

Opal moments

SUMMER 2021



Ageing is living

Acknowledgements

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Opal HealthCare acknowledges the traditional custodians of the land on which we live and work. We pay our respects to their Elders past, present, and emerging.






COVER IMAGE

Joan at Rutherford Park Care Community attended a very special morning tea at the local preschool. Quickly stepping into ‘great grandparent mode’ Joan and her fellow residents found much joy connecting with the younger generation. Read more about Intergenerational Connections on page 46.



Our residents at Kawana Waters Care Community enjoy fishing at the local waterways.

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Garden tea parties are a weekly tradition for our residents at Kawana Waters Care Community.

Message from our CEO



Opal Moments Summer 2021

2021 – what a year!

This year I have often called to mind the Hermann Hesse quote from Siddhartha, “*for you know that soft is stronger than hard, water stronger than rock, love stronger than force*”. While we couldn’t have imagined a second year of Covid even more extensive than the first, I look back on 2021 and I am grateful. As an organisation that was already strong, now we are stronger. Our collective capability has grown. Our team respond fast, expertly and with confidence to an outbreak or Covid exposure. All of which stands us in good stead as Covid moves from pandemic to endemic in Australia and the world.

I continue to be inspired by the courage, resilience and compassion of the entire Opal HealthCare family. Each individual’s decision to get vaccinated as soon as possible meant that when Delta arrived we were well prepared and better protected to take on Covid as it swept through NSW and then Victoria.

Thanks to the vaccine and now the booster shot – which began rolling out across our Care Communities in December – we’re enjoying greater freedoms and connection with family, friends, loved ones, and very importantly residents in our Care Communities. We’re delighted that families can once again spend time in person with their loved ones.

I am very proud that Opal HealthCare has vaccinated over 14,000 people to date, including residents, team, families and people in the wider community such

as fire fighters, paramedics and teachers too – many of whom would not have been able to access the vaccine in time to return to the classroom before mandates for teachers took effect.

Opal HealthCare has an important role in serving society, and by caring for people who care for others we are helping to build healthier communities. There are many ways we do this, including providing support and comfort to the families of our residents, delivering quality respite care that gives both resident and carer a meaningful and fulfilling experience, and offering community outreach through our Dementia Care Connections program, which began in Western Australia and New South Wales and will roll out in Queensland and Victoria in 2022.

And we’re thrilled to have launched the Opal HealthCare Academy in December, offering a diverse suite of training, development and leadership programs for our team across every field in residential aged care. I believe that *companies don’t succeed, people do*. Through the Academy we aim to continue to attract and retain the right people, and give them the right training and support to deliver the best care we can. We’ll share more about the Academy in the new year.

May 2022 bring you much joy.

Warm regards

Rachel Argaman

Rachel

Stories from our Care Communities



ASHMORE GARDENS

We celebrated Oktoberfest with a German-themed BBQ. Everyone enjoyed sitting at long tables, eating freshly baked pretzels and socialising together. Residents, team, volunteers and family members had lots of laughs performing the chicken dance, and residents awarded prizes for best outfits worn by our team.



KAWANA WATERS

It was all giggles and fun for our residents and their meaningful mates, who took part in our 'snap a selfie with your mate' competition. It was a great way to check-in with mates and get some silly photos together to share on our Care Community notice board.



TREEBY PARKLANDS

Maintenance Officer Gareth took our Treeby Parklands Men's Club for a spot of trout fishing on the river. They had a fantastic time, and one of our residents Vernon, was thrilled to catch a silver brim!



ALTONA GARDENS

Our residents planned and organised decorations for our 'Hollywood' theme party. Covid restrictions in Victoria didn't dampen anyone's spirits. Resident Norman brought his vinyl record player from his room and played dancing songs while we socialised, feasted and danced the afternoon away.



MELVILLE PARKSIDE

One of our wonderful volunteers, Craig, put together an armchair travel program to Japan. Craig started with a slide show of popular sights and tourist attractions around Japan. Residents sat together and traced their names out in Japanese, played a Japanese game similar to 'pin the tail on the donkey' and enjoyed Japanese delicacies including matcha green tea ice cream with sweet bean sauce. It was a wonderful way to spend time together on a rainy afternoon!

Stories from our Care Communities



BOSSLEY PARKSIDE

Our team and residents got together to celebrate the International Day of Music. Lifestyle Coordinator, Wilma, showed off her musical talents and sang for residents who requested their favourite songs. Some sang along while others danced to their favourite tunes. It's a great way to keep active and bring joy to one another's day.



CARSELDINE GREENS

Our residents have been working with a neighbouring school on a fun project for the Hear and Say Foundation. Together they set out to make the world's largest lei. While the school children got to work creating the lei out of recycled products, our residents contributed by making individual leis from recycled paper to give to each participating child. It's been a great way to get creative and repurpose paper for a good cause.



TINGIRA HILLS

The warmer weather is well and truly here! Our residents enjoyed a BBQ lunch in the courtyard soaking up the vitamin D. After a long winter of Covid restrictions, residents decided to dress up for the occasion and relished the aroma of sausages sizzling on the BBQ. There's nothing like the aroma of sausages on the barbie to welcome the summer!



MANDURAH COAST

New residents Greg and Bob have been enjoying experiencing virtual worlds. Using our virtual reality headsets, Sir David Attenborough took them through spectacular forests with beautiful birds and amazing waterfalls. They felt like they were there in the 'Forest of Serenity'.



BURPENGARY GARDENS

Lifestyle Coordinator Kellie's 12-week-old miniature dachshund Alfie has been bringing joy to our residents every day. Alfie loves a cuddle and an embrace from anyone who's offering.



Personalised Care

We share the story of Elizabeth and her extraordinary life as an educator with over 50 years' experience, who puts her knowledge and passion to use by supporting her Care Community team with recruitment interviews. We also meet Hassan, who cooks his family's traditional chicken curry for residents, which they say is delicious and warms the soul, giving Hassan a sense of meaning and enjoyment.



AN EXTRAORDINARY JOURNEY

Elizabeth lives at Murdoch Gardens Care Community in Perth and is an educator, author and international teacher.

Elizabeth came to Australia as a young adult. Qualifying as a teacher, she started out as a teacher, setting up a career as an educator and lecturer in schools and universities, which would span over 50 years.

Along the way, Elizabeth earned a Master of Education and a PHD. Her doctorate research focused on violence in Western Australian Government School adolescents.

