HIV courses for Bolton Clarke nurses, enhancing the ability of general staff to support clients with HIV, as well as participating in the national project 'Removing Barriers' with ASHM.

The project brings health services, research and community partners together to address systemic barriers, stigma and discrimination experienced by people living with HIV, hepatitis B and hepatitis C accessing the health system. Part of the project involves developing an online learning module for nurses to raise awareness of the challenges experienced by people living with blood borne viruses.

The resource will enable nurses to reflect on potential structural workplace barriers and individual perceptions.

The Homeless Persons Program team has supported 2,800 clients this year and travelled almost 4,500km to deliver over 46,700 visits.

Team members operate through a wide range of agreements and co-locations to provide a primary health care response to clients in places where they can easily access support, including working from clinics, using an outreach model and visiting clients in supported residential services.



Homeless Persons Program Registered Nurse Jo O'Neil with client Glenn.



## Sharing our expertise

**Our specialised HIV team is at the forefront of HIV care delivery. Conference presentations have included:**

- The 1st Australasian Diagnostic Error in Medicine Conference in Melbourne on 'Timely diagnosis of complications in people living with human immunodeficiency virus (HIV) infection: the role of HIV specialist community nurses'
- In October 2017, Dr Liz Crock co-presented with Mr Campbell Smith, Team Leader Community Support at the Victorian AIDS Council at the 3rd National LGBTI Ageing and Aged Care Conference in Melbourne on the Victorian AIDS Council and Bolton Clarke HIV program: 'A dynamic partnership'
- In November 2017, Dr Liz Crock presented at the Australasian Society for HIV Medicine conference in Sydney on: 'Politics, justice and collaborative leadership: reflections on HIV nursing'
- In May 2018, Dr Liz Crock co-presented with John Hall, Partnerships Programs Manager at the Victorian AIDS Council (now Thorne Harbour Health) at the Palliative Care Victoria Volunteers conference on: 'Palliative care in the HIV epidemic'

# Supporting diversity through connection

*Our approach to inclusive and responsive services makes a real difference to the lives of the people we support.*

Our ongoing consultation and collaboration with diverse communities is delivering practical and responsive care and service design solutions to better meet their needs. These expertise were recognised nationally and internationally with our organisation receiving an Aged Care Quality Agency Better Practice Award this year.

A significant development this year has been the launch of our *Diversity Framework 2017-2025* which aligns with the Commonwealth Government's identified special needs population groups.

## Tools develop health literacy

Another highlight has been the release of a digital talking book providing information on dementia in plain English. The multi-media resource, developed by our diversity team, was co-designed with support from Alfred Health, Dementia Australia clients and carers, the Care Connect Aboriginal Social Support Group in Laverton, Victoria and the Balee Aboriginal Social Support Group in Hastings, Victoria.

The seventh in a series of publications, the book also includes Information on Dementia in Vietnamese, Information on Medicines in English and Information on Diabetes in Italian, Greek, Vietnamese and Macedonian.

Our National Language Line is also supporting better access to services by breaking down language barriers that can compound other

difficulties for people from culturally diverse backgrounds. The service offers dedicated lines available in 10 languages and an "all other languages" line directing to an interpreter via an English-speaking operator.

## Expanding access to mental health support

Our delivery of early intervention mental health support continues to grow, with 24 Bolton Clarke coaches now delivering NewAccess services across seven contracted programs in Queensland, New South Wales and Victoria. We also offer a low intensity mental health coaching service supporting workplace health in South Australia.

The NewAccess program, developed by beyondblue, is delivered by Bolton Clarke coaches through primary health networks in central eastern and western Sydney, northern New South Wales, Gold Coast, Queensland and Gippsland, Victoria.

The new program in Gippsland marks is focussed on supporting people experiencing stress, anxiety or depression during perinatal stages.

In central eastern Sydney, our teams are delivering a tailored program for the Aboriginal and Torres Strait Islander community.

The NewAccess program has also been extended into aged care and is available for residents in 150 residential aged care communities across the Central Eastern Sydney Primary Health Network.



## Making a difference

With the Australian Institute of Health and Welfare figures showing about 45 per cent of people have mild symptoms of depression when first admitted into residential aged care and more than half of all aged care residents have symptoms of depression (women 53 per cent, men 51 per cent), our NewAccess program is helping to address a significant issue.

Corinna Borg our NewAccess Aged Care Coach said, "Simple changes could make a

big difference to the mental health and overall wellbeing of aged care residents.

"Like many physical health problems, the sooner people seek treatment for their mental health issues the sooner they get back to feeling their best – happy, healthy and engaged with their families and community."

NewAccess coaches provide private, one-on-one sessions with each resident and help them understand issues of concern, set goals and make simple changes.

# Embracing diversity

**Understanding diversity helps shape our response to care needs. In Australia:**



Melbourne At Home Support client Paolo, 100, enjoys eating the produce from his vegetable garden.



# Rolling out new wellness initiatives

*More than 14,000 people have learned about practical ways to stay independent through our Be Healthy and Active program, which continues to improve the wellbeing of older people in communities around Australia.*

Over the past three years the program has delivered more than 500 sessions nationally covering nutrition, falls prevention, skin health, bladder health, CPR and positive ageing.

This year, the program continues to expand through new sponsorships and collaborations.

In October, Federal Health Minister, Greg Hunt, launched the first Bolton Clarke and Bowls Australia Community Health Expo at Rosebud Beach Community Bowls Club.

