



montage

BOLTON CLARKE EMPLOYEE MAGAZINE



SPECIAL FEATURE
*Celebrate
Volunteers!*



Plus more stories

Village
recycling
ramps up

Industry
leading
innovation

New Farm's
next
chapter

Inside

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Carrington residential care home volunteers Krissy and Bev.

Lifestyle coordinator Leonie Timms with Pastor Jim at Fernhill residential care home.

Message from Olivier



Alongside this we are well advanced in shaping our five year strategy, with a core focus on customers and our people, and long-term sustainability. It reflects our ambition to shape a positive ageing experience in our communities and how this can be achieved through investment in our workforce, operations, systems and innovation. I will share more information about this over the next few months once the strategy is finalised with the Board.

Importantly, actions in response to your feedback from the Heart of Us employee engagement survey continue. One of the pieces of feedback you shared was that consistent, meaningful, values-based recognition plays a powerful role in strengthening our culture. In response, we have launched the 2026 Heart of Us Awards and Recognition Program – a refreshed, organisation wide approach to celebrating the incredible contributions of our people.

During my visits, I felt grateful for the contribution and selflessness of the many volunteers I met. This edition of Montage celebrates our values in action with a look at all things volunteering – shining a light on the extraordinary contributions and the myriads of people and ways volunteering occurs in homes, villages, offices and the wider community.

Volunteering has many faces and forms in Bolton Clarke, collectively creating impact and deeply reflecting our purpose and values. Whether it be residents, clients, community members or employees wearing a volunteering hat, there are many stories to tell.

Other topics to discover in this edition include learning about our five finalists in the 2026 Asia Pacific Eldercare Innovation Awards, marking a significant milestone with the official start of work on our New Farm retirement living community, an industry-first sustainability initiative in our Queensland retirement villages, and some of our digital innovations that are helping residents and clients remain safe and connected.

Enjoy the read and stay safe.

OLIVIER CHRETIEN
Group CEO

It has been a busy start to 2026 across Bolton Clarke and our industry!

As I visit teams across our regions, I am humbled by the exemplary level of care and support we provide to residents and clients and the key milestones achieved by our teams – despite heightened activity and external challenges.

This year has already brought challenging news stemming from world affairs to extreme weather, ranging from floods in South Australia, Victoria, New South Wales and Queensland, to heatwaves and bushfires in southern and western states. Through all these events, operational and support teams have worked diligently together enacting business continuity plans to keep our communities safe.

Reform remains front of mind across operations, transitioning clients to the Support at Home program and residents to the Higher Everyday Living Fees (HELFF), while adjusting to many new requirements and responding to recent changes to Retirement Living legislation in Victoria.

In parallel, our work to influence and shape the sector has continued, from providing testimony to the Senate Inquiry into the transition of the Commonwealth Home Support Program services to completing our involvement in the Transition to Support at Home working group.

Acknowledgement of Country

Bolton Clarke sites are located 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: Carrington residential care home volunteers Graeme, Bev, Peter and Krissy.

Showcasing innovation



Our teams have earned finalist honours across five categories at the 14th Asia Pacific Eldercare Innovation Awards, with winners to be announced in April.

The awards celebrate innovative solutions, strategies and care models that are transforming the future of ageing. They form part of the World Ageing Festival – an annual event held in Singapore. The festival brings together stakeholders from policy, industry, investment, academia and care to promote collaboration and innovation in the aged care sector.

Growing leadership capability

Our ASPIRE Leadership program is a finalist for Innovation of the Year – Career Development for equipping participants with the mindset, skills and networks to lead with confidence, purpose and impact.

The nine-month program combines intensive learning experiences with application in the workplace to strengthen leadership capabilities.



Exploring new skills

Our Best in Grow gardening program is a finalist for Innovation of the Year – Active Ageing, giving residents in our homes the opportunity to get involved in planning, designing, growing and harvesting a garden.

Last year the competition incorporated a nutritional focus, with residents and teams invited to not only design and grow their own edible gardens but also create a special meal featuring their home-grown produce.

Sustainability was a consideration, with homes incorporating eco-friendly features such as composting systems and solar powered lighting into their garden designs.



Strengthening connected care services

The VIP connected support program recently introduced in our retirement villages is a finalist for Innovation of the Year – Empowerment for giving residents greater control over their home care services.

