



montage

BOLTON CLARKE EMPLOYEE MAGAZINE



*Inside
this issue*

Next level
dining

Ready, set for
new reforms

Callisto Place
turns 1

Thank you Steve!



Inside

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And the winner is...

Congratulations to the Buderim Views residential care team who were crowned winners of the World Bee Day competition! The event saw lifestyle and hospitality teams work together to create an extra special dining experience for residents. See more competition highlights on the cover (Seaton Place) and on page 15.



Acknowledgement of Country

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

From Steve's desk

By any measure, 2025 so far has seen all our teams working incredibly hard keeping the focus on delivering outstanding care while getting ready for the next chapter of sector reforms.

These major reforms are part of the ongoing response to recommendations stemming from the Royal Commission aimed at creating a more person-centred, fair and sustainable aged care system.

The new Aged Care Act is the cornerstone of all this bringing with it a rights-based framework prioritising the dignity, safety and wellbeing of older Australians. Coupled with strengthened Aged Care Quality Standards, new funding models for RAC and introduction of the new Support at Home program, it's a significant and far-reaching series of changes.

The recent government announcement to delay introduction of the reforms by a few months is welcome, providing more time for us to help clients and residents make the transition. These are some of the largest reforms we've seen across our sector in about three decades – all requiring considerable focus and effort from teams across the Group to prepare.

You can read more about these preparations in this edition of Montage including how we've helped shape progress of the reforms through our involvement in round tables and representation on boards and taskforces.

Also in this edition, you can find out about recent highlights such as expansion of allied health services through innovative service delivery approaches that extend access to clients in more locations;

international award recognition for residential care teams; and first birthday celebrations at Callisto Place retirement living community.

On a personal note, this edition of Montage will be my last to officially open as your Group CEO as I retire at the end of this month. It's been my great privilege to lead this exceptional organisation for one-tenth of its remarkable 140-year history.

I want to acknowledge the hard work of the Executive team and all the Service Stream leaders. I must also recognise the outstanding governance and stewardship of the Board led by Chairman Tony Crawford.

Above all else, I want to thank all the frontline care and support staff who define Bolton Clarke. It's been an honour to work beside you!

I look forward to following your incredible work and achievements under the leadership of new Group CEO Olivier Chretien. I know you will continue to make a difference to the lives of our residents and clients through your valuable work and daily acts of kindness.

Steve

STEPHEN MUGGLETON
Group CEO



Fairview resident and WWII veteran Alan with Group CEO Steve Muggleton.

Message from the Chairman



Tony Crawford, Chairman

As we thank Steve Muggleton for a remarkable 14 years at the helm of Bolton Clarke, I'm delighted to welcome new Group CEO Olivier Chretien, who officially joins Bolton Clarke from 1 July.

On behalf of the Board, I sincerely acknowledge the many significant contributions Steve has made to the growth, transformation and development of Bolton Clarke over the last 14 years.

Under Steve's leadership, we have grown to become Australia's largest not-for-profit aged care provider, and I am confident that working with you all, Olivier will continue to drive our inspiring tradition of caring.

Olivier comes to Bolton Clarke as a well-respected CEO and executive with significant national and international leadership and strategy experience in the hospital, care, retail and other services industries. Most recently Olivier was CEO of InvoCare and has held senior leadership roles at other blue chip organisations including Ramsay Health Care, Wesfarmers and Boston Consulting Group.

Olivier joins us at a pivotal time with the introduction of the new Aged Care Act. His successful track record and leadership experience in large hospital and care organisations and complex environments such as ours, uniquely qualifies him to take Bolton Clarke into this next stage.

Olivier is looking forward to working with you and visiting homes and service locations over the coming months.

My thanks to all of you for your commitment to our shared purpose and the valuable work you do to make a positive difference in the lives of so many clients, residents and communities.

TONY CRAWFORD
Chairman of the Board



Olivier Chretien, new Group CEO

National spotlight on positive ageing

The inaugural Positive Ageing Summit, held over two days in Adelaide in May, brought the opportunity to showcase how we are bringing positive ageing to life for clients and residents.

