

Annual Report 2016



Brightwater

About Brightwater

Brightwater is a not-for-profit organisation which supports people of all ages to live a better quality of life.

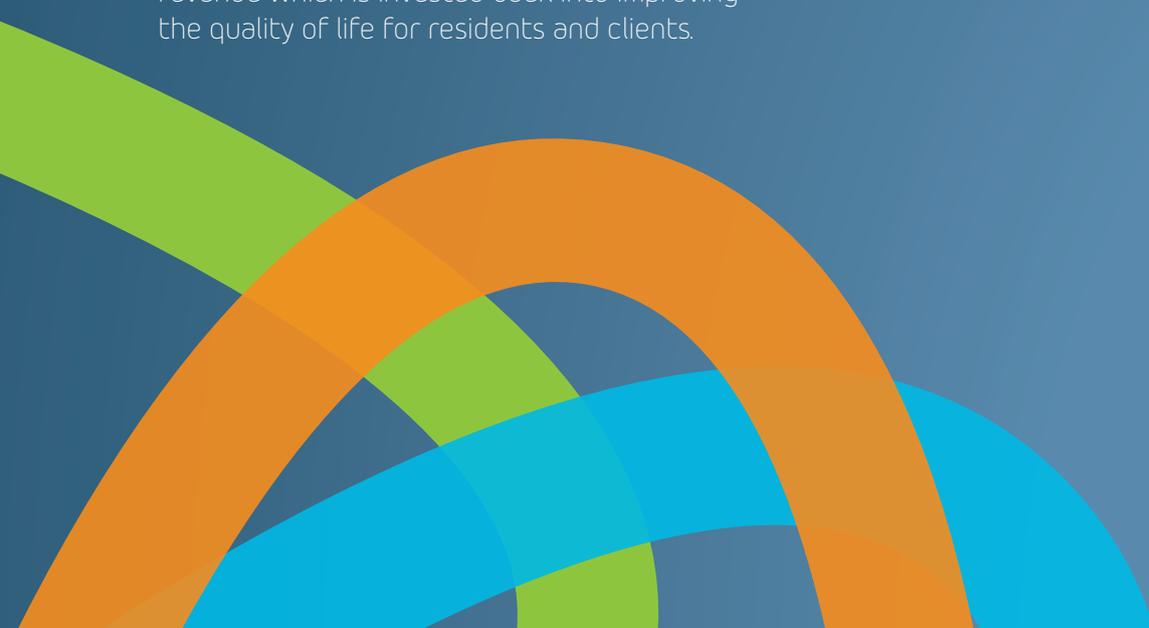
Our services are extensive, from short and long-term residential accommodation and rehabilitation services to assistance in the home, and include specialist skills in supporting people living with dementia, acquired brain injury and Huntington's disease.

The internationally recognised Brightwater Research Centre enables the organisation to keep innovating, to trial and measure outcomes, and to ultimately deliver new ways to enhance the lives of our residents and clients.

A custom-designed over 55s residential community and separate commercial linen and catering businesses provide a valuable source of revenue which is invested back into improving the quality of life for residents and clients.

Brightwater is a respected training and education provider and hosts hundreds of students a year in clinical placements from university, on work experience, or high school workplace learning.

Brightwater is passionate about people. Our organisation approaches care with a compassionate philosophy, treating each client as a unique individual and helping them to live the best life possible.



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Enjoying the Great Gatsby Party at Madeley

Resident Frieda with staff member Petina at Brightwater The Cove



Chair Report

Mr Steven Cole



It has been said that the only constant in our world is change.

Brightwater has proven its adaptability to change over its 115 year history as it has continued to respond to the needs of the community, and to expand and refine the scope of its services.

This year has been no different as it continues to develop and evolve, with a renewed focus on positioning itself for the world of tomorrow – one which will look very different to today.

What was the catalyst for this process?

The environment in which Brightwater serves is undergoing a fundamental restructuring, instigated by:

- + An ageing population with dynamic health care needs
- + Regulatory reform with the rollout of National Disability Insurance Scheme (NDIS) and Consumer Directed Care (CDC)
- + The significant advent of for-profit operators with access to significant new capital sources for their operations

How has Brightwater been preparing?

Brightwater has been positioning itself for these changes over the last decade through the strengthening of its balance sheet and diversification of revenue streams, especially with its retirement living and commercial linen offerings.

There's also been an increasing focus on providing for specialist and advanced health needs of clients and a simultaneous investment in innovative research and development, which has garnered national and international recognition.

Brightwater's forward planning and its responsiveness to its environment has also been

evident in its organisational governance in the past 12 months.

We farewelled our Chief Executive Officer, Dr Penny Flett, as she handed over the baton to Jennifer Lawrence in March. Penny's service to the organisation has been significant and valued, and we have been professionally and personally enriched by her dedication to Brightwater.

Since stepping into the position of CEO, Jennifer's enthusiastic and skilled application to the task is already starting to show. I have the strongest confidence in her ability to lead Brightwater forward with distinction.

Also this year, Brightwater launched a vibrant and engaging new brand to support its profile in the marketplace and to ensure it is well positioned in a more competitive environment.

Continued succession planning for the Brightwater Board and senior executive personnel has been a feature of the past 12 months, as well as a strong focus on strategic planning, executive and prudential risk management.

Finally, Brightwater has converted its registration from a WA incorporated association to a corporation under the *Corporations Act*, with associated constitutional and governance changes.

Looking to the future

I believe Brightwater is superbly positioned for its star to shine bright into the future.

I wish to especially acknowledge the continuing charitable commitment and service of my fellow Board members, who have helped guide Brightwater and its executive team over this period.

For this, my last report after 14 years as a Board member and Chair of Brightwater, I know that I leave the organisation in good shape, with a committed and able team throughout its ranks, and with a compelling strategic direction for the achievement of its worthy objectives.

CEO Report

Ms Jennifer Lawrence



In March this year I was delighted to be appointed CEO of Brightwater.

I've been a part of the business for over 13 years having held various executive roles across the organisation. Over that time I have seen the business grow and mature into the diverse and energetic organisation it is today.

I count myself as very fortunate to have worked with our wonderful former CEO Dr Penny Flett, who stepped down after more than 20 years, and who leaves a strong culture and a firm foundation of innovation in service development.

How will you approach and respond to change in the industry?

As a diverse organisation we are facing great change on numerous fronts, with the introduction of the National Disability Insurance Scheme (NDIS) within the disability area, Consumer Directed Care (CDC) in aged care and, more recently, the introduction of the Western Australian no fault insurance scheme for people catastrophically injured in a motor vehicle accident.

Brightwater has seen many changes over our 115 year history and is well equipped to take advantage of the opportunities offered by a changing environment. We are navigating these changes with consideration and care, being mindful of the vital importance of making deliberate decisions, with our clients at the forefront of our minds.

With the ever-increasing number of people requiring care, and the Government's drive for sustainability, there is an opportunity for organisations like Brightwater to develop efficient ways of delivering services that clients value. We are working through this in a way that ensures we remain true to our values, while being mindful of funding changes that may affect our financial sustainability.

Aside from a new CEO, tell us about other significant changes in the past year – how are they going to position Brightwater for the future?

A clear direction is important in changing times and, as such, Brightwater has developed a re-focused strategy to guide us in the context of more consumer choice, funding constraints and a deregulated landscape.

