



### From Steve's desk



By any definition 2023 has already seen a LOT happening as we continue to tackle workforce shortages, cost of living increases and lingering COVID.

It's good to see some positive signs for our sector coming through. Notably two important wage-related announcements from the Fair Work Commission (FWC) come into effect from 1 July.

The first is specific to our sector with the work value case 15% minimum wage increase to award rates for direct care workers. This bump up in aged care funding is well-deserved and long overdue. As one of the first providers to sign up for the work value case, we're committed to passing on the funding we receive. It does come with a couple of complications – the FWC calculation is based on the minimum award, rather than above-award rates, and the increase does not apply to everyone. For employees not in scope, we will continue to strongly advocate for extending the pay rise to all aged care workers.

The second is a 5.75% minimum award rate increase as part of the FWC's annual wage review. We've been working through how this increase will be applied as it will result in different pay rate changes for different employees. If you're paid at the current award rate, you'll receive the full 5.75% uplift. If you're paid above the minimum award rate, you'll receive a component of the increase. If your existing pay rate is more than 5.75% above the minimum award rate, the increase won't apply.

There's a bit to absorb. Two key take-aways:

- You'll receive your new rate of pay reflecting both changes in the first pay period in July.
- You'll receive an individualised letter outlining your new rate of pay as a result of both changes, by the end of July.

If you have questions in the meantime, speak to your leader or contact employeerelations@boltonclarke.com.au.

Another recent highlight came in the Federal budget with the establishment of an Aged Care Taskforce to look at sustainable funding. We're actively involved in this and other initiatives to identify different ways to sustain the sector. The Taskforce is an important step toward looking at alternative funding models, with a particular focus on co-contributions.

In June, providers, unions, advocates, academics, consumer groups and older Australians came together for a Financial Sustainability Summit. The key outcome from the Summit was sector agreement to develop a white paper on financial and workforce sustainability. These are essential given the demand for aged care services will continue to outstrip supply well into the future.

At the same time, the Government has released the Aged Care Reform Roadmap to provide greater visibility and an indicative timeline for key reform elements to June 2025. We're well placed to implement the next reform requiring residential homes to have a registered nurse present 24/7 from 1 July, and are focused on remaining 2023 priorities including mandatory 200 minutes of care time per resident per day from October, revised Aged Care Quality Standards and new governance requirements. The roadmap reflects the postponement of the new

Support at Home Program to 1 July 2025. You can read more about the roadmap on Page 22.

My thanks continue to go out to all frontline teams dealing with a fifth Omicron wave that has been brewing slowly and is now coinciding with influenza and RSV waves.

It's pleasing that the tremendous efforts of our teams through COVID-19 and beyond have recently been recognised at the 11th Asia Pacific Eldercare Innovation Awards. We were named Operator of the Year – Residential Aged Care and winner of COVID-19 Innovation of the Year (Loneliness). You can read all about the results on page 6.

In this edition of Montage, there's more to celebrate and catch-up on with some great news to share including AMAZING results from the recent Appreciation campaign which saw 600+ messages of recognition shared across our teams – what a terrific effort!

Enjoy reading this latest issue,



STEPHEN MUGGLETON
Group CEO

# Inside this issue

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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: Team members from Lexington Gardens residential home celebrating on Thank You Day.

## The heartfelt difference you make doesn't go unnoticed.

During April and May we celebrated the many ways our teams make a positive difference to the people we support every day. From launching our interactive appreciation wall to sharing posters and personalised postcards and a dedicated Thank You day of celebration, here's just some of the ways we recognised your dedication to living our values.



Appreciation wall



Desktop lock screen



Video



Posters



Postcard



Connect and Buzz posts



Insta photo frame

With more than 600 messages received, our front cover reflects the amazing wave of appreciation that was shared via the interactive appreciation wall. Turn to page 10 to read more of the messages.

## Integration moves ahead

Integrating our teams is about aligning together to support shared values, consistent processes and common ways of working so that we deliver an intentional, valuable and positive customer experience with every interaction.

### Common ways of working

With McKenzie Aged Care joining us earlier this year, we now have 87 residential homes across Australia. From 3 July, all homes will be part of a single operating model, and with this expanded capability comes more opportunities to further consolidate our systems, processes and ways of working.