Deidre McGill, Chief Operating Officer Home and Community Support, officially opened the event with a keynote address highlighting Bolton Clarke's 140-year history of caring for Australians and how we are continuing to shape the future of aged care by delivery connected and responsive services.

The summit brought together professionals from all areas of the aged care sector committed to advancing the quality of care and service delivery.

Bolton Clarke was a platinum sponsor of the summit, which was hosted by Australian Ageing Agenda and Community Care Review and aimed to inspire collaboration and share evidence-based strategies to achieve better outcomes in aged care.

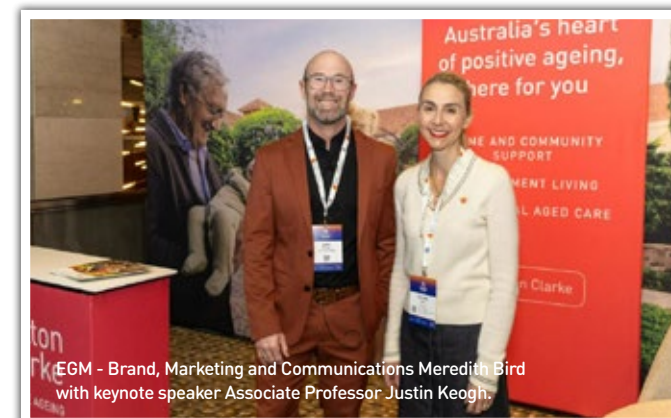
Senior Research Fellow Dr Rajna Ogrin presented research into the impact of social connection on

positive ageing and how the Research Institute's work is supporting resident and client holistic wellbeing through initiatives such as our social connection and storytelling programs.

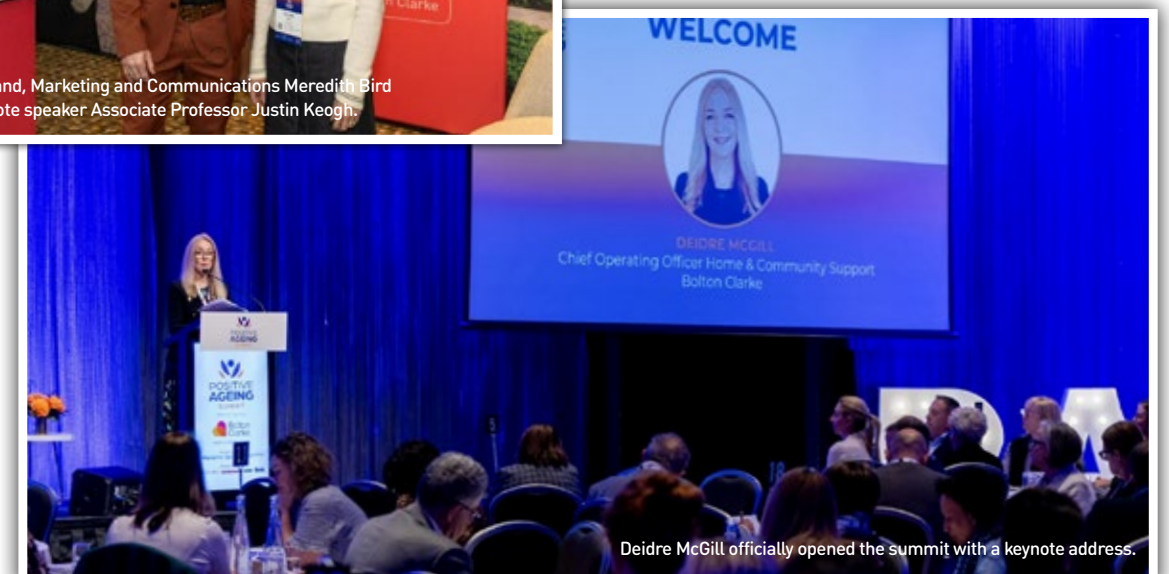
Community Programs Manager Kerry Rendell also presented a mini session, leading a live demonstration of our Be Healthy and Active program through a mindful eating exercise with attendees.

