

BOLTON  
CLARKE



# montage

BOLTON CLARKE EMPLOYEE MAGAZINE  
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Moving to  
a SINGLE BRAND

A WARM WELCOME  
to Willowdale

An *exceptional* year



# From Steve's desk

We are now a team of more than 15,000 people working together to meet the increasing needs of our ageing population. It's a privilege to do this important work and to support an improved ageing experience for more people right across Australia.

2023 has been an exceptional year for our organisation – thanks to YOUR efforts our list of achievements is extensive.

To name just a few, we:

- Welcomed McKenzie Aged Care, continuing our growth and integration activities.
- Completed another year of record growth in Home Care Packages and residential care and retirement living occupancy levels.
- Maintained accreditation for all our at home support, residential care and retirement living services.
- Continued our exemplary health and safety performance.

- Successfully met reform requirements including the 24/7 registered nurse responsibility, new National Aged Care Mandatory Quality Indicators measures, and putting in place the first of the mandatory care minute targets.
- Welcomed residents to Willowdale – our 88th residential home – and advanced construction on Callisto Place, our latest Victorian retirement village.
- Progressed and expanded Research Institute projects to support older people to live full, happy and healthy lives.
- Received an impressive range of awards and recognition including being named an Employer of Choice in the Australian Business Awards 2023 – testimony to the calibre of all our teams.
- Stepped closer to a single brand. From the messages of thanks campaign, to positive ageing workshops, creating your own personalised picture of positivity and sharing a first look at our refreshed wardrobe, all these activities are taking us closer to a single brand in 2024. Thank you for getting involved and helping us shape our brand story together.

This edition of Montage is jam-packed with these highlights and some of the many celebrations, stories and special moments you've made happen across our sites and services. A few must-reads include Abi the robot – part of an innovative STEM program for residents, learning about AHS's great new Cook, Eat, Chat classes, meeting the Willowdale team, and some

holiday reading with a bumper Year in Review and Research Institute Report.

On a final note, I'd like to acknowledge our Chairman Pat McIntosh who retired this year as part of a well-planned transition. Pat has played an extraordinary role as Chairman over the last 12 years. His vision and guidance have been at the core of some pivotal chapters in our history, from the RDNS and RSL Care merger to our more recent growth. In sharing this news, I also welcome Tony Crawford who will take over from Pat as Chairman. Tony is an experienced board chair and non-executive director with over 30 years' experience across a variety of sectors including not-for-profit, health, insurance, legal, and sport.

As we approach the close of another year, I want to thank you all for your outstanding commitment to care and quality in all you do. My appreciation particularly extends to frontline teams who will be working through the holidays to support clients and residents.

Wishing everyone a safe, happy, and relaxing festive season.

Take care.

**STEPHEN MUGGLETON**  
Group CEO

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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: The Willowdale team ready to welcome residents.

To all our teams...

Thank you for your dedication throughout 2023. Wishing you a joyful festive season and looking forward to sharing 2024 with you.



Peace, Hope and Joy

# Moving to a single brand in 2024

Introducing a single Bolton Clarke brand in 2024 will bring together the rich heritage of all our brands into a unique and relevant proposition for our customers and teams.

Over the last few months a range of activities have been happening to prepare for this important milestone.

Thanks to the many people who have already been involved through the messages of thanks campaign, to the more than 200 people from across our sites and services who took part in positive ageing workshops and everyone who's taken a moment to create your own personalised picture of positivity.

All great steps in helping to build out our brand story and there's a lot more underway.

Detailed plans have been developed in readiness for the refreshed Bolton Clarke brand to be reflected in signage on our buildings, vehicles, website and other external channels, our documents and even our systems during 2024–2025.

## BRINGING *Positive Ageing* TO LIFE



### Our complete picture celebrates living positively

Together, we've chosen words and images that celebrate doing what we love with the people we love, and the support we need to live as independently as possible.

You can download this picture from [heartofboltonclarke.com.au](http://heartofboltonclarke.com.au) and set as your Teams background.



One of the major changes coming in 2024 is progressively introducing a refreshed wardrobe. Updating our wardrobe is an important part of helping to bring our brand to life through our teams. This will make it easier for clients, residents, families and friends to recognise us consistently across our sites, services and geographic locations.