The program involves a dedicated team of personal care workers based in each village on allocated days, with residents able to choose who delivers their services at a time that suits them.

The program is supported by an online booking system and has received excellent feedback, with the program now expanded to 18 locations with 270 clients to date.



Expanded allied health support

Our virtual model of care (VMoC) program is a finalist in the Operator of the Year – Ageing-in-Place category.

Through VMoC, allied health professionals in our home and community support teams deliver virtual occupational therapy and physiotherapy services to clients living in regional and remote locations, with support from local team members.

A joint initiative of the Research Institute and HCS teams, the program is helping provide faster access to allied health services for clients in Far North Queensland, Wide Bay, Bundaberg and Gympie regions.



Healthy and active lifestyles

We are also a finalist for Operator of the Year – Senior Living for our focus on supporting the health and wellbeing of residents in our retirement communities.

The Armstrong Green community located on the Bellarine Peninsula in Victoria is one example of this, offering spaces for health, wellness and socialising such as a modern clubhouse, community gardens and competition-sized bowling green.

An onsite team including an active living coordinator is on hand to engage with residents. In-home care and support services are available for residents who need extra assistance to stay independent at home.





Celebrations at Moreton Shores village to mark our new partnership with Containers for Change QLD.

Partnering for sustainable change

A new initiative in our Queensland retirement villages is making it easier for residents to recycle and contribute to causes that matter to them.

Thanks to a partnership between the retirement living team and Containers for Change QLD, every village in Queensland now has dedicated bins for recycling their containers and bottles.

The residential care central catering team is also participating in this joint collaboration between our retirement living and sustainability teams.

Funds raised from recycling will be donated to local

community groups and charities nominated by residents, including Wounded Heroes Australia which supports veterans and their families in need.

Jon Kirkman, Director of Operations – North RL, said the state-wide initiative was the first of its kind in the industry, making it easier for residents to recycle while reducing the administrative burden for individuals and villages.

“We’re thrilled to launch our Queensland-wide partnership with Containers for Change, engaging residents in a movement to transform waste into impact,” he said.

“Drink containers are one of the most common forms of litter and by returning them through this program, residents are diverting waste from landfill and raising funds for social impact projects that benefit the wider community.

“As Bolton Clarke continues to build its sustainability approach, it’s inspiring to see village residents leading the way – proving that small actions can create powerful change.”

Delivery of the bins began earlier this month, with a celebration held at Moreton Shores village to mark the launch of the partnership.



Scan the code to watch a video from the launch event

Volunteering village style

In retirement villages, resident volunteers play a vital role in bringing people together.

From organising social events and celebrations, to cooking meals during extreme weather events and sharing their skills to support fellow residents, volunteers generously give their time to make village life richer for everyone.

At Tantula Rise, residents and former plumbers Peter and Ian recently put up their hands to run the village café. Open every Friday morning, the cafe is now affectionately known as the 'Two Plumbers Cafe'.

At Fernhill, a dedicated group of residents volunteer countless hours to support day-to-day village life, bringing commitment and community spirit to everything they do.

Over in Western Australia at Beachlands retirement village, residents Terry and Frances are part of a local ukulele group and give their time by performing for community groups and residential care homes.

These are just some of the many ways in which village residents are stepping forward to support others. In the 2025 Retirement Living Health and Wellbeing Survey, 31% of respondents said they do volunteer work of some capacity, including volunteering in the community and in our residential care homes.

Brett Rice, Chief Operating Officer Retirement Living said the efforts of volunteers helped strengthen the sense of belonging and connection in our communities.

"We are deeply grateful to the residents who volunteer their time to plan, organise, host and participate in activities and events across our villages," he said.

"Their energy and commitment make a positive difference every day, helping ensure everyone feels included and valued."



Volunteers at Fernhill retirement village.



Everyday acts of kindness

In this International Year of the Volunteer, we're shining a spotlight on the positive impact of volunteering across Bolton Clarke.

Our volunteers generously give their time to support residents and clients. They are always on hand to brighten the day and strengthen connection.

Many of our employees also go beyond their work roles to make a meaningful contribution in the community.

Read on to find out more about just some of our many amazing volunteers.



Making a difference in our homes

Volunteers play a vital role in our residential care homes, with more than 400 people regularly giving their time to help out and spend time with residents.