Our teams also shared information and had conversations with attendees at our dedicated expo stand which showcased our positioning as Australia's heart of positive ageing.

Visit positiveageingsummit.com.au to find out more.



EGM - Brand, Marketing and Communications Meredith Bird with keynote speaker Associate Professor Justin Keogh.



Deidre McGill officially opened the summit with a keynote address.

Ready, set... new aged care reforms

Teams across all our services have been working hard preparing for the next chapter in sector reforms that will come into effect from 1 November.

Overarching all the upcoming changes is the introduction of the new Aged Care Act which aims to make aged care safer, fairer and more respectful. Here's a snapshot of just some of the preparations underway:

Making way for Support at Home

A major focus has been preparing for the Australian Government's new Support at Home program that will replace the Home Care Package and Short-Term Restorative Care programs.

Teams across Home and Community Support (HCS) and Support Services have been making sure clients are informed and supported as we transition to the new program.

Since May, the HCS team has completed more than 1,700 discussions with existing Home Care Package

clients about what changes the new program will bring and updates to their agreements, budgets and care plans.

Team members have also been reviewing and updating service provider agreements to ensure compliance with new requirements and attending workshops and training sessions for process and related system changes.

Client discussions and preparations will continue to ensure everyone is well-informed and ready for the new program from 1 November.

Strengthening quality standards

In May, more than 170 leaders from our residential care teams across the country came together for the 2025 RAC Roadshow.



Leaders collaborating at the NSW RAC roadshow.

The major focus was the new Aged Care Quality Standards and funding models coming from 1 November that focus on improving care quality and accountability.

The roadshow was held over four sessions in Melbourne, Sydney, Adelaide and Brisbane, providing the opportunity for leaders to meet in person to plan for the year ahead and prepare for upcoming changes.

Glenn Hancock, Chief Operating Officer Residential Care, shared updates on strategic direction and operational priorities, and Directors of Operations hosted a panel session to share best practices across our 88 homes.

Guiding the sector – Aged Care Transition Taskforce

Chief Operating Officer Home and Community Support Deidre McGill has been helping guide introduction of the reforms as part of the Aged Care Transition Taskforce. The Taskforce has been

providing expert advice to identify and address implementation issues.

In May, Deidre and fellow Taskforce members (pictured below) met with the new Minister for Aged Care and Seniors, the Hon Sam Rae MP, who is responsible for overseeing the rollout of the Act.



THANK YOU to all our teams for your dedication and continued focus on caring for our clients and residents as we introduce these changes.



HCS Chief Operating Officer Deidre McGill, Directors of Operations Sharon Kehoe, Karen Atley and Ann Doherty and Operations Managers came together recently to prepare for upcoming changes.



Care Champions at Fernhill residential care home.

A champion initiative

Our focus on care was recognised at the 13th Asia Pacific Eldercare Innovation Awards with the Care Champions program winning Innovation of the Year – Career Development.

The award reflects the success of the Care Champions role in strengthening our person-centred approach to care while providing additional leadership opportunities for personal care workers.

Care Champions work with residents who need extra individual support. Their responsibilities include:

- checking in with residents to ensure their comfort, care and support needs have been addressed
- keeping families informed and up to date with residents' care and wellbeing needs
- problem-solving and augmenting residents' planned care and support where necessary.

Since the program was introduced, more than 550 Care Champions have been appointed across our 88 residential aged care homes.

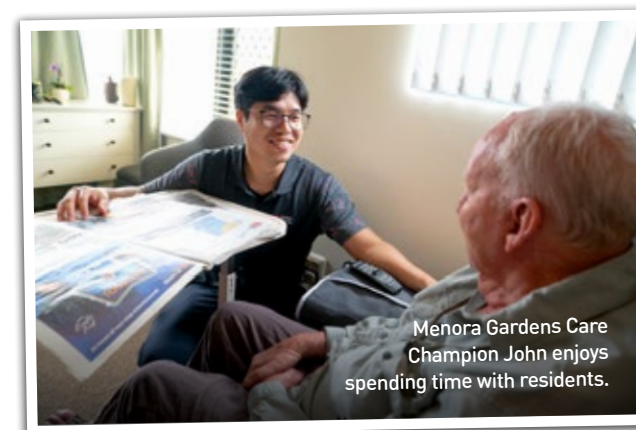
New Care Champions receive onboarding and training via a targeted education program, with mentoring and a virtual community of practice providing ongoing support.