The Heartfelt Collection brings refreshed designs to upper garments (polos, shirts, tops), name badges and lanyards where our branding is most noticeable. The range includes garments in soft greys, blues, purples and pinks and is complemented by a wattle design featured in some upper garments that has been designed specifically for Bolton Clarke. The designs were developed based on insights from our customers

and feedback from team members who wear uniforms across a variety of locations, services and roles. Existing lower garments (pants, shorts and skirts) will continue to be worn as part of the usual wardrobe range.

You can take a first look at our new wardrobe at [heartofboltonclarke.com.au](http://heartofboltonclarke.com.au) including a behind-the-scenes video showcasing the employee co-design process and an online wardrobe mix and match feature. You can find out more about your nearest Wardrobe in a Box session where you can view and try on sample items. You can also find out more about how and when the wardrobe will be introduced during 2024.

## TAKE A SNEAK PEEK AT OUR *new wardrobe:*

**A SUSTAINABLE APPROACH**  
Sustainability has been stitched into every aspect of the new uniform, from the design and our choice of suppliers through to the fabric and features.

1. Plastic bottles cleaned and divided
2. Chopped into high quality flakes
3. Yarn pulled from melted chips
4. Recycled yarn used to produce fabric

**RECYCLED rPET POLY**

**FOR YOUR COMFORT**  
Each garment has been designed to maximise comfort, practicality and performance, especially in frontline care roles. They include cross-back ventilation, practical elements like deeper pockets and breathable fabrics, and come in extended sizing.

**COMMITTED TO MAKING A DIFFERENCE**

**Eco-friendly fabrics**  
Our rPET material is made from recycled plastic bottles. It is blended with bamboo, one of the fastest regenerating natural crops.

**No hardware**  
Our new Heritage Polos are designed without buttons. This minimises the manufacturing of any excess trims.

**Ethical practices**  
Responsible and ethical sourcing and manufacturing practices are strictly maintained across the value chain.

**Recycling solutions**  
We've implemented a recycling process for old uniforms so they don't end up in landfill, and can be transformed for use again in a range of fabric products.

*Thank you*

FOR HELPING TO SHAPE OUR BRAND STORY.

# In the spotlight

Dedication to excellence and innovation are just some of the things that set our teams apart and this has been acknowledged through several industry awards as we close out 2023.

## Employer of Choice

We have been named an Employer of Choice in the Australian Business Awards 2023.

The award recognises organisations that maximise the full potential of their workforce through established policies and practices and effective employee recruitment, engagement and retention.

Judges considered our outstanding workplace health and safety systems, in-house training and education programs, access to best practices through research and clinical expertise, ongoing professional development and wellbeing offerings.

## Future of Ageing Awards

Innovation across at home support and retirement living has been recognised in two categories at the 2023 Future of Ageing Awards.

Our Easy Living Bags initiative won the Restorative Care and Reablement award for supporting clients' independence by making it easier for them to access simple devices to assist with everyday activities.

Occupational therapists and at home support teams are equipped with the bags containing more than 20 assistive items for around the home, from pick-up sticks to shoehorns. The bags help team members identify and respond to client needs, demonstrate equipment and assess if additional referrals are required, all within a single visit.

The Memory Lane Café in Western Australia won the Social Inclusion category for its work in supporting people with dementia and their carers.

The initiative sees a team of volunteers including retirement village residents and at home support team members host a weekly morning tea at the Jurien Bay respite centre, providing a welcoming and supportive space where everyone can come and feel at home.

Our Connect Local social prescribing initiative in Glen Eira, Victoria was also Highly Commended in the Community Engagement category.

## Top 10 Most Innovative Companies

Our 'Buddy' social connection app was named in the 2023 AFR Boss Most Innovative Companies Top 10 list in the Government, Education and Not For Profit category.

The app was trialled at Moreton Shores retirement village this year, enabling residents to connect online with each other and with maintenance and concierge services.

Feedback from residents has been overwhelmingly positive and plans are underway to extend the app across all our villages.

## National Retirement Living Awards

Three team members are finalists in the National Retirement Living Awards. Stephen Pether from Rowes Bay and Belinda Mead from Riverwood are finalists for Village Manager of the Year, and Liz Semionov, Sales Manager Banora Point, is in the running for Salesperson of the Year. Winners will be announced in February.

