



# Year in Review 2019

The new face of  + 



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# *Innovation begins with the customer*

Our customers are the inspiration behind our work.

It all begins with listening to their stories and understanding what's important to them.

We are committed to finding new ways of improving health and wellbeing, connecting communities and delivering quality care.

In this Year in Review we invite you to explore with us some of the ways that we care differently.

“It's the best of both worlds. The freedom of life on the road and my home with Bolton Clarke.”

Therese – Resident, Alexandra Headland, Queensland







# Chairman's Report

In an environment of continued reform across our sector, the Board's focus this year has been on delivering responsive high-quality care for customers.

Our deliberate focus on customer-led innovation since bringing RSL Care and RDNS together means we are well-placed to respond to this environment. The work of Professor John Pollaers and the Aged Care Workforce Taskforce, followed by the Royal Commission, strongly aligns with our own strategic roadmap and recognises the need to find new ways of thinking about and providing aged care.

Delivering innovation - through technology, people, strong financial performance, trusted partnerships, research and sound governance - is at the heart of our 2025 roadmap and has been a focus this year.

Most importantly, we want to make a difference for our customers and communities. That includes tackling social isolation and disadvantage through trusted relationships with initiatives like One Good Street and our social connection symposia that brought researchers, service organisations and older people together. It includes working with partners to deliver tools like the Conversation as Therapy Pin (CaTPin) and our interactive digital wall for residents with dementia, as well as our ongoing research into the needs of the veteran community with programs to meet them.

Staying true to our social purpose we have invested more than \$2 million in subsidised accommodation for low income residents and veterans, \$2 million in research, \$5.9 million funding in our Homeless Persons Program and more than \$380,000 in direct support for veteran organisations including the Veterans Care Association and Trojan's Trek.

Health care and social assistance is the largest growth industry in the Australian economy. There are about 366,000 paid aged care workers across 3,223 aged care providers. Growth is expected to continue to meet the needs of a projected older population, estimated to be 20 per cent of Australians by 2066, with almost one million direct care workers required by 2050 to support a projected 3.5 million people accessing aged care services.

Delivering those services to a high quality, and in ways that meet changing customer needs, is central to building our capacity and working with the communities we serve. Our sustained reputation for high standards of care rests on attracting, growing and upskilling employees and equipping them to support growing demand. More than 80 per cent of frontline employees undertook clinical and leadership training this year. A highlight was rolling out training for a new wellness and reablement model that gives customers a greater voice in the services they receive.

On a broader scale, our Altura Learning business is playing a leading role in workforce education across the sector, with its Australian Aged Care Quality Standards education module attracting 70,000+ plays. With support from the Federal Government, Altura Learning is also partnering with the Maggie Beer Foundation and William Angliss Institute to deliver online training for aged care cooks and chefs - a first of its kind in Australia.

This year we welcomed Distinguished Professor Patsy Yates and Professor Julie Byles to our Executive Research Management Committee and Associate Professor Beverley Rowbotham to our Clinical Governance Committee, strengthening our expertise.

I would like to convey particular thanks to members of the Board, who continue to work hard to steer our organisation through transformational times. I would especially like to thank retiring Board member Kathy Baker for her important contribution. Thanks also to Group CEO Stephen Muggleton, subsidiary CEOs, the executive leadership team and all employees for their ongoing efforts to deliver outstanding results for our customers.

**Pat McIntosh AM CSC**  
Chairman





# Group CEO's Report

Over the past year, Bolton Clarke has continued to expand and innovate to meet growing demand despite an increasingly difficult funding environment.

Strong stewardship, investment in support systems and fresh workforce development plans have enabled the Bolton Clarke Group to sustain the pincer-like pressure created by increasing client dependency and the compounding effect of four years of inadequate indexation.

We are hopeful that the Aged Care Royal Commission will generate the policy changes and government action necessary to establish a safe, reliable, responsive and sustainable system that will proudly serve ageing Australians for many years.

In addition to confronting funding challenges during the year, we have had to contend with a series of operating environment challenges. The best illustration of success in meeting these challenges is the 32 per cent growth in the number of Home Care Packages to a new record of 2,285. Bolton Clarke's successful transition to Consumer Directed Care is unfortunately not representative of the wider home care environment. The fact that more than 120,000 eligible consumers must wait almost two years for care is dreadful. Recent news that this waiting list has a significant mortality rate is even more distressing. No doubt the access problems associated with the My Aged Care portal will be prioritised in Royal Commission recommendations.

The Group has worked hard to positively shape and influence policy on a number of fronts. In addition to making comprehensive submissions to the Royal Commission, we've continued to shape reform through representation on the National Aged Care Alliance, the National Board of Leading Age Services Australia and a range of state industry and government bodies. This work has been supplemented by the work of our Research Institute and by our specialist advisory teams.

Bolton Clarke's residential aged care and retirement living service streams also continued to grow to meet booming demand. We currently have pipelines of 450 new retirement living units and 825 residential aged care beds as part of a \$600 million capital works program. During the year we were pleased to acquire new sites for integrated living at Southport (the old Gold Coast Hospital site), Cleveland, Bundall and Sydney, complete new wings at Thornlands and Currumbin and commence work at Caboolture, St Kilda and Mackay.

The foundation of quality care for existing residents and clients, and the essential element of any growth strategy, is the ability to attract and retain high calibre dedicated employees. I'm very pleased to see the execution of a well-structured workforce development plan that includes talent mapping, leadership and management training, best practice feedback mechanisms and industry leading workplace health and safety systems. This investment in our people is also supported by access to tailored training provided by Altura Learning.

Change management and resilience will be essential characteristics of both the workforce and the Group as we move forward into the tsunami of change about to hit the sector in the 2020 financial year.

Examples include the sector adapting to the new:

- Charter of Aged Care Rights
- Single Quality Standards
- National Indicators Program
- Clinical Governance Guidelines
- Quality Care Amendment (restraints)
- Serious Incident Response Scheme
- Home Care Pricing
- Open Disclosure Framework.

I'm confident we will successfully transition to all these new regulatory regimes because we have great people who dedicate their working lives to creating optimal client outcomes. Their work is supported by robust clinical models and deep practice. This absolute focus on quality consumer-centred care is reflected in our organisational structure and our day-to-day practices that support four million home care visits and more than one million residential aged care bed days for around 52,000 clients.