Glenn Hancock, Chief Operating Officer Residential Aged Care, said the award was testament to the work of teams to support residents to age positively.

"Because Care Champions are able to spend more one-on-one quality time, they can really get to know people and share that knowledge to ensure we are consistently meeting the residents' individual needs," he said.

Menora Gardens Care Champion John Ocampo said he enjoyed getting to know residents on a deeper level.

"As a Care Champion, you get to know more about residents' backgrounds, their family and the things they value the most, which helps ensure we can support them with all of their needs," he said.



Menora Gardens Care Champion John enjoys spending time with residents.



Callisto Place celebrates in style

There was plenty of birthday cheer as residents and the team came together for Callisto Place's first birthday celebrations.

The milestone moment capped off a wonderful 12 months since the retirement living community opened its doors and began welcoming residents said Senior Village Manager Guy Marinucci.

"Marking our first birthday with a celebratory event and open day was the perfect way to thank our residents for their support while showcasing the fantastic apartment options, shared amenities and services we have to offer," Guy said.

"The past year has been an exciting time as we've worked to build an active and vibrant community here at Callisto Place."

Concierge Justine Preston said a key focus for the team has been on establishing a program of activities that promote connection and wellbeing for residents.

"It's been such a pleasure being part of our resident's journeys from the moment they walked through our door," Justine explained.

"Getting to know each other and learn more about their interests has meant we can provide more personalised support and activities from chair yoga

and weekly social catchups through to establishing a community garden."

Other community benefits available include access to a shared vehicle and senior specific gym, with home and community support and allied health teams available if needed.

Recognised for design excellence

In more good news Callisto Place has been named a finalist for Development of the Year – Retirement, Aged Care and Seniors Living at the 2025 Urban Developer Awards for Industry Excellence.

The 90 apartments support ageing in place by incorporating Livable Housing Australia design standards with open floor plans, wide doors and halls, and digital independence technology integrated throughout.

Selection as a finalist also demonstrates Callisto Place's outstanding environmental sustainability through innovative design, energy efficiency, and water management strategies.

Winners will be announced on 30 July.



The Callisto Place team: Concierge Justine Preston, Sales Specialist Jodie Fisher with Senior Village Manager Guy Marinucci.



Expanding our allied health services

Clients living in regional and remote locations can now receive even more support from our allied health teams with the expansion of the virtual model of care (VMoC) program.

Since the pilot program was introduced last year, around 30 clients in Far North Queensland have received virtual occupational therapy support from our Home and Community Support (HCS) team.

Services are delivered by occupational therapists (OTs) based in Melbourne and South East Queensland, with support from local personal care workers trained in how to assist an online appointment.

HCS Local Area Manager Angie Davies said clients were embracing the virtual OT sessions delivered in their own homes.

"Clients are able to access the support they need with assistance from care workers they already know and the professionalism and experience of our allied health team," she said.

The VMoC program is a joint initiative of the Research Institute and HCS teams. Following the success of the pilot, teams are preparing to extend the program to more locations and to include physiotherapy services to help reduce frailty and falls risk for older people living at home.

Senior Research Fellow Dr Claudia Meyer said it was encouraging to see how the program was making a real difference for clients living in regional locations.

"One of the benefits, particularly in regional areas where access to allied health services can be more difficult, is that clients can access appointments fairly quickly. This means their needs can be addressed more responsively, contributing to more positive outcomes."

HCS Allied Health Team Leader Sam Mihindu said the team was delighted to support clients virtually.

"It's wonderful to see how the program is helping to improve clients' access to OT support so they can continue to live independently at home," he said.

Additional training is now being rolled out for more personal care workers and frontline teams to support expansion of the services.

To find out more, contact HCS Operations Manager Anja Piggott.