## Congratulations

everyone on these fantastic results!



Jurien Bay village resident Amanda and her team of volunteers host a weekly morning tea at our respite centre for people with dementia and their carers.



Rowes Bay Village Manager Stephen Pether is a finalist for Village Manager of the Year.



Occupational Therapist Team Leader Kylie Durant uses an easy living bag to support clients.

# Cooking education heats up

Good nutrition is key to staying well, and new community education sessions are helping at home support clients learn how to eat healthy for less.

Our Melbourne at home support (AHS) team has introduced a new initiative under the Home and Community Care Program for Younger People, focusing on healthy eating and nutrition for clients in the City of Casey.

The 'Cook, Eat, Chat' session recently brought together 10 at home support clients under 65 who receive non-clinical support to remain independent in their own

home. Throughout the interactive lunch experience, Chef Pete taught participants how to cook a balanced family meal of spaghetti bolognese.

Operational Quality Manager Jessica Merrett said the idea behind the sessions is to give clients the opportunity to learn how to prepare a simple, healthy meal, understand what ingredients go well together, and find out about nutritious food from a certified chef. At the

same time, clients are having fun and connecting with others in their community.

"We started by looking at what clients in the region needed and after some research we identified that education and access to good nutrition were priorities in the City of Casey," Jess said.

"It was an area that needed focus, particularly for those with disability or mental health issues, or those needing social support.

"We are very passionate about providing this education to our clients – we are even considering starting shopping

sessions with a dietitian for clients to learn how to read food labels and how to select nutritious alternatives so they can make informed healthy choices."

Future sessions will include a mix of hands-on meal preparation, cooking sessions and shopping education and will be designed to meet the diverse requirements of the clients in the community including cultural, age, disability and care needs.



Chef Pete and team members Veerpal and Rachael teaching clients and carers how to cook a balanced meal.



# Embracing lifelong learning

Montclair Lifestyle Coordinator Julie and residents interacting with Abi the robot.

Residents at Montclair residential home in Victoria were delighted by their interactions with Abi the artificial intelligence (AI) robot during a recent visit.

Abi's visits are part of Montclair's science, technology, engineering and maths (STEM) program, which is based on the Year 12 STEM curriculum.

Standing at 120 centimetres tall, Abi was created in Melbourne through 3D printing. Animation studios Pixar and DreamWorks advised Abi's developers on how to make her body language engaging and empathetic, with Abi's insightful responses to questions and ability to gesture and move her head and eyes captivating residents.

Montclair Lifestyle Coordinator Julie Roppola said the idea for Abi's visits was sparked by her daughter, who went to see 3D printing as part of a school excursion.

"My grade nine daughter went to see 3D printing, and I thought why can't we?" Julie said.

"When I spoke to the residents they asked, 'What is 3D printing?', so two weeks before Abi's visit we went to watch robots being digitally assembled.

"Residents are keen to keep up to date with what's going on in the world," she said.

Montclair's STEM program has seen residents participate in a variety of activities this year, such as making an artificial heart and lung and propagating seeds in mini greenhouses.

Julie said the program is all about providing residents with opportunities to explore new and existing interests through fun and engaging activities.

"Residents are learning and having fun, and so am I," she said.



# Welcome to Willowdale

Our 88th residential home, Willowdale, opened its doors in October welcoming its first residents and hosting an open day event.

There were plenty of celebrations as General Manager Priya Joshi and the team proudly joined with local community members, family and friends to view our newest home located in south-west Sydney.

“Our team has been working hard behind-the-scenes to help prepare our home for new residents and their families,” Priya said.

“The open day was a wonderful opportunity to come together as a team and showcase the many features Willowdale has to offer including tours of the rooms and amenities.”

Priya said visitors were impressed with the thoughtful layout and design incorporated throughout the home.

“Our emphasis on resident wellbeing and independence is reflected across all aspects of the home – from the variety of care suites we have available with access to shared indoor-outdoor areas and assistive technologies, through to our café, cinema, gym and dedicated specialist consult rooms,” Priya explained.

“The open day event was a happy and memorable occasion. Our team has been focused on ensuring residents are settling in well and becoming familiar with all the available support at Willowdale.”