The Group's ability to innovate and grow in a period of considerable change and stress is no accident. It is a function of a clearly articulated strategic plan, creation of an accountable yet empowered workforce and strong governance. I must take the opportunity to recognise the efforts of our Chairman Pat McIntosh and the Directors to create an environment in which the Group can strive for world-class outcomes. Their stewardship, counsel and feedback have been remarkable. I'd also like to recognise the efforts of our hardworking executive leadership team and thank all the frontline employees for another remarkable year of dedicated care. At the end of the day, our success is only ever measured by the individual acts of kindness between our care teams and our customers.

**Stephen Muggleton**  
Group CEO



# Our focus on governance



Bolton Clarke Board of Directors (L-R): Mr Pat McIntosh, Mr Stuart Lummis, Mr Jeffrey McDermid, Dr Cherrell Hirst, Professor Michael Reid, Mr Robert Lourey

Our independent skills-based Board governs our approach to customer-focused services and high quality care in line with our 2025 Strategic Roadmap.

Our transparent corporate governance approach delivers sustainable services that are grounded in evidence-based research and contemporary best practice.

The Clinical Governance Committee supports the Board and achieves high quality care through regular monitoring and reporting on our services.

Our experienced clinical governance and quality team uses real-time clinical monitoring and customer feedback to drive continuous improvement. Clinical excellence is further recognised through our representation on the National Aged Care Alliance, the National Board of Leading Age Services Australia and state, industry and government advisory bodies.

We are proud that our 48 at home support and residential aged care services have successfully maintained the maximum three-year accreditation with the Aged Care Quality Commission.



# Our social purpose

As a leading social enterprise, we care differently.  
We reinvest in services and innovation to benefit our customers and the wider community.

## Our service reach

3,438

customers choose to make their home at our 25 residential aged care communities



2,492

customers enjoy living in our 25 retirement living communities



3.9 million+

visits to more than 52,000 clients



Our clients originate from

168 countries and speak more than 133 languages



18

capital works programs providing new living options for customers



## Our social investment

\$5.9 million

funding investment in our Homeless Persons Program



1,500+

veterans and families supported through our Veteran Family Mental Wellbeing Resource



More than 18,000

older Australians have attended our free Be Healthy and Active community education sessions



\$2 million+

on subsidised accommodation for low income residents


\$90,000

to provide equipment and wound care products for at home support clients in financial hardship

## Our research and clinical focus

Our 48

at home support and residential aged care services have successfully maintained the maximum 3 year accreditation with the Aged Care Quality Commission



1,100+

views of our digital talking books about dementia, medicines and diabetes in five languages



\$2 million+

grants and investment to support clinical research



Our employees completed

20,500+

online clinical learning courses



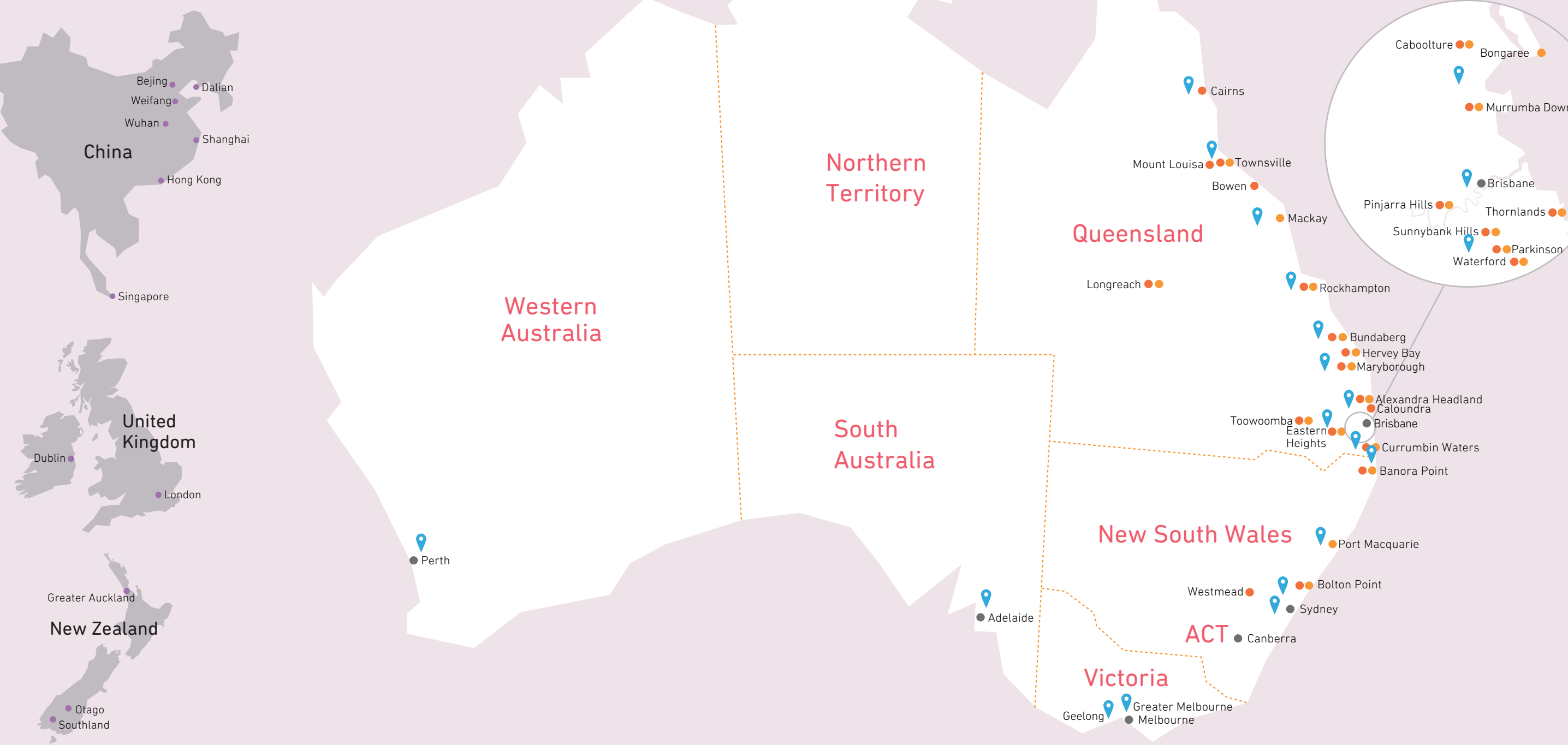
30+

national and international corporate and research partnerships improving health, independence and quality of life