Later, she became an International English Language Testing System (IELST) examiner, travelling the world to teach teachers and diplomats, and experiencing extraordinary adventures.

Through her travels, she met eminent medical surgeon and past governor of Zhejiang Province, Professor Li Yu, in the Zhejiang Children’s Hospital in Hangzhou, China. With the assistance of Professor Yu, she founded the Family Rehabilitation Programme for children with cerebral palsy.

On Elizabeth’s return to Western Australia, she became a published author with her autobiography ‘An Extraordinary Journey.’

With countless accomplishments to her name, Elizabeth eventually retired in 2002.

Now a well-loved resident at Murdoch Gardens Care Community and with her extensive knowledge and passion; Elizabeth sits on interview panels assisting our Care Community team with recruitment. Just recently, she assisted with interviewing our new receptionist.

Lifestyle Coordinator Refilwe says, “Elizabeth participates in our interviews by sitting on the panel, she asks well thought out questions which she prepares herself. At the end of the interview, she always stays with the team to discuss the candidate, and has a say in the decision-making process.

“Elizabeth enjoys using her skills. It gives her a sense of purpose and by being part of the recruitment process, she’s representing her fellow residents and providing a perspective that only residents can give. For us at Murdoch Gardens Care Community this is also a great way to demonstrate our focus on person-centred care.”

A true treasure, advocate for residents in team selection and an honorary member of our team, Elizabeth’s contribution to recruitment enables her to play a meaningful role in her community.



THE JOY OF FOOD

Good food has a way of bringing families and communities together. Home cooked meals warm the soul and inspire reminiscence, especially those much-loved family recipes.

Hassan has been cooking his family's chicken curry for most of this life. Growing up in Fiji, he would cook the curry for his mother as she grew older, and for his family.

To preserve these important traditions, Hassan continued to make this curry for his wife and children, loving the preparation and care taken to serve the memorable meal.

Hassan is now happily at home at Bankstown Terrace Care Community. At 90 years young, his memory is sharp but his mobility has declined.

Lifestyle Coordinator Greg and Chef Peter asked Hassan if he would like to cook his favourite culinary delight – his famous chicken curry. The answer of course was yes.

With traditional Indian music playing in the background, Hassan and Peter prepared the curry, with the assistance of Hassan's meaningful mate Pratiksha. Hassan talked them through his cooking process while reminiscing about his younger life.

As he cooked, he stood independently, without his wheelchair, proud to create a delicious and heart-warming meal for his community.

Mouth-watering aromas, music and laughter radiated from the kitchen throughout the Care Community, creating excitement and anticipation for residents while the delicious curry simmered away.

Our residents adored the meal and Hassan smiled as he watched them devour it.

Being able to continue to express his passion for cooking and love for this family has given Hassan meaning and enjoyment at Bankstown Terrace, while contributing to his community.

Bon appetite!

Health & Wellbeing

In Health & Wellbeing, we explore the power of pets, and the research behind pet therapy in aged care. We also meet Iain, a member of our Wellness Centre, who is working towards his goal of visiting his daughter at Christmas, without his wheelchair. And we provide a guide to respite care and how it can benefit many individuals, carers and families.





THE POWER OF PETS

Are dogs really man's best friend? According to worldwide research, dogs and other pets can do much more for a person's health than just being a great companion. In fact, aged care residents can benefit from regular visits from animals trained to offer support and companionship to people through animal assisted and pet therapy.

What is pet therapy?

In formal terms, pet therapy is a guided interaction between a person and a trained animal. It can also involve the animal's handler. The purpose of pet therapy is to help someone recover from or cope with a health problem, or more simply to provide companionship that is safe and comforting for the individual.

Dogs and cats feature most prominently. Other popular types of animals are fish, chickens, birds, and horses. The type of animal chosen depends on the individual's preferences and the therapeutic goals of a person's care plan.

Pet therapy is also known as animal-assisted therapy (AAT), which is a formal, structured set of sessions that helps people reach specific goals in their treatment.

What are the benefits of pet therapy?

Pet therapy builds on the pre-existing human-animal bond. Interacting with a pet can help physical and mental issues, including reducing blood pressure and improve overall cardiovascular health.

Pet therapy can also help with releasing endorphins that produce a calming effect, which can help alleviate pain, reduce stress, and improve overall psychological state.

Goals of a pet therapy program can include:

- improving motor skills and joint movement
- improving assisted or independent movement
- increasing self-esteem
- increasing verbal communication
- developing social skills
- increasing willingness to join in activities
- improving interactions with others
- motivating willingness to exercise.

Other benefits of pet therapy include:

- making you happier, lessening depression, and improving outlook on life
- decreasing feeling of loneliness and isolation through companionship
- reducing boredom
- increasing calmness and reducing anxiety.

Health & Wellbeing

Pet therapy in our Care Communities

Pet therapy can enhance an individual's quality of life with ongoing physical and cognitive benefits. In our Care Communities, pet therapy takes many forms. It may be a formal program, having one's own pet live with the resident in our care, or enjoying regular visits from a family pet.

Whatever the format, when our residents engage in pet therapy, we typically observe improvements in quality of life, including reducing tension, fatigue, and confusion, and encouraging positive emotions and attitudes.

Pet therapy may delay the process of ageing though the increase of physical exercise, socialisation and improvement in mental function. It can boost a resident's activity levels and help them transition through the sense of loss pet owners, who are leaving loved animals behind, may feel when moving into care, which helps with maintaining mental health.

Spending time with animals may also help in other ways – reducing visits to the doctor and medication intake, as well as lower cholesterol and blood pressure. Elderly people can also recover more quickly from illness and surgery, deal with stressful situations better, and have a reduced risk of heart disease.

A furry friend can help elderly people feel needed and comforted.

Pet therapy for people living with dementia

Due to the calming nature of animals, people living with dementia can benefit greatly from pet therapy. Animals are able to help calm and comfort people with cognitive decline, even helping them to communicate and speak.

An animal also encourages a person with dementia to express themselves through non-verbal communication and action. There is evidence to suggest pet therapy can make a person with dementia re-engage with what is happening around them.

Studies¹ have found people living with dementia in residential care who participated in pet therapy had improved verbal communication function and greater attentiveness. A 2020 Australian study, An Evaluation of Dog-Assisted Therapy for Residents of Aged Care Facilities with Dementia², found that dog-assisted therapy seemed to have a positive effect including improving the baseline depression scores in residents.