The Willowdale team in action at the open day event



Fairview retirement village residents.

## Resident survey informs village support

Our Research Institute and Retirement Living teams are analysing results from the 2023 Retirement Living Health and Wellbeing Survey to find new ways to support village residents.

The 2023 survey was sent to residents across our 38 villages with more than 1,600 responses received. The biennial survey is driving priorities and co-designed solutions across our villages, helping us to better understand and address resident needs.

The first survey of residents across villages in Queensland and NSW was completed in 2018 and again in 2021, with results used to group residents into high, moderate and low wellbeing categories. The findings highlighted falls prevention, nutrition, pain management and regular physical activity as important areas for action to boost resident wellbeing, reduce functional decline and support independence.

The 2023 survey was designed to expand on that work and the Research Institute is now analysing the data. Early findings show 28 per cent of respondents rated their health as excellent or very good, with almost 30 per cent rating their health as worse than one year ago.

About 30 per cent of respondents were experiencing some level of frailty, with 39 per cent having been admitted to hospital in the past year.

Six of our free Be Healthy and Active information sessions being delivered into villages are already targeting the health issues residents identified, including memory, sleep, skin health, falls prevention and bladder health. A seventh session on bowel health is now in development. Our Be Healthy and Active health program has supported more than 33,000 residents and community members to stay healthy and active.

The Retirement Living team is also working with Better Hearing Australia to arrange free hearing checks across all 38 villages, with 49 per cent of respondents saying they have trouble hearing.

For more information, contact Research Officer Georgina Johnstone.



## Making a difference

More than 100 supporters attended the Lady Janet Clarke Luncheon in Melbourne. The event is held each year to thank our supporters whose donations make a direct and positive impact on the lives of residents and clients.

Attendees had the opportunity to meet representatives from at home support and the Research Institute and view presentations about the development and delivery of our programs, services and research.



## Village comes together

Giving back to others is at the centre of the Fairways retirement village food bank. The community initiative was established by Retirement Village Manager Shari Westcott (pictured) and local residents as a way of sharing fruit, vegetable and pantry staples with each other.



## Community connections

We celebrated the wonderful work of our at home support teams as part of Nursing in the Community Week. The week highlights the invaluable role nurses including District Nurse Alissa Driscoll (pictured) play in safeguarding the health and wellbeing of clients in the community.



Group CEO Steve Muggleton with Tony Crawford and Pat McIntosh.

## News from the Board

Last month we welcomed Tony Crawford into the role of Chairman of Bolton Clarke Group.

In doing so we farewelled outgoing Chairman Pat McIntosh, who retired as part of a well-planned transition. Pat's vision and guidance have been at the core of some pivotal chapters in our history, from the RDNS and RSL Care merger to our more recent growth.



## In full bloom

The 2023 *Best in Grow* competition generated a hive of activity across our residential homes and received a huge number of submissions including from Carinya residential home (pictured). Thanks to all teams involved in the competition for your terrific creativity, enthusiasm and support!



## Teams shine bright

The team from Montclair residential home celebrated Diwali, the Festival of Lights, with wonderful music and dancing.





Seaton Place residential home



Melbourne North at home support

## Support for R U OK?

This year's R U OK? Day highlighted the importance of peer-to-peer support in the workplace. Teams came together to mark the occasion.



## Smiles all round

Happy snaps from team members at Glendale residential home (left) in Victoria and Buderim Views residential home (right) in Queensland.



## Industry connections

The Altura Learning team enjoyed the opportunity to share news and developments at the ACCPA National Conference.



## Spring carnival

The Melbourne South at home support team kicked off the Spring Racing Carnival in style.

## Learning in action

The Melbourne West at home support team recently took the opportunity to refresh their knowledge and skills on the application of compression bandaging.



# Changing lives one phone call at a time

Through our HOW-R-U? program, corporate volunteers have made more than 2,800 calls to support clients and retirement village residents.

Over the past four years, many Bolton Clarke team members have contributed to the success of our corporate volunteering program HOW-R-U?, volunteering their time to support clients and village residents through weekly phone chats.

HOW-R-U? Coordinator Meg A'Hearn said she had been amazed by the positive outcomes she has seen from the program, not only for clients and residents but also for volunteers.