Lifetime connections

For some volunteers, it is their way of giving back to the community they first became a part of when their family member was a resident.

This is the case for John, 93, whose weekly visits to Rosebrook are motivated by his late wife Joyce who was a resident for seven years and volunteered her own time as well.

"Doing this was such a big part of our lives and I wanted to keep contact with the home because Joyce was there for so long," John said.

It is a similar story for Jill and her sister Pat who have been volunteering at Glasshouse Views on a weekly basis since their mother was a resident.

"Mum was here for about 11 months and it just started from there," Jill said.

"Even though Mum is no longer with us, we decided to keep visiting to volunteer our time," she said.

Volunteering has been a very important part of Jill's life, giving her time to Lifeline as well.

"I just feel like it doesn't hurt any of us to give our time," Jill said.

Wheels in motion

In our homes, residents enjoy heading out and about for cycling adventures, thanks to the pedal power of community volunteers.

The Cycling Without Age (CWA) program started in Denmark in 2012 and has expanded to 41 countries around the world including Australia. The program supports older people to interact with their local communities and enjoy cycling on purpose-designed trishaw ebikes, piloted by volunteer cyclists.

Lifestyle Coordinator Bernadette Collins said CWA sessions are a very popular activity on the schedule at Centaur residential care home.

"We're fortunate to have a wonderful CWA chapter who generously give their time and expertise," Bernadette said.



Jill enjoys spending time with residents.



Cycling Without Age at Centaur.



Baycrest volunteer Marcus.

Dedication recognised

For nearly two decades, volunteer Marcus has been a familiar face at Baycrest residential care home.

He visits the home two days a week, helping out the team and spending time with residents.

His long-standing commitment to the Baycrest community, and his involvement in inclusive sport, saw him receive the Ted Weber Individual Achievement Award at the Fraser Coast Ability Awards last year.

Marcus said the Baycrest community was very special to him and felt like family.

"I love helping, doing the salt on the tables, and dancing and singing with residents," he said.

Lifestyle Coordinator Mel Preston said Marcus was a much-loved member of the Baycrest community.

"We are so proud to have Marcus as part of our community – he brings so much joy to residents," she said.

Creating community through song

Each month the hall at Fernhill residential care home fills with the sound of music as residents and day therapy clients gather for a sing-along session, led by long-serving volunteer Pastor Jim.

Jim has become an integral part of the local community, dedicating the past 24 years to supporting residents and clients, their families and the team.



Pastor Jim.

Guided by the belief that singing, much like laughter, is good for the soul, Jim was inspired to establish an inclusive activity that everyone can be part of.

"Early on the team and I talked about creating something that truly brought people together," Jim recalls.

"I wanted it to be a chance for residents to move, share stories and experience the simple joy that music brings."

The sing-alongs quickly became a highlight and now participants put in regular requests for beloved hymns and timeless classics.

Lifestyle Coordinator Leonie Timms describes Jim as an absolute gem and said his contribution to Fernhill is invaluable.

"Jim has a way of building relationships that makes each resident feel special," Leonie said.

"In addition to our sing-alongs, he leads our non-denominational church service every month. Jim also generously gives his time to support the lifestyle team with quarterly memorial services, Anzac Day and Remembrance Day services."

When asked what he enjoys most about his time at Fernhill, Jim doesn't skip a beat.

"Each day, I aim to make a positive difference in someone's life," he explains.

"Volunteering allows me to do exactly that. Time is one of the most valuable gifts we can offer others and the rewards that come from giving it are immeasurable."

Giving back to the community

Many team members wear a volunteer hat, selflessly giving their time to benefit the community.

Some outstanding examples from our home and community support team include Eva Ryder in our NSW Clinical Care team who cooks weekly meals for the elderly in her neighbourhood, and her colleague Melissa Loustau who volunteers for Buddhist community Soka Gakkai International Australia.

HCS team members are also providing lifesaving donations. PCW team leader Annie Reidy donates plasma every two weeks, while Executive Administrator Beverly Lim recently reached her 50th blood donation.

In addition, volunteers play a vital role in the Research Institute's work. Almost 700 customers, employees and community members have signed up to the Research Volunteers Register, with many contributing to research projects that support health and wellbeing throughout Australia and internationally.