The free event showcased community providers of products and services supporting healthy ageing, as well as community partners including Alzheimer's Australia Victoria and the Stroke Foundation.

Bowls Australia CEO Neil Dalrymple said the expo and others like it promised to bring a new level of success to the Bolton Clarke – Bowls Australia partnership.

"Already we have achieved some fantastic outcomes throughout the lifespan of the partnership," he said.

"Bowls Australia's regional bowls managers have coordinated many health and wellness sessions

at bowls clubs right across the country in conjunction with Bolton Clarke, helping to spread important health messages among bowlers from many backgrounds."

Bowls clubs are an ideal place to share health information with local communities.

Our partnership with Bowls Australia, and this initiative, recognises the vital link between sport, community life and good health – both physical and mental health.

Feedback on our collaboration with Bowls Australia confirms that people are receiving the messages and incorporating the knowledge into their lives.

Our wellness team has also forged a new connection with TIGCorp's Applewood retirement community in Doncaster, Victoria, with an on-site team guiding residents through at home support options and residents joining monthly health and wellness sessions.

Sessions throughout the year have included falls prevention, brain health and Nordic walking.



Top: At Home Support Melbourne North Manager Marilyn Harper performs a health check at Applewood community.  
Below left: Health Minister Greg Hunt and Australian lawn bowler Carla Krizanic at our Health Expo at Rosebud, Victoria.  
Below right: Policy Operations Co-ordinator Sharon McNeil demonstrates urban pole walking.



# Music marks high note

*For Charlotte, music weaves its way through her fondest moments, past and present.*

Two things strike you on entering Charlotte's Sydney home of 60 years - the soothing classical music she plays from dawn till dusk, and Charlotte herself who is 96 years young, still with a spring in her step and razor sharp mind.

She thanks luck for the former and regular brain exercises for the latter. "I love Scrabble and play it often," she says over a Schubert symphony. "And crosswords. Even if you can't finish them, they send you to dictionaries and down memory lane, which is nice."

Even the Depression, in which she grew up with nine siblings and a father unemployed for three years, had its joys. "We didn't have much, but we had each other," she says. "The house was always filled with singing - Mum had her Gladys Moncrieff favourites and for us kids, whatever was popular."

To help out at home she left school at 14, abandoning dreams of nursing for a jewellery retail job and a stint with a Sydney vacuum company.

Then the war broke out. "I saw an ad to enlist but was called up before I could volunteer," says Charlotte, who trained in signals and was stationed at Adelaide River, Katherine, Pine Creek and finally Darwin soon after the bombing.

She no longer marches on Anzac Day, but it always stirs memories. An outback performance for the troops by celebrated opera singer Emily Gertrude counts among her best days.

"It was sublime," the long-time Sydney Opera Society eisteddfod volunteer says. "When she started the soldiers climbed trees for vantage points and gave such an ovation. The place, the performance, it was magical."

After the war she worked at her brother's Caloundra bakery and later took an insurance job in Sydney before one day, a former Army colleague who'd entered nursing, rekindled her dream.

"I thought nursing was over for me, but suddenly there I was studying at Royal Prince Alfred Hospital."

So began a rewarding professional career and loving home life with Bill, the engineer she married in 1954. "We had a son and two daughters," says Charlotte, pointing to a mantle with framed pictures of their progeny, including nine grandchildren and one great-grandchild.

She worships each, but feels the generation gap keenly. "I've got my TV and I love the radio, but I don't have a computer or that Facebook thingy and I don't often understand a word they say." She has a little chuckle. "To be honest, I wish the world would slow down. You finally get used to something, then its changed by something else!"

Charlotte's Bolton Clarke Case Manager, Suzi Lowe, has popped in and nods in agreement while tallying Charlotte's score. She's facing defeat at Scrabble today but with Charlotte for company with her music, cuppas and sharp observations, there are worse days at the office.



*"The house was always filled with music ... whatever was popular."*

Charlotte and Bolton Clarke Case Manager Suzi Lowe enjoy a game of Scrabble.



# Growing to support more people in more places

*From an expanded presence in tropical Townsville to our first residential community in Sydney and commencement of work on new projects from Queensland to Victoria, our program of acquisition and development is expanding our footprint to reach more customers with built environments that support health and independence.*

## Welcome to Glendale and Cabrini

This year, we have grown our regional and metropolitan residential aged care presence with the acquisition of new communities in Townsville, Queensland and Westmead, New South Wales.

The program of expansion and innovation is aimed at building our capacity to deliver services on a national and international scale that promote customer choice, participation and social connectedness.

The Glendale community in Townsville welcomed its first residents in October 2015 and joined our organisation in November 2017 with 90 residents.

Its acquisition expands our commitment to the region, where Bolton Clarke already delivers at home support services within the community and supports 102 residential aged care residents with a co-located 142-unit retirement community at Rows Bay.

At Westmead in Sydney, the Cabrini community is a new addition to our growing services in New South Wales, joining residential and retirement communities at Banora Point, Port Macquarie and Lake Macquarie.

The purchase includes the recently redeveloped 120-bed aged care site and an 8,300 square metre prime development site close to the major Westmead Hospital precinct with consent for 64 independent living units.

## Designing for independence and choice

It has been exciting to see the rapid progression of 16 major capital works projects this year across Queensland, New South Wales and Victoria.