# Our service locations



**International** ●  
Emerging collaborations in China and Singapore  
RDNS Hong Kong  
Altura Learning:  
UK, Ireland, Australia and New Zealand  
RDNS New Zealand

**Residential and Retirement communities**  
**Queensland**  
Baycrest, Hervey Bay ●●  
Bicentennial, Mackay ●  
Bongaree, Bribie Island ●●  
Breezes, Mackay ●

Carrington, Parkinson ●●  
Cazna Gardens, Sunnybank Hills ●●●  
Centaur Memorial, Caloundra ●  
Chelsea, Maryborough ●●  
Cunningham Villas, Bowen ●  
Farnorha, Cairns ●  
Fairview, Pinjarra Hills ●●  
Fairways, Bundaberg ●●  
Fernhill, Caboolture ●●  
Galleon Gardens, Currumbin Waters ●●●  
Glendale, Mount Louisa ●  
Inverpine, Murrumba Downs ●●  
Milford Grange, Eastern Heights ●●

Moreton Shores, Thornlands ●●  
Pioneers, Longreach ●●  
Rowes Bay, Townsville ●●  
Sapphire, Hervey Bay ●  
Sunset Ridge, Rockhampton ●●  
Talbarra, Waterford ●●  
Tantula Rise, Alexandra Headland ●●  
Westhaven, Toowoomba ●●  
**New South Wales**  
Broadwater Gardens, Port Macquarie ●  
Cabrin, Westmead ●  
Darlington, Banora Point ●●  
Macquarie View, Bolton Point ●●  
Winders, Banora Point ●●

**At Home Support** ●  
**Queensland**  
Brisbane  
Caboolture and Redcliffe Peninsula  
Cairns  
Gold Coast  
Ipswich and West Moreton  
Logan  
Mackay  
Rockhampton  
Sunshine Coast and Cooloola  
Toowoomba  
Townsville  
Wide Bay

**New South Wales**  
Hunter Central Coast  
Port Macquarie  
Sydney  
**Victoria**  
Geelong  
Greater Melbourne  
**South Australia**  
Adelaide  
**Tasmania**  
Hobart  
**Western Australia**  
Perth



# Smarter ways of working

Delivering positive outcomes for our customers starts with our people. Guided by our Strategic Workforce Plan, we are building our workforce for the future and equipping our teams to meet the needs of increasingly diverse customers.

## Finding new ways to attract people and meet resource challenges

Drawing on the breadth and depth of our services, we have continued to develop career pathways that attract and retain people. This has seen us offer more than 300 higher duty and secondment opportunities across services and operations this year.

We have been developing and delivering tailored recruitment solutions to meet the different needs and challenges of our regional and rural communities.

Our participation in the Pacific Labour Scheme is one example of this where we have welcomed skilled workers from Kiribati to Longreach. The Scheme offers employment opportunities to our Pacific Island neighbours in regional and rural Australia.

## Future-proofing our workforce

Engaging our people and strengthening capabilities is a key focus.

During 2019 we introduced new programs to enhance leadership development, embed succession planning and strengthen performance management through goal-setting and capability development.

All employees completed annual compliance training and we continued to deliver clinical professional development across priority areas including dementia, wound management, continence, palliative care, diabetes, clinical deterioration, skin integrity and unplanned weight loss.

## Strengthening diversity

We delivered onboarding and inclusive leadership training across our at home support and residential aged care teams to equip them to better meet the needs of diverse customers.

This training was grounded in our Diversity Framework to help frontline teams identify multiple diversity characteristics of a care recipient and deliver individualised and holistic care.

A key element of the Framework is the diversity conceptual model which is a useful tool for addressing potential barriers to accessing services.

## Health and wellness

We expanded the use of virtual reality technology by applying this to our employee orientation and safety training programs. Adopting this innovative approach created an immersive learning experience for participants to view 360° images of real-life care situations. This helped achieve a deeper learning experience and has enhanced our workplace safety culture.

Promoting healthy and safe work practices, our employee influenza vaccination program saw a 12 per cent growth in participation this year.

We have **6,300+**  
employees and

**400+** volunteers



# Sharing our stories

Our work is enriched by the collective experiences of our customers. Through our Centenarian Club we have continued to celebrate the lives and contributions of a growing community of clients and residents aged 100+.

This year we engaged with our centenarians to document their stories and launched a podcast series to give voice to our very own living treasures.

## Michael - Resident, Caloundra, Queensland

Michael enjoys life with wife Bev at our Centaur Memorial residential aged care community at Caloundra.

Born in 1919 in India to an Irish mother and an Indian father, he was the middle child of nine in a family where academic excellence was strongly encouraged.

He studied medicine first at Madras University in Chennai and later in England and Edinburgh.

When World War II broke out, the young medical student and avid boxer answered a call from the Indian government for young doctors to support the frontline armed forces in South East Asia and Africa. He was with the Indian forces when they blocked Rommel's passage to Cairo.

Later he worked as a doctor in a hospital in Afghanistan. After his marriage his young family lived in Yorkshire, England, before migrating to Australia in 1959. Michael worked at Adelaide Children's Hospital and Brisbane's Princess Alexandra Hospital, where he was one of the first haematologists to complete tissue typing for transplants.

## May - Client, Melbourne, Victoria

May lives independently in the retirement village that has been her home for the past 12 years with support from our at home support team.

Now 103, she grew up in Port Melbourne in a two-bedroom house shared with her parents and eight younger siblings.

She fondly recalls little treats in tough times: cocoa on Mondays at school, films at the local theatres and sweets from the biscuit factory

where her father was foreman. But she enjoyed giving more, particularly the soup doled from a billy to needy residents of her grandmother's nearby boarding house.

Early in World War II she met Reginald at a local dance and they married and raised four children in the home they shared for 55 years.

## Jean - Resident, Alexandra Headland, Queensland

A love of sport continues to be part of Jean's life at our Tantula Rise, Alexandra Headland residential aged care community.

Born in Toowoomba in 1917, she grew up on her family's sheep station in Surat, in Western Queensland.