Making it easier for McKenzie teams to communicate and collaborate across the Group is a key focus right now, with extension of Microsoft Teams, shared calendars, Buzz and devices all underway. Standardising the systems used in key areas such as finance, payroll, rostering, resident management and billing is also a priority.

For our at home support teams, we are introducing a new client management system (Alayacare) which will eventually replace the four different systems and processes currently used across our teams. At home support representatives are helping with planning and initial design, building and testing the system, which will be introduced from 2024 starting in Queensland, New South Wales and Western Australia locations.

Across the Group, another major focus for integration remains on having the right skills and resources to support our growth. Our new rostering system, Humanforce, is being implemented across more residential homes and at home support teams and is already making a real difference in creating more visibility and opportunities to share resources across our locations.

Through these activities and much more, we are leveraging the strength of our combined organisation so we can deliver innovative care, support and living options to more people in more locations.





### Moving to a single brand

Since 2021, we have welcomed Acacia Living Group, Allity and McKenzie Aged Care to Bolton Clarke Group. Introducing a single Bolton Clarke brand is an important priority to leverage the proud heritage of all the brands that make up Bolton Clarke into a unique and relevant proposition for our customers and our teams. This will happen progressively over the next couple of years, and one of the first steps will be updating our visual identity through a refreshed uniform range.

Over the last few months, team members from across our organisation have been providing valuable feedback on potential uniform designs, fabrics and styles through workshops and a wearer trial.

A series of in-person and virtual workshops have taken place, including a hands-on session held in Brisbane in April. At this session, representatives from at home support, residential aged care and retirement living teams had the chance to touch, feel and try on select uniform pieces and provide feedback on initial design concepts.

Participants travelled from within Queensland and from interstate to help ensure our uniform reflects the needs of team members across the Group. Overall feedback from the session was very positive and will be used to help shape final designs.

A wearer trial in May provided a further opportunity for team members to try out some of the proposed uniform pieces. This involved wearing unbranded items to work over a two-week period and providing feedback on important aspects such as comfort, durability and fit. Now that the wearer trial is complete, the team is busy working through feedback to confirm design and fabric options. The new uniform range will be progressively introduced across the Group from early 2024, starting with our teams in Victoria.

More information about our refreshed uniform range will be available later this year.

In the meantime, if you have any questions, email brand\_program@boltonclarke.com.au





At the recent 11th Asia Pacific Eldercare Innovation Awards, our commitment to delivering exceptional care, support and living options was recognised with two major award wins:

Operator of the Year – Residential Aged Care and Innovation of the Year – COVID-19

[Loneliness].

Chairman Pat McIntosh and finalist representatives attended the event in Singapore to accept the awards, which recognise the breadth of support we provide and the tremendous efforts of our teams through COVID-19 and beyond.

Chief Information Officer Johny Agotnes also received a Global Ageing Trailblazer Award which celebrates industry leaders who are challenging traditional boundaries to change the future of ageing.

In awarding Operator of the Year, judges were impressed with our integrated and co-located residential care services, research-based dementia support initiatives, intergenerational storytelling programs, and innovative approaches to help residents make meaningful connections and pursue individual interests.

The Innovation of the Year award recognised our work to address the social and health impacts of the COVID-19 pandemic and ongoing commitment to quality and safety.

This included working with VicHealth to provide in-home COVID-19 tests under the Call to Test strategy, collaborating with St Vincent's Hospital to operate a mobile health immunisation service, expanding our telehealth services, connecting homeless people with food and health services, and developing and delivering research-based in-home interventions around frailty and falls prevention.

The expansion of our award-winning HOW-R-U? program and launch of the Connect Local social prescribing initiative in Glen Eira were also noted (see the next page to find out more about this initiative).

The awards, which were presented in May during the World Ageing Festival, attracted more than 200 submissions from 15 countries. They formed part of the Ageing Asia Innovation Forum which encourages global knowledge exchange, cross industry collaborations and sector partnerships to help accelerate the launch of new projects and innovations.

# Building community connections

It was a stellar turnout at the official launch of the Research Institute's Connect Local program, with local dignitaries and members of the Glen Eira community joining Bolton Clarke team members to celebrate this important initiative.

