



Brightwater

Annual Report 2017

Purpose

To enable wellbeing

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

Values

Care · Learning · Innovation · People





The inaugural Downer Adventure Camp in September 2016 was a watershed moment for Brightwater Oats Street client Erron Haley-McCracken (left), who sustained an acquired brain injury and is rebuilding his skills.

An integral corporate partnership for Brightwater in this financial year, Australian services company Downer funded the three-day camp for people with a brain injury to build their confidence and provided a willing army of volunteers to ensure its success.

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The year in numbers

In 2016/17 Brightwater supported over 3600 Western Australians.

857

people in residential care

787

people in after-hospital care

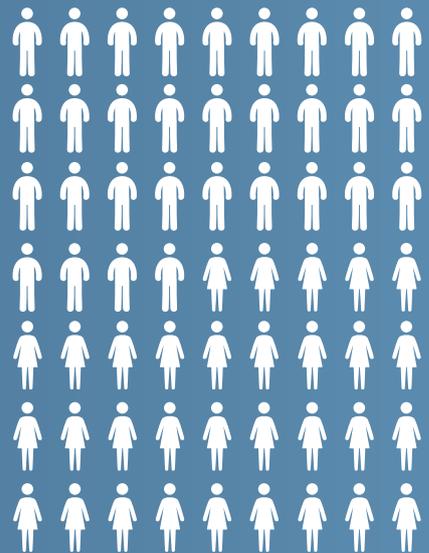
268

people with a disability supported



225,189 home support hours provided to 1,437 people in the WA community and 1,006,066 kms travelled or

x79 times around the world by Brightwater At Home employees to do it!



254

people in the WA community provided with respite



534,000

meals prepared by Brightwater Catering

2,193

employees and

444

volunteers

577

students supported to learn at our sites

8,763,283 tonnes or

48,685

blue whales

of washing washed by Brightwater Linen, and processing of 16,000,000 laundry items



The 2016/2017 financial year was one of new beginnings, with David Craig beginning his tenure as Chair of the Brightwater Board and Jennifer Lawrence also recently having stepped into the role of Chief Executive Officer. Here they discuss the highlights, challenges and opportunities of leading a large not-for-profit care business in a time of unprecedented disruption.

As we look back over the past year, there is much to be proud of and still so much to look forward to. It was, and it remains, a time of great change, prompted by recent Government reforms and their significant impact on the industry as a whole. In response, Brightwater this year started a journey of transformation and revitalisation, aimed at ensuring we provide relevant services for many years to come. Consistent with our overarching strategy, this change has taken two main themes, transformation and growth.

Transforming Brightwater

Our business services team has undergone huge transformation as we have worked to align the many different areas to be more agile, responsive to internal and external customers, and to position the organisation for change and growth. This change has included a new business analytics team which provides the data to enable the Executive to make decisions.

Under the direction of the property team, this year we invested nearly \$1 million to upgrade our existing residential buildings, creating more contemporary living environments that make use of natural light and promote interaction and connection for our residents.

As changes to Government funding and programs roll out in the aged care and disability sectors, we have worked hard to prepare for the new world of consumer directed care and the National Disability Insurance Scheme (NDIS). Our home care business, Brightwater At Home, has been re-engineered

throughout the year, and with a new management team and a more responsive way of working, offers a comprehensive suite of services to help maintain independence for people in their own home.

Brightwater has also invested in new programs operating in the NDIS trial sites in the Perth metropolitan area. Under the banner of capacity building, these are aimed at enabling people with a disability to develop the skills they need to live as independently as possible in their community.

Investment in our customers and our people

This year we introduced a new way of asking our clients how we are performing via the *Speak Up, Speak Out* survey. For the first time, we used volunteers to sit down with clients and ask them about Brightwater, using a range of accessible communication techniques to enable participation by a whole host of clients who have until now sometimes been unable to make their views known. Through this process over half of our clients were able to check in and we were heartened by the amazing 95 per cent positive approval rating they gave us, as well as rich qualitative feedback which especially noted two main areas our clients loved – our people and our gardens.

Brightwater is also developing a much higher public profile thanks to several marketing campaigns throughout the year. Their purpose is to raise awareness in the community in general and to allow potential customers to find services

“Undertaking stewardship of an organisation which provides exceptional care to nearly 2,000 clients is both a privilege and a huge responsibility; one which we take very seriously and which has prompted unprecedented transformation in the past 12 months.”

they need in an increasingly competitive environment, and highlighted our 116 years of experience and proud WA heritage.

In line with this changed external environment, this year there has also been a sharper focus on customer service within Brightwater and optimising the points where our customers come into regular contact with our organisation. The customer training for our staff which started in 2016/2017 is just one of many examples of the focus on customer experience, arming them with the skills and knowledge to delight our customers at every one of these points. This year also saw the implementation of a new phone number 1300 2BE YOU, allowing for centralised response and tracking of new enquiries.

Our focus has also been on attracting new talent to the organisation, people who can offer new and enhanced experience and skillsets, and bringing with them a range of ideas and innovations to truly invigorate our organisation. In turn, we are creating a working environment that supports and encourages these ideas to flourish and take shape.

Growing our business

Building on the success of our first retirement village Kingsway Court, in May we revealed plans for a new Brightwater community in Perth's north. This new development at Beaumaris Beach, Iluka will focus on integrating a three- and four-storey retirement community with other contemporary apartment-style accommodation and retail outlets, designed to combine community connection with a relaxed beachside lifestyle.

Another of our commercial businesses, Brightwater Linen, continues to thrive as the second largest commercial laundry in the State despite tough market conditions. This year we invested in new equipment, including a gas ironer and continuous batch washer, which has enabled washing capacity to increase to 200 tonnes per week, supporting the potential for further growth.