One of six children in a musical family, Jean learned violin with her brother. She went to boarding school at Fairholme, Toowoomba, where she enjoyed basketball, tennis and dancing. Later she took up golf and bowls, which she continued to play well into her 90s as an active member of the Kawana Club, also enjoying indoor bowls at Tantula.

During the war Jean was an active Country Women's Association member who knitted for and wrote to troops stationed overseas. She raised two sons in Brisbane before moving to the Sunshine Coast.

## Ralph (page 18) - Client, Melbourne, Victoria

Born in 1918, Ralph escaped Poland before World War II and built a life as an optometrist in London, where he also developed his love of rowing.

Rowing has remained a passion for Ralph for much of his life.

He emigrated to Melbourne with wife Mary in the 1980s and joined his local rowing club, regularly taking to the water on the Yarra until he was 96. Today, Ralph lives independently at home with regular visits from our at home support team.

We celebrate our **120** clients and

residents aged **100+**



“I love rowing. Being out on the open river where it is not political – it’s only the boat, the water and the waves which is nice.”

Ralph - Client, Melbourne, Victoria





# Bringing new ideas home

Our at home support teams are listening to clients to create services that meet individual needs. This year we made more than 11,000 client visits every day across a range of services.

## Supporting more people to stay independent at home

We continued to deliver home support and nursing services across state and federal government funded programs as well as fee-for-service options.

Our Home Care Package services have grown by more than 30 per cent over the year.

Our teams in Victoria have made over 313,000 visits to more than 5,300 clients aged under 65 through the Home and Community Care Program for Younger People. Clients are referred from the acute and sub-acute sector, community organisations and general practitioners.

We have made nearly 1.5 million visits to more than 20,000 clients under the Commonwealth Home Support Program providing services including nursing care and allied health support.

## My wellness plan

We have developed a new model of care to support our wellness and reablement approach based on the principles of positive and healthy ageing.

Central to the model is the implementation of a personal wellness plan. The plan is developed in consultation with the client or resident and their carer to identify what is important to them and to shape services to help them achieve their goals.

## Pregnancy, Birth and Baby Helpline

Our maternal child health nurses supported expecting parents, parents, families and carers across Australia through more than 33,000 calls to the HealthDirect Pregnancy, Birth and Baby Helpline.

Our Helpline nurses provide an important 24 hour a day support service offering reassurance, guidance and referrals to local health services where necessary.

A recent focus for the Helpline has been hosting a series of live Facebook forums to engage parents in healthcare conversations on topics such as introducing solids and returning to work.

These one-hour forums have been well-received with an audience reach of up to 7,000 for a single session. The forums are providing an important new channel for an increasing number of people to access the expertise of our nurses.

## Embracing diversity at home

In line with our Diversity Framework, we supported more than 5,000 clients from culturally and linguistically diverse, LGBTI and Aboriginal and Torres Strait Islander backgrounds across Australia to stay independent at home.

Our digital talking books provided access to health information about dementia, medicines and diabetes in five languages.

## Diane and Charlie (page 22) - Clients, Melbourne, Victoria

Working with Macedonian couple Diane and Charlie, we have provided assistive technologies so they can continue living as a couple in their family home. The technology enables family members to keep in touch with their daily activities and respond to any change without compromising their independence.

11 million+  
kilometres

travelled by our  
at home support teams this year



“With the support of our carers and technology we can continue to live our lives together at home.”

Diane and Charlie - Clients, Melbourne, Victoria





# Living options for the future

Our retirement living teams are working with residents to create welcoming communities that balance independence with support when it's needed.

## New services in retirement living

Finding new ways to bring support and services to the doorstep of our retirement living communities has seen us partner with residents throughout the year. This has included research and design of active lifestyle options and exploring the use of assistive technologies.

Home monitoring technology that uses artificial intelligence to monitor patterns of movement through the home and help family members keep track of activities was trialled with retirement living residents and at home support clients, with 90 per cent of participants reporting a positive experience.

## Therese (inside cover) - Resident, Alexandra Headland, Queensland

Therese, a retirement living resident, has embraced the technology to feel safe when travelling to regional locations and supported when at home. With her passion for adventure and the great outdoors, Therese experiences the best of both worlds – having a unit in the community and the freedom to travel whenever she chooses.

## Measuring resident wellbeing

Almost 900 residents from 14 of our retirement communities took part in a health and wellbeing survey developed by our Research Institute.

Results focused specifically on the social, physical and cognitive components of healthy ageing and have provided important insights to inform current and future service development.

## Enhancing local communities

Seven of our retirement living communities celebrated the completion of a \$6 million community halls upgrade this year.

The halls, designed with input from residents, incorporate features ranging from libraries to pool tables and indoor sports facilities.

Upgraded amenities cater for community celebrations and create more opportunities to bring families together.

## Lynne, Margie and Melita (page 26) - Residents, Townsville, Queensland

For sisters Lynne, Margie and Melita, moving into the same retirement community meant having family and community support.

Lynne moved to the village first after she was widowed and quickly became involved in a variety of community organisations. Margie arrived two years later and together with Lynne enjoys cooking up a storm in the community kitchen for functions and events.

Melita and husband Ron, together with their dog Lulu, followed two years ago and recently celebrated their 60th wedding anniversary at the village.

Our **25**  
retirement communities

include **1,924** retirement living units



“Living in the same  
community is the best  
move we ever made.”

Sisters Lynne, Margie and Melita  
– Residents, Townsville, Queensland





# Focus on living well

Innovative programs and services across our residential aged care communities are creating new ways to support health and wellbeing for our residents.

## New strategies for carers

Our Community Carers Support Network, introduced this year, is a collaboration with key carer organisations and public hospitals to host regular support meetings at our communities. Carers share their experiences and hear from professionals like our dementia specialist registered nurses. These conversations are informing our respite and transition care.

## Gardening clubs take off

Weekly gardening clubs have been a popular activity across our residential and retirement living communities.

Residents at Centaur Memorial, Caloundra, meet weekly to plant a range of flowers and plants in the community's raised garden beds. At Fairview, Pinjarra Hills, and at the new Melaleuca dementia support wing at Galleon Gardens, Currumbin Waters, succulents have been popular.