Federal Member for Higgins Dr Michelle Ananda-Rajah MP and Glen Eira Mayor Cr Jim Magee were among guests at the launch event, where participants shared how the program is already making a difference to their sense of wellbeing and helping them build connections in the community.

Connect Local, part of the Connecting Communities to Care program led by the Research Institute in collaboration with Alfred Health, South East Melbourne Primary Health Network and the Australian Disease Management Association, uses an innovative social prescribing model to improve health and wellbeing for older people in Glen Eira.

Opening to clients earlier this year, the program works with GPs, clinicians, service providers and The Alfred Hospital to link older community members with existing social and wellbeing activities.

Executive General Manager – At Home Support Deidre McGill said the program aimed to address the gap between the health and social systems by providing practical supports and linkages to local community services and activities.

"Trained community connectors spend time with participants to identify meaningful goals and

a personalised plan to help improve their overall wellbeing," she said.

"The connectors then follow up to make sure the supports or activities are making a positive difference."

Senior Research Fellow Dr Rajna Ogrin said at any one time up to 150,000 Victorians aged 65+ experienced chronic loneliness, with meaningful social networks an important protective factor.

"Social connection is one way of addressing these non-medical needs that can affect people's wellbeing," she said.

Supported by funding from The Ian Potter Foundation, the program is being implemented in the South East Melbourne Primary Health Network, with researchers seeking to expand to other areas.

"Ultimately we would expect the program to be implemented in other communities throughout Victoria and Australia to provide the supports that older people need and want in an ongoing and sustainable manner," Dr Ogrin said.

Contact Dr Rajna Ogrin or visit connectlocal.org.au to find out more.





Anzac Day holds special meaning across our organisation and this year proved no different as we paused to reflect on the service and sacrifice of veterans, both past and present.

Many of our homes and villages hosted commemorations including wreath laying and a minute silence to honour our veteran clients, residents and team members.

A highlight was the Dawn Service and Gunfire Breakfast at our Fernhill home and retirement village in Caboolture. The event was held in conjunction with the local RSL sub-branch and received strong support with nearly 1,800 guests in attendance, including our Chairman Pat McIntosh.

It was a powerful reflection of Fernhill's proud legacy of veteran care and strong ties to the wider Caboolture community, having first opened its doors to World War I veterans on 4 May 1950.

Gemma Larrett, Retirement Living Sales Operations Manager, said it was an honour to be part of such a memorable event that brought together so many different groups including residents and team members from Fernhill's village, residential home and Village Hub.

"It was incredibly moving to witness the sea of people, united in deep reflection as the morning light broke. It was even more special to share in the moment with our veteran residents and local sub-branch members," Gemma said.

Hosting an event of this scale required careful planning and Gemma said it was a true team effort behind the scenes.

"In the lead up to Anzac Day, we formed a committee of team representatives from retirement living, the Village Hub and residential care," Gemma explained. "Everyone played an important part in the preparations and running of the day."

For Kerrie Tomkins, Village Hub Coordinator, the opportunity to be part of the committee was a privilege as she was able to offer valuable insights and advice that were based on personal experience.

"I'm an ex-servicewoman and a member of the Caboolture-Morayfield and District RSL sub-branch, so it was really enjoyable to help foster relationships between our organisations," Kerrie said.

"By taking a collaborative approach we created an event to remember for all involved – the atmosphere on the day was amazing."



# The heartfelt difference you make

During April and May, we invited you to share messages of thanks to your colleagues and team for all the thoughtful things they do every day. The response was overwhelming and showed the heartfelt difference you make doesn't go unnoticed! Here are just some of the 600+ messages of appreciation we received:

## Salamat कंधे पें



Be many you Matt for Managers with their budgets and truly appreciated."

"Thank you to all the hardworking Ross Wing team at Glendale. You're wonderful."



CHachoo



"Thank you to all our teams for the love, support and care you provide to our residents every day."