At the end of the financial year we welcomed a new executive team who bring with them a diverse set of skills and experience, and are charged with delivering on our strategy and with building agile and capable teams. We are in the midst of considerable cultural change as we build a customer-centric approach to our services and prepare for expansion in some areas of our business. We are working closely with the Western Australian State Government to develop innovative solutions for short-term accommodation and looking to expand our retirement living portfolio.

I feel confident that the team at Brightwater can be responsive to any challenges it faces.

How will Brightwater's customer focus be evident in the coming year?

As a not-for-profit organisation in an increasingly competitive space, it is imperative that we listen to our clients and respond to what they are telling us. We have been working on this in recent times, with more to come. In preparation, this year we launched our Speak Up, Speak Out client survey, which uses volunteers to interview our clients face-to-face. This has given clients the opportunity to be heard and to participate in providing feedback where other methods, such as pen and paper, might be difficult.

I have been delighted at the huge increase in participation due to this new approach and they have offered us rich insight into what is valued about our services and how we could improve into the future.

What else can we expect in the coming year?

Residential aged care continues to be the largest part of our business, and with a footprint across the whole of the Perth metropolitan area, we are well placed to continue to grow and support WA's most vulnerable aged with dignity and an emphasis on wellbeing.

Demand continues for Brightwater's specialised dementia services at every stage of a person's journey with the disease. Our highly trained and skilled staff members will continue to focus on this service offering with an emphasis on supporting people to live well with dementia.

Similarly, the Brightwater Oats Street brain injury rehabilitation service continues to thrive and provide a valuable link in the continuum of care for people across WA who have suffered a catastrophic brain injury.

This service became all the more important to the community in July 2016 with the introduction of the no fault insurance scheme in our State. With the advent of this scheme specialised rehabilitation will be a crucial part of the jigsaw puzzle for those injured in a motor vehicle accident.

Our research shows that not only does the Oats Street service deliver world-class community rehabilitation and enable people with a catastrophic brain injury to maximise their recovery and independence, it also provides substantial savings in the costs of ongoing care.

Looking to the future with energy and optimism

I'd like to take this opportunity to acknowledge Brightwater's Board members for the support they have provided over the past year and, in particular, the many years of service of outgoing Chair Steven Cole.

At Brightwater, we are passionate about people. It is our wonderful clients and residents who give us the drive to work hard every day to find better way of providing services. Our dedicated staff members and volunteers are the reason we have continued to thrive over many decades. I'm confident that we have every reason to look forward to continuing growth and improvement in the coming year with enthusiasm and a sense of excitement as we navigate a new landscape with our feet firmly planted in the solid foundations of the past.



Oats Street clients and staff in the 2015 Colour Run.



Heather enjoying the Resident Christmas Party

This year Brightwater supported

833 people in residential care

837 people in transition care

1,651 people to live at home

2,339 respite bed days

466 people with a disability





My OT
Rules!

Josh

OT Staff



Josh and his Occupational Therapist in a lighter moment in the photo booth at the Resident Christmas Party.

This year Brightwater hosted its inaugural Christmas Party at the South of Perth Yacht Club, with residents from all facilities joining together for a day of fun and celebration.

More than 400 residents and clients – a quarter of whom were using wheelchairs – attended the event.

The party was designed to cater for all ages and levels of accessibility with people as young as 18 and as old as 90 in attendance.

The day was a resounding success, and an event residents said they would never forget. A large number of the residents who attended the party don't leave site very often, if at all, so for them, it was a real treat to get out and about – particularly to a location near the water – and to celebrate in style.

There were certainly some unique challenges to overcome – finding enough buses in Perth to transport all those people in wheelchairs was just one. However, it was all worth it when we saw just how much joy it brought to both our clients and their carers and support staff.

The event was made possible thanks to the generosity of donors who funded everything from transport, to entertainment and gifts for each resident.

The changing landscape of care

It has been a year of transition and consolidation as we prepare for changes to legislation and develop our services to meet new consumer demands.

Expansion of Transition Care

Brightwater continued to expand our ability to meet the ever-increasing need for transition care within the community. With only a few providers in the State, the demand for transition care beds continues to be strong. Our Kingsley staff are skilled at supporting people make the transition from hospital to residential care or sometimes back to home and with this knowledge, we expanded our transition care service further, adding another five beds to the existing 66 at Kingsley.

Transition care also continues to be an important pathway for people into Brightwater's residential facilities and At Home Services. The team at Kingsley provide a wonderful example of the high-quality care people can expect to receive at Brightwater.

Preparing for Consumer Directed Care

The team at At Home Services had a busy year transitioning clients across to a Consumer Directed Care (CDC) model.

This involved working with clients to understand all the options available to them and how they could think differently about utilising their package. Clients have taken full advantage of the diverse range of options available to them (beyond usual care service offerings), using funds to do everything from purchasing CapTel phones for those with hearing difficulties to bathroom renovations that will enable clients to remain living at home.

Preparing Staff for Change

This year we have worked closely with staff to prepare for changes in the way we operate under CDC. Within At Home Services, staff have been working throughout the year to transition into a system where they account for each minute of their time; a significant change but one which staff have adapted to well. They've worked together to develop strategies which reduce time lost and to structure client loads to ensure we are taking advantage of all available opportunities while delivering increased options and choice for clients.

National Disability Insurance Scheme

Managers and coordinators have spent time developing an understanding of the National Disability Insurance Scheme (NDIS) and preparing for changes in how people receive funding. Staff have begun supporting our clients to think about the choices they can make - this may mean more or different community activities, changes to where they live, or differences in how their care is provided.

This year, Brightwater also launched our first two NDIS programs - the Skills for Living Program and Support Coordination.

Support Coordination assists clients to access the services that are right for them under the NDIS. Brightwater support coordinators spend time with clients, getting to know them and listening to what they want and then assisting them to develop their own goals and organise their care.

The Skills for Living Program operates in the Commonwealth and State Government NDIS trial sites in the Perth Hills and Cockburn/Kwinana areas.

It aims to help clients achieve social, economic and personal independence by building on skills they already have and supporting them to develop new skills.

Clients with a diverse range of disabilities have accessed the program with an equally diverse range

of goals. Some clients want to get back to work or find somewhere suitable to live, others are hoping to learn how to look after themselves without support.

Hospital Liaison Service

This year Brightwater has reviewed the way we support clients to transition from hospital to our Long Stay for Younger People Program (LSYP) and the Oats Street Rehabilitation service (Oats Street).

With the increasing complexity of the NDIS, and the no fault insurance scheme, we identified a need to provide a more clinically focused service, which would work with hospital staff to identify those people who would benefit from Oats Street and LSYP, and support them to transition. Key to the program are interactions with hospital staff and families to set clear expectations about the outcomes each individual can expect from their time with Brightwater.

Volunteer Training Program

This year Brightwater embarked on a new training program for volunteers. Volunteers are an essential part of our team; with changes related to CDC and the NDIS, we anticipate that they will become even more important to support residents and clients in reducing social isolation as people remain independent in their own homes for longer.

The training program aims to provide volunteers with an opportunity to connect with each other and learn valuable skills to help them interact with residents and clients. Our focus this year has been on supporting them to develop an understanding of dementia and how it affects people. Over 80 volunteers have now participated in a session; learning practical tips to support engagement despite cognitive decline.