Nothing compares to the joy of spending time with a loyal companion. Animals can enhance an individual's quality of life with many physical and cognitive benefits.

Our Care Communities love having animals of all shapes and sizes visit or live with us. Dogs and other animals are and will always be part of our community.

¹ Animal-Assisted Intervention Helps Patients with Dementia (hmpgloballearningnetwork.com)

² (PDF) An Evaluation of Dog-Assisted Therapy for Residents of Aged Care Facilities with Dementia (researchgate.net)



Meet some of our furry friends



Tingira Hills Care Community

It's pet therapy with a twist.

Residents at Tingira Hills often enjoy visits from Meg, our General Manager's golden retriever.

Meg also gets a lot out of these interactions and has become a permanent fixture around the place. Furry fun all round!



Tweed Valley Care Community

"Lulu is our Care Community's miniature dachshund therapy dog, who visits regularly. Lulu puts a smile on so many of our residents' faces".
Joy, Lifestyle Coordinator



Springwood Terrace Care Community

"We are really talking to the animals".
Andrew, General Manager



Alfred Cove Care Community

At Alfred Cove, we're lucky to have many cuddles from a variety of animals from the local farmyard on wheels. Our residents tell stories of their childhood, being the egg collector for their family chickens or chasing the baby goats out the house when they had followed them inside. Residents always look forward to visits from the animals.



Treeby Parklands Care Community

Welcome to Coco! Residents and team had a wonderful time getting to know Coco. She's become one of our Community's favourite visitors.



Paynesville Gardens Care Community

"Marion isn't mobile so one of our care team brought her a visitor in the form of a small puppy, which belongs to another resident.

"Marion was so happy to have the visit from little Sophie. Marion loves animals of any kind as she used to own a farm. It was so nice to bring a smile to her face."

Claire, Lifestyle Coordinator



Denhams Beach Care Community

"Snoopy is our newest volunteer, and visits our residents once a fortnight. The smiles on our residents' faces says it all!"

Casey, Lifestyle Coordinator



A CHRISTMAS WISH FOR IAIN

When Iain moved into Kawana Waters Care Community two years ago, he was restricted to a wheelchair and was unable to mobilise on his own.

Iain decided to join our in-house Wellness Centre with the goal of increasing his independence by being able to walk again. *"I've always been very active, coached football and cricket but I guess I am not like that now. It was hard at the beginning, for so long I had not done anything. When I started to the walk, my legs said to me, 'hey, what do you think you're doing?'"*

The focus of our Wellness Centres is reablement and restorative care – helping individuals to achieve their goals, for example; increasing mobility, improving strength and balance, working on fine motor skills, recovering from health conditions such as stroke, or simply staying active. At Kawana Waters Care Community, we partner with our allied health provider HCA in the wellness centre, whose qualified physiotherapists and other specialist clinicians designed individual programs for residents to achieve their goals. The journey is different for each individual, so the physiotherapists orientate their therapy around this.

Iain's therapy is primarily functional to achieve his goal of visiting his daughter for Christmas lunch at her home, which involves going up and down a set of stairs.

"We've been practicing walking up and down stairs. Iain also really wants to improve his walking, so we are focusing on his walking and improving the distance that he can go", says Hannah, Iain's physiotherapist.

Through personalised one-on-one sessions and the support of his Care Community team, Iain is well on the way to achieve his goal.

Day by day, step by step, Iain is smiling ear to ear as his walking improves. *"I'm learning how to walk by myself. I do therapy at least twice a week, and I can walk by myself in my room, which I'm surprised by. I know, I used to always fall over, but I'm more independent, which has always been part of my character, and always will be".*

Iain is well on the way to making his dreams a reality and Santa will not be the only jolly man to visit the family home this Christmas!

Watch Iain's story here:



A LITTLE WELLNESS GOES A LONG WAY

AS PEOPLE AGE, THEY OFTEN EXPERIENCE THE PHYSICAL AND EMOTIONAL EFFECTS OF ILLNESS, INJURY OR LOSS OF ABILITY

Opal HealthCare has a dedicated Wellness Centre in 16 Care Communities across Australia focusing on the long-term health and happiness of our elders.

We partner with experienced physiotherapists who provide personalised programs that deliver real results, improving the quality of life of people with complex neurological, cardiac, metabolic and orthopaedic conditions. Our goal is to improve quality of life, emotional and physical wellbeing, and promote independence.

As we get older, certain things happen to our bodies. Medical research shows that because of reduced physical activity, we lose bone density, muscle strength and our joints begin to stiffen which is why exercise is so important.

The physio-led exercise programs our Wellness Centres offer have assisted with reducing the rate at which this decline is experienced. In a recent study

of residents who participated in the Ashfield Terrace Care Community Wellness Centre program, 55% improved their walking speed and after six months on the program, residents' mobility levels were sustained, demonstrating the lasting effects we aim to have on our residents' lives.

Our Wellness Centres can support living with meaning and purpose for our residents as they offer goal-oriented programs where residents, together with their physiotherapist, set specific goals and work to achieve them. The result is an environment that promotes self-fulfillment, happiness and motivation along with the physical and psychological benefits of being less reliant on others.

The majority of participants have reported that their confidence has grown due to their Wellness Centre program. The longer we can encourage and support our residents to remain physically active, the longer they will benefit from an independent lifestyle.



We promote friendly and fun environments, where residents can socialise with one another while engaging in their own program. Socialising and connecting with others have shown great improvement in peoples' wellbeing.

Many of our Care Communities have an in-home Wellness Centre, which become social hubs with intergenerational connections between residents and members of the wider community, all working together to achieve their restorative goals. Most of our Wellness Centres are available to the wider community as well as our residents.

At each Wellness Centre, we partner with Allied Health providers, whose physiotherapists work together with our care team so that each resident's program is integrated with their care plan. This means there is ongoing open communication between the two teams about our residents' preferences and medical history.

This holistic approach to wellbeing further supports our residents to live their best life in our care.

Each Centre is custom designed and fitted out with specialist equipment for residents to use any time the Centre is open, making it easy to regularly exercise under the guidance of physiotherapists.

Our Care Community team manage appointments and transfers to the Wellness Centre, so residents can relax and enjoy the sessions. Family members are welcome to join their loved one during their sessions if they choose; they may even wish to take up a program themselves. And being able to access these important services in our Care Community, means outings with relatives can focus on having quality time together, rather than travelling to attend appointments.