Salamat

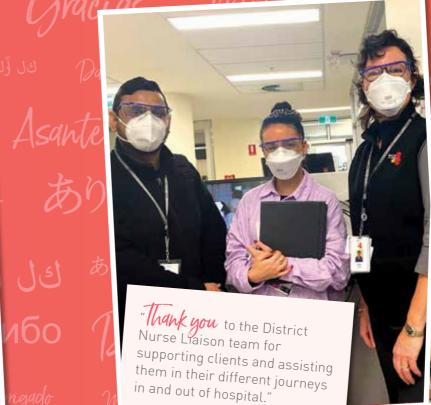
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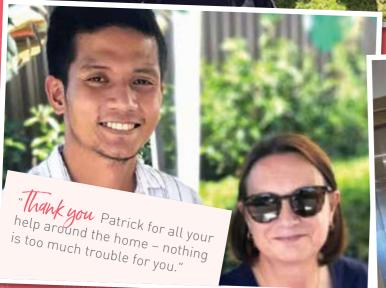
"Trank you to our maintenance teams for ensuring residents have a safe, comfortable and enjoyable home."



CHachoo

Merci **Ευχαριστώ** "Thank you to the Home Care Package Team for ensuring clients receive exceptional care and support through their Home Care Packages."

Vinaka PJJ PJJ



Thank you Winnie for using your amazing sewing skills to make fidget mats for residents."



Visit heartofboltonclarke.com.au to read more messages and see how powerful our kind words and actions can be.

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"Trank you to our AHS teams in WA for everything you do."





### Redleaf Manor welcomes ministerial visit

The team welcomed Minister for Health and Aged Care Mark Butler MP and Federal Member for Reid Sally Sitou to Redleaf Manor residential home at Concord in May.



### Fundraising fun

At home support and retirement living teams and residents came together at Milford Grange for a Biggest Morning Tea event in May to raise money for the Cancer Council.



### A legendary day out

Lifestyle Assistant Louise Patane and residents from Charlesbrook residential home were excited to meet some famous four-legged friends at the 'Living Legends' Horse Farm at Greenvale, Victoria.



# Federal Member joins open day

Federal Member for Farrer Sussan Ley joined the Riverwood retirement village team at the recent successful open day.



### New Gold Coast hub

The Gold Coast at home support team pictured at their new Queen Street Village office at Southport.

## Great team effort

A big thank you to our teams in Western Australia who have provided great support during recent changes including introducing new payroll and rostering systems.







# Battle of the chefs

Teams battled it out to create the best high-energy, high-protein smoothies at the recent Chef Manager Forum in Brisbane.

## Recognising our nurses

In recognition of International Nurses Day we share just some of the stories that reflect the diverse and invaluable contributions our nurses make across our sites and services.





### From hospital to home

Based on-site at 17 hospitals across Melbourne, our District Liaison Nurses play a pivotal role in linking patients with the right support to make the transition back to independent living.

Annetta Pleban is a District Nurse Liaison servicing the Royal Melbourne Hospital's (RMH) City and Royal Park locations and explains that regaining independence at home after a hospital stay can be difficult, so clear communication is central to the process.

"Being a liaison allows me to assist with hospital discharge planning for people who require extra support," Annetta said.

"My role involves assessment of new nursing referrals as well as discharge planning for patients. This includes advocating for and educating patients within the hospital about their pending nursing care needs at home. Through these conversations I can connect them with our local at home support teams to ensure their transfer home is seamless and they are receiving appropriate care.

"It can be support for anything from medication management, diabetes and wound care or other types of care that still require nursing support at home," she said. Annetta said our expanded capability means patients can tap into a full range of services to suit their needs.

"We can leverage the expertise of our allied health teams, clinical teams, district nurses, clinical nurse consultants, the Clinical Knowledge Centre and Research Institute,"

"Through this combination we can deliver better health outcomes at home with a personalised care plan."

Working in collaboration with at home support teams and the team at RMH is something Annetta enjoys most about her role.

"Everyone is supportive and available to answer questions. We're united in our shared passion for ensuring the patient receives the right care for their needs," Annetta said.

"As nurses in the community it is a privilege to be invited into someone's home and to care for them. It's not a responsibility that we take lightly."

### New pathways

When Personal Care Worker Wa Wa Kenny, from Galleon Gardens residential home, applied for last year's Bolton Clarke Scholarship Program, her motivation was to pursue a career in nursing. Fast forward six months and Wa Wa is on her way to becoming a registered nurse after being awarded the Brigadier William Bolton Scholarship.