Brightwater Edgewater

One of the significant changes this year was the handing over of our Edgewater facility in April to Mercy Health. For over 20 years, Brightwater cared for hundreds of residents at Edgewater under a lease from the Sisters of Mercy.

That lease came to an end this year.

While this was a difficult time for residents, families and staff, we focussed on making sure it was a year of celebration at the site, reflecting on the wonderful connections made at Edgewater and encouraging everyone to look at the change as an opportunity to make new connections.

Residents, families and staff came together to celebrate at many events, such as a Big Band Ball and the Christmas party, and we made sure that residents who moved out earlier than others were able to come back for the events to visit their friends.

The staff at Edgewater have always epitomised what it means to work for Brightwater and their work in the lead up to handover was no exception; each task was handled with careful consideration and dignity, with our residents at the centre of every decision. The team worked hard to ensure that we were able to accommodate the wishes of every resident who wanted to stay with Brightwater at another one of our facilities, and we were able to find new positions within Brightwater for the majority of our staff.

A brand new day

This year Brightwater unveiled a new brand identity designed to represent the dynamic, bright and supportive nature of our organisation.

As we embark on a new future in an increasingly competitive environment it was vital that the organisation had a brand that:

- + Built more strongly upon our core philosophy of personhood
- + Demonstrated the importance we place on respecting people's personal preferences and our commitment to treating them as individuals
- + Acknowledged each person's ability to direct the nature and content of their care services

Our new logo started by putting the person at the centre of everything we do, visually represented by a dot.



Engaging with Brightwater should give you a feeling of care and support. It's like a warm embrace. So we added a curve to the design to represent someone with their arms stretched out like a hug.



Feeling happy and supported makes you joyful so you put your arms up.



When we bring two lines together it can be likened to two people embracing - a person being supported by Brightwater.



But at Brightwater we have many people, services and functions that all come together to support the individual, so we added more of these lines.



Then we added some colour to create a bright, vibrant and energetic logo that represents the many people, services and functions that all combine to focus in on an individual.



Brightwater

Perth's philanthropy on show

On Friday 20 May 2016 Perth's Longest Lunch brought together more than 850 people and raised close to \$250,000 on the day for Brightwater.

Guests came together to enjoy six sumptuous courses of a finely tuned degustation menu which celebrated the best of Western Australian produce. From Big Eye tuna caught off the Gascoyne coast, through to exquisitely cooked veal from White Rocks Farm, guests were treated to an array of sensational flavours and beautifully presented dishes.

Each course was served with a Western Australian wine hand-picked by John Hanley, the Perth Royal Show's long-serving chief wine judge.

The entire event was set against a backdrop of impressive entertainment, ranging from performance by the WAAPA gospel choir to an orchestra playing rock songs, with actor and comedian Shane Jacobson taking on MC duties.

The day also included an auction of opportunities that money normally can't buy – including a racing experience at WASCC and Barbagallo Raceway and a luxurious getaway down south complete with helicopter transfers and a personalised tour.

This year guests dug deep for the Life's Possibilities moment and raised over \$70,000 for Brightwater to begin the Gift of Joy program. Through Gift of Joy, clients are able to apply for funds to give someone who has been caring for them a gift, something that they wouldn't otherwise have done for themselves, something which allows their carer to be pampered and thanked for all they do.

Thanks to the generosity of Perth's Longest Lunch guests, Brightwater has helped clients to give their loved ones vouchers for a rare evening meal out, a visit to a day spa and even the opportunity to attend art classes.



The longest table at Perth's Longest Lunch 2016, thanks to PSC Insurance Brokers.

Arabella enjoying the garden at Brightwater The Cove



This Year Brightwater At Home

provided 140,600 hours of support
travelled 1,034,123 kilometres





Cyril from Brightwater Balcatta boxing with exercise physiologist Zoe.

Like laughter, being healthy can be infectious, and when we embrace a healthier, more active lifestyle often our friends, family and colleagues join the journey, making it even more enjoyable and rewarding.

This is just one positive outcome of delivering a ground-breaking health promotion program for people living with an acquired brain injury (ABI) in supported accommodation.

The HealthyMe program supports people with an ABI to eat a healthy diet, get physically active, join community activities and have regular medical and dental check-ups.

It uses an interactive toolkit that contains 14 Healthy Living checklists so that people with an ABI and their carers can identify health problems and create an action plan to address them.

The pilot project was developed by Brightwater and Nulsen Disability Services with a grant from the Disability Services Commission.

The project helps people with an ABI take control of their health goals, not only vital to improving quality of life but also to increase longevity.

The program breaks down health messages into simple, achievable outcomes like drinking more water, being active every day and cutting down sugary drinks, substituting mainstream public health messages like 'Act Belong Commit' or 'Go For 5 & 2', which are more difficult for people with an ABI to understand.

The program was implemented in Brightwater community houses this year and encourages clients to record their health information, goals and activities in the HealthyMe toolkit booklet for ongoing reference.

Enthusiastic participants are also enjoying weekly fitness and health classes and regular gym workout sessions with disability support workers.

Customers in focus

Brightwater and Lendlease

Brightwater continued to develop the relationship with 10 Lendlease retirement villages. As their preferred provider of home care for Lendlease villages, the team worked throughout the year to ensure that residents had an understanding of the services available and how they can access them. We also provided advice for residents on staying fit and healthy.

One of the focuses for this year has been providing education for residents on CDC and how to access services.

A series of presentations was conducted at all villages explaining the changes, including a demonstration of how to use the My Aged Care website. Nearly 700 residents attended the session and many took advantage of the 'coffee and catch up' morning which followed the presentation where we supported people with strategies to help them remain at home for longer.

Total hours of care provided to Lendlease residents this year was 3,824.

Health and wellbeing activities throughout the year included:

- + Winter Tai Chi sessions run by a Brightwater physiotherapist

- + Health checks such as blood pressure monitoring, blood sugar levels and BMI measurement

- + Provision of health and wellbeing tips for village newsletters

- + Provision of flu vaccines for Lendlease residents

- + 'Step into spring' walking groups

New services to meeting changing needs

This year continued to be a year of expansion and diversification of services offered by Brightwater At Home in order to meet the changing needs and demands of our clients in a CDC environment.

Through a focus on developing relationships with other organisations, we have been able to provide clients with easy access to a range of services including gardening, reflexology, podiatry and visits to day centres where they are able to interact with other people their age and reduce feelings of isolation.

We have also developed strong relationships with specialist organisations such as Motor Neuron Disease Australia and the Multiple Sclerosis Society WA to ensure we can provide appropriate care to clients with complex needs. These relationships are also providing education opportunities for staff as they understand more about a disease and how best to meet the needs of clients.

These relationships are increasingly important to support the growth in the number of people with complex needs accessing our services.

Speak Up Speak Out

This year the Brightwater trialed a new customer survey methodology modelled on the work of a South Australian Aged Care Provider, Helping Hand. The Brightwater customer survey was titled "Speak Up, Speak Out...".

The aim of the new approach was to increase consumer engagement and participation by making the survey accessible to all Brightwater clients, including those not able to complete a written survey and those clients living with dementia.

All Brightwater residential clients were approached and given the opportunity to participate in a one-on-one interview, providing the highest ever response rate and rich insights into the consumer experience.