Volunteering fosters community connections

Each and every day our volunteers generously give their time to support residents and clients in many different ways from making time for a chat, to playing board games, crafting, chaperoning day trips and assisting in community gardens.

National Volunteer Week was an opportunity to highlight their contributions along with the more than six million people who volunteer through organisations across Australia. This year's theme, Connecting Communities, explored how giving to others fosters community engagement, connection and belonging.

For Paul, getting behind the wheel of the Tantula Rise residential care home bus has been a great opportunity to give back to his local community.

Paul got to know the team at Tantula Rise thanks to his mother Bev moving into the retirement village over a year ago.

"Bev then started to experience a few falls so she moved over to the co-located residential care home for respite," Paul said.

"We were able to set up her room exactly the same, so it felt like home, and Bev decided to stay."

Paul said the support he received throughout the process from Village Manager Kerrianne Leembruggen was amazing.

"That was one of the main reasons I started volunteering - to give back to Kerrianne and help around the village," Paul explained.

Paul now takes a fortnightly shift driving village residents to the local shopping centre and regular trips with the residential care home for their outings.

"We go on cup of tea and coffee runs, sightseeing, shopping. We also do park and rides for residents, where we get an ice cream and look at the view from the bus," Paul said.

Volunteering is something Paul holds close to his heart and he believes it's especially important to be involved in the caring process for family members.

"Being a volunteer is important in my life because I get to give back to the team caring for my Mum.

"They have taught me how to cope with my mum moving into care - it's the team who are there beside you and really look after us as a family.

"I think that it's so important to support the people who are supporting our family."

Thank you to all our wonderful volunteers for everything you do!



Tantula Rise volunteer Paul

A day of *reflection*

This year's Anzac Day marked the 110th anniversary of the Gallipoli landings – the first major military action fought by Australian and New Zealand Army Corps in World War I.

The anniversary was strongly tied to our own history with one of our early founders and then Lt Colonel William Kinsey Bolton leading Australia's 8th Battalion in the landing at Anzac Cove, on the Gallipoli Peninsula. Once back on home soil, he was a founding member of the forerunner of the Returned and Services League of Australia (RSL) and advocated for the establishment of veterans' homes.

In keeping with tradition, commemorative services and a range of activities were held at our homes and villages with some including local RSL sub-branches, local schools and community groups.

Lifestyle Coordinator Belinda Jeffs said veteran residents took on special roles during Fairview residential home's service, making it a memorable occasion for all.

"We were proud to involve our WW2 and Vietnam veterans by inviting them to lay a wreath during the service," Belinda said.

"Two of our veteran residents also graciously shared their personal stories and experiences in interviews that were recorded ahead of time. All attendees were incredibly moved when the recordings were played on the day."

Belinda said it was a privilege to host the service that brought different generations together.

"Our service was an opportunity to honour the incredible sacrifices of our veterans while gathering the community together. Our entire team was proud to create a space where remembrance, respect, and unity could be shared by all," Belinda said.

Further down south, Operations Manager Gold Coast & Northern New South Wales, Linda Jongeling was proud to represent Bolton Clarke at the iconic dawn service, held annually by the Currumbin RSL at Elephant Rock.

"The stillness and emotion of the dawn service was captivating. It was incredibly special to lay a wreath

in memory of the original Anzacs and all those who have served and continue to serve to defend Australia," Linda said.

Lest we forget



Lifestyle Coordinator Belinda Jeffs



Operations Manager Linda Jongeling



Willowdale residential care team



Fernhill Personal Carer Beth Baylis with resident Selwyn

the heart of us



HPP sleep at the 'G

Our Homeless Persons Program (HPP) team slept at the iconic MCG for one night in May to help support the more than 7,000 young Victorians who on any given night are without a safe place to call home.

The Sleep at the 'G initiative helps to raise essential funds to provide young people aged 12 to 24 with stable housing and holistic support to enable independence, reconnection to education and to break the cycle of homelessness.



Fun at the footy

Residents and team members from our Sydney residential care homes visited another iconic sporting venue – the SCG – with 36,000 other spectators to watch the Sydney Swans vs Port Adelaide match in April.