At Inverpine, Murrumba Downs, the Soil to Supper program has combined gardening activities with our ongoing food innovation work. The community's gardens boast an impressive range of herbs and vegetables including a sprawling cherry tomato plant. The fresh food is used by our team in the kitchen to prepare residents' meals.

## Embracing diversity in residential aged care

Our communities support residents from diverse backgrounds including people who are culturally and linguistically diverse, Aboriginal and Torres Strait Islander or who identify as LGBTI.

Our residential managers have worked with our diversity team to build site-specific diversity action plans that align with our Diversity Framework to meet the specific needs of residents.

This work has been important in supporting 1,400 residents with a cognitive impairment.

## Engaging with local communities

In our residential communities, our teams are building strong local connections supporting wellbeing and engagement.

Residents enjoy regular visits from pets of varying shapes and sizes, from hand-raised birds at Baycrest, Hervey Bay, courtesy of Hervey Bay Animal Refuge to monthly visits from Guvnor, the Clydesdale-cross-Percheron at Rowes Bay, Townsville.

Intergenerational playgroups are creating new friendships across generations and benefiting children, parents and residents.

Provided **1 million+**  
days of care

across our **25** residential aged care communities



## Connecting across generations

Intergenerational playgroup meetings are a popular weekly event for residents and children alike at Pinjarra Hills, Queensland.

These interactions are genuinely meaningful for our residents who chat with parents, nurse babies and join children in free play, reading, singing, music and arts and crafts.

Frank, pictured right, has been a regular attendee since the program started.

"I love playgroup – it makes me feel active and happy. I try very hard not to play favourites with the kids," he said.

"I love everything about it," says mum Felicia. "I can see my daughter gets a lot of value from it, and the residents light up around her. I leave feeling so happy."





“I wanted to talk to somebody who  
wasn’t part of my direct scene.  
Straight away my family noticed  
a difference, and that made a  
difference for me.”

Ash – NewAccess Client, North Coast, New South Wales





# Our specialised services

From early intervention mental health services to community education and our dedicated Homeless Persons Program, we co-design services founded in research to meet the needs of more people in more places.

Our Altura Learning business welcomed

700+  
care organisations

## Finding new ways to support mental health

Our NewAccess early intervention mental health coaching program, developed by Beyond Blue, provides structured one-on-one coaching for people experiencing early signs of anxiety and depression.

The program is now delivered across a number of primary health network areas from the Gold Coast in Queensland to the North Coast of New South Wales, and across the greater Sydney region. The team has continued to grow a dedicated program for positive transitions into residential aged care at Sydney and Gold Coast locations.

### Ash (page 30) - NewAccess Client, Lennox Head, New South Wales

Ash says it was while on a worksite he decided to pick up the phone and call NewAccess, after friends and family noticed he seemed stressed and worried.

"I started to realise it wasn't just work-related and it wasn't just day-to-day things that were stressing me out," he said. "When I talked to Justine, my NewAccess coach, she listened and managed to put a few things together which has made all the difference."

## Our Homeless Persons Program

Our 45 community health nurses and five HIV nurses have been working closely with local providers to deliver a primary health care response for people who are homeless or at risk of homelessness and are experiencing physical, mental or psychological health issues.

The Melbourne-based program supported 2,273 clients this year with more than 36,000 hours of professional nursing care and support.

## Keeping communities healthy

Our Be Healthy and Active community health program, offered in partnership with the Maggie Beer Foundation and Bowls Australia, has continued to support health and independence through 180 free education sessions this year.

The program has provided practical health information to more than 18,000 older Australians including people from culturally and linguistically diverse communities. This year sessions were delivered with the support of an interpreter for Tamil, Chinese, Macedonian, Italian, Vietnamese and Turkish community groups in Victoria and New South Wales.

## Educating for excellence

Our Altura Learning business has continued to expand its work in Australia and internationally.

This year Altura Learning partnered with the Federal Government to support rollout of the new Australian Aged Care Quality Standards with a module which attracted more than 70,000 plays.

The business built on Bolton Clarke's collaboration with the Maggie Beer Foundation to work with the Foundation and William Angliss Institute on an Australian-first online training resource for aged care cooks and chefs, supported by a \$500,000 government grant.

Altura Learning also created its first course fully produced in New Zealand, on the Code of Rights for health and disability consumers.

and more than 100,000 employees to its learning management platform





Altura Learning's UK team delivers online learning solutions for a growing number of international organisations.





# Research that makes a difference

From improving clinical outcomes and enhancing wellbeing to tackling social issues like isolation, our Research Institute is making a difference in Australia and internationally.

## Supporting better clinical outcomes

The Research Institute is collaborating with Queensland University of Technology, University of Adelaide, Central Queensland University, University of the Sunshine Coast and Metro North Hospital and Health Service, on a \$1.9 million project to prevent unnecessary hospitalisations for residential aged care residents.

Twelve of our Queensland residential communities will host the three-year Early Detection of Deterioration in Elderly Residents (EDDIE+) program, funded by the Federal Government's Medical Research Future Fund.

The program, which will conclude in 2022, is designed to enhance the skills and confidence of nursing and care employees. It provides additional resources, including clinical equipment and training.

## Individualised diabetes care

A collaboration between Bolton Clarke and Austin Health evaluated a new model of care to optimise diabetes management at home and improve quality of life for older people.

During the four-month *Older people living with type 2 diabetes* (OPTIMISES) trial clients were supported through home visits with a Bolton Clarke diabetes nurse educator. They were also supported through flash glucose monitoring technology that takes frequent blood glucose measurements 24 hours a day and telehealth consultations.

The impact of the model is being assessed using clinical and biomedical markers as well as quality of life, wellbeing and treatment satisfaction.

## Research connecting communities

More than 200 researchers, policy-makers, health and aged care industry representatives and community members came together at our two symposia on Social Connection in Older Age in Brisbane and Melbourne.

Other initiatives addressing social isolation include the *Peer support for older women* to promote wellbeing and independence (POWER) project on the Mornington Peninsula. This involves working with community providers to rollout a trial of volunteer support services including exercise buddies for older women living alone.

The Cycling Without Age program also provides opportunities for clients and residents to connect with the wider community in Townsville and Melbourne. Through this program, locally trained volunteers are taking residents for scenic rides in purpose-built trishaws.