What is respite care?

There are approximately 2.65 million* people in Australia who fulfil a voluntary role as carer to another person. It is a significant responsibility and while often fulfilling, can also be physically and emotionally demanding for the carer. That's why it's so important for carers to have regular breaks.

Respite care is short-term care, including day respite, enabling caregivers to take a planned or unforeseen break from caring, secure in the knowledge that loved ones can enjoy uninterrupted care and companionship in a safe place. Respite can be planned or accessed on an emergency basis and is funded by government for up to 63 days in a financial year.

Meeting the care needs of another person can be a full-time job, which often requires both physical and mental stamina. Just like the individuals being cared for, the carer also need support to concentrate on their own health and wellbeing. The freedom respite care provides means the carer can have a temporary rest, assured in the knowledge that their loved one is continuing to receive care in a professional and safe environment.

What are the benefits of respite care in our Care Communities?

When you're the carer accessing respite for a loved one:

Social inclusion

Respite care enables your loved one to interact with new people and engage in new activities. The same applies for the carer. While your loved one is spending time with their new carer, you have the opportunity to spend time doing the things you enjoy.

Renewed energy

Taking a break can give you a renewed sense of energy, reducing risk of accidental or unintentional neglect through heightened stress and exhaustion, and enable you to deliver effective support to your loved one.

Emergency support

Emergencies happen unexpectedly and at different times, which can disrupt your primary role as a carer. Respite care gives you the break you need to concentrate on the emergency, with the comfort of knowing that your loved one is still receiving the care they need.

Prevents negative patterns

When individuals are tired, they often find themselves in negative patterns that can result in mistakes or unintentionally giving lower quality care than they normally would. Respite care gives you the break that you as a carer need, and provides the level of support your loved one needs.

Considering respite care for yourself or for a loved one? Learn more at Respite Services | Opal HealthCare

"I was referred to Sale Gardens Care Community as an emergency respite resident when my son was rushed to hospital, and my extended family were stuck in Melbourne due to the Covid lockdown. I felt very down and spent a lot of time in my room worrying.

"When I came to stay at Sale Gardens, I made new friends, joined the Sale Gardens show committee and enjoyed helping organise the show. I was also involved in the Cancer Council Biggest Morning Tea for the Care Community. I found these activities gave me purpose and a reason to get out of bed and out of my room.

"Since returning home, I have remained in touch with my second home. I contact and update the team and residents regularly. I look forward to spending more time in respite care at Sale Gardens in the future.

"I was in an uneasy place when I came to Sale Gardens Care Community, but the love and care I received there got me back on my feet; I just love it and consider it my second home.

"I thank all of you. You're forever in my thoughts. The little night owl Jan"

Jan, respite care resident



"I'm amazed at what they've organised, I really am! The ladies here – we have a laugh together and I think that I might be calling in to see them."

Jean, respite care resident



* Australian Bureau of Statistics



Enjoyment

Everyone loves a dance, especially one that involves toe tapping, boot scooting fun and debuting a new song. Carseldine Greens Care Community's Barn Dance was a night to remember with dancing, singing and great laughter. We also visit Geraldton Shore Care Community and meet our talented resident artists whose creations are bringing joy and light to the locals.



Enjoyment

GET YOUR BOOTS ON AND SCOOT ON OVER

In 2019, Carseldine Green Care Community held their first evening dance. Residents voted for the theme to be Rock 'n Roll and it was a huge success. They planned to make it a biannual dance event but Covid-19 put a spanner in the works.

Fast forward to 2021 and Carseldine Green residents and families were over the moon to finally start planning their next evening dance.

During a meet up at the Ekka Peoples Day / Royal National Agricultural Show day in Brisbane, residents and families started organising the event. Malcolm, a dedicated volunteer, and his wife Jean who lives at Carseldine Greens came up with the idea of an old-fashioned barn dance. Everyone loved the concept and started sharing ideas for the night.

Residents got together to create country themed décor. They made table runners from materials donated by the knitting group and one resident's daughter, Kerry, helped sew the edges. Residents decorated glass jars wrapped in hessian and ribbon to use as vases and filled them with flowers from the garden.

With help from our residents living in the Memory Care Neighbourhood, they created a large photo booth so everyone could have a lasting memory of the fun they had.

On the day, friend of the Care Community and musician, Darrel Beasant, performed his best country songs for hours and hours. Darrel had helped resident Frank write a song, and together they debuted Frank's song much to everyone's delight.

Titled *"Too many years between beers"*, the song is a very special achievement for Frank. Having always been involved in music, performing in bands and writing original works over the years, Frank found it difficult to participate in musical pursuits after suffering a stroke. Since meeting Darren at Carseldine Greens and with his support, Frank is back to writing and says he feels like a new person writing songs again and singing.

"Everyone came together to collaborate and make this such a fun evening. Everyone enjoyed the country food and there was lots of dancing. Our whole Care Community was buzzing! We can't wait until our next dance event," says Lifestyle Coordinator, Kaitlyn.

Residents are now busy coming up with the next theme!

CONNECTING THROUGH ART

Geraldton Shore Care Community is located in the regional hub of Western Australia's mid-west and is known for their deep community ties. Their diverse mix of cultural heritage is a point of connection for residents and team.

There is a thriving creative scene at Geraldton Shore, with many residents participating in regular art classes. Leading the group is Michelle, a talented artist who is also the Care Community's physiotherapist. Michelle has created and curated many exhibitions and displays her artwork at the local art gallery.

Each week 20 residents get together to create and explore art with Michelle. They each have their own creative stories to tell, resulting in impressive paintings with different colours, tones and cultural significance. There's also an Indigenous painting group which meets once a week for residents who wish to practice their art together and share their culture. With so much art being produced, the Care Community had run out of wall space to display it, so General Manager, Carryn, and our team came up with an idea. 'We thought, let's wear the art and let it be enjoyed by the community!' says Carryn.

With the support of Opal HealthCare's Home Office team, t-shirts were sent to Geraldton and a local printer transferred four artworks onto the t-shirts for our team to wear and for residents to give to loved ones as a gift.

Opal HealthCare CEO, Rachel Argaman, was delighted to receive resident Thelma's artwork on her t-shirt. Having just celebrated her 101st birthday, Thelma was thrilled to chat with Rachel about her art via a Teams call. "I feel honoured to have been given such a precious gift from Thelma and I'm thrilled that she's able to continue to practice her art," says Rachel.