While the Swans were ultimately defeated, everyone had a fantastic day cheering on their favourite team on home ground.



Buderim Views

Creating dining delights

Residential care homes were hives of activity in May as lifestyle and hospitality teams worked together to create an extra special dining experience for residents for the World Bee Day competition. Congratulations to Buderim Views who took out the top prize for their amazing theming and activities including wearable bee facts and an interactive sensory zone.



Trevi Court

Training brings teams together

HCS team members from different states enjoyed the opportunity to spend time together when they attended the ASPIRE leadership forum at the Gold Coast in May.





Carinya

Furry and feathered friends

Animal therapy programs continue to bring joy to residents and team members alike across our residential care homes, with highlights including a petting zoo visit at Carinya, miniature horses at Holly and a hatchling program at Bayside.



Holly



Bayside



Nurses from Glendale (VIC) and Fairview residential care homes are among the first cohort of RAC graduate nurses.

Empowering the next generation of nurses

Congratulations to the first cohort of nurses to graduate from the RAC Graduate Nurse Program!

Launched in April last year, the 12-month program aims to advance clinical skills and knowledge and grow confidence and capability in the aged care setting.



Valuable insights

Plenty of attendees tuned in to watch Altura Learning's webinar on the Strengthened Aged Care Quality Standards, where CEO Paul Goudie and Chief Medical Officer Dr Roshmeen Azam unpacked the changes and what they mean for the sector.



Having a ball

Community Connector Ann Van Leerdam from the Connect Local team was delighted to be invited to host bingo at Godfrey Street Community House in May. The activity was part of Neighbourhood House Week, a nationwide initiative that celebrates the power of small actions that lead to big impacts.



Clients and residents *take a bow*

Clients and residents are putting positive ageing into practice, embracing new and old passions and winning awards and accolades along the way.

From tent to triumph

A celebrated surfer in his youth, client Chad recently placed 7th in the world in the World Kneeboard Championships in South Africa.

An impressive feat in itself, what makes this achievement even more incredible is that until recently, Chad was living in a tent on the Rosebud foreshore after falling on hard times.

Community Nurse Bill Faulkner from our Homeless Persons Program stepped in to offer food, emotional support and assistance with Chad's health needs, and worked tirelessly to secure a local public housing unit for Chad to help him get back on his feet.

Thanks to this support, Chad began to dream of a return to surfing – a dream that has well and truly come to fruition, giving him a renewed sense of purpose and goal to compete in the next championships.

Brushing up on past passions

For many residents at Carrington residential care home, art has always been an important part of life.

Now, with the support of the Carrington team, many residents are picking up the paintbrush to create custom pieces to display at the home.

Resident Shirley says she painted in her younger years and has always revisited the hobby at different stages of her life.

"I just picked it up along the way and I find it's a fantastic way to express myself," she said.

"It's really nice to have the support of the team and opportunities to enjoy being with people and doing things to have fun."

Care Champion Barbara said residents were enjoying seeing their finished pieces up on the wall.

"We have been replacing the existing artwork around the home with the residents' work and it's fantastic for family and friends to see their wonderful creations," she said.

"The goal is to have nothing but resident artwork on display!"

Carving out a new career

When village resident Trevor left his acreage property to move to our Broadwater Gardens community 15 years ago, he wasn't sure how he was going to fill up his time.

Fast forward to today and Trevor has turned his interest in woodwork into a thriving volunteer enterprise.

"Somebody gave me some scrap timber, so I started making wooden toys and giving them away to St Vincent de Paul and the local women's refuge," Trevor said.

As well as putting smiles on the faces of hundreds of children, Trevor and his wife Marg also help man the village coffee shop so are never short of something to do!



Client Chad.



Care Champion Barbara and resident Shirley.



Village resident Trevor (right) with fellow resident Keith.

A calling to care

International Nurses Day

What started in 1885 with a single nurse has become so much more thanks to the generosity, kindness and determination of the people who have shaped Bolton Clarke. International Nurses Day was a chance to thank all our teams for the positive difference you make in the lives of our clients and residents. Hear from some of our nurses about moments that made them proud to be part of this profession.