University students volunteer in the Storytelling in Health and Aged Care, Research and Education (SHARE) program, supporting residents in our homes and villages to share and reflect on their life experiences.

Paws with cause

For the past decade, HPP Community Health Nurse Cath Flanagan and her dog Baz have been bringing comfort and joy to people through their volunteering work with Lort Smith Pet Therapy.

The program sees volunteers take their own specially assessed dogs to residential care homes, hospitals and justice settings across Melbourne, offering support to people experiencing illness, adversity, loneliness and the long-term impacts of trauma.

Cath said the program was a lovely way to offer some respite to people who were going through a difficult time, as well as to staff and visiting family members.

"The opportunity to interact with Baz helps relieve stress and anxiety and provides a distraction from whatever someone may be experiencing," Cath said.

Cath's other dog Pearl recently completed her own Lort Smith assessment and also accompanies Cath on her weekly visits to the Peter MacCallum Cancer Institute.

"She has very big paws to fill, but Baz is telling me that he is slowing down," Cath said.

The volunteer work complements Cath's role as a nurse in our Homeless Persons Program where pets play an important role. The HPP team provides support to many clients with pets, including helping find emergency foster care options if needed.

Cath said pets are often the only family members some HPP clients have.

"We support clients' unique bond with their pets and how this helps achieve better care outcomes," Cath said.

HPP Program Manager Dee Loader said Cath's community spirit is shining through.

"It's wonderful to see how Cath is making such a meaningful contribution through her work and her volunteering," Dee said.



Leading from the front

In early 2024, Enrolled Nurse Helen Henderson stepped into an entirely new challenge, joining the Country Fire Authority (CFA) in Wandin, Victoria.

What began as a gesture of support for her daughter's interest in the CFA quickly became a commitment of her own as Helen embraced the chance to contribute to her community in a new way.

As part of our home and community support team, Helen brought a deep understanding of frontline services, explaining the parallels between both her nursing and volunteer roles.

"Both roles require empathy, strong communication skills and trust in your teammates," Helen said.

"Raising awareness through community education is essential – fostering an understanding about fire safety is just as meaningful to me as sharing information with my clients.

"Working in the community means you deal with a variety of people, from all walks of life. Whether it's caring for clients in their homes, or responding to an incident, my focus is always to make sure people have the right support when they need it."

Two years on, Helen reflects on her time with the CFA as deeply rewarding.

"The past summer was a particularly active bushfire season and I feel like I've really earned my stripes as a CFA volunteer," Helen said.



Helen's commitment to volunteering and regional communities extends well beyond the CFA. She donates her time to BlazeAid, assisting landowners to rebuild fencing after natural disasters. Helen can also often be found supporting outdoor music events including the Big Red Bash and The Man from Snowy River Bush Festival.

To all our
volunteers



Thank you

For the positive difference you make in our homes, villages and in the community.

From  Bolton Clarke



General Manager Sam (centre) and team at Café 16.

Caravan café comes to Carrington

Our caravan café has a new home bringing coffee, conversation and connection to the Carrington community.

Originally based at Talbarra, the caravan recently made the journey to Carrington and is now known as 'Café 16', providing a popular meeting place for retirement village and residential care residents, their families and the community.

Sporting a fresh coat of paint, the café is open Wednesday to Sunday, offering coffees and teas expertly brewed by barista Anna and a delicious selection of refreshments including cakes, slices and cinnamon donuts.

Administration Manager Debbie Riddle said the café was particularly popular on weekends, with the eye-popping colour even attracting passing motorists.

"Residents and their families love catching up at the café and it's become a new coffee spot for the local community as well," Debbie said.

Wednesday mornings are a busy time at Café 16, where volunteers Bev and Krissy catch up with residents each week.

It's a full-circle moment for Bev who was among the first team members when Carrington opened 25 years ago. Krissy is also a familiar face at the home,

having worked as a personal care worker and then receptionist at the front desk for many years.

General Manager Sam Bolanghe said it was testament to the strong community spirit at Carrington that even former team members can't stay away!

"We've got a vibrant community here at Carrington and we're looking forward to celebrating our 25-year anniversary later this year, which Café 16 will no doubt play a big part in!" he said.



Tech-savvy solutions in action

Across our services, teams are using digital technologies to help residents and clients stay safe and connected. Here are just a few examples of how it's making a difference.