"It's such an important part of who Thelma is – all 101 years of her life."

Carryn says, 'Our team and I decided to wear the t-shirts randomly and not tell anyone, giving everyone a surprise. Evelyn, who's one of our very talented artists, was completely surprised as she had no idea. She was over the moon to see me wearing her artwork.'

'All of our residents absolutely love it and now want to join the art class. It's certainly generated a lot of conversation with everyone asking – whose artwork are you wearing?'

Carryn and Michelle are already planning what's next, and this time it's no small feat.

"We're going to be bringing light to the community – literally" Carryn laughs, *"and everyone wants to be involved"*.

To celebrate Christmas and recognise a very challenging two years, Geraldton Shore Care Community is setting up beautiful blue Christmas lights on the exterior of the building.

They're painting Christmas trees to stand alongside the lights, with three themes representing traditional Christmas, Indigenous Christmas and local community Christmas. The Indigenous art group is making turtle and dolphin dot paintings, while other residents are painting wattle trees and the leaning trees of Greenough, which will then be decorated.

"Everyone is excited and wants to get on board, including people in the wider community." Carryn says.

Geraldton Shore Care Community is connecting residents through art and giving the gift of Christmas cheer to everyone who passes by.



Safety & Security

We explore cultural acknowledgement at Canterbury Place Care Community, recognising and celebrating diversity during the NSW lockdown. In regional Victoria, we meet resident Cicely, who wanted to connect with her brother Harold through their mutual faith.





"May we live long and share the beauty of the moon together, even if we are hundreds of miles apart."

Chinese poet Su Shi, explaining the spirit of the Mid-Autumn Festival.

ACKNOWLEDGING CULTURE DURING COVID

Canterbury Place Care Community in Western Sydney is home to residents from Mediterranean, Middle Eastern and Asian backgrounds, its cultural diversity representative of the local population.

Each resident has stories to tell, and deeply held faith and beliefs. Our care team engages with residents individually to understand their story so they can provide person-centred care.

During the winter Covid lockdown in Sydney, with restrictions around visits and community outings, our team focused on resident engagement through our wishing well program. Residents can make a wish at any time, be it anything they desire – something to do, something to eat or someone to spend time with. Wishes are drawn from the well and delivered by our team.

For residents, the wishing well is a bit of fun – something to anticipate and enjoy – whether it's their wish being granted or someone else's. It also helps our team understand what's important to our residents. And it's not just residents who can make a wish, their family and friends can make one on their behalf, or as a surprise.

Focusing on keeping residents meaningfully engaged became even more important when a Covid lockdown meant residents had to isolate in their rooms for a period of time. It was then that one resident's family requested a celebration to acknowledge the Mid-Autumn Festival. Also known as the Moon Festival or Mooncake Festival, this traditional festival is celebrated in many parts of Asia. On this day, the Chinese believe the moon is at its brightest and fullest, coinciding with harvest time in the middle of autumn.

With 30% of residents at Canterbury Place of East Asian background, our team decided to extend this important celebration with some Covid-safe fun for all.

Everyone who wanted to participate was encouraged to do so. Although residents were isolating in their rooms, they contributed by cutting autumn fern leaves and flowers to decorate wishing well cards. The tea trolley was adorned with mythological animals and bells, a real feast for the eyes.

On the day of the festival, the tea trolley was laden with Asian sweet treats, with music playing in three languages – Chinese, Korean and Vietnamese – so residents could hear the festival approaching their room.

"I had the pleasure of selecting the music to bring back childhood memories for our East Asian residents and one of our residents sang along to the song which brought me great joy," says Jack, Customer Service Manager.

Moon cakes, green tea, mandarins and dumplings were feasted on throughout the day. The celebration of culture created a buzz in the Care Community that lifted everyone's spirits despite being in lockdown.

Photos from the day are on display on the Canterbury Place Wall of Fame, giving residents great pleasure in reminiscing.

keeping the faith

It's been a long year for many people and a difficult time to be separated from loved ones. Drawing on the things that give a person comfort and strength has been more important than ever during the pandemic.

Cicely lives at Meadow Heights Care Community. She has a deep faith, which she shares with her beloved brother Harold. With Harold's health deteriorating and Cicely unable to travel to visit him at his aged care residence, she had been feeling the distance more than ever.

Cicely shared her feelings with our team at Meadow Heights who suggested a Zoom session between Cicely and Harold may help give her peace of mind. Our team contacted Harold's aged care residence and organised the call.

Together they chatted and laughed, with Cicely saying 'can you see my hand?' and Harold 'yes I can, can you see mine?'

Cicely read lines they both cherished from the friendship prayer, *'my thoughts are with you today and with each thought, a prayer that God will bless you richly with His peace, His love and care'*.

Cicely hadn't imagined that she would be able to visit Harold through the magic of technology – and seeing one another on screen and hearing each other's voice was comforting for both siblings. Afterwards Cicely was able to relax in the knowledge that Harold was in good spirits and being cared for well.

Cicely and Harold's beaming smiles, their laughter and prayer goes to show that anything is possible; you just have to have faith.





Loving Community

In Loving Community, we delve into the importance of intergenerational connections, the research that supports it and how our Care Communities are embracing friendships with younger generations. We introduce Dementia Care Connections, designed to support education, awareness and connection for people whose loved ones are living with dementia.

INTERGENERATIONAL CONNECTIONS

Connections between generations have been at the core of community since the beginning of humankind.

"Connections between generations are essential for the mental health and stability of a nation"
Margaret Mead, cultural anthropologist¹

Bringing together younger and older people has mutual benefits, and intergenerational activities are becoming more popular due to benefits for all involved. Fostering meaningful engagement and creating bonds between the young and old brings new energy, enthusiasm and knowledge, which in turn contributes to wellbeing.

Research has shown these interactions have fantastic benefits for each generation including improved physical and mental health, higher levels of satisfaction, plus the ability to learn and grow.

So why is this the case? There is compelling international research on the subject. Some of the key conclusions of this research are cited in a 2021 report by Generations United and the Eisner Foundation *"I need you; you need me, the young, the old and what we can achieve together"*².