Highlights for the year include completion of work on our state-of-the-art memory support unit at our Galleon Gardens community at Currumbin Waters, Queensland incorporating latest international dementia design principles. Enhanced “wayfinding” support and outdoor living spaces including a swing, a caravan and workshop area have been designed to maximise independence and engagement.

The development is part of a larger program which has also delivered new flexible room configurations in residential aged care, allowing couples to stay together as their support needs grow.

Early work is also underway on a major redevelopment at our historic Fernhill community, north of Brisbane, with the new



multi-storey residential aged care building due for completion in 2020.

The project, to be developed over the next seven to 10 years, will give people new service choices and address priorities for accessible accommodation, security, relaxing recreation spaces and the latest in assistive technology.

In Mackay, Queensland we are preparing to expand our Breezes retirement living community to allow ageing in place in a contemporary integrated community. The project will deliver a purpose-built 72-suite residential aged care space designed in four wings to support people with impaired cognitive ability with flexible room configurations offering access to a private terrace, landscaped gardens and footpaths.

In the south, we will break ground in the coming year on our first residential communities in Victoria with an integrated health and aged care development at Bundoora and a multi-level, 81-unit retirement community in the thriving inner city location of St Kilda. In New South Wales a major redevelopment at our Macquarie Shores community will offer new accommodation and service options, starting with a new 108-bed residential aged care community in the first stage.



Top: An artist's impression of Fernhill's new multi-story residential aged care building.

Below: The historic Fernhill property.



# Co-design supports services innovation

*Exploring individual needs and interests informs our service innovations and solutions.*



This year, our innovation and integration work has tested ideas ranging from virtual reality interventions in the at home support and residential service environments to collaborative social innovation projects promoting strong community networks.

## Stepping into a virtual reality

Our at home support teams have trialled the technology to assist with management of anxiety and discomfort during wound dressing procedures, with patients reporting a marked improvement in their experience.

Originally developed by the gaming industry, virtual reality (VR) intervention has emerged in clinical care primarily as a non-pharmacological method to distract patients from uncomfortable experiences, using a head-mounted display to immerse patients in a calming simulated environment.

"Virtual reality works by challenging the client's attentional resources, with the aim of reducing pain awareness during wound dressings and other anxiety-provoking procedures," Design Integration Lead Matiu Bush said.

Melbourne client Peter chose an underwater experience that allowed him to feel like he was

swimming with dolphins during his 45-minute procedure.

"When I had dressings done at the hospital they said to visualise something nice, but now I can actually see something nice," he said.

"I can still feel it, but I can't see the nurses doing the dressing and that helps."

Behavioural Support Specialist Elisabeth Elder has been working with team members and residents at our Milford Grange residential community at Eastern Heights in Ipswich, Queensland to trial other applications for the technology.

"We are seeing encouraging results from the virtual reality trial, particularly for residents with dementia where we can provide experiences that take them back to a place or time they enjoyed," said Elisabeth Elder.

We're also trialling a simulated dementia VR experience with employees which takes the viewer through a series of everyday scenarios, such as choosing clothes from a wardrobe, to provide a greater understanding of how to support residents with cognitive impairments.

## Social design tackling isolation and loneliness

We are proud of the culture of innovation that drives our people to create positive change. Our award-winning One Good Street project, developed by Design Integration Lead Matiu Bush to address the challenge of social isolation and loneliness experienced by older people in the community, is one such innovation.

"One Good Street was developed after feedback from Bolton Clarke's frontline care workers, who identified social isolation as a significant factor affecting the wellbeing of seniors living at home," Matiu said.

"The project seeks to create a social solution by connecting communities and allowing residents to do something positive for older neighbours.

"We use suburb-based Facebook groups to encourage a participatory culture within the street itself, so street by street we look at supporting neighbours in giving greater care to the older person who lives on their street."

This project is timely given the number of people living alone in Australia is expected to increase to 3.4 million by 2036 and research showing older

people experiencing loneliness are twice as likely to be admitted to residential aged care.

International research into neighbourhood characteristics suggests older people in areas with stronger social connection have better health outcomes.

"We need to strengthen all the links in the chain that keep older residents independent in their own homes for as long as possible," Matiu Bush said.

The project also includes the Library of Aged Care Things, a practical initiative that uses an online platform to share aged care equipment including walking frames, bed rails and electric scooters free of charge.

Clients are referred directly to the library by Bolton Clarke nurses and have an occupational therapy assessment before accessing equipment to ensure it meets their needs.

*Bolton Clarke District Nurse Swee Ang was quick to identify client Nigel could benefit from the Library of Aged Care Things initiative. Nigel now has greater independence after accessing a mobility scooter.*



# Our research on the world stage

*The work of the Bolton Clarke Research Institute underpins everything we do across our services continuum.*



## Translating research into practice

The research undertaken by our Bolton Clarke Research Institute (BCRI) contributes to best practice service delivery across health services in areas including diabetes, skin health, dementia, palliative care, chronic disease, medicines management, falls prevention and social isolation.

Throughout the year BCRI has worked across four priority areas: optimising health and wellbeing, combating loneliness and isolation, post-traumatic mental health and evaluation of assistive technologies.

Our research partnerships have continued to help us provide practical support for our clients and the community as well as develop innovative programs and services that are more personalised, addressing specific care needs.

Highlights of our year include the successful delivery of our The Reality of Mental Health: Approaches to Recovery symposium at the Melbourne Exhibition Convention Centre, which brought researchers and service providers together for sessions on consumer engagement,

mental health in veterans and mental wellbeing in later life.