## Mario (page 38) - Volunteer, Townsville, Queensland

Volunteer Mario from our residential aged care community at Rowes Bay says the trishaw rides have been very popular.

"Rowes Bay is the perfect location for the rides as the community faces the beautiful beach and is so close to the Strand," he said.

Our researchers published **25** peer-reviewed articles

and delivered **36** presentations in Australia and overseas





“The trishaw has been very popular. For residents it means being out and about and it's satisfying for our volunteers to see their enjoyment.”

Mario - Cycling Without Age Volunteer,  
Townsville, Queensland



# Investing in our communities

We are developing new living options in state-of-the-art integrated communities that connect residents with flexible services and support when they need it.

A development pipeline of

# 450

retirement living units

## New residential aged care and specialised dementia support

Work advanced on our contemporary 162-bed residential aged care community at Fernhill, Caboolture and we marked completion of a 60-bed residential aged care extension and lakeside community building with café, gym and landscaped grounds at Moreton Shores, Thornlands.

Our Galleon Gardens, Currumbin Waters community welcomed the first residents to its 36-bed Melaleuca dementia wing. The wing incorporates an Australian first interactive digital wall, a landscaped outdoor living area with tool shed and caravan, and a large kitchen where residents can cook and enjoy social interactions.

## Delivering new living options in Melbourne

New developments at Bundoora and St Kilda will expand our service offering in Melbourne.

Our Europa on Alma vertical retirement living project at St Kilda will offer 81 quality inner city apartments. The development includes a library, street-front café and a rooftop alfresco dining area with the added convenience of at home support services available on site as needed.

At Bundoora, in the city's north, we are creating an integrated community around 2,000 square metres of public open parkland. This includes a 108-bed residential aged care community, 30 assisted living apartments and 88 independent living apartments with a community centre.

## Designing up on the Gold Coast

A vertically integrated residential aged care community in the heart of Southport will be an exciting addition. The two-tower development sits within the new master-planned Queen Street Village and will include 144 independent living units and 40 assisted living apartments co-located with 72 residential aged care beds.

Residents will have access to a full complement of support services along with allied health and medical clinics at their doorstep. A hotel, cinemas, offices, child care and a retail precinct are also planned.

At Bundall, we are creating 77 apartments that will provide flexible options including independent living, premium care and assisted living.

## Developing in Sydney

Our Denham Court development will provide 144 new residential aged care beds in the growing Macarthur region.

The site is adjacent to Stockland's Willowdale community and will create a care pathway for retirement living residents as their needs change.

At our Cabrini, Westmead community we are developing new retirement living options with 70 apartments designed around the heritage-listed Deskford House.

and **825** residential aged care beds across Queensland, New South Wales and Victoria





Queen Street  
Southport

Artist's Impression of Queen Street Village  
- Gold Coast, Queensland



Artist's impression of Cabrini - Westmead, New South Wales



Artist's impression of Europa on Alma - St Kilda, Victoria



Artist's impression of Fernhill  
- Caboolture, Queensland



# Innovation on the world stage

Our work with customers in areas ranging from models of care to technology and built design has been recognised this year as well as awards for individual and team excellence.

## APAC Eldercare Innovation Awards

The 7th APAC Eldercare Innovation Awards honoured organisations across the Asia Pacific region using innovation to support health and wellbeing.

We were named winner in the Innovation of the Year – Product category for our work with RMIT on the wearable Conversation as Therapy Pin (CaTPin). The wearable loneliness detector device works by monitoring baseline conversations and word count throughout the day and prompting social contact when levels drop too low.

Our work on the One Good Street project won Innovation of the Year – Social Engagement Program. The online social networking initiative, which is now expanding nationally, seeks to improve the lives of older people by strengthening their inclusion, partnering with care organisations to extend their reach within communities and creating connections with carers in the same neighbourhood through peer-to-peer support.

Group CEO Stephen Muggleton was recognised at the awards as a Global Ageing Influencer.

## Telstra Design for Ageing Well Challenge

The CaTPin was also winner of the Telstra RMIT Design for Ageing Well Challenge. The design was co-created with the RMIT School of Design. The \$10,000 prize supported further development of a working prototype as part of a co-design process with older people and their families.

## Oscar Aged Care Hospitality Awards 2018

Our work in food innovation, including our Maggie Beer Foundation collaboration and our work to improve the dining experience for people on texture modified diets, was recognised with the Catering Innovation of the Year Award.

## Hospitality and Lifestyle in Aged Care Awards 2018

We won the national Catering Innovation Award in recognition of our continuing work to restore the dignity of dining in aged care. This included training innovation, menu development and work on texture modified food, incorporating the use of molecular gastronomy techniques.

## LASA Excellence in Age Services Awards

Our team members were honoured in three state award categories. In Queensland we were recognised for Individual Excellence in at home support for going above and beyond for clients.

In Victoria, our Wellness and Reablement team won a Team Excellence award for developing a model of care based on the principles of positive and healthy ageing. Also in Victoria we won the Rising Star Individual Award for innovations including the CaTPin and the interactive digital wallpaper in our Melaleuca dementia support wing.

Our teams have been  
recognised with

9

national and international awards



# Our customer focus

Our customers are at the heart of everything we do and we strive to deliver support that consistently meets their needs, interests and choices.

Our clients and residents can expect that we will listen and respect what’s important to them. Working with them and the communities we serve enables us to develop tailored solutions that align with individual needs.

We take our duty of care seriously and we are committed to delivering high quality, reliable services. We are driven to ensure the health, wellbeing and safety of our customers in line with the Charter of Aged Care Rights.

A strong values-driven leadership team is central to achieving this and to delivering responsive services for our customers.