Benefits of intergenerational connections include:

For older people

- Isolation and loneliness reduces as older people find connection and companionship.
- Mood and self-esteem improves, as they help children older people are reminded of their competence and achieve a renewed sense of purpose.
- Skills and knowledge expand as children introduce older adults to new technology and cultural phenomena.
- Exercise increases. To keep up with children older people need to keep moving, which, in turn, boosts their cognitive, mental and physical health.
- Practical assistance from young people helps older people with chores and errands.
- Perceptions of young people change as older adults feel more comfortable around children and more invested in their well-being.



For children and youth

- Social skills improve, as children learn to talk and empathise with people they wouldn't otherwise meet.
- Emotional support is given. Older people guide children through difficult times and situations.
- Education and behaviour performance improves. Struggling readers, for example, have made significant gains after being paired with elder tutors.
- Safe and healthy choices. Older people divert children from trouble and steer them towards success.²

Each day across our Care Communities, we are fortunate to learn from the wisdom of our residents, and our residents enjoy the stimulation that children of all ages bring to their lives.

Enabling our residents to maintain relationships with people across the generations – just like they have done all their lives – is an important part of living in our Care Community. Nurturing relationships with local preschools, schools and high schools enables opportunities and meaningful connections. Whether informal or formal activities, there are great benefits to all involved.

Recently, Rutherford Park Care Community, in the Hunter Valley, organised a very special 'top secret' mission to attend The Biggest Morning Tea at the local preschool and early education centre. The children welcomed our residents warmly and served a delicious morning tea. The "great grandparent mode" quickly took effect and our residents found much joy connecting with the younger generation. Resident, Fred could not wipe the smile off his face as he shared a cupcake with one of the children. *"The look of joy and happiness on both the childrens' and our residents' faces was wonderful,"* says General Manager Sean.

In Sydney, Quakers Hillside Care Community and the local primary school have enjoyed a great relationship for many years. Prior to Covid-19, students were regular visitors and formed firm friendships. Restricted visitation has meant adopting different kinds of engagement via technology, writing cards and sending letters to stay connected. *"Our residents were so pleased to read the letters from the kids and can't wait to see them soon"* says Ria, Lifestyle Coordinator.

At Annandale Grove Care Community in Sydney Seniors & Teens Empathy Program (STEP) is also popular. The unique intergenerational program is based on the principle of story-telling. It seeks to connect participants across generations to help them explore, share and examine their stories.

"Talking to the residents was a highlight of our year. We are honoured they took the time to talk with us and share their wisdom. We will never forget your beautiful words and we hope to be able to see you in person at some point." – Madiba, student

You can read more about STEP here – Intergenerational activities and programs | Opal HealthCare

Intergenerational relationships, human connection and continuing to strengthen these meaningful experiences through life in our Care Communities enhances wellbeing.

"I was delighted to receive my lovely letter from the children from Hambledon Primary School. I can't wait to see them again!"

Faith, Quakers Hillside Care Community resident

¹ www.legacyproject.org/guides/intergenbenefits.html

² I Need You, You Need Me: The Young, The Old, and What We Can Achieve Together – Generations United (gu.org)



DEMENTIA CARE CONNECTIONS



“People living with dementia can continue to live well for many years after their diagnosis.”

Dr Simon Pedzisi, Head of Dementia Care,
Opal HealthCare

Dementia is highly prevalent among older people in Australia. It can have a substantial impact on the health and quality of life of people who are living with the condition, as well as their carers, family and friends.

Dementia affects close to half a million Australians and almost 1.6 million Australians are involved in their care. The number of people living with dementia is set to double in the next 25 years.

At Opal HealthCare, we care for residents living with dementia every day and are dedicated to creating Care Communities that support the needs of each individual. Our aim is to support residents to live with purpose and meaning, in a homely environment where they feel safe and at ease, and have the opportunity to be as independent as possible.

We also recognise the impact of a dementia diagnosis on family and friends. Improving understanding and awareness of dementia in wider society is vital to better outcomes for people living with dementia, including helping important relationships remain positive and rewarding as an individual’s dementia progresses.

That’s why we’ve established a community outreach program called Dementia Care Connections. The aim is to enable our Care Communities to provide information and education about dementia from experts in our team. And to offer a safe and comfortable place for people who are impacted by dementia to connect and share experiences.

In doing so we hope to improve care and wellbeing for our residents and their families, and provide valuable social support to wider society.

Dementia Care Connections is a modular program where Care Communities can offer different types of community engagement, for example hosting expert speaker sessions, community support groups, and knowledge sharing via Opal HealthCare’s digital channels. It was piloted with great success prior to the pandemic at Alfred Cove, Melville Parkside and Murdoch Gardens Care Communities in Western Australia.

In October this year and in response to ongoing lockdowns in NSW, we ran a series of information sessions for family and friends via webinar across 14 Care Communities in Sydney and regional NSW. ‘Understanding Dementia’ was hosted by Opal HealthCare’s Director, Communications and Community Engagement, Roseanne Cartwright and presented by Head of Dementia Care, Dr Simon Pedzisi.

Over 90 people attended with many insightful questions from the audience answered by Dr Pedzisi. The sessions received very positive feedback, based on which future sessions are being planned. In 2022, the program will continue to roll out across our Care Communities for families, friends and the extended community to help equip people in Australia with better understanding and awareness of dementia.

If you or a loved one is living with dementia and would like to know more about the support available through an Opal HealthCare Care Community near you, we invite you to find out more via our website [Dementia Care Services | Opal HealthCare](#).

Support may be as simple as reading our case studies, connecting with others who are experiencing a dementia journey, or exploring respite or permanent residential care.



At Opal HealthCare, we're a community committed to providing high quality and personalised care for our residents and families and making a positive impact on the wider community.

Our focus on delivering a positive experience in care for residents is underpinned by our continued investment in building the capability of our team, introducing technology that enhances the resident experience, and designing purposeful places that support a meaningful life in care.

Training and developing our team

We're delighted to have launched the Opal HealthCare Academy in December. It offers our team a suite of training and development programs supporting career pathways across every aspect of residential aged care – from entry level roles in care and service delivery to leadership and executive level roles.

Inspired by our purpose to bring joy to those we care for, the Opal HealthCare Academy supports our team with high quality, evidence-based education designed to enable our team to make a difference to our residents, achieve their own development goals and have a fulfilling career at Opal HealthCare.

Courses are available to all team members and many programs are micro-credentialled – meaning team can receive recognised credentials on successful completion. We also offer programs in collaboration with our many tertiary education partners, including Western Sydney University, Torrens, University of Wollongong and the Australian College of Nursing, enabling our team to access exceptional learning programs that build capability and strengthen our team.