A new way of sharing sound

At our retirement villages in Queensland and New South Wales, Auracast Bluetooth technology is being introduced in communal areas giving residents greater control over how they hear and enjoy shared activities.

The technology allows audio such as a speaker's voice, the tv and music to be broadcast directly to compatible hearing aids, cochlear implants and headphones, making it easier to engage with guest presentations and take part in group activities.

Accessible communication

At Cazna Gardens and Seaton Place residential care homes, a trial of video calling devices is helping residents communicate with caregivers and loved ones.

Designed for people with cognitive and mobility issues, the CareWindow devices make it easier for residents to video call family and friends. The devices also enable team members to have translated conversations with residents in over 99 languages.

Expanding InTouch options

The digital independence team recently launched new products to better support resident and client independence.

The InTouch GO pendant and watch are now available in two versions, with the new options offering customers additional health and safety features.

Last year an InTouch NBN internet service was also established and now supports more than 120 residents in 27 villages.

Building digital confidence

A new digital literacy program is helping retirement village resident and community members learn to use technology safely and independently. More than 1,500 Bolton Clarke village residents and community members have taken part in the program since it was launched last year.

The Digital Independence team is running Cyber Security Awareness and Scam Prevention sessions in our villages to help residents stay safe online.

Streamlining HCS home visits

The National Service Centre recently ran an SMS visit reminder trial for a small group of clients in Brisbane and the Gold Coast. Client feedback was overwhelmingly positive, and the team has now commenced a broader national roll-out.



the heart of us



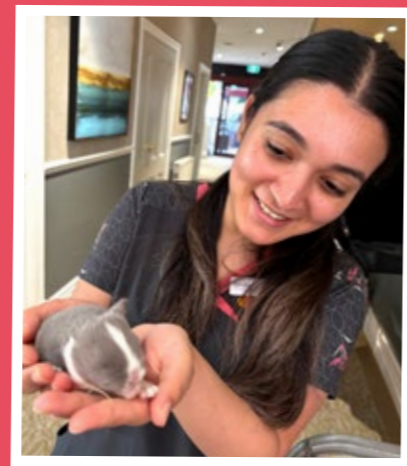
Welcoming the class of 2026

In February, the home and community support team celebrated last year's graduates and welcomed the latest cohort in the Graduate Nurse Program. The program provides a strong foundation for new nursing graduates, offering structured theory modules, hands-on learning opportunities and mentorship.



Shrove Tuesday

Many teams whipped up a traditional pancake feast for residents in honour of Shrove Tuesday.



Hopping into Easter

Residents and team members were delighted when baby bunnies visited Montclair residential care home.



Harmony Week

Team members from Fernhill residential care home and our Homeless Persons Program enjoyed exploring different cultures and traditions during Harmony Week.



A fresh brew

The Fairview team was excited to celebrate the official opening of the home's new café 'Fairview Brew' in March.



Ready for launch

The Workday project team, pictured together, has been busy preparing for implementation in May - read more about Workday on page 21.



Laying foundations for integrated support

Artist impression of New Farm retirement living community.

In February, work officially began on our New Farm retirement living community.

Built on the site of our former residential care home Treetops, the vertical village of independent living apartments will showcase connected care services including a co-located home and community support team.

Chief Development and Property Officer James Mantis said this evolution marks an exciting next chapter for the inner Brisbane site.

“With the needs and expectations of residents and clients changing, we identified a growing need for more flexible independent living options for locals who are looking to age in place while remaining a part of the New Farm lifestyle,” James said.

“It will be a valuable contribution to the neighbourhood, offering future residents independent living apartments, with access to onsite recreational amenities and health and wellbeing services.”

Group CEO Olivier Chretien was recently onsite with Board Director Stuart Lummis for a turning of the first sod event along with community and project team representatives.

Designed for the New Farm lifestyle

The retirement living community has been designed to deliver connected care and services in keeping with the vibrant local community.

Features include:

- 40 independent living apartments, with two and three-bedroom options
- integrated home and community support services hub
- easy access to on-site management and amenities
- smart-living technology features.



At the event Group CEO Olivier Chretien (second from left) and Board Director Stuart Lummis (fourth from left) joined representatives from property development and assets, retirement living and home and community support.

Driving passion

As the dedicated bus driver for three of our residential care homes, Neil is on a mission to give residents a great day out.