"The participants, volunteers and clinical staff supporting the participants consistently report how wonderful the program is and how much of a difference the calls make to all," she said.

"One volunteer mentioned that this program was a great way to volunteer without having to leave home or take time away from her family because the calls are made during work hours.

"Reflecting on this makes me realise the importance of the HOW-R-U? program in helping us realise our shared commitment of supporting people to live a life of fulfilment."

Sally Zentveld, Senior Village Manager at Baycrest, said being a HOW-R-U? volunteer had given her a new perspective.

"The phone calls are about giving someone else another outlook and port to go to, but it's made me look at things so differently too," she said.

"To think that such a simple thing, a half-an-hour chat, can have such a huge impact is incredible.

"I know we're all busy and under the pump, but these phone calls show that there are people willing to take the time to listen and to care."

## How you can get involved

HOW-R-U? is part of the Research Institute's extensive program focused on improving wellbeing through social connection and currently relies on a small group of committed volunteers.

The team is inviting expressions of interest to join the program and become a call volunteer.

To register your interest, visit the HOW-R-U? page on Connect and complete the form.

If you have any questions about becoming a call volunteer, please email the HOW-R-U? team at [howru@boltonclarke.com.au](mailto:howru@boltonclarke.com.au)



Personal Carer Jasmeen and resident June at Fernhill residential home.

# Remembering those who served

On 11 November, the anniversary of the Armistice that ended World War I, teams came together with clients, residents and families to honour those who have served in wars, conflicts and peacekeeping operations.

Remembrance Day holds special significance for our veteran clients, residents and team members. It's also an important reminder of our 138 years of veteran history, from the early work of our district nurses with Boer War veterans and the establishment of the first war veterans' homes.

This year was particularly significant as it marked the 70th anniversary of the end of fighting in the Korean War. More than 17,000 Australians served during this war, with 340 Australians losing their lives and more than 1,200 injured.

Many of our villages and homes commemorated the day with services, wreath laying and visits to local RSL clubs. Highlights of the day included:

- A field of poppies at our Fernhill community made by village residents and local children.
- A special ceremony ahead of the day at Darlington residential home in which eight residents received Quilts of Valour in recognition of their service.

- Residents at The Ormsby residential home laid a wreath of Australian natives and watched a live streamed service from the Australian War Memorial.
- At Charles Young residential home, German World War II veteran Karl, 98, laid a wreath as part of a moving service with families and friends.
- Royal Navy veteran and Avonlea Grange resident Allen Parker shared memories of his wartime experiences, as well as his connection with Bolton Clarke as the nephew of former Melbourne District Nursing Society President Constance Maud Tatham.

In August, World War II veterans from our Milford Grange community also gathered for a special Victory in the Pacific Day service including a service with RSL representatives and a visit from World War II jeeps.

Thank you to everyone who helped to make the day so special for residents and clients.



HOW-R-U? Coordinator Meg A'Hearn (centre) with volunteers.



# Postcards from the road

Our senior leaders from at home support, residential care and retirement living have travelled from coast to coast for a series of roadshows held across all regions with local teams.

It was a great opportunity to meet teams in person and share updates. Discussions focused on our service delivery models, initiatives and programs impacting homes, villages and services as well as systems integration, policy and planning.



Residential care and retirement village leaders in South East Queensland



General Manager Bobby Kaur and team members recently celebrated a successful Care Champions pilot program at Pemulwuy residential home.

## Champions of care

A new 'Care Champions' role is helping to support resident wellbeing and care in our residential homes.

The role was introduced to further enhance our person-centred approach to caring for residents.

The role offers team members an exciting opportunity to directly support residents' wellbeing and care by acting as the liaison between residents, families and the home's care team.

Care Champions have a wide range of responsibilities including:

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

Since August, almost 300 Care Champions have been appointed across 88 residential homes.

Glenn Hancock, Chief Operating Officer Residential Care, said the introduction of Care Champions has made a "hugely positive" impact for residents, families and teams.

"There are so many good news stories of the positive differences the Care Champions have made in our residents' lives," he said.

"Care Champions are able to spend more quality time with our residents and make suggestions to support their wellbeing and care, as well as being a central contact person for families."

Giovanna Grasso said being a Care Champion at Glendale residential home had been a rewarding experience.