A team of volunteers was recruited to work with

Brightwater staff to conduct these interviews. The volunteer team of five young men and one young lady, included students in psychology, speech pathology, business law, and an ex-scientist seeking a change of direction.

To help prepare the survey team training was provided by Brightwater specialists in the following areas; dementia care, acquired brain injury, and Huntington's disease. In addition, at each residential site the service manager and staff supported the survey teams to help residents participate whenever possible.

Interviews of 452 Brightwater clients were conducted across all residential aged care services and residential services for younger clients living with a disability.

In addition, survey forms were sent to families of residential clients and to 1,000 clients receiving services in their homes. Brightwater clients participated enthusiastically whenever possible, providing extremely valuable feedback.

The survey team reported that it was an enjoyable and enriching experience, and it is hoped that they added value to the day of Brightwater residential clients through their one-on-one interactions.

Results of the "Speak Up, Speak Out..." customer survey will provide Brightwater with a valuable insight into the Brightwater consumer experience, and will help to improve existing services and inform service provision into the future.

Emergency Response Program

This year 'My Safety Matters', a training package especially for residents of our community houses, was implemented across all of our disability services sites.

While our staff have regular training in what to do and how to assist residents to safety in an evacuation, this hasn't previously extended to residents.

Aimed at clients living with an acquired disability, it is a guide on what to do in an emergency. 'My Safety Matters' includes a glossy, durable emergency procedures booklet with plain language and visual images to help people with impaired cognition and communication to upskill and manage their personal safety.

The training includes practical simulation activities for responding to a fire evacuation, bomb threat, burglary and medical emergency. A two hour training module enables residents to participate in four specific training drills with a focus on improving knowledge, initiative and self-confidence to respond effectively in an emergency.

To support engagement with the project, Warnbro resident Stephen Doney has taken up the opportunity to join the training team and works with staff to explain and demonstrate the process to clients.

'My Safety Matters' was made possible with a 2015 SGIO Community Service Development Grant.

Extending the Volunteer Program

While volunteers have been an important part of the Brightwater family for many years, this financial year we launched a new program aimed at recruiting volunteers specifically into Brightwater At Home.

Many people living in their own home and receiving support from Brightwater may not have regular contact with family and friends. Through our new recruitment program we have a team of volunteers who offer support to clients in the community by providing the opportunity for social interaction, friendship and companionship as part of regular volunteer visits.

Technology in practice

Eye Gaze Technology

Brightwater has been trialling the use of eye gaze technology to enhance assessment, therapy and recreational opportunities for residents with severe physical and/or cognitive impairments. Through the project Brightwater is learning how this technology can support our understanding of an individual's cognitive and communicative capacity, where this may be challenging to otherwise assess.

Eye gaze works via a computer tracking a person's eye movements to determine what an individual is processing when watching the screen, whether it is a photo, music video, YouTube clip or even the news.

Using eye movements, people with limited physical ability can engage with many tasks available on a computer, from playing games to controlling their own environment by turning on lights or changing TV channels. It enables someone with significant physical impairments to communicate simple, everyday messages such as wanting to go to bed, or more complex communication such as sending an email.

The technology provides an accessible, age - appropriate and meaningful tool that supports residents with a disability to communicate and gain a level of control over their environment.

The trial has had some incredible results. Residents previously believed to be completely unresponsive have been able to use the technology to demonstrate their understanding of what's going on around them and provide a way for them to communicate.

The use of eye gaze technology has resulted in a better understanding and greater respect for residents' strengths and difficulties, so that day to day interactions can be tailored to maximise their inclusion, participation and ultimately their wellbeing.

Learning Together

This year a project has been conducted with disability services clients to create 'Learn Together' videos for the benefit of both clients and staff. The videos, developed thanks to a Peter Lane Scholarship, help to implement and demonstrate active support and positive behaviour support learning principles.

Many clients have difficulty expressing their needs and preferences due to communication and cognitive challenges. Combined with disability support workers who may come from different cultural and language backgrounds support may not always be delivered in the manner the client prefers.

The purpose of the videos is to empower clients in their support provision by influencing how staff are trained in delivering care, to give them a voice in how their care needs are prioritised and improve their quality of life.

The videos were developed with clients over several months to detail their preferred way of receiving support and ensure as many of their preferences as possible were captured.

They demonstrate how interaction between residents and staff can be improved by listening and by giving people a choice and a voice in how they are supported.

Vulnerable Cohorts data linkage

In February 2015 Brightwater was approached by the University of Western Australia to join the Western Australian Data Linkage Network and participate in a number of research projects related to vulnerable populations. This presented an incredible opportunity to contribute directly to WA's health system planning around how the State provides services for people with an ABI, dementia and Huntington's disease. Boosting not only to our research capability but also our research credibility.

The overall aim of the first project involving our data is to define and enumerate the characteristics of

the Brightwater population with an acquired brain injury, and determine how representative they are of the total ABI cohort in WA. This will establish the first population-based cohort of people with an ABI in Australia.

The initial project will cover over 8,000 individuals in WA with a diagnosed ABI and include rich longitudinal information on diagnosis, cause of injury, extent of injury, functionality, treatment and rehabilitation services. This data can be linked to the total collection to allow evaluation of health and social services and outcomes for this group over their life course. In addition, detailed data on demographic, socioeconomic, hospital, mortality, morbidity, family connections, educational, geographical, and health status variables can be examined.

In participating Brightwater data will be linked to other administrative data collections to allow research and evaluation of health and social outcomes for Brightwater clients and their families.

Measures to ensure privacy and the confidentiality of information will follow well-established procedures developed by the Data Linkage Branch of the WA Department of Health relating to linked data.

Participating in the WA Data Linkage Network will also facilitate research to support service planning for Brightwater so that we are able to provide comprehensive support for this vulnerable cohort now and into the future.



Meeting Alice, Brightwater's Zorobot

Daniel enjoying a game at Brightwater Warnbro



This year the Brightwater Research Centre supported

27 research projects

9 journal articles

8 conference presentations

452 customer surveys



Brian interacting with Alice at Brightwater The Oaks





This year Brightwater became the first aged care provider in Australia to use Zorobot technology to engage with residents.

The Zorobot is a socialisation robot specifically programmed to provide cognitively and physically stimulating activities for residents in aged care. Standing at a cute 57cm high, the Zorobot can host activities such as exercise and dance classes, book and news reading, joke telling and music classes and have one-on-one interactions with residents.

Easily operated through a remote tablet, the Zorobot has inbuilt cameras, speakers and microphones and is equipped with speech recognition and voice synthesis in 19 languages.

Brightwater's Zorobot is named Alice and she became a part of the Brightwater family in November, introduced at a launch event at Madeley. Since then she has danced her way around our other facilities, engaging residents in the macarena, games of rock paper scissors and in singing songs requested by residents.

Already it has become clear that Alice is going to be a special addition to sites. In the short time she has spent with residents it has been evident she is a wonderful tool for engaging with older adults with functional decline.

To support the introduction of Alice, Brightwater has successfully secured funding from the NHMRC Cognitive Decline Partnership Centre to conduct a research project examining the extent to which how she supports interaction amongst people with cognitive decline.