Finding retired life a little boring, Neil Wright decided to do what most don't – return to work!

Starting with driving the bus one day a week at Pendle Hill, fast forward three years and Neil now works full-time, adding residents from Pemulwuy and Willowdale homes on day trips and other adventures.

For Neil, the role provides the opportunity to get to know residents and organise activities aligned with their interests.

"I love having a chat with residents and building that personal relationship," he said.

"You don't realise until you start talking to people what amazing lives they've led.

"I try to make every trip the best it can be and we have a lot of fun."

In addition to his bus driver duties, Neil also runs a fortnightly men's group at Willowdale where they explore wide-ranging topics, from steam trains and spy planes to the Titanic.

"When we first started it was a group of four – now we have more than 40 residents involved. They keep turning up and they love it," he said.

Neil even organised for the local fire brigade to visit on Father's Day after discovering five residents were ex-firefighters.

"I could see they appreciated it and were really interested in checking out the new equipment that the fire uses today."

As well as spending time with residents, Neil said the best part of the job was working alongside such a great team.

"One of the great things about working at Bolton Clarke is that the place has such a positive vibe," he said.

"Since working here I've met the most dedicated team members who go out of their way to care for residents.

"It's easy to go the extra mile in this place because I work with amazing people and it rubs off on you."



The fire brigade visit at Willowdale residential care home.



Neil enjoys getting to know residents.



Coming in May 2026

Workday is our new system to undertake HR activities such as:

- complete your online learning
- update your personal information
- view and apply for jobs at Bolton Clarke
- refer someone for a job
- review and approve employment contract updates
- submit a HR enquiry
- view the organisation chart

If you don't currently use Humanforce or AlayaCare Community you will also use Workday to:

- apply for leave
- submit allowances such as kilometres
- view payslips

Visit boltonclarke.sharepoint.com/sites/WorkdayProject to find out more.

In the loop



The Hon Minister Sam Rae (third from right) at Sutton Park with (from left) Alex Ageed, Tim Hicks, Olivier Chretien, Glenn Hancock and Helen Nabakinda.

Ministerial visit at Sutton Park

The Hon Minister for Aged Care and Seniors Sam Rae recently visited our Sutton Park residential care home in his electorate in Melton, Victoria. The Minister met with Group CEO Olivier Chretien to discuss priorities in the lead-up to the Federal Budget in May.

Glenn Hancock, Chief Operating Officer – Residential Aged Care and Tim Hicks, Executive General Manager – Policy & External Relations were also in attendance. Minister Rae took some time afterwards to tour the home with General Manager Alex Ageed and Care Manager Helen Nabakinda.



Accreditation news Person-centred care recognised

Our Melbourne HCS services are celebrating being awarded accreditation under the National Safety and Quality Primary and Community Health Standards by the Australian Council on Healthcare Standards.

During the audit assessors visited all our Melbourne offices, including the National Service Centre, and accompanied nurses on client visits.

Assessors noted that a commitment to person-centred care was evident across our organisation, with customers greatly valuing the service provided by Bolton Clarke.

Congratulations to all involved in achieving these fantastic results!

Before you go

Introducing our new Awards and Recognition Program



The Heart of Us Awards and Recognition Program provides a refreshed, organisation-wide approach to celebrating the outstanding contributions of our people.

The program recognises excellence in two ways:

- 1. Heart of Us Values Recognition** – celebrating people who consistently live our Bolton Clarke values. These awards celebrate our people monthly, quarterly and annually across the Group.
How can you nominate a colleague?
You can now nominate your colleagues for Heart of Us Employee of the Month recognition via My Rewards. Visit Connect or talk to your manager to find out more.
- 2. National Annual Awards** - honouring exceptional achievements in five award categories aligned to our strategy: customer experience, sustainability (social and environmental), innovation and leadership. Nominations will open in July 2026.

All award recipients will be celebrated at our Bolton Clarke Annual Awards event in October, alongside our major scholarship winners and long service team members.

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 annually and early in the season.

You can receive your free flu shot by:

- Attending an onsite clinic – check Connect for available dates.
- Accessing a voucher to use at a participating pharmacy*.
* Queensland-based teams can book directly with pharmacies.
- Arranging a flu vaccination privately through your GP or pharmacy and we will reimburse vaccine costs up to \$23.95.

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