Our team also presented at major conferences including the 2017 International Association of Gerontology and Geriatrics World Congress of Gerontology and Geriatrics, the 2018 Australian Association of Gerontology Conference in San Francisco and the International Federation on Ageing 14th Global Conference on Ageing 2018 in Toronto.

Ongoing projects supporting improved wellbeing and health outcomes include:

### Peer support for older women to promote wellbeing and independence (POWER)

Older Australian women are affected by social and financial disadvantages. This contributes to increased risk of poverty as they age, negatively impacting their wellbeing.

A greater proportion of older women than men live alone, placing them at risk of having to leave home for ongoing care when their independence is compromised.



POWER, funded by the Felton Bequest, will build on the work of the Older Women Living Alone project, funded by the Lord Mayor's Charitable Foundation. POWER will achieve this by developing the supports older women identified as important and trialling and evaluating them in the Mornington Peninsula region, south-east of Melbourne.

The supports will be delivered using community peer volunteers and will be co-designed by older women living alone and other service stakeholders.

### Veteran Family Toolkit

Veterans experience a higher rate of mental ill health than the wider community, particularly through increased incidence of post-traumatic stress disorder (PTSD) and depression. These mental health issues can also affect their family and friends.

A Bolton Clarke-funded initiative, the Veteran Family Toolkit is a collaboration between BCRI, Altura Learning and the veteran community to

explore the experience of veterans and their families, based on research that identified gaps in access to health and social care for this group. By giving a voice to veterans to share their experiences, the toolkit comprising a series of five videos, promotes early identification of mental health issues and effective treatment pathways.

Each video addresses a different aspect of the unique veteran experience including the stories of veterans who share their struggles on return to civilian life, the experience of families, and the perspectives of some of Australia's most respected clinicians working in veteran mental health.

# Peer reviewed publications

*Our Bolton Clarke Research Institute completed 24 peer reviewed publications and 27 presentations at conferences in Australia and overseas.*

## Peer reviewed publications

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## Reports

24. Dickins, M. (2018). *Literature Review of Mental Health and its Comorbidities in Home Nursing*. Prepared for Trajan Scientific and Medical, Melbourne.

## Invited presentations

1. Lowthian, J. A. (2017). *Implementation Science/Knowledge Translation: what is the role of the nurse?* Paper presented at the Gerturde Berger Symposium, Australian College of Nursing., Melbourne, Australia.
2. Lowthian, J. A. (2017). *Aged Care in the Emergency Department: Safe Elderly Emergency Discharge*. Paper presented at the Singaporean Delegation @ Alfred Health, Melbourne, Australia.
3. Lowthian, J. A. (2017). *The Safe Elderly Emergency Discharge Study*. Paper presented at the Monash Ageing Research Centre (MONARC) July Seminar, Monash Health, Melbourne, Australia.
4. Meyer, C. (2018). *The translation of falls prevention knowledge for people living with dementia: An Australian community perspective*. Paper presented at the Australian Association of Manual Handling of People Conference, Melbourne, Australia.

## Symposia

5. Meyer, C., Browning, C., & Edmonds, S. (2017). *By understanding the interplay of diversity characteristics, can we enhance participation in healthcare?* Paper presented at the IAGG World Congress, San Francisco, U.S.A.
6. Meyer, C., & Goeman, D. (2017). *A Program for Homeless Persons*. Paper presented at the IAGG World Congress, San Francisco, USA.
7. Meyer, C., Hill, K., Ory, M., & Tan, M. (2017). *Implementing community-based falls prevention research into practice: international perspectives*. Paper presented at the IAGG World Congress, San Francisco, U.S.A.
8. Meyer, C., Ogrin, R., & McMillan, S. (2017). *Diversity training for community aged care – theory to practice*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.

## Peer reviewed presentations

9. Cyarto, E. (2017). *Helping older adults flourish through outdoor experience programs*. Paper presented at the Active Ageing Conference, Melbourne, Australia.
10. Cyarto, E., Lowthian, J. A., Dickins, M., & Johnstone, G. (2017). *Promoting Wellbeing and Resilience in Older Veterans and Military Families*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.