Workforce of the future

Developing the aged care workforce

It has been estimated that by 2050 the workforce in aged care will need to quadruple to meet the demands of the 25% of our population that will be aged 65 years and over. This, together with the median age for residential direct care workers being 48 (and 50 for community direct care workers), presents a number of challenges in ensuring we have a workforce that will be able to support the increased demand for our services.

This year Brightwater has continued to focus on positioning aged care as an attractive option for young people choosing their career path. For the past three years we have undertaken an interprofessional education program (IPE) aimed at increasing professional collaboration between students from all health disciplines and increasing the likelihood of young people choosing a career in the sector. This program has shown clear benefits in the following areas:

- + Increased positive perceptions of working in aged care from students
- + Students reported they were more likely to consider a career in aged care following an IPE placement
- + Increased knowledge of other professions among students and facility staff
- + Additional support and social contact for residents

Thanks to funding from the NHMRC Cognitive Decline Partnership Centre, the findings from this project are now being used to form the basis of a toolkit designed to embed interprofessional education in other aged care organisations. Brightwater and Helping Hand are applying knowledge from this project to create an interprofessional education toolkit for residential aged care staff across Australia to enable aged care staff to support interprofessional education and practice and to facilitate interprofessional student placements.

'Outside the box' recruitment

This year Brightwater The Village trialled a new system for recruitment in which four to eight staff members, all with different roles on site, work together to interview and select new staff. The process, affectionately termed 'speed recruitment' is aimed at providing a more realistic view of the position and workplace for the prospective employee, and aims to develop a culture of team work and leadership within existing staff members.

The trial shifted the usual interview process from bringing in one potential employee at a time to bringing in groups of eight to 16 people at a time to be interviewed. Prospective employees were fully briefed on the alternative interview practice prior to the interview, which began with them receiving an outline of the program for the day and then moving onto a site tour, where existing staff spoke about the culture of The Village, how the team interacts with each other and residents, and the processes on site.

A formal interview process was then undertaken, with each prospective employee moving around a room of stations where they were asked a short set of questions by a staff member.

The candidates had an opportunity to ask questions and provide feedback on the process.

Once candidates have completed the process, the interview panel score each candidate independently and discuss cultural fit, and any highlights or concerns they had.

The trial provided many benefits, it reduced interview time, and allowed staff to gain a greater understanding of the candidates' ability to fit into the site and how they might interact with residents. Empowering staff to be involved with the recruitment process and feel that they already have connections with new employees, resulted in a smoother orientation process.

The feedback from participating candidates has been positive, advising that they found it less

intimidating than meeting with a senior staff panel and that they felt more connected with the site prior to starting their new role.

Quality Jobs, Quality Care: Wellbeing Mapping at Brightwater Joondalup

Brightwater is one of four industry partners (along with HammondCare, Australia; Helping Hand SA and United Voice National Office, NSW) participating in the Department of Health-funded project Quality Jobs, Quality Care: Improving Work Practices to Deliver Quality Jobs and Quality Care in Aged Care Services for Older Australians.

This project aims to develop innovative workplace tools and models to inform the practical, evidence-based implementation of improved work practice. Outcomes will assist services to improve both job quality and the quality of care experienced by older Australians.

As part of this project Brightwater Joondalup implemented a Wellbeing Mapping approach to understanding the needs of residents and supporting staff in their role on site.

Wellbeing Mapping requires resident (as appropriate), family and staff to come together to share information on the history, care needs and interests of the resident. The process puts the resident at the centre of all care decisions, builds the relationship between resident, family and staff and enhances teamwork and communication between staff.

What has been significant about the process is the involvement of staff at all levels, clinical staff, managers, and in particular care workers, who have the most contact with residents.

In the beginning stages of the project there was some reluctance from care workers to contribute but over time they have become empowered to participate and share their knowledge about each resident.

Care workers reported that their participation

gave them 'permission' to ask information of the resident and/or family that they otherwise might not have felt was appropriate in day-to-day interactions. They found the information provided in the mapping sessions had led to a change in their attitude towards the resident, saying they were more understanding of the residents' behaviours and needs. One care worker contrasted this benefit with a past occasion when she had only learnt at a residents' funeral that they had played the violin.

The impact on both staff and residents has been significant. Care workers have reported that the additional information about the residents changed their practices and has reduced some of the pressure they experienced in the care role by enhancing their understanding of the resident. There has also been an increase in the time care workers spend with a resident.

The process has opened up communication and information sharing between clinical staff and care workers resulting in an improved culture within the team.

The exercise has highlighted for staff how much of their identity residents can lose when entering a care facility, and how important it is that they work to support the resident's independence and sense of self.

Through the process families have gained insight into how much staff know about the resident and have become more comfortable working together, with staff, as a team to support the resident.

The process has now become part of welcoming new residents to Brightwater Joondalup. Wellbeing mapping information helps staff understand the resident and their history, to create individualised care responses. It also continues to provide reassurance to families, enabling them to build connections with staff from the beginning of their time at the site. The team at Joondalup are continuing to investigate other areas, which can be improved or enhanced by well being mapping such as end of life planning.

Dolores enjoying the Resident Christmas Party



This year at Brightwater

2,195 employees,
577 volunteers and
542 students

worked together to
support our residents,
clients and their families.





Commercial Services

Brightwater Linen

It's been another successful year for Brightwater Linen with revenue increasing by 8.74% year on year and the net result up 27.67%. The growth was the result of new work from a mine services company, a new hotel market in Kalgoorlie and four new Perth hotel contracts.

Hospitality is the biggest industry segment serviced by Brightwater Linen, accounting for almost 53 per cent of revenue. This is then further dispersed over many of the premier and second tier hotels in Perth.

Mine sites currently provide 28 per cent of Brightwater Linen's revenue and healthcare (health care/medical care and aged care) provides almost 19 per cent of the revenue generated by the laundry.

Brightwater Catering

This year Brightwater Catering commenced a review into the menu offerings available to clients to develop new options to increase choice.

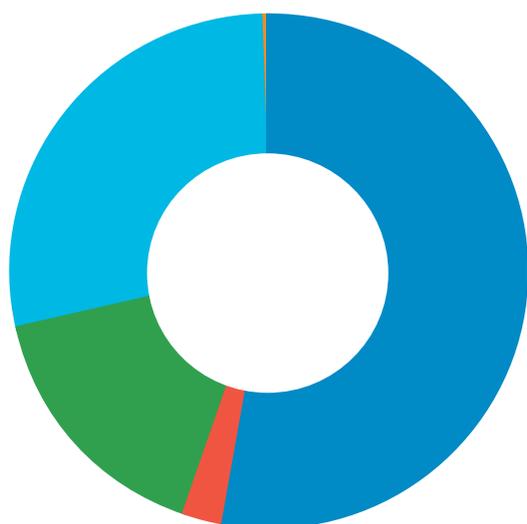
The review aims to develop a clearer understanding of the needs of catering clients and to meet the increasing diversity of dietary needs presented by clients.

Kingsway Court

This year Kingsway Court welcomed 10 new residents to the village, a mix of single people and couples. The residents of Kingsway Court continue to actively support the Brightwater community through volunteering at Maddies Café (at Brightwater Madeley) and collecting cans and donating the money they collect to Oats Street.

The craft ladies also worked tirelessly throughout the year to knit and crochet their way through hundreds of items for premature babies, teddies for children in hospital, blankets and foot warmers for people in aged care and even pouches for abandoned kangaroos.