## Our purpose

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

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

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

## Our values



**Customer satisfaction**  
We put people first



**Accountability**  
We take ownership



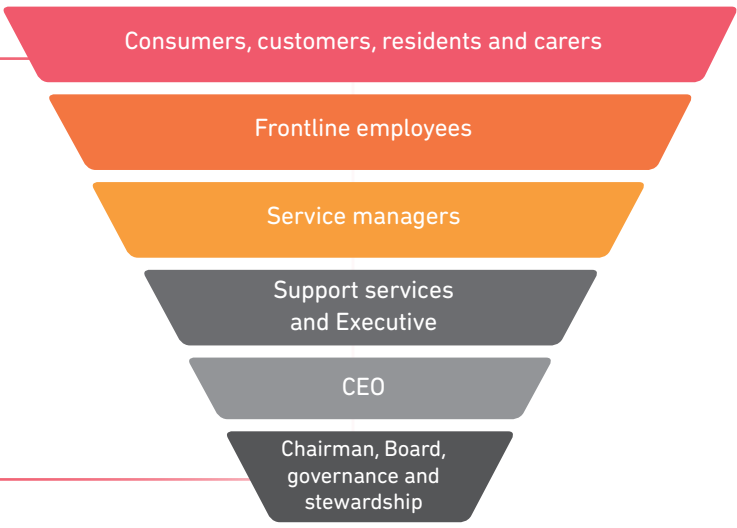
**Continuous improvement**  
We make a positive difference



**Teamwork**  
We work together

## How we operate

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



# Executive leadership



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



**Susan Stewart**  
General Counsel and  
Company Secretary  
LLB (Hons), LLM



**Mel Leahy**  
Chief People Officer  
BA (Psychology & Sociology)



**Megan Millman**  
Chief Financial Officer  
BCom,FCA



**Wendy Zernike**  
Executive General Manager -  
Care, Innovation and Quality  
RN, BN, GradCert (LeadMngt),  
MBA, GAICD, MACN



**Deidre McGill**  
Executive General Manager  
– At Home Support  
RN, RM, BHLthSc, MSc, MACN



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



**Jim Toohey**  
Executive General Manager  
– Care Services  
VMAICD,AIM



**Yvonne Webley**  
Chief Executive Officer  
– Altura Learning  
BHSci(Mgt), Dip Mktg,  
Grad Cert Acc



**Carmel Conaghan**  
Chief Executive Officer  
– RDNS NZ  
RNZcmpN



**Jill Li 李君**  
General Manager - RDNS China  
大中华区总经理  
BNurs, GDipNurs, MBA



# Board of Directors



**Mr Pat McIntosh**  
**AM CSC**  
B.Bus (Acc/HR), GradDip Mngt,  
MBA, MAICD  
Chairman of the Board

Mr McIntosh is a graduate of the Australian Army Staff College and the Australian Defence College. He was a Commissioned Officer in the Australian Army for 27 years where he held senior command appointments.

Following this Mr McIntosh worked in the finance sector for 13 years and was an equity owner of a financial planning business. In addition to serving as Chair of Bolton Clarke, he is Chair of two for-profit businesses - Altura Learning and RDNS Hong Kong, and the Chair of not-for-profit provider RDNS New Zealand. He is a Director of the Royal Australian Regiment Corporation.



**Mr Robert Lourey**  
B.Bus, MAICD  
Chair, Nomination and  
Remuneration Committee  
Member, Capital Committee

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

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



**Mr Jeffrey McDermid**  
B.Econ, FAICD, FCA  
Chair, Risk and Audit  
Committee  
Member, Nomination and  
Remuneration Committee

Mr McDermid has 47 years' experience within the accounting profession and has been a Director of not-for-profit and for-profit organisations. His Board roles include property development, human resources, tourism, agricultural equipment supply, online retail, hotel, shopping centre and technology industries.

Mr McDermid is a current Council Member of the Griffith University Gold Coast Advisory Council. He is a former partner of WMS Chartered Accountants and Ernst & Young. Mr McDermid brings to the Board a wide variety of skills and experience in financial management, corporate governance and strategic thinking.



**Professor Michael Reid**  
B.Econ  
Member, Capital Committee  
Member, Nomination and  
Remuneration Committee

Professor Michael (Mick) Reid has undertaken many roles in the Australian health system during a career that spans four decades. Mr Reid is the National President of the Mental Illness Fellowship of Australia, Deputy Chair of the Central Adelaide Local Health District Governing Board and Chair of the Board Chairs, SA Health. He is also a member of the Western Sydney Local Health District Board.

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



**Dr Cherrell Hirst A0**  
MBBS, BEdSt, D.Univ  
(Honorary), FAICD  
Member, Capital Committee  
Member, Risk and Audit  
Committee

Dr Hirst is Chair of Factor Therapeutics Limited (previously Tissue Therapies Limited), The John Villiers Trust and the Advisory Board of the Institute for Molecular Bioscience at the University of Queensland. She is also Director of the Gold Coast Health and Hospital Service.

Dr Hirst has formerly held Board membership of a number of organisations including Medibank Limited, Suncorp Metway Limited, Peplin Limited, Avant Insurance Limited and ImpediMed Limited.



**Mr Stuart Lummis**  
BEcon, GradDip Proj & Const  
Mngt, Post GradDip Acctg,  
FINSIA, FAICD  
Chair, Capital Committee  
Member, Risk and Audit  
Committee

Mr Lummis has over 38 years' experience as a Senior Executive and Company Director with a strong background in the property sector. He was previously the Chief Executive Officer of Brisbane Housing Company, and the former Director of Property for the Catholic Archdiocese.

Mr Lummis has extensive experience in both large publicly listed groups and not-for-profit organisations. He is also a member of the Property Council of Australia retirement committee, a Director of Brisbane Markets Limited and Deaf Services Queensland and Chair of the National Trust of Queensland advocacy committee.



# Changing lives

Our work to support older Australians to remain at home, wherever they call home, is shared by a strong network of donors whose grants, philanthropic donations, bequests and regular gifts are changing lives.

## Support for research and new programs

The generosity of our donors has meant we have been able to continue to develop and deliver programs, services and research that help people to remain independent at home.

These contributions have funded services from ground-breaking wound care research to social support for older women living alone, our Homeless Persons Program, as well as practical support, equipment and nursing care to assist our clients to remain at home for longer.

## Enabling wellbeing and independence for older people

The Wound Care Fund is one example of how the generosity of our donors is achieving greater wellbeing and independence for older people.

More than 200 Melbourne clients who were unable to pay for wound care needs received assistance from Bolton Clarke's Wound Care Fund last financial year.

The fund provided more than \$42,000 in products including compression stockings and bandages to support better wound care outcomes.

Separately, our Good Samaritan Fund supported more than 160 clients in financial hardship with more than \$47,000 worth of items ranging from vacuum cleaners and fridges to compression pumps, dietary aids and assistive equipment last year.