Brightwater relies on the assistance of the WA community to fund additional programs and services not covered by Government funding, so we were humbled once again by the support of Perth's business community at our annual fundraising event Perth's Longest Lunch, held in May, which ran for the third time to the resounding approval of the nearly 1,000 attendees on the day. The event successfully raised \$230,000, which will be used to run programs that promote wellbeing and social connection in our clients, such as a dedicated music program.

Undertaking stewardship of an organisation which provides exceptional care to nearly 2,000 clients is both a privilege and a huge responsibility; one which we take very seriously and which has prompted unprecedented transformation in the past 12 months. We wish to thank the Board for their support and guidance this year, and staff and volunteers for their ongoing dedication. We are confident Brightwater is well placed to enable wellbeing in our clients well into the future.

David Craig
Board Chairman

Jennifer Lawrence
Chief Executive Officer

2016/2017 highlights

Change and adaptation are the new normal, so we've spent the past 12 months reshaping our organisation to ensure it is well placed to provide quality care services to the people of WA well into the future.

Disruption is here

Australia's aged care and disability sectors are facing unprecedented disruption – but not from the digital technologies which have unleashed market forces in other industries. Huge social changes, magnified by government reform and driven by empowered consumers are disrupting the established business models in aged care and disability, presenting unprecedented challenges and opportunities for providers.

Consumer directed care (CDC)

A quiet revolution has also been unfolding in the in-home care industry, where CDC came into full effect from February 2017. This fundamental shift meant that customers, not home care providers, are now fully in control of their home care packages, allowing them greater choice and increasing competition across the sector. Brightwater spent much of this financial year re-engineering our Brightwater At Home business to ensure our systems and processes were enabled to meet this shift, and increasing our visibility in the market amid fierce competition.



Aged care gets a facelift

Our 12 aged care residences are having a makeover! We started the process this year, with refurbishments to include refreshed interiors and gorgeous new green spaces outside.

Leading the sector

Brightwater was a clear winner in the Excellence in Aged Care category at the 2017 WA Nursing and Midwifery Awards in May, when all three finalists in the category were from our organisation. Rachel Barnes from Brightwater Madeley was the eventual winner of the category on the night, supported by our other finalists, Steve Frost from Brightwater The Village and Yvonne Low from Brightwater's specialist Huntington's Disease service at Ellison House.

Brightwater presented the third annual MindLink Brightwater Award at this year's conference of the Australasian Society for the Study of Brain Impairment in Melbourne in May to Clare Kempnich of the Monash Institute of Cognitive and Clinical Neurosciences, chosen for her work in the area close to our heart - improving emotion recognition in people with Huntington's disease.

Renewed customer focus

This year Brightwater dedicated new resources to developing and enhancing high-quality customer experiences across our care services. From simplifying our admissions paperwork, to launching our new 1300 2BE YOU phone number and the many small interactions our care staff have with customers and their families every day - we recognise that customer satisfaction can be enhanced with every contact they have with Brightwater.

967 

of our current customers took part in our Speak Up, Speak Out customer survey (51% of current customers, up from 28% in 2013)



rated our services as
GOOD
or
VERY GOOD

"RESPECTFUL"
"CHEERFUL"
"PRETTY COOL"

619 positive comments about Brightwater staff members

Perth's Longest Lunch

Perth's business community came out in force again in May to support Brightwater, enjoying the best Great Southern produce and some of WA's finest wines over the course of the six-hour event.



1,000 attendees



6,000 incredible meals



150kg venison



200kg dark chocolate



\$230K

\$230,000 raised for Brightwater

New retirement village announced

Brightwater is taking the concept of intergenerational living to the next level with the announcement of a new three-to-four storey apartment-style retirement complex set to open within the Beaumaris Beach Village Precinct, Iluka, in 2020.



New NDIS services

While there was widespread uncertainty across the disability sector about the outcome of the national and local NDIS funding trials, in 2016/2017 Brightwater forged ahead in further expanding our service offering to meet the needs of WA people with neurological disabilities and diseases.

Research highlights

The Brightwater Research Centre continued to be in demand for collaborative research, both nationally with National Health and Medical Research Centre projects, and internationally, collaborating with King's College London on new research into acquired brain injury.



16 conference presentations



4 journal articles



21 research projects



Collaborated with 10 research /academic institutions



5 industry publications

What we do

Brightwater is a leader in providing support for the people of Perth to lead lives which are as independent and meaningful as possible.

Over the past 116 years, we've thrived and developed into a large organisation of over 3,600 clients annually, 2,193 staff and 27 locations throughout the Perth metropolitan area. We've also accumulated significant expertise in supporting people who are ageing and those who are experiencing changes in their brain function such as dementia, stroke, brain disease and traumatic brain injury.

To support our not-for-profit services, we have a thriving retirement community in Perth's north (with

another planned to open in 2020) and commercial linen and catering businesses, all aimed at providing high quality commercial ventures whose profits can be reinvested into our not-for-profit care services, ensuring our long-term sustainability.

At the heart of it all are our clients and residents, all of whom are welcomed to the Brightwater community with open arms, and the reason we strive every day to enable wellbeing.

Supporting individuals

Brightwater At Home

Support for people to remain at home and after a stay in hospital.

Oats Street brain injury rehabilitation program

Live-in or community-based physical, cognitive and emotional rehabilitation following acquired brain injury.

Disability Services

A range of support services for people with an acquired brain injury, including Skills for Living to promote independence, support coordination and specialist positive behaviour support.

Respite

Short-term care for older people or people with a disability.

Transition care

Short-term intensive rehabilitation and personal assistance for people who have just come out of hospital, either live-in at Brightwater or at home in the community.

Accommodation

Residential aged care

Comfortable and friendly residences at 12 locations across Perth.

Accommodation for people with acquired disability

Shared, supported residences for people with an acquired disability.