Revenue by sector 2015



■	Hospitality	53%
■	Health Care/Medical Centre	2.5%
■	Aged and Residential Care	16%
■	Mine Sites	28%
■	Other	0.5%
	Total	100%

Governance

During this financial year, Brightwater transferred its registration as an incorporated association to a company limited by guarantee and registered under the Corporations Act 2001 (Cth).

One of the reasons why Brightwater undertook this transfer was to adopt an enhanced governance framework.

Brightwater has implemented a new suite of governing documents, including a new Constitution and a complementary Governing Charter that provide for greater governance and accountability of Brightwater's Board, directors and officers.

The Role of the Board

The Board is the guardian of Brightwater's purpose, philosophy and values. It is responsible for the overall management and strategic direction of Brightwater and for delivering performance in accordance with Brightwater's goals and objectives.

Among other things, the Board is responsible for:

- + monitoring the operational and financial position and performance of Brightwater;

- + ensuring appropriate control and monitoring systems are in place to manage the impact of identified risks;

- + ensuring that the organisation's affairs are conducted with transparency and accountability; and

- + approving the organisation's budgets, business plans and general capital management.

Board Composition

Members of the Board are appointed in accordance with Brightwater's Constitution and the Corporations Act.

Brightwater's Board is comprised of a minimum of six Directors and a maximum of 10 Directors, with of at least four Directors elected by Brightwater's members.

Board Committees

To assist the Board in the performance of its responsibilities, it has established four standing committees. The Board may establish other Committees from time to time to deal with discrete functions or matters of specific importance to Brightwater. The four standing Committees are summarised below:

Governance Committee: consists of the Committee Chair and between two and four other appointed Board members. The Committee is responsible for Board member evaluations, succession planning, monitoring and reviewing Board member and executive remuneration and monitoring Brightwater's governance generally.

Audit and Risk Committee: consists of the Committee Chair and between 2 and 4 other appointed Board members. The Committee is responsible for overseeing Brightwater's financial position, performance and reporting integrity (including internal and external audit functions), reviewing and making recommendations regarding risk identification, management and mitigation and overseeing Brightwater's investment strategy.

Care Committee: consists of the Committee Chair, 2 appointed Board members, independent community representatives, the CEO of Brightwater (ex officio), the Manager Healthcare Deliver (ex officio) and the General Manager Residential (ex officio). The Committee acts as a forum of the Board in connection with Brightwater's clinical services function, care services function and resident and client grievances.

Business Committee: consists of the Committee Chair, between two and four other appointed Board members, the Board Chair (ex officio) and the CEO of Brightwater (ex officio). The Committee is responsible for the investment strategy of Brightwater. In addition to this, the Committee also reviews feasibility reports and, business case submissions and is capable of fulfilling an executive decision making function upon delegation from the Board.



Naomi enjoying the Resident Christmas Party

Board members



**Steven Cole, LLB (Hons),
FAICD – Chairman**

Steven has over 40 years of professional, corporate and business experience through senior legal consultancy, as well as a range of executive management and non-executive appointments.

His extensive boardroom and board sub-committee experience includes ASX listed, statutory, proprietary and not-for-profit organisations covering the industrial, financial,

educational, professional services, health and resources sectors.

Steven's current appointments include Deputy Chair of ASX-listed Reed Resources Limited, Chairman of the QEII Medical Centre Trust, Chairman of two investment companies with around \$20m under management and Chairman of the CCIWA Business Policy Forum.

Steven was appointed to the Board of Brightwater in 2002.

Special responsibilities include: Board Chairman; Chair Governance & Performance Committee; Chair Business Committee; Audit & Risk Committee.



**Paul Sadleir BEc, MBA, AAPI,
FAICD – Deputy Chairman**

Cedar Woods Properties is active in residential land subdivision, medium density housing and urban infill projects. As Managing Director, Paul's responsibilities cover the range of the company's operations, including

planning growth and ensuring it is well placed to respond to changes in the residential market.

Prior to joining Cedar Woods, Paul was manager

of the Bunnings Warehouse Property Trust and previously held roles with Wesfarmers Limited, Western Power and Barrack Mines. Paul is currently a Senate member of Murdoch University.

Paul is also a member of the Housing Industry Association's Planning & Environment Committee and has served on various industry bodies, including as a Councillor for the Urban Development Institute of Australia and the Property Education Foundation.

Paul was appointed to the Board of Brightwater in November 2010.

Special responsibilities include: Deputy Chairman, Care Committee and Governance & Performance Committee.



**Martin Langridge, BA
(Hons), CA (Scot), FCA, AIMM**

Martin began his career in Edinburgh and after qualifying with the Scottish Institute of Chartered Accountants, migrated to Australia to take up a position in Perth in 1986. In 1996 he joined Deloitte

Touche Tohmatsu, was admitted as a partner in 1998 and is currently partner in charge of the Forensic practice in Perth. He has overall responsibility for all Deloitte

Forensic services in WA including dispute consulting, investigations, technology, data analytics and risk.

Martin has a wide variety of experience providing accounting, taxation and management consulting services to the private and public sectors. He has been involved in the development of strategic and business plans and has a keen understanding of the corporate environment and the critical success factors for business.

Martin was appointed to the Board of Brightwater in October 2010.

Special responsibilities include: Chair Audit & Risk Committee and Business Committee.



David Craig (Hons) LLP, LLM (London), GDipAppFin (Finsia), FAICD

David is a Non-Executive Chairman and Director, businessman and lawyer, with wide board and executive experience in law, mining, construction, mining services, financial services, professional services,

education, health and the oil and gas industry.

As partner of a major Perth law firm he specialised in resources and commercial legal advice.

This was followed by 10 years in the financial services industry as a stockbroker and as an Executive Director and Divisional Chief Executive in a national stockbroking and investment banking company.

David spent five years working with Woodside Petroleum Ltd in an executive position in the field of public and government affairs. David has been a Chairman and Non-Executive Director of ASX 200 companies as well as holding positions on Government and private company boards.

David was appointed to the Board of Brightwater in May 2016.



Karen Fleischer, B. Juris, LLB, GAICD

Karen is a commercial lawyer with 28 years experience. She started her career working for major law firms specialising in commercial property law, and for the past 16 years has worked as an in-house legal adviser to a number

of companies. Karen currently works as General Counsel – Resources for a global resources company. Previously she spent over 10 years as the senior in-

house legal adviser for an ASX 200 company involved in agricultural investment.

Karen has wide-ranging experience with professional and not-for-profit organisations including nine years on the Western Australian State Executive of the Australian Corporate Lawyers Association, with two years as a director and WA State President.

Karen has been a member of the Australian Institute of Company Directors since 2000. Karen joined the Board of Brightwater in December 2014.

Special responsibilities include: Audit & Risk Committee and Business Committee.



Prudence Ford, BSc (Hons), Dip Ed

Prudence has 30 years of policy, program delivery and management experience in the public sector. She has worked for both the Australian and Western Australian Governments in the health, community service and corporate

management areas.

Since leaving the public sector in 2006, Prudence has worked as a consultant for the community based,

not-for-profit sector and for Government.

Prudence has been a member of the National Health and Medical Council, the QEII Medical Centre Trust, the Western Australian State Tenders Committee and the Human Research Ethics Committee for Edith Cowan University. Currently, she is a member of the Health Consumers Council of WA, the Medical Board of Australia (MBA) and the Western Australian Board of the MBA.