Championing clinical care

Our Clinical and Quality Services team are dedicated to continually improving clinical care through education and capability building programs for our team. Two key programs in 2021 have delivered positive impacts for residents and families across our Care Communities.

The Wound and Skin Care quality improvement project aims to improve the lived experience and health outcomes for residents receiving wound care, and enhance skin care and injury prevention. This includes the introduction of dedicated Wound Care Champions in every Care Community to help build team capability, and using negative pressure dressings – an advanced wound care technology. Our Clinical team has delivered over 2,500 hours of skin and wound care clinical education this year, including Opal HealthCare's inaugural Wound Master Class program.

The Palliative Care and End of Life Care project aims to optimise care of residents in their final phases of life. Palliative Care Champions have been appointed in every Care Community, and concerted education through foundational learning sessions, full day



workshops and online modules is in place. We have also introduced a needs screening tool to better equip our care team to identify deterioration, improve planning and engage specialty services at the right time when required. And our systems and processes have been enhanced, using a quality improvement approach to conduct audits to review and monitor outcomes. These programs are now embedded into our learning suite.

Social impact reporting at Opal HealthCare

Opal HealthCare has an important role to play in serving society and we were proud to publish our first *Social Impact Report* in 2020. It sets a baseline for the positive impact delivered in 2020, outlines our focus areas and shines a light on older Australians who embody our philosophy of 'ageing is living' by continuing to play an active and contributory role in society.

Our 2021 Report is now being prepared and will include targets for the four domains we measure: Caring for People, Purposeful Places, Community Building and Promoting Understanding.

Importantly, our social impact goals are built into our business strategy and are endorsed by Opal's board and leadership team as integral to what we do. We must be a sustainable organisation to deliver the dedicated care and living experience that older Australians deserve; provide relief and support for families with loved ones requiring greater levels



of care as they age; and attract, develop and retain the right team members living in the community to serve our residents.

Across Opal HealthCare, we have a significant story of impact to share, one that we hope will help more Australians to understand and value the importance of quality residential aged care services and the difference made by our Care Communities.

THE GOOD COOK

Your tastiest ever summer
fresh recipe starts here.

Recipe by Rob Johnston, Hospitality Consultant WA



SUMMER GODDESS PRAWNS

MARINATE THE PRAWNS

- 1kg green king prawns
- 100ml olive oil
- 50g garlic cloves (peeled)
- 1 large lemon, zest only
- Oregano leaf, fresh and chopped
- Large pinch of salt

1. Cut along the back of each prawn to open it up and butterfly
2. Carefully push a skewer down the centre of the prawn from the head to the tail – this helps keep the prawn flat when cooking. Transfer the prawns top a large tray
3. In a small blender or mortar and pestle mince the garlic cloves, oregano, lemon zest, a pinch of salt and olive oil until the garlic is fine
4. Pour the marinade over the prawns and gently rub it into the shells and flesh of the prawns – allow to marinate in the fridge for at least 2 hours

NEXT, MAKE THE GREEN GODDESS DRESSING

- 2 tablespoons chopped tarragon
- ½ cup chopped flat leaf parsley
- ¼ cup chopped chives
- 1 cup baby spinach
- 1 garlic clove (peeled)
- 2-4 anchovies
- Juice from 1 large lemon
- 20ml chardonnay vinegar
- 50g Greek yoghurt
- 150g mayonnaise

1. In a blender, combine the parsley, spinach, tarragon, chives, garlic, anchovies, lemon juice and vinegar then blitz until smooth
2. Continue to blitz until smooth, about 2 minutes, then pour into a mixing bowl
3. Add the mayonnaise to the herb puree and then using a whisk, gently incorporate until smooth and a lush green colour
4. Whisk in the yoghurt into the green mayo mixture
5. Season to taste with salt and pepper and keep chilled until serving

If you have a favourite recipe you’d like to share, send it to us at recipes@opalhealthcare.com.au

WHIP UP A BLOODY MARY

- 15ml lime juice
- 45ml vodka of choice
- 200ml tomato juice
- 20ml Worcestershire sauce
- 4 drops Tabasco
- 1 celery stalk including leaves
- 1 gherkin
- 2 olives

1. Ensure the tomato juice and vodka are ice cold
2. Skewer the olives and gherkin together
3. Fill a glass to 1/3 full with ice
4. Add vodka, lime juice and tomato juice and season to taste with Worcestershire sauce, Tabasco, extra lime juice
5. Insert the celery stalk and olive skewer, stir gently and serve

NOW BRING IT ALL TOGETHER

1. Preheat the BBQ to medium high take a sip of the Bloody Mary
2. Place prawns onto the grill, shell side down and grill for 2 min
3. Turn prawns over to the flesh side down and grill for a further 1 min – take a sip of the Bloody Mary
4. Remove from the BBQ and place on a serving platter
5. Serve with Green Goddess dressing on the side in a ramekin
6. Enjoy with a fresh salad and a Bloody Mary!

Words of thanks

Our Care Communities often receive thank you letters from families and friends expressing their gratitude for our team. Here are some letters.

**ORANGE GROVE
CARE COMMUNITY**
NEW SOUTH WALES

From day one, all of the team have been so friendly and caring. Dad said all the nurses are great and very kind and he has a favourite nurse that always makes him smile. During these difficult times with Covid, I cannot express enough my deepest and sincerest appreciation to all the team who looked after my Dad and continue to do so, with all of your help and support you give my Dad. Many thanks to all of you beautiful souls.

**DENHAMS BEACH
CARE COMMUNITY**
NEW SOUTH WALES

I would like to thank you for taking care of my Mum during the last couple of months of her life. All of you were so kind to her, especially during the palliative stage. A couple of the girls treated her like she was their own mother, it really blew me away. Thank you, you are a legend, I know you did a lot for her as did many people.

**WARRANTYTE GARDENS
CARE COMMUNITY**
VICTORIA

We are so pleased that we chose Warrandyte Gardens for Mum. Even with her memory she is happy and feels safe. She enjoys the weekly activities, the beautiful gardens and having company in the kind and caring team; and seeing the other friendly residents daily – that happily reminds her she is not the only one growing old.

**MELVILLE PARKSIDE
CARE COMMUNITY**
WESTERN AUSTRALIA

Such a friendly place. Great care and kindness from gentle team with fantastic facilities.