Huntington's disease services

Specialist knowledge and practical support and accommodation for families who need it.

Retirement living

Kingsway Court

A thriving retirement community for over 55s in Perth's north.

Beaumaris Beach, Iluka

Our newest development, due for completion in 2020.

Industrial

Brightwater Linen

Professional laundering for the health, industrial and hospitality sectors throughout WA.

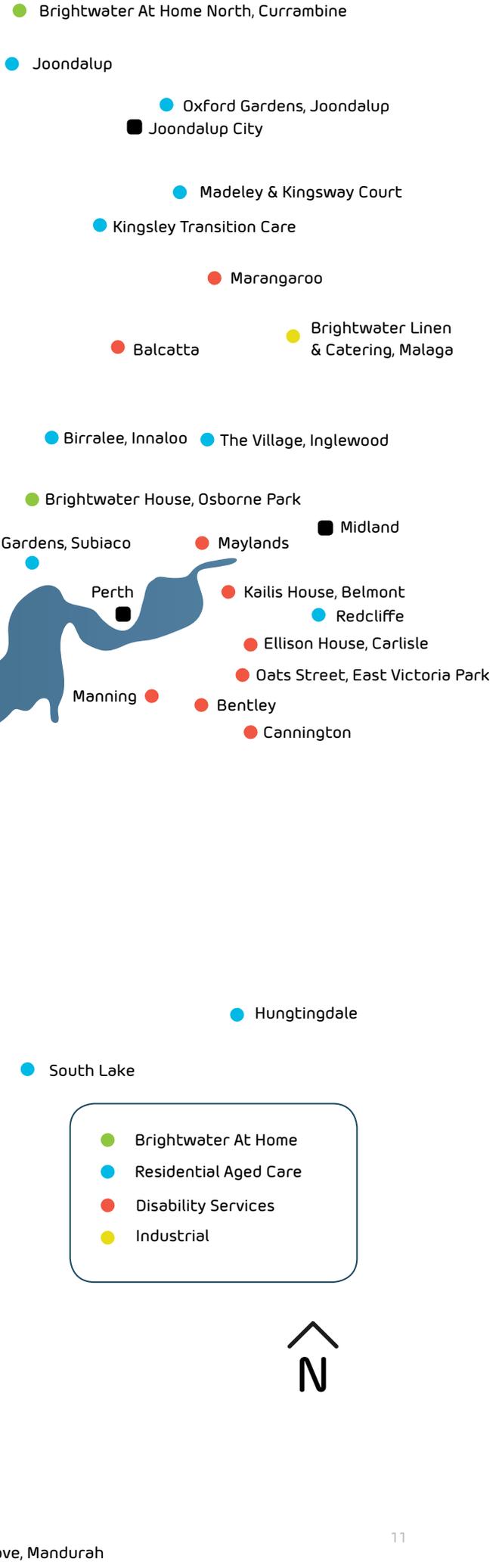
Brightwater Catering

High-quality, nutritionally-balanced meals made with care for health, disability and aged care sectors.



Where we are

With 27 locations throughout Perth, Brightwater offers residential aged care, disability services, transition and respite care, as well as home care in the community.

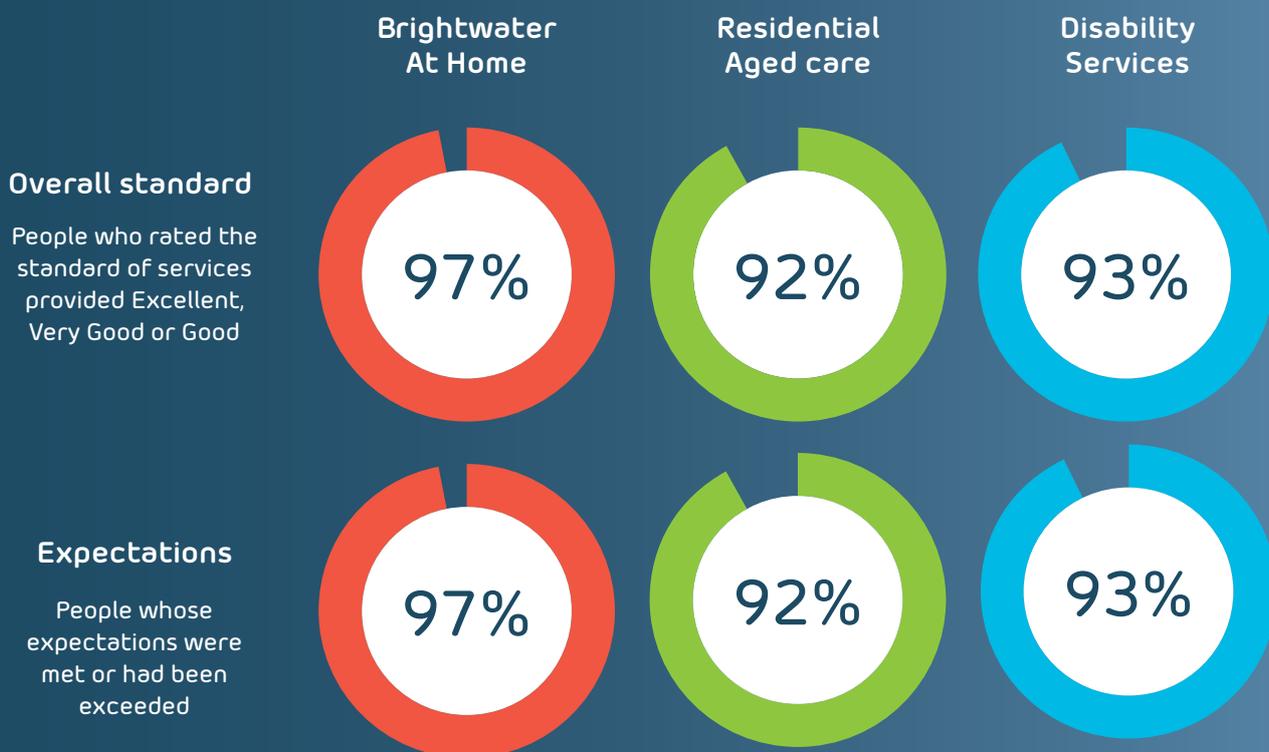


What our customers say

Each year we check-in with our customers to ensure we are meeting their needs and to give us a roadmap to continually improve our services.

