



montage

BOLTON CLARKE EMPLOYEE MAGAZINE



Celebrating
140 years
CARING FOR AUSTRALIANS

Inside

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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.

Front cover: This year we celebrate 140 years caring for Australians.



From Steve's desk

This milestone edition of Montage celebrates our 140-year anniversary and showcases our story through the decades. It recognises the many people just like each of you, who've helped to build our unique organisation – then and now.

Since our early beginnings in 1885 to present day, we've been there at defining moments in Australian history – responding and adapting to the changing needs of our communities.

AND 2025 so far, has been no exception to this.

On the weather front we've seen extremes ranging from floods in Far North Queensland, to heatwaves and bushfires in southern and western states, to ex-Tropical Cyclone Alfred hitting South East Queensland and Northern New South Wales. While we are no strangers to dealing with events like this, the impact of Alfred was particularly widespread taking in 27 Bolton Clarke residential care homes, 20 retirement villages and 2,600+ clients from Hervey Bay to Port Macquarie.

As usual your response to all these events was MAGNIFICENT – keeping the ongoing care, wellbeing and safety of clients and residents top of mind throughout.

It's been a busy start to the year across our operations too. Notable has been continued record occupancy in residential care homes and retirement villages and expansion of services in home and community support to deliver mobile respite services in New South Wales, along with a huge effort underway by the team to prepare for the new Support at Home program later this year.

In this issue of Montage, you can read more about the people and events that have shaped us through nearly a century and a half of remarkable achievements. Take a look through the archives at some of the defining modes of transport, equipment and wardrobe that have helped us serve clients and residents through the years. You can also find out about a new innovative program that

is strengthening home and community support services in our retirement villages, some great international award recognition, and important work the Research Institute is leading to help residents and clients with hearing and vision loss.

Thank you for continuing to make a positive difference to the lives of residents and clients. The work we do is all about the people and I think we've got some of the best.

Take care,

STEPHEN MUGGLETON
Group CEO

Celebrating 140 years

CARING FOR AUSTRALIANS

This year we mark 140 years caring for Australians – a significant milestone made possible by all who have helped shape Bolton Clarke, including you.

Our celebrations officially kicked off on 17 February, the day the first members of the Melbourne District Nursing Society – later RDNS and now Bolton Clarke – met in 1885, establishing home nursing in Australia.

This anniversary provides the opportunity to acknowledge our rich history and all our teams then and now who continue to make a positive difference for residents, clients and in the community.

Our earliest beginnings



Images (from left): Minutes of the first MDNS meeting in 1885; Lady Janet Clarke; Brigadier William Kinsey Bolton.

At the first meeting, 17 people including some of Melbourne's influential leaders met with the aim of improving the circumstances of people living in impoverished conditions across the city.

The small but mighty group committed to forming the Melbourne District Nursing Society (MDNS) – the first district nursing service in Australia – to care for people in their homes.

Among the 17 founders was influential philanthropist Lady Janet Clarke, who went on to serve as MDNS President from 1889 to 1908 and later became Life Governor.

Lady Clarke's contributions to our organisation's legacy is reflected in our name, together with Brigadier William Kinsey Bolton who, as founder and first president of the Returned Sailors' and Soldiers' Imperial League, helped pioneer veteran care in Australia.

From the archives...



Images (from left): Nurses pictured in 1919, the 1950s and the 1960s; and (below): Our wardrobe through the decades.

A look back at our transport, equipment and wardrobe over the decades reveals a changing social landscape and changing fashions of the time, as well as turning points in our organisation's history.

Earliest collections include the ankle-length grey dresses worn by the pioneering MDNS nurses in the late 1800s, complete with long white aprons and a white cap.

When bicycles were introduced to keep up with growing demand, the nurses wore white pith

helmets held in place with a veil, tied under the chin. The helmets displayed the Maltese cross, a symbol of protection, which continued to feature on head gear through to the 1960s.