# Peer reviewed publications

continued

11. Cyarto, E., Ogrin, R., Mortimer, D., & Aguiar, L. (2017). *Reducing the Burden of Chronic Disease through Digital Health*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.
12. Dickins, M., Enticott, J., & Williams, B. (2017). *Epidemiological characteristics of patients with a mental health diagnosis: Analysis of community nursing data*. Paper presented at the Society of Mental Health Research 2017, Canberra, Australia.
13. Dickins, M., Enticott, J., & Williams, B. (2017). *Epidemiological characteristics of patients with a mental health diagnosis: Analysis of community nursing data*. Paper presented at the The Reality of Mental Health: Approaches to Recovery Symposium. Melbourne, Australia.
14. Dickins, M., Goeman, D., & O'Keefe, F. (2017). *Enabling Wellbeing by Providing Choice: Negotiating Risk in Dementia Care*. Paper presented at the 17th National Dementia Conference, Melbourne, Australia.
15. Joe, A., Dickins, M., Enticott, J., Lowthian, J. A., Mortimer, D., & Ogrin, R. (2018). *Older women living alone: supporting wellbeing using health and social care services*. Paper presented at the Public Health Prevention Conference, Sydney, NSW.
16. Johnstone, G., Cyarto, L., Dickins, M., & Lowthian, J. (2017). *Mental Health in past and present ADF personnel: perspectives of members, families, and ex-service organisations*. Paper presented at the The Reality of Mental Health: Approaches to Recovery Symposium, Melbourne, Australia.
17. Lowthian, J. A. (2017). *The role of research in aged and health care services*. Paper presented at the Leading Aged Service Australia National Congress, Gold Coast, Australia.
18. Lowthian, J. A., Lennox, A., Curtis, A., Dale, J., Browning, C., Wilson, G., . . . Cameron, P. A. (2017). *HOW R U?: telephone peer-support to reduce loneliness after discharge*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.
19. Lowthian, J. A., Straney, L., Brand, C. A., Barker, A. L., Smit, D., Newnham, H., . . . Cameron, P. A. (2017). *Safe Elderly Emergency Discharge (SEED): Project Findings*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.
20. Meyer, C., Freeman, S., & Hall, K. (2017). *The Mission of IAGG-CSO to Facilitate Networks Among Student Organizations* Paper presented at the IAGG World Congress, San Francisco, U.S.A.
21. Meyer, C., Ogrin, R., & McMillan, S. (2017). *Learnings from pilot testing an App in practice*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.
22. Ogrin, R., Meyer, C., & McMillan, S. (2017). *Co-designing health apps for older people and healthcare providers*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.
23. Williams, B., Enticott, J., & Dickins, M. (2017). *Mental illness: What do district nurses feel they need to know to provide competent health care?* Paper presented at the The Reality of Mental Health: Approaches to Recovery Symposium, Melbourne, Australia.

## Posters

24. Goeman, D., Dickins, M., Bellizzi, L., & O'Keefe, F. (2017). *Quality is Personal: Negotiating Choice and Risk in Community Based Dementia Care* IAGG World Congress. San Francisco, U.S.A.
25. Major, G. L., Elliott, R. A., Lowthian, J. A., Bellamy, C., Saunders, R., Chin, G., & Lee, C. Y. (2018). *Attitudes towards deprescribing among older people receiving home nursing support with medication management: a cross-sectional survey*. Paper presented at the National Medicines Symposium, Canberra, Australia.
26. Major, G. L., Elliott, R. A., Lowthian, J. A., Bellamy, C., Saunders, R., Chin, G., & Lee, C. Y. (2018). *Attitudes towards deprescribing among older people receiving home nursing support with medication management: a cross-sectional survey*. Paper presented at the Choosing Wisely National Meeting, Canberra, Australia.
27. Meyer, C., Renehan, E., Batchelor, F., Said, C., Haines, T., Elliott, R., & Goeman, D. (2017). *'Not a priority' post hospitalisation falls intervention*. Paper presented at the Australian Association of Gerontology Conference, Perth, Australia.

# Bridging the gap between research and practice

Bolton Clarke Research Institute researcher Dr Claudia Meyer was this year awarded a prestigious Australia and New Zealand Falls Prevention Society Travel Fellowship recognising the institute's ongoing falls prevention research.

The fellowship allowed Dr Meyer to visit with researchers from the Center for Population Health and Aging at A&M University, Texas in April to discuss their implementation of falls programs across the United States. It provided an invaluable opportunity to share learnings and inform future work.

Dr Meyer has been active in promoting falls prevention having co-authored research published in the Australian Journal of Primary Health last year examining knowledge of falls prevention for people with dementia in the community care setting. The paper identified that small changes to professional development and

organisational support for community care health professionals has the potential to change practice.

She has also recently completed research around a falls prevention exercise, medication review and education intervention for people returning home after a hospital stay. This provided a unique opportunity to work with Bolton Clarke liaison nurses who assisted in identifying that timely and targeted interventions are crucial for optimal uptake of falls prevention strategies at this time of crisis for the older person.

Our organisation is building learnings from the research into programs supporting at home exercise interventions for older people to reduce the risk of falls and improve strength, balance and confidence.

Dr Meyer will share the outcomes of her visit to the United States at the 8th Biennial Australia and New Zealand Falls Prevention Society Conference in Tasmania in November.



Dr Claudia Meyer with Reveille, the mascot of the Center of Population Health and Aging, Texas A&M University, Old College, Texas.

# Investing in growth across our region

Our organisation continues to invest in growth across the Asia Pacific region, broadening our footprint and services in New Zealand and supporting sector growth in China and Hong Kong.

RDNS NZ has achieved solid growth in the past year, working across Auckland, Dunedin and Invercagill to support more than 2,400 clients each week and making more than 475,000 visits each year. We also took on direct service delivery on Waiheke Island and expanded our work with clients with serious injuries.

RDNS NZ is now one of six lead providers nominated by the Accident Compensation Corporation to provide HomeCare and nursing, including for spinal injury and traumatic brain injury clients and extending coverage to the Otago and Southland regions.

The team is mindful of aligning with the Treaty of Waitangi principles of partnership, participation and protection along with our shared values of accountability, teamwork, customer satisfaction and continuous improvement. This year the team added a fifth shared value of Manaakitanga, which means that in everything we do we show respect, compassion, generosity and care.

This value is reflected in action through initiatives including establishment of a Maori Cultural

Advisory Group comprised of our Kaumatua (male elder), Kuia (female elder) and Maori staff who hold regular hui. The group has prepared a revised Kaupapa (Maori policy) and worked to align the client journey with the cultural needs of our Maori clients and whanau (family).