The Speak Up, Speak Out survey was completed in the second half of 2016, using volunteers to assist people who had communication difficulties to participate for the first time, and this is what close to 1,000 of them had to say.

How they rated us



In their own words

"Brightwater are now family and friends and we enjoy the companionship and care."

"Shouldn't get bored as lots to do, entertainment, group activities, one on one."

"I like the fact that we are kept informed on our mother's wellbeing, and the friendly staff."

"Lived here for 14 years and have been happy every day. I do enjoy many of the people living here, where one can have a logical conversation and share a joke."

"Thank you for taking the worry away."

"Service, support and help, truthfully. Immaculate service."

"My daughter and my sister want to move in."

"The well-presented facility, light and airy with sunny courtyards, is a real positive for both residents and visitors."

"I really love living here."

"Feels like one is stepping into another family members' home; it is a nice environment."

"I'm very happy it's like home."

"I get my own breakfast, have my own garden and have lunch with the girls. I have my independence, they still accommodate my artwork and I have freedom to move."

"I think it's good they get students coming through ... they've got a fresh perspective."

"I have nothing to complain about. Everybody is too nice!"

What they value Brightwater At Home



Familiarity

Staff continuity, attitude and training



Punctuality

Less rescheduling/changing times and arriving on time



Cleanliness

Quality home cleaning

Residential Aged Care



In the garden

Greater access to the gardens and more flowers, veggie patches, and birds



Home improvements

Regular refurbishment



Let's eat

A variety of fresh foods, including BBQs and salads.



Getting physical

Even more outings, group gatherings, physio, exercises, entertainment; indoor games and therapy



Companionship

More visiting volunteers, access to a dog, one-on-one activities

Disability Services



Home comforts

Living environment, homely atmosphere, outdoor areas, cleanliness



Fuel

Food: veggie garden and cooking



Together and apart

Privacy and independence, companionship, activities, entertainment, outings, and holiday and therapy programs





Individual support



Home care

The 2016/2017 financial year saw the biggest shake-up in the funding and provision of home care in Australia in recent times, prompting service providers to invest significant resources in reorienting their services from a business-to-business model to a business-to-consumer one.

These changes have seen a new level of competition in the market, as the funding for home care packages is provided directly to consumers, giving them unprecedented choice and control over who provides their home care and how it is delivered.

To prepare for this change, in late 2016 Brightwater At Home began a re-engineering of its services, supported by our business services team and in consultation with KPMG. The result has been a redesign of the service model to enable a leaner administrative structure and a changed focus for some staff roles.

The changes to home care packages have created a more fluid customer population, with opportunity for customers to change providers, manage what they receive through their packages and be more creative about what services best support them.

Market and customer analysis has provided Brightwater At Home with insight into the market share in the regions in which it is operating, as well as a strong perspective of how our customers view us, and it has been heartening and galvanising to learn that customer satisfaction levels remain high, even in a time of change and increased competition.

Internally, we've ensured staff members are kept informed of the changes through regular roadshows, while financial processes have been re-aligned to reflect the new operating model and the rollout of stage one of the marketing campaign has commenced.

The coming year will see the introduction of a new client statement which is easier to read and reflects real-time package expenditure, and the implementation of a pricing strategy that is reflective of the new operating model.

All staff will be provided with a mobile platform (tablet or smart phone) to streamline service provision, while ongoing IT upgrades will include an updated enquiries and forms module, integrated online purchasing and the integration of our core system with the Brightwater finance platform – all aimed at providing responsive, agile services to our customers in the most efficient way possible. At the same time, the development of an improved suite of KPIs will enable Service Managers to have better day-to-day oversight of the business.

With great change comes great opportunity and although there has been significant reorganisation of the business this past year, our eye has never left the ball in terms of providing a high level of customer service. In our largest customer survey yet, over 97 per cent of our customers said the standard of services provided by Brightwater At Home was good, very good or excellent, while 97 per cent noted it met or exceeded their expectations.

While our good reputation often precedes us and there will be more marketing campaigns to come this year, we are committed to continuing to provide the sort of customer service and excellent value for money that ensures word of mouth continues to be our best advertisement to those in the Perth community who are looking to live at home with support well into the future.

An untimely fall may have slowed down 80-year-old David Apps, but the former theatrical agent - whose book of contacts at his professional peak included the Rolling Stones and Tom Jones - is still learning new tricks with support from Brightwater At Home.

Knocked over three years ago by canine friend Alfie, a prolonged hospital stay had left David unable to get about without help.

"When I first left hospital I was told that transferring myself in and out of a car would be too difficult to manage but our Brightwater occupational therapist Zain had other ideas. And he was right, with a bit of work, we learnt how to do it, first using a sliding board and now I don't even need the board," David said.

It was also with Brightwater's help that David was able to get his electric wheelchair in time to go on a cruise, the first holiday David and his wife had dared to take after his injury. This independent mobility is crucial for David, who continues to work in the entertainment industry, producing a weekly program for community radio station 89.7FM.



Rehabilitation

The brain injury rehabilitation program delivered at our Oats Street facility has for many years provided hope and improved independence for members of the WA community who sustain an acquired brain injury (ABI) through trauma, stroke or illness.