"I'm so appreciative of the scholarship as it has helped me to progress my studies with a Bachelor of Nursing. This will allow me to balance my full-time work, while gaining invaluable experience through future study placements," Wa Wa said.

When it comes to listing her favourite parts of the role, Wa Wa lists the supportive team environment and high standards for resident care.

"I look forward to coming to work every day and consider the Galleon Gardens team as my family and the community as more than a workplace – it's my second home," she said.

"I hope to grow my career here by becoming a registered nurse and continuing the deep level of care that the team is known for. We recognise the whole person and their different needs from physical health to emotional and mental wellbeing."

### A dream role

For Mandeep Brar, working as a Clinical Coordinator for RDNS New Zealand (NZ) is a dream come true.

Mandeep first joined RDNS NZ as a support worker in 2015 after arriving from India on a student visa. She had completed her nursing training in India but needed to complete further study to become a registered nurse (RN).

Mandeep headed to the Gold Coast to complete her training, and then returned to New Zealand where she worked as an RN in aged care for two years.

While she enjoyed this role, Mandeep had her heart set on working for RDNS NZ again – so when the opportunity came up to join the North Island Clinical Care team, she was thrilled.

"I really love my work – we have a great team that will hear you and support you at every step," she said.

Now settled in Auckland with her husband and young son, Mandeep is thoroughly enjoying her new role.

"Every day is different, whether it's meeting families, doing assessments, following up with support workers or liaising with other organisations," she said.

"I appreciate the clients I work with and learn from them every day."



## Sky's the limit at Lilydale

## Whether it's leaping out of a plane or spending the night at the zoo, Maureen Hincksman is making sure residents' wishes come true.

The Lifestyle Coordinator at Lilydale residential home in Victoria is a big believer in getting the most out of life and has been working with residents to create wish lists of experiences they would like to do.

Having worked through her own wish list over the years, including climbing the Sydney Harbour Bridge, hot air ballooning and parasailing, Maureen is not afraid to try new things – so when Lilydale resident Bob said he wanted to jump out of a plane, Maureen was up for the challenge.

"I wanted to bring the wish list to Lilydale and had been talking to a few residents about things that interest them," she said.

"Bob said he had always wanted to skydive, so we thought that's what we'll do."

Taking her commitment to new heights, Maureen accompanied Bob on the skydive, jumping from 15,000 feet over the Yarra Valley.

Bob's impressive feat made national news, including an interview on Sunrise, and Maureen described the experience as "wonderful".

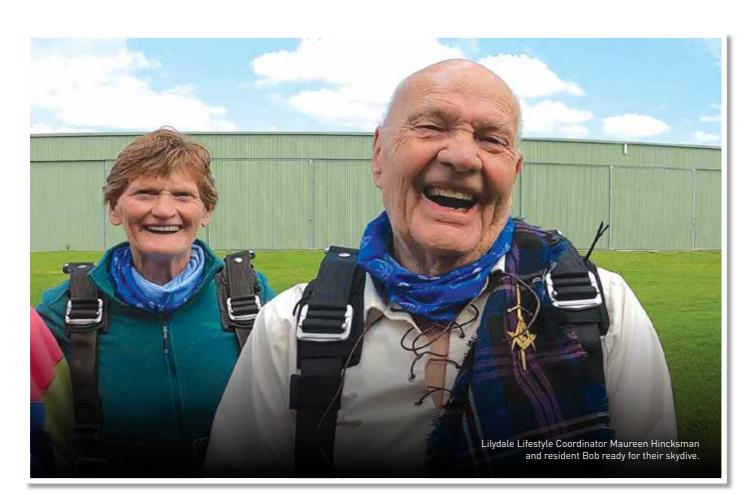
"I loved it so much I'm going to do it again with a group of girlfriends later this year!" she said.

With her feet firmly back on the ground, Maureen is now focused on helping more residents fulfil their wishes.

"We have a couple of residents going up in a hot air balloon, another who wants to do laps in a race car, and we're organising for a group to have a sleepover at Werribee Zoo once it gets a bit warmer."

She said the initiative had created a lot of excitement at the home.