**KAWANA WATERS
CARE COMMUNITY**
QUEENSLAND

I would like to thank all of the Kawana Waters team for taking great care of my father. He was having a hard time dealing with dementia but nothing was too hard for the great team looking after him. Many Thanks.

**MURDOCH GARDENS
CARE COMMUNITY**
WESTERN AUSTRALIA

I highly recommend Murdoch Gardens. All 'the' before team (including management, nurses, carers, receptionists and grounds team) have been wonderful to deal with and provide a very caring environment for our Mum. Set in beautiful gardens, the Care Community really welcomes family and friends, with various meeting places including a cafe. Special thanks for ensuring such a smooth and positive transition for Mum.

**NORAH HEAD
CARE COMMUNITY**
NEW SOUTH WALES

I have nothing but praise for the team at Norah Head. My Mum has been in respite care twice and loved it. My family would love to thank all the team there for taking good care of her, they are all wonderful and so caring.

**MORNINGTON BAY
CARE COMMUNITY**
VICTORIA

A wonderful experience, the team spirit is amazing and the friendliness of everybody is outstanding. The food is exceptional, my stay has changed my view of aged care in a positive way.

**WANTIRNA VIEWS
CARE COMMUNITY**
VICTORIA

The very first time that my mother and I visited to see if we liked the Care Community, we could feel the care and that the atmosphere was lovely. And we were right. A special thank you to your caring team.

**WAHROONGA PLACE
CARE COMMUNITY**
NEW SOUTH WALES

The team members at the Care Community are extremely caring and dedicated. Many thanks for all your hard work, patience and commitment and creating a wonderful community.

Our Care Communities

General enquiries 1300 048 519

NSW — Sydney Metro

Annandale Grove Care Community	02 8585 1900
Ashfield Terrace Care Community	02 8799 7000
Auburn Glen Care Community	02 9643 3200
Bankstown Terrace Care Community	02 9708 9400
Bayview Treetops Care Community	02 9979 9066
Belmore Place Care Community	02 9784 3100
Blacktown Terrace Care Community	02 9852 9600
Bossley Parkside Care Community	02 9426 1500
Canterbury Place Care Community	02 9784 2111
Chiswick Manor Care Community	02 9370 0600
Katoomba Views Care Community	02 4780 0600
Killara Glades Care Community	02 8467 3200
Manly Hillside Care Community	02 8925 6400
Meadowbank Grove Care Community	02 8878 5200
Mona Vale View Care Community	02 9910 7100
Narrabeen Glades Care Communitiy	02 9910 7600
Narraweena Grove Care Community	02 8978 3100
Quakers Hillside Care Community	02 8818 6500
Stanmore Place Care Community	02 8594 6900
Wahroonga Place Care Community	02 9372 3800
Winston Hillside Care Community	02 9865 1800

NSW — Central Coast, Hunter and North Coast

Berkeley Vale Care Community	02 4337 0000
Cameron Park Care Community	02 4944 1300
Coffs Harbour Grange Care Community	02 6659 4800
Kanwal Gardens Care Community	02 4393 1888
Killarney Vale Care Community	02 4345 2700
Maitland Grange Care Community	02 4015 3000
Murwillumbah Greens Care Community	02 6670 9700
Norah Head Care Community	02 4352 8900
Raymond Terrace Gardens Care Community	02 4980 0000
Rutherford Park Care Community	02 4015 3800
Tingira Hills Care Community	02 4904 0100
Tweed River Care Community	07 5590 2800
Tweed Valley Care Community	07 5599 6900
Wallarah Point Care Community	0408 265 643

NSW — Blue Mountains, Western Regional and South Coast

Bathurst Riverview Care Community	02 6334 7000
Denhams Beach Care Community	02 4412 3400
Dubbo Homestead Care Community	02 5852 1600
Mudgee Grove Care Community	02 6370 6200
Narrandera Homestead Care Community	02 6959 5300
Orange Grove Care Community	02 6363 4300
Shoalhaven Place Care Community	02 4429 1200
Springwood Greens Care Community	02 4754 6000

Queensland

Ashmore Gardens Care Community	07 5510 1800
Berrinba Greens Care Community	07 3809 1400
Broadwater Grove Care Community	07 5557 7700
Burpengary Gardens Care Community	07 3481 6100
Calamvale Parklands Care Community	07 3723 0400
Caloundra Place Care Community	07 5390 0200
Carseldine Greens Care Community	07 3500 9300
Kawana Waters Care Community	07 5390 5100
Kirra Beach Care Community	07 5587 5500
Morayfield Grove Care Community	07 5495 9000
Nambour Gardens Care Community	07 5444 9700
Newstead Grand Care Community	07 3024 3500
North Lakes Terrace Care Community	07 3384 2700
Oxley Grove Care Community	07 3716 9700
Springwood Terrace Care Community	07 3722 9400
Varsity Views Care Community	07 5554 8100

Victoria — Gippsland

Bairnsdale Parklands Care Community	03 5153 7200
Inverloch Coast Care Community	03 5671 6000
Lakes Entrance Care Community	03 5179 5500
Paynesville Gardens Care Community	03 5153 8400
Sale Gardens Care Community	03 5142 1600

Victoria — Melbourne Metro and Surrounding Regions

Altona Gardens Care Community	03 8325 7600
Croydon Grove Care Community	03 9723 8088
Epping Meadows Care Community	03 8405 5200
Highton Gardens Care Community	03 5223 0900
Meadow Heights Care Community	03 9303 6800
Mornington Bay Care Community	03 5958 6600
Somerville Gardens Care Community	03 5977 9922
Wantirna Views Care Community	03 9847 2500
Warrandyte Gardens Care Community	03 9844 8000
Warrnambool Place Care Community	03 5563 0600
Warrnambool Riverside Care Community	03 5559 0600

Western Australia

Alfred Cove Care Community	08 6330 0400
Armadale Place Care Community	08 9234 3300
Bunbury Gardens Care Community	08 9726 6300
Carine Parkside Care Community	08 9378 5500
Geraldton Shore Care Community	08 9921 5010
Melville Parkside Care Community	08 9424 0500
Murdoch Gardens Care Community	08 6332 6200
Mandurah Coast Care Community	08 9550 2500
Treeby Parklands Care Community	08 6172 2400



Ageing is living

When your local Care Community is supported by Opal HealthCare, you can feel confident that we're doing all we can to deliver high quality eldercare.