The innovative sub-acute service is the only program of its type in our State, seeing people transfer directly from hospital or participating from home to regain an optimal level of independence over several months or years.

Oats Street incorporates physical, cognitive and emotional rehabilitation and is provided as an integrated, progressive program which uses re-learning of key everyday tasks and activities at every stage. These carefully selected activities often work on more than one rehabilitation aspect at a time (for example, emotional and well as physical), such as:

- + Working with physiotherapists at our fully fitted rehabilitation gymnasium or via the Park Gym Group
- + A Healthy Me Group, including yoga and psychosocial support, run by a social worker and clinical psychologist
- + Art group, working on fine motor skills, visual perceptual skills and executive functioning
- + A social communication group run by speech pathologists, occupational therapist and a physiotherapist, which sees clients practise functional mobility on the walk to a nearby café, re-learning of life skills such as road safety on the way, and improved social communication through real life interaction at this venue.

Re-engagement with active leisure pursuits and activities which challenge clients' confidence to show them what they can achieve are an important part of their recovery journey. This year, rehabilitation clients participated in the first Downer Getaway Camp (with some even trying abseiling in their wheelchair!), glider simulator sessions provided by Soarability, pamper sessions provided by volunteers from The Body Shop, and a basketball competition.

Clients would often like to return to their usual social habit of having a drink with dinner or while socialising, but it can

be difficult to understand how alcohol mixes with the brain after this type of trauma. An Oats Street staff member was this year awarded a Brightwater Peter Lane Scholarship to develop a program for clients to learn about how alcohol will affect them if they choose to return to social drinking in the long-term and how to manage this safely.

Café 170, which is run by clients and staff as part of the rehabilitation program, continues to thrive and provide a valuable service to all who visit, with money raised this year enabling the purchase of a table tennis table and equipment.

Brightwater's Life's Possibilities philanthropic funding has also allowed for some fun time out from the hard work of rehabilitation for our clients and this year included movie nights and outings to the football and speedway.

Close collaboration with other services ensure our program remains holistic and relevant. This year, Oats Street has worked alongside Holyoake Drug and Alcohol Service, and Aboriginal and mental health services, and has investigated the feasibility of working more closely with WA regional services.

Throughout the year, Home and Community Care and National Disability Insurance Scheme programs were separated from the Oats Street program to provide two distinct service streams. Funding changes meant a reorganisation of the way clients enter and are charged for the program, resulting in more sustainable discharge options for them and their families, with minimal service disruption. We have also started the process of increasing the capacity of the program, in light of the Insurance Commission of WA's expanded motor vehicle injury insurance, so that people catastrophically injured in car crashes can access the rehabilitation support they need at Oats Street in a timely manner.



Providing a contemporary rehabilitation service means it is crucial to participate in ongoing professional development which highlights new evidence and best practice. This year, we welcomed Professor Lynne Turner Stokes from Kings College, UK for a workshop on working with clients in a minimally conscious state, and Professor Barby Singer of the University of Western Australia who spoke about working with clients with high care needs. Staff also attended training on providing an LGBTI-friendly environment and started to explore contemporary approaches to supporting the sexuality, intimacy and relationship needs of clients and their partners.

One of our Rehabilitation Consultants has also worked closely with the Oats Street team to make botox injections, which reduce muscle spasticity in people who have a brain injury, available to clients. These usually have a 12 to 24-month waitlist in the public system, so early availability is crucial to reduce secondary disability from extended muscle spasticity.

After sustaining a traumatic brain injury in a middle-of-the-night fall down stairs, Christine Finney spent six months in three hospitals and was sent home with a referral for therapy and counselling, but she and her family knew they needed specialist help to her get back on track.

Their investigations led them to Brightwater's innovative Oats Street acquired brain injury (ABI) rehabilitation program, where she began a targeted rehabilitation with a team of ABI specialists.

"I needed to know what had happened to me. In hospital, nobody can give you the time to really explain it all," said Christine. Learning more about how the permanent frontal lobe damage impacted on her 'executive thinking' functions – such as problem-solving, planning, self-monitoring of behaviour, decision-making and prioritising tasks – was a really important first step. She could then work on learning new coping strategies, such as systems for planning and prioritising everyday tasks like grocery shopping, transforming Christine's life in the process.

Being able to get behind the wheel again was something Christine thought was not possible – until a plan developed as part of her rehabilitation culminated in an assessment at a specialist occupational therapy driving centre, and later securing medical clearance from her GP. "When they finally told me that I had my driver's licence back I got very emotional and started crying. It was a relief more than anything to be able to start getting my independence back."

Disability services

Brightwater's depth of experience supporting people with an acquired disability, as well as our capacity building approach, has ensured our disability services have aligned and developed alongside the introduction and further implementation of the National Disability Insurance Scheme (NDIS) this year.

Despite ongoing uncertainty about how the scheme would be administered and exactly what items would be covered, Brightwater used the 2016/2017 financial year to conceptualise and implement our service offering to Western Australians with an NDIS plan.

Behind the scenes this involved foundational activities such as, the introduction of new staff roles to support clients through their contact with our organisation and to work with people with complex disabilities, and the development of the services themselves and associated budgets.

In 2017, Brightwater commenced providing services under the WA NDIS in the regions of Cockburn, Kwinana, Armadale and the Rockingham region, providing support coordination, therapy and disability support to people with an NDIS plan who live in these regions.

Our Skills for Living Program, a popular and innovative personal support program focussed on building capacity and community integration in people with an acquired brain injury, had been operating for several years as part of our Oats Street brain injury rehabilitation program as an internal stream of service.

During the year, this was developed into a standalone service and the flagship of our NDIS offering, which exemplifies our approach to enabling wellbeing through building personal skills and developing genuine community engagement in our clients.