"It's all about helping residents get the most out of life, and it's certainly getting talked about around here," she said.





Team members from across our service lines got their groove on at a recent workshop at Galleon Gardens on the Gold Coast, learning how to safely facilitate dance classes for residents and clients.

Run by an experienced dance teacher, the workshop included a range of participants, from physios and lifestyle coordinators to personal care workers and students, who were all keen to learn how to assist residents and clients to participate in seated dance classes.

The classes are designed by Dance for Parkinson's, an international organisation that provides accessible dance classes for older adults, including those with Parkinson's Disease and dementia.

Research Fellow Xanthe Golenko said the classes allow participants to express themselves creatively while also delivering physical, cognitive and social benefits.

"Dance for Parkinson's classes are always conducted in a circle, promoting a sense of belonging among participants who are all doing the activity together," she explained.

"There are the cognitive benefits of learning and remembering steps and routines, and the reminiscence benefit of dancing to music they may have danced to in their younger years."

Xanthe said the classes are designed to be inclusive, allowing people of all abilities to safely participate.

"Participants receive one-on-one assistance and can remain seated or gradually work their way up to standing with lots of grounding activities," she explained.

The workshop was part of the Research Institute's 'Dancing through life' program, which is running a pilot program for residents in our homes and retirement villages at Darlington, Galleon Gardens and Winders communities. The program is supported by funding from Dance for Parkinson's Australia and an Aged Persons Welfare Foundation Grant.

Winders Lodge Personal Care Worker Roisin Davoren attended the workshop and said the dance classes were the perfect addition to the activities calendar.

"Even for those with limited mobility, the atmosphere of being together with other people, enjoying music, exercising, and getting to express yourself and let go a little bit is something I really believe will bring a lot of joy to residents," she said.

Visit danceforparkinsonsaustralia.org or contact Xanthe Golenko to find out more.



development remains a key focus as we continue to expand our services to support more clients and residents.

### Specialised clinical learning

Our Personal Care Worker Academy celebrated its second group of Personal Care Worker (PCW) graduates last month with six Victorian-based PCWs recognised at a special graduation ceremony.

Through the 12-month program, new PCWs can advance their clinical skills and knowledge which can lead to new opportunities.

PCW Team Leader Christine Esenkaya was one of the first graduates from the program and said the experience encouraged her to take on new challenges.

"I enrolled in the program when I started with Bolton Clarke and enjoyed learning from Clinical Nurse Educators who specialised in different fields," Christine said.

"This helped me to refine my skills and deepen my understanding across a range of topics.

"I've remained involved with the program by taking on a mentor role and it has been wonderful to now see a third cohort start their journey. Opportunities that allow our teams to continuously grow and learn are invaluable as they enhance our delivery of care."



### **Future focus**

We are investing in our future generation of nurses through scholarship opportunities, including the recent Queensland University of Technology Faculty of Health Awards. This year we sponsored the inaugural Aged Care Rural Clinical Nursing Placement Scholarships. The scholarships will support nursing students to undertaking clinical placement in a regional or rural location. Congratulations to the winners!

### Expanding our networks

Our residential homes in Bundaberg, Maryborough and Townsville will soon welcome 20 new team members from Fiji and Kiribati following a recruitment visit in May.

Head of Employee Experience and Talent Lee Robinson, Group International Sourcing Manager Sara Allotta and Clinical Manager Eeata Rabunimango travelled to Fiji to interview graduates of the Australia Pacific Training

Coalition program – an Australian Government initiative that provides training in 10 Pacific Island countries in high-demand areas, including aged care.