"Part of our Care Champion role is sharing memories with residents," Giovanna said.

"I love when you get to see some of the things the residents have made and they have them displayed in their rooms - there's always an interesting story behind it."

A Care Champions pilot program was recently held at Pemulwuy residential home, which General Manager Bobby Kaur said was a great success for all involved.

"We have received positive feedback from residents, families and staff on our Care Champions' performance," Bobby said.

"They are so helpful to everyone in every way."

To find out more about becoming a Care Champion, speak to your Home Leader or Talent Acquisition Partner.



Fitzroy at home support



Toowoomba at home support



Gold Coast at home support



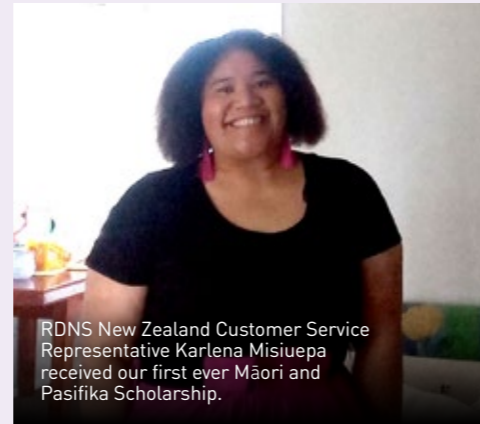
Perth Metro Southwest at home support

# In the news

## Congratulations to our scholarship winners

The recipients of the Bolton Clarke Scholarships Program were announced at a special virtual ceremony in November. This year 24 scholarships were awarded, recognising recipients from across Bolton Clarke Group for their dedication and commitment to completing further education.

You can view the full list of recipients on the Scholarships Program page on Connect. Congratulations to all the winners!



RDNS New Zealand Customer Service Representative Karlena Misiuepa received our first ever Māori and Pasifika Scholarship.



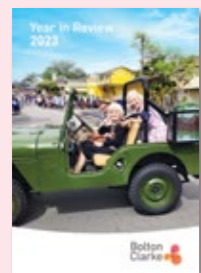
## Downsizing Made Simple book launch

In November, downsizing experts and bestselling authors Rachel Lane and Noel Whittaker launched the new edition of their book *Downsizing Made Simple* at our Moreton Shores and Europa on Alma retirement villages. The book covers a range of topics, from accommodation options and legal and financial aspects to real-life stories.

## Summer reads

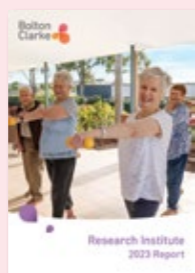


Looking for a summer read? Here are a few options to keep you up to date with what's happening across our organisation.



### Year in Review 2023

Our Year in Review showcases key milestones and achievements throughout the year.



### Research Institute 2023 Report

The Research Institute Report shares highlights of the Research Institute's work to help people live and age well.



### Ageing Well Report

Our latest White Paper, the Ageing Well Report, outlines how we can work together to support a positive ageing experience for all Australians.



Villa Serena General Manager Maree (centre) with team members Paula and Crystal.

## A round of applause

In November, the winners of the FY23 Residential Awards were announced, shining a spotlight on residential homes and team members. The 24 winners demonstrated exceptional innovation and continuous improvement to create moments of joy for residents and to achieve outstanding results. Congratulations to all winners, including Villa Serena at the Gold Coast which was named this year's Home of the Year.

## Redeem your gift through My Rewards

Our new employee benefits program My Rewards is now live and your festive season gift is ready to redeem!

My Rewards is the biggest employee discounts platform globally, offering access to exclusive discounts, cash back and rewards at more than 500 retailers nationally. This provides you with significant savings on a range of items from everyday purchases to special items like gifts or holidays.

### How do I redeem my festive season \$30 voucher?

1. Visit <https://boltonclarke.rewardgateway.com.au> and enter your Bolton Clarke username and password.
2. Once you are on the Home page, click on 'Redeem your festive season gift' and follow the prompts.

If you have trouble with your login, please contact the IS helpdesk on 1300 850 669 for assistance.

If you have any questions about My Rewards, please reach out to the Employee Experience Team at [theheartofus@boltonclarke.com.au](mailto:theheartofus@boltonclarke.com.au)