Prudence joined the Brightwater Board in October 2010.

Special responsibilities include: Chair Care Committee.

Board members



Winthrop Professor Bill Loudon, BA WAust, DipEd WASTC, BEd Med Murd, PhD Tor, FACE

Bill Loudon is Emeritus Professor of Education at the University of Western Australia. He has worked as a secondary English teacher, in school system policy roles, and

as a university teacher, researcher and Dean of Education. He was Senior Deputy Vice-Chancellor at the University of Western Australia from 2009-2013.

Professor Loudon chaired the Western Australian Government's Literacy and Numeracy Review Taskforce and was a member of the National Inquiry into the Teaching of Literacy.

He was Chair of Curriculum Council of Western Australia and a foundation board member of the Australian Curriculum Assessment and Reporting Authority.

Bill was appointed to the Board of Brightwater in December 2012.

Special responsibilities include: Governance & Performance Committee and Business Committee.



Honourable James McGinty, AM BA BJuris (Hons), LLB

James retired from politics in 2009, having represented Fremantle in the State Parliament since 1990.

During his time in Parliament James held numerous positions including Leader of the

Opposition, Health Minister, Attorney General, Minister for Housing and Minister for Environment.

Since leaving Parliament he has served on the following Boards:

- Health Workforce Australia (to Jan 2014)
- Australian Medicare Local Alliance
- Telethon Kids Institute
- Fremantle Medicare Local

In 2013 James's contribution to Law reform and Parliament was recognised with the award of Member of the Order of Australia.

James joined the Brightwater Board in 2014.

Special responsibilities include: Care Committee and Audit & Risk Committee.



John Nicolaou, BEc (Hons), MBA

John Nicolaou joined ACIL Allen Consulting in August 2015 as the Director of the Perth office. John has nearly 20 years of experience as an economist, policy leader and senior executive working at the Commonwealth and WA

Treasuries and the Chamber of Commerce and Industry of WA (CCIWA).

As Chief Economist at CCIWA for more than 10 years, John built a reputation as WA's leading economist.

As a senior executive at CCIWA, he also led its policy development and advocacy.

John was educated at the University of Western Australia and holds a Bachelor of Economics with First Class Honours and a Master of Business Administration, and has been an Adjunct Professor at Curtin Business School. In 2011 John won WA Business News' 40 under 40 Award for his contribution to economics and the policy debate.

John joined the Brightwater Board in September 2014.

Special responsibilities include: Audit and Risk Committee and Business Committee.



**Brian Roche – BBus (ECU),
MMgt (UWA)**

Brain is the Public Trustee of Western Australia, the statutory office holder of the self-funding State Government agency that operates under the authority of the Parliament of Western Australia.

He has 25 years senior management experience in Local and State Government agencies as well as in the private sector with Coles Myer.

Prior to his appointment as the Public Trustee, Mr Roche held senior executive positions at the Department of Treasury and Finance, and the Department of Commerce. He was until recently a non-executive Board member of the Art Gallery of Western Australia, and a previous non-executive Board member of Alzheimer’s (Western Australia).

Brian was appointed to the Board of Brightwater in February 2016.

Special responsibilities include: Audit and Risk Committee and Business Committee.



Brightwater Board

Back row (left to right) Prudence Ford, James McGinty, Brian Roche, John Nicolaou, David Craig, Bill Loudon, Karen Fleischer and Elizabeth Lawton.

Front Row (Left to right) Paul Sadleir, Jennifer Lawrence, Steven Cole, Martin Langridge

Executive team

In March Brightwater farewelled Dr Penny Flett as CEO, after 20 years of leadership.

During her time as CEO, Dr Flett continued the work started by The Homes of Peace in 1901 and grew Brightwater into one of the largest, most respected care organisations in Western Australia, supporting over 3,000 people each year.



Jennifer Lawrence Chief Executive Officer

Jennifer is a strong advocate for change and innovation in the aged care and disability sectors.

She joined the organisation in 2003 as the General Manager, Care Operations

and more recently held the position of General Manager, Disability, Research and Risk.

She has a strong focus on innovation and technology, and considerable strategic development

Under her leadership, the organisation has developed three successful commercial businesses, Brightwater Linen, Brightwater Catering and Kingsway Court (an over 55s Lifestyle Village). The revenue generated by these businesses goes back into developing new services and funding innovative program

Jennifer Lawrence was appointed as CEO in March and is leading Brightwater into a new era of Consumer Directed Care and the National Disability Insurance Scheme.

and management experience combined with a strong clinical background in medical science.

Jennifer held a number of executive roles in the private pathology industry locally and interstate before moving to Brightwater in 2003. As an executive, she was responsible for overseeing the building of new aged care infrastructure and a \$20m redevelopment of the Oats Street rehabilitation service site. She also established the Brightwater Research Centre and has published and presented research internationally.



Dr Penny Flett AO Past Chief Executive Officer

Penny joined Brightwater in 1986, when the organisation was known as The Homes of Peace, and became CEO 10 years later.

Penny has become a champion for people of all ages who need a high level of ongoing support and services. During her time at Brightwater she has been involved in many state and national activities relating to dementia services and research, Huntington's disease, service

quality and standards, development of aged care services, rehabilitation for people with serious brain injury, and related research. Penny has also worked to promote aged care and the not-for-profit sector as important and recognised contributors to the business sector.

In 2016 Penny stepped down as CEO but is still changing the future for people with an acquired brain injury as the Medical Advisor at Oats Street.

Penny is Chair of the Bravery Decorations Awards Council, Pro-Chancellor at The University of Western Australia, Chair of the WA Aged Care Advisory Council, and Chair of Methodist Ladies College Council.



Laurie Burns
General Manager,
People Services



Bret Campbell
Chief Financial Officer
(from July 2016)



Trevor Green
General Manager,
Commercial



Margaret Ingleton
General Manager, Aged
and Wellbeing Services
(until July 2016)



Elizabeth Lawton
General Counsel and
Company Secretary



Samantha Torrens
General Manager,
Relationships (from
September 2016)



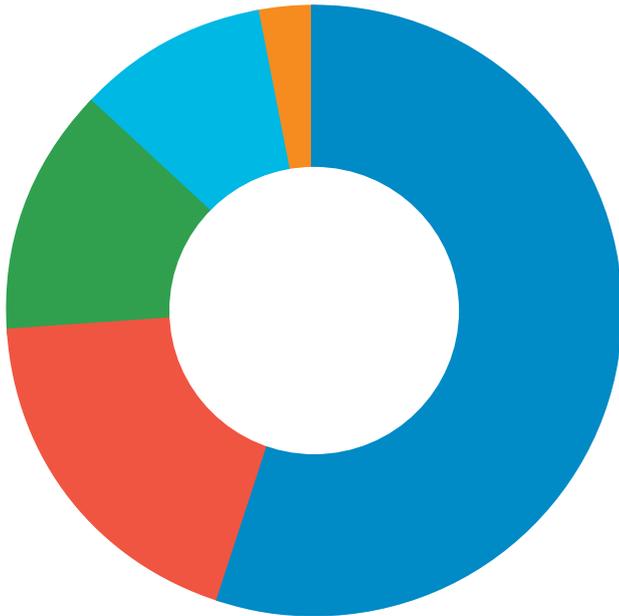
Janet Wagland
General Manager,
Community (from June
2016)