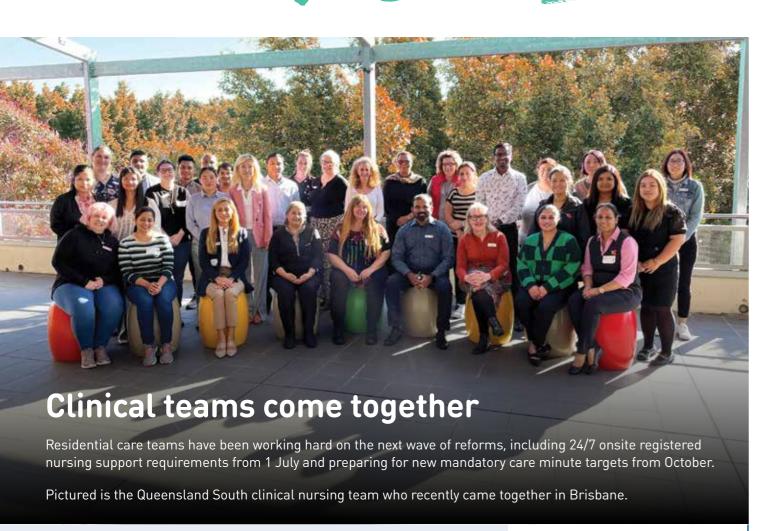
The team also met with Fiji's Acting Permanent Secretary Mr Atish Kumar (pictured with the team above) and the Director of National Employment to discuss the program.

It was a full-circle moment for Eeata, who arrived in Australia from Kiribati through a similar scheme, the Kiribati Australia Nursing Initiative, in 2009.

She joined the Pioneers team at Longreach in 2014, first as a personal care worker and then as a registered nurse, and said working with Bolton Clarke had provided

"The support you get makes a huge difference and I've enjoyed all the different roles I've had at Pioneers – it's like my second family," she said.

# In the heurs



# A collaborative approach to end-of-life care

Educator and Project Consultant Arlene Nunez (right) and Clinical Nurse Leader Afshan Rani (left) from Walkerville residential home in South Australia presented at the End of Life Directions for Aged Care (ELDAC) showcase in June.

The home has implemented an end-of-life care pathway with support from the QUT ELDAC Linkages Program.



# Aged care reform roadmap released

The Australian Government's Aged Care Reform Roadmap provides an overview of reform activities across the sector and provides an indicative timeline for key activities to June 2025.

Visit the below link to access a copy of the roadmap:

health.gov.au/our-work/agedcare-reforms/roadmap

# Celebrating 3 years of HOW-R-U?

Our corporate volunteering program HOW-R-U? reached an important milestone in June, marking the 3-year anniversary of the first call. Since then, many team members have contributed to the success of the program, with 106 volunteers making more than 2,700 calls to support clients and retirement living residents to remain socially connected.

If you would like to find out more about becoming a HOW-R-U? volunteer, email howru@boltonclarke.com.au





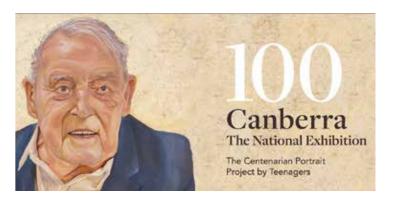
## $\it H^{th}$ residential home on the way

Construction is progressing on our new Willowdale residential home in south-west Sydney, with the first residents expected to move in by the end of the year. Incorporating the latest environmental design solutions for wellbeing and independence, our 88th residential home will provide additional care options to support the local community.

### Centenarian portraits: Virtual exhibition

100 Canberra: The National Exhibition presents a selection of 100 portraits of centenarians created by young Australians. The portraits have been selected from works made through the Centenarian Portrait Project by Teenagers which has been using art to forge connections between generations since 2017.

Visit the virtual exhibition at embraced.com. au /100-canberra-virtual-exhibition





Thank you

Meredith Davies Support Services

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At Home Support

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Andres Wood Windows Rotirement Village

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Jettrey Perera Support Services

Thorntands Team At Home Support



Thank you

West HCP Team At Home Support

### Thank you

St Leonards Team Support Services



Procurement Team Support Services



### Thank you



### Thank you

Emily Balasa At Home Support

## Thank you

Denna Galuvao At Hame Support



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Thorntands Team At Home Support





### Thank you

Rebecca Richardson Support Services



### Thank you

Peta Wilson Support Services



### Thank you

Riverwood Team Retirement Living

Calletta Gracks Marten Aged Care

### Thank you

Seema and Leanna At Home Support

## Thank you

Margaret Ryan Support Services



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Julia Arifese Support Services

Thank you

### Thank you

Emma Lamagoere Support Services



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Nat. Kevin & Troy izes Retirement Village



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Nelly and Michelle At Home Support



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Research Institute Team Support Services

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