In 1966, the vital work of our district nurses received royal patronage and the name Royal District Nursing Service (RDNS) was officially adopted. Royal blue uniforms were introduced including summer and winter tunics, hats and jackets, all featuring the RDNS insignia.



Enhancing village life

A pilot program at Baycrest retirement village is transforming the way home care services are delivered to residents, with positive results.

Developed by the home and community support (HCS) Wide Bay team working closely with the retirement living Wide Bay team, the program has the same personal care workers based at the village on allocated days, with residents able to choose who delivers their services at a time that suits them.

A new booking system has been developed to support the program, and residents receive a token of appreciation as a thank you for choosing Bolton Clarke.

HCS Operations Manager Anja Piggott said the program is creating opportunities to build stronger resident rapport with the added benefit of less travel time between services.

"Together we are strengthening our connected care services for village residents by enabling more choice around their service delivery," Anja said.

"Feedback has been overwhelmingly positive from both residents and team members. Residents are

enjoying the flexibility of being able to schedule services around their other commitments and selecting their preferred team member each week."

Personal Care Worker Vicki Duffill said she was delighted to be involved in the pilot and was seeing the benefits first-hand.

"Having the same person arrive each visit has made the service flow easily, as residents don't need to explain where everything is or what extra chores they would like during their service," she said.

"This allows more time to respond to individual needs and I look forward to catching up with the residents each week."

Following the success at Baycrest, work is now underway to introduce the program to more villages, starting with our Sapphire and Fernhill communities.

For more information, contact Anja Piggott.



PCWs Vicki and Mark enjoy visiting Baycrest residents; tokens of appreciation make our visits extra special.



The Central Coast team is supporting local community members to live and age positively.



HCP Care Manager Dianne with client Ann at the opening of the Central Coast hub.

Strengthening care on the Central Coast

The home and community support team recently opened a new community hub that's enhancing support for older people in the Central Coast region.

Located in Wyong, New South Wales, the hub provides a central location to support local clients, their families and carers with aged care services.

The dedicated team strengthens existing home care services on the coast and delivers extra support for locals including help with navigating My Aged Care and free education sessions on topics related to positive ageing.

Chief Operating Officer Home and Community Support Deidre McGill said the hub would help local community members to live and age positively.

"With more than one in four Central Coast residents aged 60 or older, the hub is a wonderful opportunity

to bring the community together to help tailor services for older people and their families."

At the official opening event in February, members of the HCS team welcomed industry partners and the local community to explore the many services available to support older people in the area.

The team has also been out and about in the community, representing Bolton Clarke at recent events including the Central Coast Research Symposium and Seniors Expo (see page 14 to view photos of the team in action!).

Spotlight on *innovation*

This year our teams have been recognised with finalist spots in five categories at the 13th Asia Pacific Eldercare Innovation Awards, with winners to be announced in Singapore in April.

This year's theme 'Age of Longevity: Living Healthier Living Happier' reflects changing demographics and the mindset of new generations of older people who aspire for health, independence and purpose.

The awards form part of the 16th Ageing Asia Innovation Forum, an annual event that encourages global knowledge exchange, cross-industry collaborations and sector partnerships to accelerate new projects and innovations.

Our finalists

Health and wellbeing in retirement

Our focus on resident wellbeing and independence across 43 retirement villages has earned us a finalist spot in the Operator of the Year – Senior Living category.

A new wellbeing service model and accompanying toolkit is empowering village managers to work with residents on strategies and services that meet their specific needs.

Initiatives include hearing health checks, intergenerational connection opportunities, Be Healthy and Active education sessions, and personalised exercise plans developed with allied health teams.

Thoughtful and innovative design

Willowdale residential care home is a finalist in the Operator of the Year – Residential Aged Care category. Located in south-west Sydney, Willowdale incorporates the latest environmental design solutions for wellbeing and independence.