Also during the year we began developing a new NDIS outcome measure tool and, via our Connections Project, became involved in assisting people living in residential aged care to meet eligibility to enter into the scheme, which in turn highlighted the benefit of good pre-planning.

A second important project, Psychiatric Hostels, has seen Brightwater staff connecting with a particularly vulnerable disability cohort to coordinate their participant plans, assisting them to achieve goals that previously may have been unachievable without support.

The coming year will see the expansion of our NDIS services with a planned increase in market share, utilising market research and customer analytics to guide our efforts to connect with new participants and new regions.

The implementation of a new functional technology will enhance the customer experience when our staff are working in the community, providing a more seamless experience for existing participants and allowing us to transition new participants to our services with ease. The system will enable a consistent approach to everything from collating client information through to rostering and paying staff members.





Residential services





Aged care

Brightwater provides comfortable and friendly residential care for older people at 12 sites across the Perth metropolitan area. With a focus on person-centred support, these residences are warm and social communities that embrace new faces and welcome family members as part of the extended Brightwater family.

We've long known that our current clients are our best referrers and this was highlighted this year in the Speak Up, Speak Out customer satisfaction survey across all our residential aged care sites. Of those who took part (all 751 of them!), 93 per cent of residents rated our services as good, very good or excellent.

It was also no surprise to learn that our staff are our greatest asset, with 217 positive comments received from residents. This overwhelmingly positive sentiment was echoed by friends and family of Brightwater residents who took the time to leave a review on the independent review website agedcarereviews.com.au during the year, with an average five-star rating of Brightwater's residential aged care resulting from the 88 reviews.

The feedback from both of these has provided us with a map for continuous improvement, with the raw data provided to each Manager and the development of an action plan specific to their site. Areas we'll be looking at in the future include more variety with meals, greater focus on the outdoors and gardens, more active leisure pursuits, and more companionship via volunteers, pets and outings.

Residential aged care sites achieved full accreditation with the Australian Aged Care Quality Agency this year as well as compliance with an external Food Safe audit program, a tribute to the hard work of our staff and our unwavering commitment to the quality care of those who live at Brightwater. An internal review into how we approach support and care, particularly of people living with dementia, is currently underway, in the context of the current aged care reforms, and will focus on increased consumer choice.

Residential aged care sites work closely with the Brightwater Research Centre on many projects to improve the wellbeing of older people and those living with dementia. A particularly important research project this year has been with the National Health and Medical Research Centre's Cognitive Decline Partnership Centre, which investigated 'Improving cognitive and functional capacity of older people with dementia in residential aged care through an exercise prescription approach'. We also started a music project at four sites this year alongside the research centre, using

personalised music playlists to support resident engagement and improve wellbeing.

Significant work was undertaken this year to formalise Brightwater's inclusion of people identifying as lesbian, gay, bisexual, transsexual or Intersex (LGBTI). This included staff training and regular review of opportunities for continuous improvement, the provision of resources, collaboration with key industry support groups and updated internal documentation and policies.

We were pleased to have our nursing staff recognised at the 2017 WA Nursing and Midwifery Awards, with Rachel Barnes from Brightwater Madeley the winner in the Excellence in Aged Care category and Steve Frost from The Village also a finalist.

The coming year will see the further development of an efficient and effective model for residential aged care at Brightwater, with an emphasis on staff capacity building and access to relevant and timely data to support decisions.

The first quarter will be a busy one with planned Accreditations of five residential aged care sites and two transition care sites, with preparations also underway to roll out the new Accreditation Standards Framework.

A new medication management model will also be implemented, as will the outcomes of the Care Documentation Review - a large, 18-month project, the results of which will significantly improve efficiencies in the documentation workflow at sites. In preparation for this, a new clinical management software was rolled out during the year and is a significant improvement to our care documentation system.

Alongside this is our continuing involvement in improving the customer engagement process of welcoming new residents to our sites and ensuring their customer experience at Brightwater is constructive and positive at every step.

This year will also see refurbishment happening across many of our residences, with some already completed and others just getting started - it'll be a fresh new face to brighten our residents' homes and enhance the welcoming atmosphere.



Accommodation for people with acquired disability

Brightwater provides comfortable community accommodation for people with acquired neurological disabilities at sites across Perth, including specialised services for people with Huntington's disease.

The change across Brightwater was echoed throughout disability accommodation this year, with significant impact from the introduction of changed funding frameworks and continuing uncertainty about the road ahead.

Clients at our Maylands site successfully rolled over to NDIS funding, with packages very similar to existing arrangements. Plans were co-designed with the residents and their families clearly outlining how they would like to be supported, including how they would like to spend their funding. This very much aligns with Brightwater's strategic priority to build a customer-driven organisation, as well as our person-centred focus.

During the year, clients and staff featured in a training video on tracheostomy management for the Training Centre in Sub Acute Care, while a relationship with disability arts organisation DADAA saw clients produce some striking artworks in a variety of mediums, exhibited to the world via an online platform.

For the second time, we ran a personal development course for clients in collaboration with the Curtin School of Occupational Therapy. Held over six weeks, it included self-esteem discussions, goal setting, meditation, massage, beauty and fashion, and concluded with a celebratory lunch. This collaboration resulted in a research paper presented at the OT Australia Conference in Perth in July.

Eye gaze technology was introduced at our Marangaroo site courtesy of funding from the Brightwater Peter Lane Scholarship, allowing people with acquired brain injury who have high care needs to interact with the device both for therapy and recreation. The implementation of a health and wellbeing program across the community houses saw a renewed focus on oral hygiene and the use of a new toolkit to facilitate and track health and wellbeing goals for these clients. Music Rocks is a new program which provides the opportunity for sensory stimulation in clients with severe

brain injury through sounds, rhythm and different genres of music, also building social interaction.