Our work in Asia has been supported by our involvement in the Australian Silver Industry Group. Bolton Clarke was invited to join this first of its kind consortium by Trade and Investment Queensland. Our organisation is a lead member of the group, which is designed to capitalise on China's rapidly transforming aged care sector.

We have hosted a number of visiting delegations and were among Queensland companies with aged care expertise who visited China to explore business opportunities. We are building a strong relationship with the Beijing Association of Aged Care, a leading government-industry organisation representing all areas of the aged care industry including land development, facility operators, training providers, architects and planning and policy-makers.

Our involvement strengthens Bolton Clarke's existing record in China through RDNS Hong Kong, which in recent years has undertaken the service planning, master planning and commissioning of nine projects in Beijing and Guangzhou.



## Inspiring learning journeys

The work we are doing to invest in equipping our industry, developing career pathways and supporting excellence is central to the provision of high quality and responsive services into the future.

Our People and Culture strategy has a focus on learning and development, workforce planning and creating a values-driven culture. Creating excellent customer outcomes starts with our teams, and our recruitment process supports high standards through behavioural interviewing and values-based assessments. Continuous improvement is supported through an online learning system including mandatory and elective training modules, training sessions from Altura Learning and access to clinical nurse specialists, while we continue to roll-out projects to nurture the skill and potential of our employees.

More broadly, the announcement of Altura Learning as the new name for the Aged Care Channel this year reflects the ongoing work of our learning solutions business to innovate and expand geographically across the health, disability and social sectors, supported by enhanced technology.

Today, Altura Learning produces accessible, original and client-focused content drawing on cutting edge research, industry experts and frontline carer and client stories nationally and from the United Kingdom, Ireland and New Zealand.

CEO Yvonne Webley said with government reform, health trends and changing client needs

driving transformation and growth across health, disability and ageing, there is a clear need for integrated and responsive learning solutions to empower and inspire a customer-focused workforce.

"The work we do to engage, inform and inspire has never been more important than now, within a changing consumer environment and dynamic industry landscape," Yvonne Webley said.

"For more than 20 years, we have created high quality, media rich learning solutions for those working in or aspiring to work in the aged care sector.

"Now we are building on our expertise in aged care and expanding our work to inspire learners across health and social care.

"We've made a significant investment in research and development and have worked collaboratively with our members, government, and key research organisations to build an evidence-informed learning approach that is relevant for the care workforce and responsive to current and future needs."

Altura Learning's products are delivered via a state-of-the-art learning management system that allows organisations to create integrated learning, employee engagement packages and develop and support individual learning targets.

**ALTURA**  
learning



The Australian Silver Industry Group, including Bolton Clarke CEO and Group Chair Stephen Muggleton.

Above: Altura Learning CEO Yvonne Webley.



# Curious mind leads the way

*Melbourne At Home Support client and carer Jill describes herself as a 'quidnunc'.*

Jill, 84, recalls her doctor calling her that once. It means a gossipy person or someone with a curious mind.

"I prefer the latter definition," she said.

Jill has a passion and aptitude for art, music and the written word. Her home, made from both mud brick and second-hand Hawthorne brick in the leafy Melbourne suburb of Lower Plenty, is shared with husband Daniel and her four cats Sumwun, Talmud, Mitzvah and Sabra.

Jill is the primary carer for Daniel, 83, who has been a client of Bolton Clarke for the past year, receiving assistance with medication and general care. On occasion, Jill has also been cared for by our Bolton Clarke nurses.

When asked what are her greatest achievements in life so far, Jill deliberates for a few moments before stating "the three or four art exhibitions I've had including computer art, as well as starting the cello so late and becoming a professional."

Born in Chingford, London in 1934, Jill was a school-aged child at the outbreak of World War II. Her earliest memories are of being evacuated out of London with her siblings, away from the air strikes to the safety of the countryside.

In 1948 the family was reunited. They lived in St Anne's, Blackpool for a short while before emigrating to Melbourne, a three-week journey by boat. They stayed in a guest house in Healesville for a short time and then moved to Moorabbin.

Jill was 14 when she first arrived and flatly refused to go to school, arguing that she was

scared and didn't know anyone. Her parents agreed and so she enrolled in a shorthand and typing course at Stott's College. She recalls the "roar of the typewriters" and explains that she completed an 18-month course in only six months. "I wasn't very precise," she admits. "I was a bit of a slapdash typist". After the course, Jill went straight to work, firstly at Universal Films and then in a law firm and for an optician.

When she was 17, the family moved to Adelaide and Jill became interested in learning a musical instrument and took up cello. Her teacher commented that he had never seen anyone learn the instrument so easily. Within four years she was playing in the Melbourne Symphony Orchestra, which she did for about four years.

Jill met Daniel, a medical student at the time, when she was 25 and the pair "hit it off from the beginning". She vividly recalls wanting to live with Daniel but not wanting to get married. Ultimately, when she was expecting their first child in 1964, Jill yielded to the pressure but refused to wear a 'proper' wedding ring. Instead she "went to Woolworths and pinched a curtain ring. It was a statement to the gods".

Daniel studied for his psychiatry degree in Sydney and England. It was in Sydney that Jill learnt to paint and draw, something she continues to do today. Daniel eventually opened his own psychiatry practice, where he practised for many years before retiring in 2000. He is also an accomplished cellist, poet and playwright.