With 138 rooms including a number of larger care suites, Willowdale offers a range of spacious and modern living options to suit individual choice and budgets. All rooms are designed around accessible communal indoor-outdoor areas and incorporate the latest assistive technologies.

Building strong communities

The Village Hub program hosted at Fernhill retirement village is a finalist for Facility of the Year – Community Engagement for its role in connecting seniors across Queensland's Moreton Bay region.

Over 200 regular attendees have enjoyed activities including craft groups, art and mindfulness sessions, exercise classes, and intergenerational postcard and reading programs with local preschools and primary schools. Feedback from participants has been overwhelmingly positive, with 96 per cent reporting they had met new friends and tried new things as a result of their participation.

Strengthening social connections

Darlington residential care home is a finalist for Facility of the Year – Residential Aged Care for its Grandfriends program that is helping residents establish meaningful connections in their communities and across generations.

The program pairs each resident with a team member to spend one-on-one time together doing the things the resident loves to do. The program has helped team members to build a stronger rapport with residents, enabling them to quickly and effectively address individual needs.

Focus on care

We are also a finalist in the Innovation of the Year – Career Development for our Care Champions role which is helping to support resident wellbeing and care in residential care homes.

The role offers personal care workers the opportunity to act as the liaison between residents, families and the home's care team, enabling them to demonstrate their leadership in customer care while strengthening our person-centred approach to care.

Images (from left): Physiotherapist Cindy supporting a resident at the Europa on Alma gym; Willowdale residential care home; the Village Hub based at Fernhill retirement village; Darlington Lifestyle Coordinator Kelly with resident Kevin; Carinya personal care worker Yan Yee catching up with resident Connie.



Community spirit on show

Earlier this month our communities in south east Queensland and northern New South Wales experienced extreme weather as ex-Tropical Cyclone Alfred crossed the coast.

Teams across the region stepped up to lead an incredible response, supporting our 27 residential care homes, 20 retirement villages and 2,600+ clients in the affected areas.

With waves as high as four-storey buildings and wind speeds exceeding 100kph the damage to more than 500 kilometres of coastline, between Coffs Harbour and the Sunshine Coast, was staggering. In some cases, the beach erosion was so severe it left escarpments up to six metres high in some dunes.

Teamwork in action

Care staff stayed at homes through the weekend and maintenance and catering teams responded rapidly to changing needs at all hours. From sourcing generators and fixing leaking ceilings and roofs to adapting menus, cooking special meals, sharing supplies across homes and keeping deliveries coming.

Home and community support (HCS) teams ensured every client was contacted to confirm they had plans in place, including support from family members. The team conducted welfare checks throughout the weather event to remain connected with our most

vulnerable clients and worked to restore essential visits in affected areas, once it was safe to do so.

In villages, our retirement living teams remained connected and kept residents informed through regular door knocks and assistance with essential supplies and charging devices where needed.

Central support teams worked closely with local managers to coordinate communications and response. The National Service Centre team also fielded calls to ensure relatives and friends of residents remained informed and reassured.

Remarkable efforts

The true power of our integrated services was demonstrated with many examples of all our services working together to do whatever was needed. To name just a few: HCS teams offering to work in residential care homes, co-located residential care homes and retirement villages sharing resources, and central catering teams sourcing Wholesome Fare meals for HCS clients homebound on the Gold Coast.

Thank you to the many teams involved for your dedication and commitment throughout this time.



Images (from left): Team members preparing to stay at Buderim Views residential care home; Director of Operations Abhilash Sudhakaran Sailajadevi shopping for supplies with Fairview General Manager Noku Sibanda; Sandbrook General Manager Milan Roy receiving a giant generator ahead of the severe weather event.

the heart of us



Happy 80th birthday Agnes!

There were plenty of celebrations at Inverpine residential care home to mark personal care worker Agnes's 80th birthday. Having previously retired at age 73, Agnes says she came back to work because it "keeps me on my toes".