One of the highlights of the year was two clients, Erin and Troy, participating in the HBF Run for a Reason, with both managing to walk the entire four kilometres after months of training – a truly admirable achievement.

Brightwater's Life's Possibilities philanthropic funding continues to have a profound impact on the quality of life of our clients, allowing for activities that they would not be able to fund personally, including:

- + Clients from Ellison House savoured a truly moving experience at the Andre Rieu's Concert
- + Pamper group mornings
- + Discovery Way resident Kyanne, who has been in vocal rehabilitation and spends many hours in front of YouTube singing her favourite songs was supported to see her favourite artist Delta Goodrem in concert, and was even lucky enough to meet her music idol!
- + A client from Endeavour House celebrated his 50th birthday surrounded by family and friends.

The final weeks of the 2016/2017 financial year saw our Warnbro site begin the process of transitioning over to WA NDIS. Clients at the remaining accommodation sites will transition to the NDIS in the coming year, while we continue to review and shape the Client Service Office as a responsive point of contact for new clients and navigate the complex NDIS-related processes.

Imagine you relied on someone else to decide what you did every day. For many Brightwater clients with severe and complex disability, this is a daily reality as their injury or disease robs them of the ability to move, speak and make their preferences known.

But thanks to a generous donation from Brightwater's RM Harken philanthropic fund, clients with severe disability now have access to eye gaze technology, which is changing the way they spend their time.

In recent years, this technology has been unlocking the hidden potential of eye movement in people with high levels of disability, opening up new ways for them to communicate and learn. Speech Pathologist Tanya Cavlovic, from Brightwater's Discovery Way facility for people with severe acquired brain injury, introduced the technology at the site, having used it in the UK.

The unit works by infrared, tracking where a client directs their eyes and essentially creates a click of a computer mouse as a result of whatever object their eye rests on.

The technology is used in the greater disability community to write books, generate speech and complete schoolwork. For Brightwater's clients with severe disability it is being used as a way to maintain interaction and impact on their world, not just sitting on the sidelines looking in.





Retirement
living

KINGSWA

A BRIGHTWAT

A photograph of a stone sign for a community. The sign is made of light-colored stone with a dark brick border. The text on the sign is in dark, raised letters. The top part of the sign reads 'AY COURT' and the bottom part reads 'ER COMMUNITY'. The sign is set against a background of green trees and a clear blue sky. In the foreground, there are some green bushes. Overlaid on the right side of the image are two large, stylized graphic elements: a yellow 'C' shape at the top and a larger orange 'R' shape below it. The background is split diagonally from the top left to the bottom right, with white on the top left and blue on the bottom right.

AY COURT
ER COMMUNITY

Retirement living

At Brightwater, we're committed to enabling wellbeing – and that means supporting people 55 years and over to lead an active and satisfying lifestyle in retirement and beyond.

Kingsway Court

Kingsway Court, Brightwater's first retirement village, is located in the heart of the northern suburb of Madeley. Fourteen individual home designs create the look and feel of a typical suburban neighbourhood and provide a thriving community atmosphere.

Adjacent to another Brightwater property, Madeley residential aged care, Kingsway Court has 168 independent living units and a superbly appointed community centre. Facilities include indoor heated pool and spa, gymnasium, lounge area with large screen television, community function room, a craft and games room, library and computer room. Outside there is a lawn bowling green, barbeques, a putting green and play equipment for visiting families.

The community atmosphere is evident in the many social and volunteer groups in the village. The knitting and craft group continues to make and donate hundreds of items to various charitable organisations, including lap rugs for Brightwater's aged care sites. Many Kingsway Court residents volunteer at Maddie's Coffee Shop (in the adjacent aged care residence) and also raise funds to assist the brain injury rehabilitation program at Brightwater Oats Street via a can recycling project.

Despite a challenging property market, six homes in the village were re-sold during the 2016-2017 financial year, with continuing positive interest from prospective residents. Planned maintenance ensures a well-maintained facility, with upgrading and replanting of gardens around the village during the past year and replacement of the carpet in the community centre.

Refurbishment of the male and female changing rooms in the swimming pool area is planned for the coming year, as well as an upgrade of audiovisual facilities in the community centre.

As the National Broadband Network (NBN) has been implemented in the Madeley area, the medi-alarm unit in each home in the village is in the process of being replaced with a new unit which operates independently of a land line at no cost to village residents.

Beaumaris Beach development

This new village development, announced during the year, will enhance Brightwater's retirement living offering in Perth's northern suburbs and provide a quality independent living option for retired Western Australians who enjoy the beachside lifestyle.

Part of the \$70 million Beaumaris coastal development which includes a café, apartments, restaurants and shops, the new retirement village will build on the concept of intergenerational living, with the design promoting community connection and integration while maintaining a sense of security and privacy, at a time of life when people are taking a step back from work and wanting to lead a more, relaxed, community-oriented life.

This year will see the development undertake the planning and community consultation phase, with building expected to begin in 12-18 months.

In May, Brightwater announced the commencement of a second retirement village in Perth's north, to complement Kingsway Court in Madeley.

The signing of the new Beaumaris Beach development was officially celebrated in May, where Brightwater CEO Jennifer Lawrence was joined by developers Luke Parker of OP Properties (right) and Kim Lawrence of Satterley WA (left).

The new retirement village will be completed in 2020 and draws on the concept of intergenerational living to enhance community connectedness of the people who live there.





Industrial





Industrial

To support our not-for-profit care services, Brightwater operates commercial businesses from separate properties in Malaga Business Park in Perth's north.

Brightwater Linen

Brightwater Linen provides comprehensive laundry services to clients throughout Western Australia, including hospitals, care facilities, hotels, apartments and mine sites. Our state-of-the-art, 3500sqm commercial laundry caters for a diverse range of linen requirements.