"I enjoy collaborating with teams across the Group. We are all aligned in our passion for care."

Annetta Pleban, District Liaison Nurse
Home and Community Support, Melbourne West



"I chose community nursing because you're part of the entire health journey of the client."

Dennis Mendoza, Registered Nurse
Home and Community Support, Melbourne North



"As a team we support each other, and everyone is respected. I look forward to coming to work."

Makarita Cakautavatava, Registered Nurse
Westhaven residential care home, Toowoomba



"Creating meaningful connections with our residents is what I enjoy most."

Rebecca Lo, Enrolled Nurse
Carinya residential care home, Adelaide

A milestone moment

Home and Community Support achieved a major milestone in May with all teams across Australia now using a single client management system – AlayaCare Community.

The move to one system is enabling teams to complete activities like viewing client information, scheduling visits and updating client records in the same way across all Australian HCS locations. This means leaders now have a consolidated view of data across teams and all clients are receiving standardised new-look statements.

The AlayaCare Community mobile app allows team members to easily access and update client information during client visits. The system also offers enhanced technology capabilities that will better support teams as the new aged care reforms are introduced later this year.

AlayaCare Community replaces four legacy systems – TCM, Com Care, CareLink and Procura. This

achievement is the culmination of more than 12 months of work, with the system first introduced to New South Wales teams early last year.

In preparation for the transition, more than 550 in-person and virtual training sessions were held for 3,500 team members, and 25,000 existing clients and more than one million client visits were migrated into the new system.

Thank you to everyone who helped make this happen including HCS leaders and team members and the project and finance teams.

For more information, visit the AlayaCare Community SharePoint site available through the Integration page on Connect.



A big thank you to all HCS teams for making the transition to AlayaCare Community a great success!

From the archives **140** years CARING FOR AUSTRALIANS

Here's a look back on our 140-year history at some of the people and significant moments that have helped shape who we are today.



6 May 1933

The Dame Nellie Melba Bush Nursing Hospital opened at Lilydale (now our Bolton Clarke Lilydale home). Dame Nellie was an early supporter of our work and performed at a number of special fundraisers.



18 June 1938

Queensland Governor Sir Leslie Wilson officially opened Kingshome, Queensland's first war veterans home. At around the same time, the District Nurses welcome first patients to their new After Care Home in Collingwood.



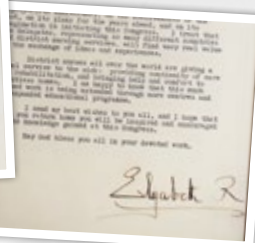
February 1947

Malcolm Newman handed over the keys to his family property at Caboolture, today our contemporary Fernhill community.



5 April 1962

The first buildings of our Cunningham Villas home at Bowen were officially opened by Queensland Governor Sir Henry Abel Smith, pictured here with the first residents.



1 February 1970

The Queen Mother personally wrote to congratulate RDNS nurses for 85 years of service and initiating the inaugural International Congress on Domiciliary Nursing.

Read more about our history at boltonclarke.com.au/an-australian-story

Before you go!

Looking for some inspiration?

Here are a few options to keep you up to date:



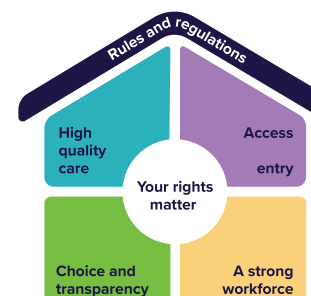
The inaugural Positive Ageing Summit brought together professionals from all areas of the aged care sector committed to advancing the quality of care and service delivery.

Watch video highlights from the two-day event at positiveageingsummit.com.au



Our new Sustainability Sharepoint site shares information about Bolton Clarke's sustainability strategy including focus areas, initiatives and how we are developing our environmental footprint.

Find out more at boltonclarke.sharepoint.com/sites/Sustainability



Find out more about the new Aged Care Act commencing from 1 November 2025 at www.health.gov.au