International Women's Day

Many teams celebrated International Women's Day with special events including Newmans on the Park (left) residential care home and RDNS New Zealand (right).



Harmony Week

Throughout Harmony Week teams including the Homeless Persons Program (left) and Talbarra residential care home (below), hosted local activities and events that celebrated the many cultures that enrich our communities.



Sweet treats

Seaton Place residents and team members stocked up on goodies at the pop up lolly shop just in time for Valentine's Day.



Out and about on the Central Coast

Our Central Coast home and community support team has been busy sharing information about our services at local events including the Central Coast Research Symposium and Seniors Expo.



Rowes Bay residential care home

Cooking with gas

Many homes and villages have been firing up the barbie over summer, with Farnhora Chef Manager Jayson delighted to try out the home's brand new BBQ.



Europa on Alma retirement community



Farnhora residential care home



Cuddles with Kip

Personal care worker Hilda enjoying cuddles with the newest addition to the Centaur residential care team – Kip the Cavoodle!



Meet and greet

The Villa Serena admin team received a warm welcome when they spent the morning at Keperra Sanctuary residential care home in February.



Home grown meals

Charlesbrook Head Chef Samira is enjoying using herbs and vegetables grown by residents to create delicious and fresh meals.

Thank You Day

Thank You Day held extra significance this anniversary year as we marked 140 years of caring for Australians. Teams celebrated by dressing in their favourite decade, sharing messages of appreciation and connecting at local events. Here are just some of the highlights from the day.

Avonlea Grange residential care home



Willowdale residential care home



HCS - Perth Metro North



Bribie Cove residential care home



Carinya residential care home



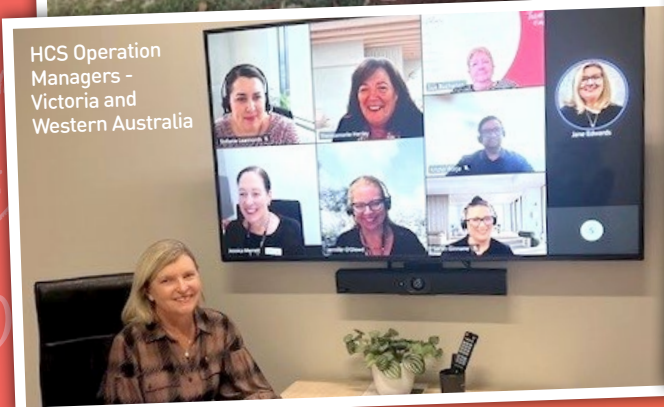
Gosling Creek residential care home



HCS - Parramatta



HCS Operation Managers - Victoria and Western Australia



Fairview residential care home



Greenview residential care home



Quidhampton Hall



Holly residential care home

Scholarship paves the way for professional growth

Clinical Nurse Consultant Philip Papadopoulos’ strong commitment to client care was recognised when he was awarded the Lady Janet Clarke Scholarship in 2022.

The timing was ideal to help Phil undertake further study to support clients with more complex care needs

Phil chose to pursue a Master of Nursing (Nurse Practitioner) in Continence and Urological Nursing at Latrobe University in Melbourne.

“The degree was so rewarding and increased my knowledge through subjects including advanced clinical nursing, therapeutic medication management and advanced clinical evidence,” Philip explained.

“I also undertook practical learning opportunities including a clinical internship with a placement supported by Urologist Professor Damien Bolton at the Olivia Newton-John Cancer and Wellness Centre.”

Philip has now completed his studies and is an endorsed Nurse Practitioner.

“I am qualified to make direct referrals to medical specialists and have hospital admitting rights for those who need specialist or acute management,” Philip explained.

“My expanded diagnostic capability means I can support clients by ordering pathology requests, completing medical and catheter orders and prescribing medications for pharmacological interventions.”