*"One of my greatest achievements is taking up the cello late and becoming a professional."*



*Jill and Daniel are inspired by art, music and an endless curiosity.*



# A year of success

Our organisation received six national and international awards.

*Our first year as Bolton Clarke has been one in which our organisation has been recognised for excellence in areas from safety and wellbeing to diversity, food service and social innovation.*



August 2017	September 2017	October 2017	February 2018	May 2018	August 2018
Bolton Clarke's Partnering with Consumers for Diversity model earned a win at the Australian Aged Care Quality Agency's 2017 Better Practice Awards. The awards recognise outstanding examples of high quality aged care initiatives.	Bolton Clarke Research Institute Fellow Cikie Lee is awarded an Excellence in Clinical Community Pharmacy Practice Award at the UK Best of Clinical Pharmacy Awards 2017 for her work in developing a community pharmacy program in Melbourne.	Bolton Clarke's client manual handling program is named Best Workplace Health and Safety Training Program at the 2017 National Safety Council of Australia awards.	Our Design Innovation Team win the inaugural QUT Senior Living Innovation Challenge for the online platform One Good Street, which uses social networking to give neighbours opportunities to support older people and reduce loneliness and social isolation.	Our Hotel Services team's ground-breaking work in texture modified foods wins Innovation of the Year – Food at the 6th Asia Pacific Eldercare Innovation Awards 2018 in Singapore. The international awards recognise organisations delivering excellence in senior living, health and wellbeing. Bolton Clarke was also a runner up in the Best Home Care Provider, Best Active Ageing Program and Best Silver Architecture categories.	Our Melbourne South At Home Support team is recognised with the Peninsula Advisory Committee for Elders (PACE) Age-Friendly Communities Award at the Mornington Peninsula Shire Council's Delys Sargeant Age-Friendly Awards.



Bolton Clarke Chairman Pat McIntosh, Diversity Manager Jaklina Michael, Australian Aged Care Quality Agency Queensland State Director Tracey Rees and Senior Clinical Nurse Adviser Tracy Aylen celebrate Bolton Clarke's 2017 Better Practice Awards success.



Top: Bolton Clarke General Manager Hotel Services, Bill Laird receives the Innovation of the Year Award at the 6th Asia Pacific Eldercare Innovation Awards.  
Below: Diversity Coordinator Rosemarie Draper, Clinical Team Manager Jessica Merrett and Regional Manager – At Home Support (South) JoyJarratt received the Mornington Peninsula Shire Council's Delys Sargeant Age Friendly Award.



# The power of giving

*Sincere thanks to everyone who supported our work throughout the year.*

Working with our donors to provide practical support for our clients and fund new research is the goal of our fundraising team every year.

Our pledge to support older Australians to stay at home, wherever they call home, for as long as they are able is shared by a strong network of supporters whose grants, philanthropic donations, bequests and regular gifts are making a genuine difference.

This year, a transformative grant from the Alfred Felton Bequest and the Lord Mayor’s Charitable Foundation supported a key initiative of reducing social isolation in older women living alone. The funding is enabling the design, implementation and evaluation of a new, evidence-based approach to enhancing wellbeing and independence for older women who live alone, through one-on-one support including help around the house, transport and exercise provided by trained volunteers.

In other highlights, the financial contribution of the Aurora group and the Tasmanian Community Fund has delivered the ‘Building the knowledge and capacity of community nursing and aged care staff to work with trans and gender diverse people’ project. The project provided culturally appropriate, safe and inclusive care to older transgender and gender diverse clients and provided training to healthcare staff to arm them

with the skills and knowledge to better meet the health and wellbeing needs of this group.

Funding received from the Eldon & Anne Foote Trust supported ‘Medical Consumables for Melbourne’s Homeless’, enabling our Homeless Persons Program to provide people experiencing homelessness with access to holistic nursing and healthcare through the purchase of medical supplies and medications not subsidised under the Pharmaceutical Benefits Scheme.

Other supporters have included: Perpetual Trustees, Flora & Frank Leith Charitable Trust, Pam and Alfred Lavey Trust, Collier Charitable Fund, Helen Vaughn, Jane Sheridan, Clive Johnson Trust, Besen Family Foundation, Teele Family Foundation, Trajan Scientific and Medical and Yvonne Mee.

A warm thank you to the memory of our valued friends who have left a gift to us in their Will including:

Estate of the late Alice Mary Alma Geest, Estate of Ronald Derek Wakeling, Estate of the late Marie Olga Hansen, Estate of Lydia Marie Macmichael, Estate of Donald Linden, Estate of the late Michael Graeme Port, Estate of Teresa Streat, Joe White Bequest, Estate of Mary Kirley, Estate of Kenneth Charles and Estate of Kenneth C Bethell.



## Thank-you

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

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# Board of Directors



## Mr Pat McIntosh AM CSC

B.Bus (Acc/HR), GradDipMgmt, MBA, MAICD

### Chairman of the Board

Mr McIntosh is a graduate of the Australian Army Staff College and the Australian Defence College. He 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. Mr McIntosh is currently the Chair of two for-profit businesses - Altura Learning and RDNS Hong Kong and is also a Director of the Royal Australian Regiment Corporation.



## Kathleen Baker AM

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

### Member, Risk and Audit Committee

Adjunct Professor Baker has held executive management positions in area health services and New South Wales Health corporate office, where she was the Chief Nursing Officer for New South Wales. She established the Advice Centre for the Australian Commission of Safety and Quality in 2012 and is currently Nurse Advisor to the Commission.