Tonia Zeeman
General Manager,
Strategy (until May
2016)

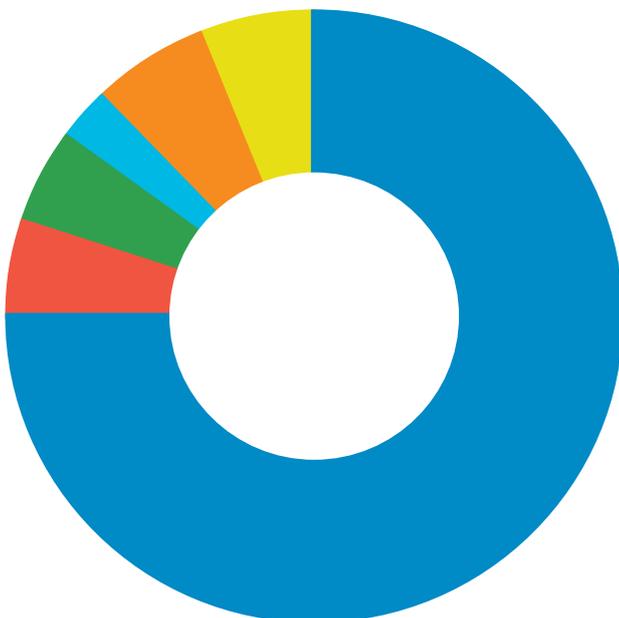
Financial snapshot

What we earned \$'000



Residential Aged Care Revenue	82,092	55%
Disability Services Revenue	27,921	19%
At Home Services Revenue	20,165	13%
Commercial Revenue	14,529	10%
Other Revenue	3,785	3%
Total	148,492	100%

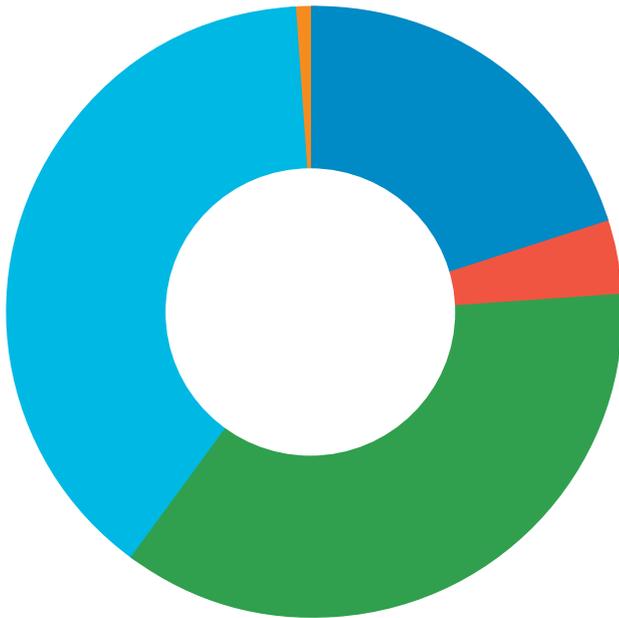
What we spent \$'000



Employee Expenses	109,042	75%
Materials and Supplies	7,343	5%
General and Administrative Expenses	6,674	5%
Domestic and Travel Expenses	4,756	3%
Occupancy and Maintenance Expenses	9,008	6%
Depreciation and Amortisation	8,166	6%
Total	144,989	100%

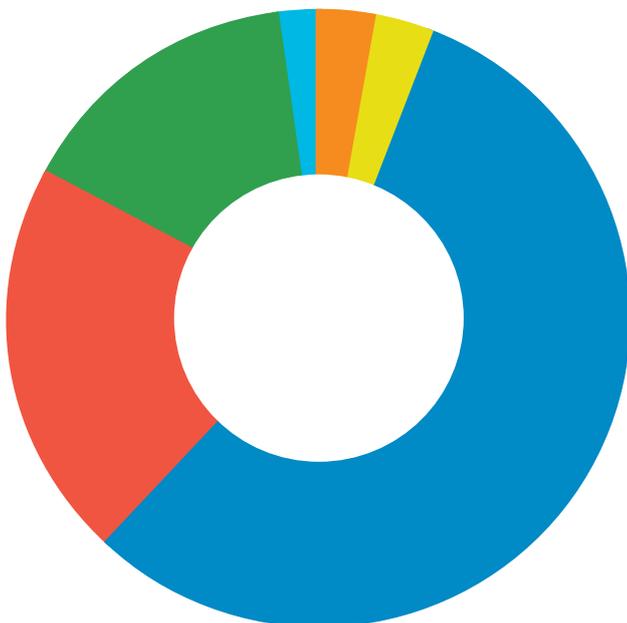
For a copy of our Financial Statement please email welcome@brightwatergroup.com

What we own \$'000



Cash, Deposits and Investments	54,428	20%
Receivables and Prepayments	11,767	4%
Investment Property	95,959	36%
Property, Plant and Equipment	103,423	39%
Other Assets	441	1%
Total	266,018	100%

What we owe \$'000



Trade and Other Payables	4,866	3%
Deferred Income	4,112	3%
Retirement Village Resident Obligations	84,875	56%
Accommodation Bonds, RADs and RACs	32,778	21%
Employee Benefits	22,321	15%
Other Liabilities	3,075	2%
Total	152,027	100%

Purpose, Philosophy, Goals and Values

Our Purpose

Our purpose is to enable wellbeing.

Enabling wellbeing is about providing people with the means, knowledge, opportunity and strength to achieve their desired level of contentment.

Our Philosophy

Our philosophy of Personhood is based on the concept of person-centred care and underpins the way we expect our staff to relate to all our clients and to each other.

The Personhood principles are fundamental and form the link between our values and our purpose.

Our Goal

Brightwater will enable more people to enjoy life's possibilities, by actively engaging with individuals and communities to deliver innovative, connected and responsive services.

Our Values

Care We care about and for each other

Learning We continually respond to our own and other people's changing needs

Innovation We harness our creative energy and transform it into activities and outcomes that make a difference

People We recognise and respect each other and every person and value all the relationships which connect us



At a Glance

Residential Aged Care

- + 12 Facilities from Mandurah to Joondalup
- + Residential Care and Transition Care
- + Special purpose facilities for people living with dementia
- + Respite services

Acquired Disability Services

- + Nine locations in the Perth metropolitan area
- + Transitional care
- + Residential and community rehabilitation program for people with an acquired brain injury
- + Specialists facilities for people living with Huntington's disease
- + Social skills program for people with an acquired brain injury living in the community
- + Residential accommodation and support for people with an acquired disability

Brightwater At Home Services

Brightwater At Home delivers services to people with low and high support needs within their own home. Home Care Packages are flexible programs of services developed in consultation with the individual (and carer) and tailored to meet consumer-directed care needs. Services can include clinical support, allied health services and other individual services to support and enable people to continue to live in their own home.

Levels of home care packages:

- + Transition Care
- + Level 1: to support people with basic support needs
- + Level 2: to support people with low level support needs
- + Level 3: to support people with intermediate support needs
- + Level 4: to support people with high support needs.



Ahmed enjoying the garden at Brightwater Warnbro

Brightwater Locations



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Brightwater