Post-graduate study has been an invaluable experience for Philip and one that he recommends for others.



“Pursuing further study in my field has long been a dream of mine and I’m very grateful for the support I received through the scholarship program,” Philip said.

“I strongly encourage any team members interested in advancing their knowledge and skills through professional development opportunities, to express their interest this year’s program.”

About the Scholarship Program

Our annual Bolton Clarke Scholarship Program pays homage to the two early community leaders behind our name, Lady Janet Clarke and Brigadier William Kinsey Bolton. The program is designed to support employees to upskill and grow their careers through new learning opportunities.

To learn more about the program visit the Bolton Clarke Scholarships Program page on Connect.

From little things big things *grow*

At Buderim Views residential care home, a community project is transforming green spaces into a vibrant hub of activity, sustainability and joy.

Early last year, residents and team members had an idea to grow their own vegetables and reduce food wastage at the home.

That vision has blossomed into the Goodness Garden project – an inspiring initiative that is creating lasting benefits for residents, family and friends.

With the support of the local community, fruit trees have been planted in the home’s grounds and wheelchair-accessible garden beds have been installed. Residents have been busy planting their edible gardens, growing everything from lettuce and eggplants to strawberries, tomatoes and herbs.

Silkie chickens and guinea pigs are exciting additions that are not only helping to manage food wastage but are also providing therapeutic benefits, offering companionship and joy to residents.

General Manager Yvonne Dalziel said the team was thrilled to see residents come together to create something so meaningful.

“Residents have been involved every step of the way, from designing garden bed placement to choosing plants,” she said.

“This project is about much more than growing produce – it’s fostering a sense of purpose, community and connection for everyone involved.”

With the first crops expected in the coming months, Head Chef Kylie is looking forward to incorporating the home-grown produce into meals.

The project is supported by the local Buderim Foundation which donated \$10,000 to help bring the garden to life, with the chickens donated by a local farmer.

The Buderim Views team is now seeking volunteers to assist with garden maintenance, chicken grooming and even guinea pig ‘hairstyling’.

For more information contact Yvonne Dalziel.



Resident Dianna tending to plants in the Goodness Garden.

Assembling garden beds was a team effort.

Supporting healthy hearing and vision

The Research Institute team is working with The University of Queensland (UQ) to find new ways to support residents and clients experiencing sensory loss.

Hearing and vision play a vital role in overall wellbeing and independence. Through the 'SENSE-Cog' project, researchers are seeking to understand the prevalence of hearing and vision loss among older people and trial a new intervention to help.

As part of the project, Senior Research Fellow Dr Carly Meyer and UQ researcher Dr Melinda Toomey have been visiting some of our Queensland retirement villages to discuss the impact of hearing and vision on wellbeing and share simple strategies for maintaining healthy eyes and ears.

At the end of the session, eligible residents are invited to take part in the study, beginning with hearing and vision screening tests. If any problems are detected, participants can then trial a range of sensory support interventions under the guidance of the research team.

Dr Meyer said the research findings would help support the many Australians who experience hearing and vision loss as they get older.

"Hearing and vision impairment can have significant impacts on a person's wellbeing, and this project aims to address these issues to improve their quality of life," she said.

Another Research Institute project is already achieving positive outcomes for clients, using personal amplification devices to improve communication and comfort during in-home nursing assessments.

Clinical Nurse Consultant from the home and community (HCS) team Kylie Walters said the devices were helpful when assessing a client's cognitive ability as hearing difficulties can exacerbate symptoms often mistaken for dementia.