She is a former President and Director with the Australian College of Nursing and is a non-executive board director of the Western Sydney Local Health District. Adjunct Professor Baker was 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 University of Western Sydney and the University of Sydney. Adjunct Professor 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.

## Dr Cherrell Hirst AO

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

### Member, Capital Committee

### Member, Risk and Audit Committee

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



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



## Mr Stuart Lummis

BEcon, Grad Dip Proj & Const Mngt, Post Grad Dip Acctg, Finsia, FAICD

### Chair, Capital Committee

### Member, Risk and Audit Committee

Mr Lummis has over 37 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, a Tier 1 community housing provider that holds a AA- Standard & Poor's rating. 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 retirement committee, a Director of Brisbane Markets Limited and Chair of the National Trust of Queensland Advocacy committee.



# Board of Directors

(continued)



## Mr Jeffrey McDermid

B.Econ, FAICD, FCA

**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. Mr McDermid 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 a wide variety of skills and experience in financial management, corporate governance and strategic thinking to the Board.



## Professor Michael Reid

B.Ec

**Member, Capital Committee**

**Member, Nomination and Remuneration Committee**

Mick Reid has undertaken many roles in the Australian health system during a career that spans four decades. His experience includes bureaucrat, consultant and academic giving him a breadth of experience and depth of knowledge of the Australian health care system.

Mick was Director General of Health in two states. For five years until 2002, he held the position of Director General of New South Wales Health. More recently, until 2011, he spent three years as Director General of Queensland Health.

When not engaged in the public sector, Mick is Principal of his consulting company, Michael Reid & Associates, which has undertaken health and science projects throughout Australasia, for governments in Asia, and the Pacific and with UN organisations.

In addition to Mick's work with the Bolton Clarke Board, he serves as Deputy Chair of the Royal Flying Doctor Service, is the National President of the Mental Illness Fellowship of Australia and was recently appointed Deputy Chair on the Central Adelaide Local Health District Governing Board.

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

In 2011, he was awarded the AHHA Sidney Sax Medal for contributions to Australian Health Services.

# Executive Management



## Stephen Muggleton

**Group Chief Executive Officer**

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



## Susan Stewart

**General Counsel**

LLB (Hons), LLM



## Megan Millman

**Chief Financial Officer**

BCom, FCA



## Melissa Leahy

**Chief People Officer**

BA (Psychology & Sociology)



## Fiona Hearn

**Executive General Manager  
Care, Innovation & Quality**

GAICD, ACN



## Jim Toohey

**Executive General Manager  
Operating Performance**

Australian Services



## Wendy Flavien

**Chief Integration Officer**

MBA (Prof), BEd (Sec),  
BIT (Net)



## Carmel Conaghan

**Chief Executive Officer**

RDNS NZ  
RNZcmpN



# A place to call home

*For Western Australian Korean War veteran Fred the year he married his “beautiful blonde”, 1951, was the best year of his life. It was the year that marked the beginning of a 65-year partnership as together they searched for a place to call home.*

When it’s taken so long to find home, staying there is important, and despite three different cancers and three heart attacks, that’s what Fred does with regular visits from our at home support team.

“They say it’s hard to keep a good man down, so I guess I am a good man?” he muses.

Born in Portsmouth, England in 1927, Fred lived through the Depression and World War II. The homes he lived in as a youth were bombed and frequent moves were standard.

In 1943, at age 16, he signed up with the Home Guard as an anti-aircraft gunner. “We had seen the bombs dropping around us and being an anti-aircraft gunner sounded like a good idea. I changed my age to 17 so they’d let me in,” he said.

Fred was conscripted to the Royal Navy in Yorkshire at 18 and joined an aircraft carrier heading to Sydney, from there joining a ship to Japan after the bombings of Hiroshima and Nagasaki. “I walked around the ruins not long after the bombs were dropped,” he said. “The site was probably still quite radioactive but we felt like we had to walk through it to understand it.”

During leave in Hong Kong and Sydney, he was engaged to be married to a Sydney girl but because he was under 21 he had to go back to the United Kingdom. He returned on a migrant ship and joined the Merchant Navy.

He returned to Australia after a year to discover his fiancée was set to marry another man just two weeks after his arrival. This left him yet again without somewhere to call home.

Fred took a job on a merchant ship around the islands in the Pacific and worked casually before joining the Royal Australian Navy for 12 years, working at locations including Manus Island.

In 1951, while on six weeks leave in Sydney, he saw an advertisement for the introduction agency “Helen’s Happiness Club” and decided to give it a go. His first introduction was not successful, but on his second visit “this beautiful blonde walked in and we hit it off immediately”. His new love worked as a telephone receptionist.

“Three months later we got engaged and we were married straight away, and from then on I had somewhere to call home,” Fred says.

Together they raised five children and moved across the country from New South Wales to live in Western Australia.

In the meantime, Fred was sent to the Korean War, based with the United States Navy working systems on an American Aircraft Carrier. He worked as the chief catering officer, delivering provisions ashore to the American marines until the ceasefire was agreed in July 1953.

In 2016, he was awarded a medal from the South Korean government, as an ambassador for peace, because of his service in the Korean War.



*Home is where the heart is for Western Australian At Home Support client and Korean War veteran Fred Whillier*



The new face of  + 

**At Home Support Retirement Living Residential Aged Care**

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**Melbourne**

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