Over **16,690** donations

helped us raise almost **\$2.2 million** for delivery of essential services supporting wellbeing and independence



# Thank you for your support

We couldn't do the vital work we do without your generosity. All donations are significant and we are deeply grateful for your ongoing involvement in the Bolton Clarke community.

## Estates

Alice Harriet Holmes  
Mrs Alice Harvatt  
Mr Geoffery Sattler  
Harcourt Family Bequest  
Mr Helmut Friedrich Wilhelm Garske  
Mrs Joan Sadie Fisher  
Mr Lewis William John Allen  
Mrs Lydia Marie MacMichael  
Dr Margaret Mary Henderson  
Miss Margaret Rickard  
Mr Michael Graeme Port  
Mrs Priscilla Randall  
Ms Rosalie Jean Gowan  
The Brian Linton Wright Perpetual Trust  
The Ian and Marilyn McColl Charitable Trust  
Mrs Val Crohn

## \$500 - \$999

Mr & Mrs David & Leonie Koadlow  
Mr John Kay  
Ms Sarah Doyle  
Mr Chris Toy  
Mrs Jane Bell  
Mr Christopher Miles  
Mr Richard Guscott  
Mrs & Mr Deborah & Ronald Chapman  
Ms Sonia Weinman  
Mr Bruce Lohrey  
Mr Jim McKenzie  
Mrs Lynette Swan  
Mrs Thelma Caldwell  
Mr Colin Meredith  
Mr David Horowicz  
Mr Dennis Hartle

Mr Roger Gilchrist  
Miss Joan Montgomery  
Mrs Margaret Hull  
Mr Harold Prince  
Mr Kenneth Burns  
Mrs Irene Havryluk-Davies & Mr Harold Davies  
Mr Ian Yaretsky  
Mr Neil Morgan  
Mrs Dorothy Myers  
Mr Maurice Archer  
Mr Edward Dickinson  
Mr Martin Lock  
Mr Wilhelmus Jansen  
Mrs Josephine Rowe  
Mr Chris Spinella

## \$1,000 - \$9,999

Lord Mayor's Charitable Foundation  
Mrs Lucie Jacobs  
Ms Ann Tregear  
Biccys Ops Shop Supporters Inc  
Mrs Angela Kayser  
Miss Pat Holmes  
Mrs Meredith Evans  
Mr Graeme Thomson  
Equity Trustees  
Mrs & Mr Jillian & George Pappas  
Mrs Sheila Randell & Ms Sara Symon  
Melbourne Magistrates Court

Ms Carolyn Tatchell  
Mrs Margaret Dean  
Ms Sally-Anne Hains  
Mrs Pauline Grey  
Eldon & Anne Foote Trust  
All Souls Opportunity Shop  
Mr Ross Blair  
Mr David Last  
Mrs Diana De Kessler  
Mrs Alison Nash  
Mrs Margaret Ross AM  
Mr Brian Salter-Duke  
Mr Peter Barker

Mr Robin Parnaby  
The Andrew McDougall & Frances Ilyine Foundation  
Mrs Angela Wood  
Baimore Pty Ltd  
Mrs Vera Dorevitch  
Ms Deborah Reich  
Mrs Rita Ferguson  
Mr & Mrs Rod & Diana Lowe  
Mrs Dinah Tobias & Mr Maurice Tobias  
Mr John Wallington

## \$10,000 - \$24,999

Clive Johnson Trust  
Pam and Alfred Lavey Trust  
Besen Family Foundation  
Miss Jane Sheridan  
Ms Helen Vaughan  
State Trustees Australia Foundation  
Tasmanian Community Fund

## \$25,000+

Trajan Scientific and Medical  
Perpetual Trustee Company Limited  
Felton Bequest, managed by Equity Trustees

## Lifetime Companions

Miss Nannette Lowth  
Mrs Betsy King  
Mrs Judith Overbeek  
Mrs Betty Edington  
Mr Philip Mayers  
Mrs Beverley Evans  
Mr Peter De Haan  
Mrs Gillian Hannan  
Miss Isabella Poloni  
Mrs Anneliese Mitchell  
Mr & Mrs Terence & Janet Keefe  
Mr Graeme Thompson  
Mr Ray Harbert  
Mr John Lander  
Miss Maria Giroletti  
Ms Alison Scott  
Mrs Patricia Lawson

Ms Margaret Gilbertson  
Miss Merran Adams  
Mrs Anne Burrows  
Mr Henry Speagle OAM  
Ms Margaret Gladstone  
Ms Inge Meldgaard  
Mrs Jenifer Matthews  
Mrs Erika Torma  
Mr Douglas Wicks  
Ms Catherine Martin  
Mrs Margaret Collins  
Ms Pamela Purton  
Mr Paul Foster  
Mrs Betty Currie  
Ms Helen Jackson  
Mr Thomas Schell  
Mr John Brown

Mr Rod Bennett  
Mrs Elizabeth Wells  
Mrs Marjory Turnham  
Mrs Yadviga Curtis  
Mrs Lesley Wilson  
Ms Wendy Love  
Mr Ken Holmes  
Mr Brian Kenny  
Mr Bruce Angus  
Mrs Elaine Grant  
Mrs Carmel Monahan  
Miss Bridgit Purcell  
Miss Dorothy Berry  
Mrs Dorothea Mokrusch  
Mrs Elspeth Jacobs



## Our history

Bolton Clarke is founded on a proud history of care and respect. RSL Care and RDNS came together in 2015 and adopted a new name, Bolton Clarke, in 2017.

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

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





*Kingshome*, located in Brisbane's western suburbs, was RSL Care's first veteran's hostel.





Melbourne District Nursing Society nurses leaving headquarters for their rounds.



The new face of  + 

At Home Support Retirement Living Residential Aged Care

**Brisbane**  
Level 3, 44 Musk Avenue, Kelvin Grove QLD 4059  
Telephone: 07 3251 6200 Facsimile: 1300 536 099

**Melbourne**  
Level 1, 347 Burwood Highway, Forest Hill VIC 3131  
Telephone: 03 9814 2700 Facsimile: 03 9814 2733

Bolton Clarke is the brand name for a group of companies being RSL Care RDNS Limited ABN 90 010 488 454, Royal District Nursing Service Limited ABN 49 052 188 717 and RDNS HomeCare Limited ABN 13 152 438 152.