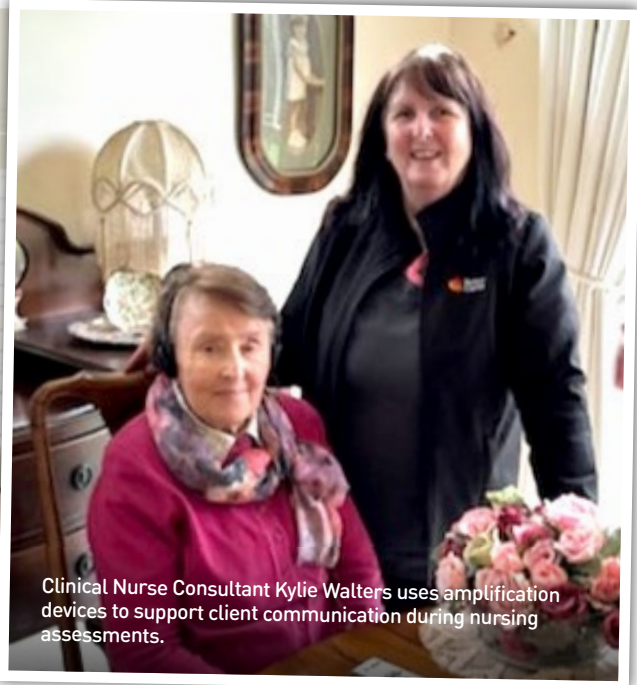
"When assessing clients, we need to ask: what's causing their memory lapses, social withdrawal or health decline? Is it dementia, hearing loss or something a doctor can address," she said.

"Using amplification devices during assessments has been a positive experience for clinicians and clients, helping improve both concentration and understanding of questions."

Following a successful pilot last year, the devices are now an everyday part of the HCS nursing team's toolbox to support and enhance client communication and care.



Village Manager Peter O'Driscoll was delighted to welcome Senior Research Fellow Dr Carly Meyer (centre) and UQ researcher Dr Melinda Toomey to Bongaree village in February.



Clinical Nurse Consultant Kylie Walters uses amplification devices to support client communication during nursing assessments.

Changing attitudes about ageing

Finding ways to change attitudes about what it means to live and age well is an important part of the work we're doing to bring our Heart of Positive Ageing brand to life.

One way we've been doing this is through partnering with thought leaders including well-known demographer Bernard Salt. Bernard is one of Australia's leading social commentators, with weekly newspaper columns, TV appearances, podcasts and six best-selling books.

Together, we have published a series of feature articles in The Australian over the last few months exploring ageing in the twenty-first century.

Australians born today are expected to live well into their 80s – a 40 per cent increase in average lifespan since the start of the 20th century – and to be healthier and more active into older age. Unfortunately, how people think and talk about ageing isn't keeping pace with this change. Stereotypical ideas about older people – and the language we use to talk about getting older – are more and more out of step.

"One of the major drivers in shaping the future of aged care needs to be addressing these ageist attitudes," EGM Brand Marketing and Communications Meredith Bird said.

"Through our brand work and in partnership with industry commentators as well as our Bolton Clarke opinion leaders, we are starting a social conversation to change how people think about the ageing experience."

It's a theme that resonates with Bernard's message that ageing well requires a whole-of-community and a whole-of-lifetime response that will continue to evolve throughout the 21st century.

In Bernard's words, "It is the community's job to create the environment, to train the workers, to support older people, to change the narrative. Ageing is not a topic that can be ignored and put on the backburner."

"It is a joyous story because humanity is now entering an era in which we have greater control over our destiny, our health, our wellbeing."

Look out for more joint articles and collaborations in the next few months as we take the next step in shifting ideas about ageing positively.



News across the Group

Get prepared for flu season

A flu vaccination helps you stay well and prevents you spreading the flu to residents, clients, team members and your family.

It is important that everyone, particularly team members who provide direct care to residents and clients, is vaccinated each year.

You can receive your free flu shot by:

1. Attending an onsite clinic from late March to May.
2. Accessing a voucher to use at a participating pharmacy*.
* Queensland-based teams can book directly with pharmacies due to the state government's subsidy program.
3. Arranging a flu vaccination privately through your GP or another pharmacy and we will reimburse vaccine costs up to \$23.95.

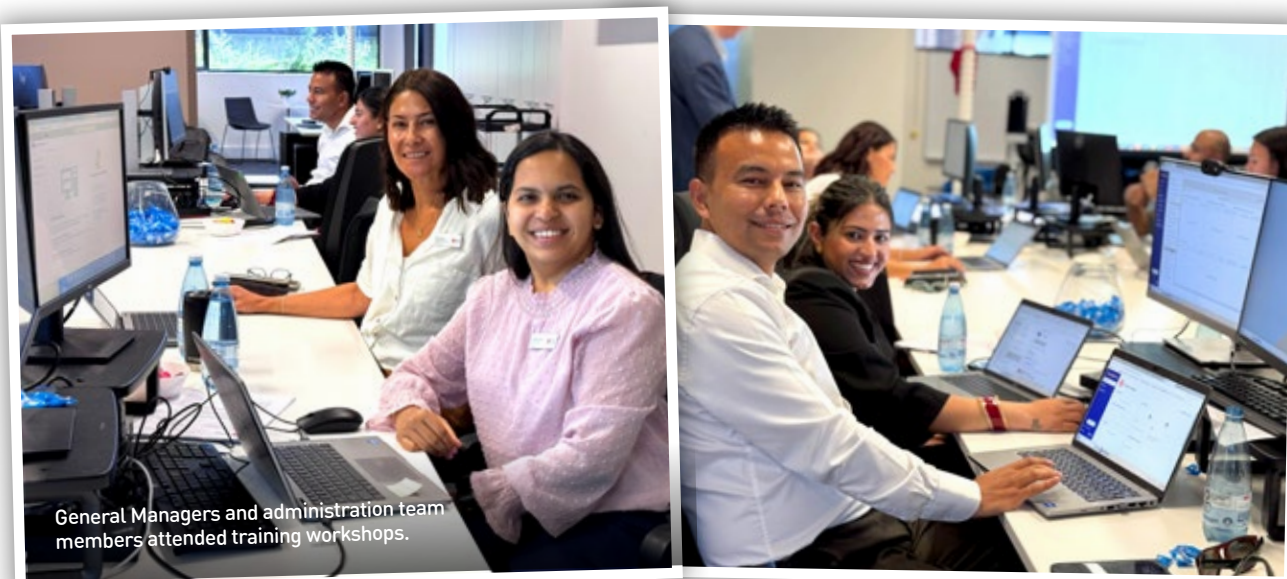
Visit the Vaccination Programs page on Connect to find out more.



New rostering system on a roll

The implementation of our new rostering system, Humanforce, continues to make strong progress. The system is already creating more visibility and opportunities to share resources across residential care and home and community support teams. 66 residential care homes are now using the new system, along with all Victorian home and community support teams.

Residential care teams recently took part in training workshops that were held in Victoria. The workshops provided a great opportunity for participants to be hands-on with the new system and spend time in person with their colleagues. To find out more visit the Strategic Rostering SharePoint site, on Connect.



General Managers and administration team members attended training workshops.

Before you go!

Looking for some inspiration?

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



Read

Our Centenarian Club honours and celebrates the growing number of clients and residents we support who are aged 100+.

Explore the stories of our recent Centenarians, resident Leslie and client Kathleen, on our website.



Watch

The 140 year celebration video reflects on our rich history of caring for Australians.

Visit the Connect home page to view.



Listen

Tune in to *Conversational Series*, a new podcast that features employees from across Bolton Clarke – sharing their experiences, insights, and ideas. Episode one is now available on Buzz.

Also for the playlist, *Change Happens* an EY industry podcast. The episode includes commentary from social commentator Bernard Salt and Executive General Manager Policy and Advocacy Tim Hicks on the changing structure of the aged care workforce.



140 years

CARING FOR AUSTRALIANS



Celebrate our story
and watch the video at
boltonclarke.com.au/about-us