Hotel occupancy levels have dropped over the past few years from 85 to 73 per cent, impacting on wash volumes, while the hospitality industry has placed significant pricing pressures on commercial laundering. However Brightwater Linen re-signed two major contracts with large WA services companies during 2016/2017, equating to many additional tonnes of linen per week.

In the first part of the financial year, capital investment approval enabled the replacement of two 30-year-old steam ironers with new gas ironers and an additional Lapauw gas ironer.

At the end of the year we also purchased an additional continuous batch washer enabling the business to maximise the washing capacity to 200 tonne per week.

These purchases, and the planned replacement of two trucks in the coming year, form part of Linen's long-term strategy to expand capacity in order to mitigate risk and realise future growth potential.

In line with this, we are also exploring the development of the South-West WA market in partnership with a local laundry.

Brightwater Catering

Brightwater Catering provides a professional food production service to numerous commercial and care businesses, operating from a 1000sqm commercial kitchen facility which features the latest equipment and technology for high-volume production.

We have built an especially strong reputation for providing meals and meal supplements to hospitals and residential aged care facilities.

With over 20 years' experience in research and development in this field, we are ideally placed to meet the growing demand for nutritionally balanced diets and specific meals to cater for those with medical conditions such as dysphagia.

This coming year is an exciting one as we develop and test a new menu, providing new menu choices and even higher quality, including new sandwich and platter options for those who prefer lighter meals.

To support growth of the business, menu options software will be upgraded and implemented, and a delivery truck replaced in the next 12 months.

To facilitate market growth, a range of new residential aged care contracts will be pursued and options for the delivery of Meals on Wheels in key growth markets reviewed.

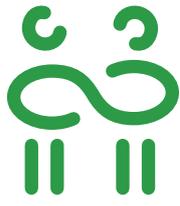




 Brightwater

Dowmer 7
Dowmer Gateway
Fairbridge 2016

 **LANCE**
VOLUNTEER



Business development



Partnerships & philanthropy

As Mahatma Gandhi once noted, the true measure of any society can be found in how it treats its most vulnerable members. People with an acquired brain injury (ABI), those living with dementia and older people with few friends and family to visit them have all benefited this year from the generosity of the WA community in supporting Brightwater.

A diversified portfolio of philanthropic activities has continued to ensure that Brightwater remains a key benefactor of many generous Western Australian individuals and businesses, despite the economic downturn which impacted on many other similar organisations.

A key development area in 2016/2017 was the nurturing of new corporate partnerships, most notably with infrastructure services business Downer, who successfully partnered with us to hold the inaugural Downer Getaway Camp in 2016. The camp, held at Fairbridge Village in Pinjarra, enabled many of our clients and residents with an ABI to discover new-found confidence in themselves and what their bodies can achieve since their injury.

Corporate partnerships will continue to be a development area in the coming year as we explore mutually beneficial relationships with other businesses from WA and beyond.

We also once again held the successful Perth's Longest Lunch, our main fundraising event of the year, which saw close to 1000 people gather at Crown Towers in May 2017 for the most rewarding lunch of the year, with one lucky attendee driving away in a new luxury vehicle from the event, with thanks to Audi.

The Giving Back Program goes from strength to strength, with more than 13 clients volunteering their time each week across a range of Perth businesses. Each client is matched with a workplace according to their strengths, abilities and interests and a dedicated Giving Back Coordinator supports them in their new workplace. We hope to partner with new Perth businesses in the coming year to develop this program further.

Brightwater is fortunate to have a very strong and active community of over 400 volunteers, who come from all walks of life to provide assistance and companionship to our clients and residents. The past year saw the further development of the home visiting volunteer service in Brightwater At Home, in recognition that while many people

in the Perth metro area might prefer to live at home as they age, this can also lead to social isolation.

We welcomed many new corporate volunteers, including employees of Bankwest who helped replant gardens at The Village, people from Woodside who assisted with gardens at Brightwater Kingsley and created a sensory garden for people with dementia at The Village, and a large group of 20 volunteers from Downer who were bussed down to Pinjarra over two days to assist Brightwater clients to participate in the first Downer Getaway Camp for clients.

Also during the year, we added a new focus to our volunteer services for our clients with a disability, actively recruiting people to support them to participate in wellbeing activities such as exercise in addition to providing social support and companionship on outings or at their accommodation.

Our volunteers had several free training opportunities provided in the past 12 months to help them to stay up-to-date, including an LGBTI workshop and sessions to learn how to support people living with dementia in an inclusive and empowering way.

There was laughter and a few tears as we bid farewell to our beloved Coordinator of Volunteer Services Sandy Beardwood when she succumbed to the siren call of retirement in February. You'd be hard-pressed to find a better-known identity at Brightwater – in her 24 years she touched the lives of hundreds of volunteers, residents, clients, family members and staff – and she will be remembered fondly.



When you live with an acquired disability, sometimes with care needs which involve support to move around or go into the community, it is a rare opportunity to be able to have a break away from everyday life and try something new.

And by the same token, when you work in an office every day, you can have a hankering to get outside, enjoy the sunshine and do something active for a change!

Enter the Downer Adventure Camp held last September at Pinjarra, where Brightwater clients with a disability spent three days away from the norm, trying out activities such as abseiling, archery and kayaking. They were assisted for the first time by a large group of corporate volunteers from Downer, who had attended an introductory session prior to the camp so they could learn more about the best way to support people with a disability of this nature to join in the activities.

CEO Jennifer Lawrence commented on the difference that volunteers had made to the success of the activities. "It can take a lot of support to physically and emotionally enable our clients to join in activities such as those available at the camp. The number of volunteers from Downer who put their hands up to help out – and of course enjoy a day in the sunshine – made such a difference to the success of the camp.

"A few hours of Downer's time made such an impact on other people's lives – it was so evident what an important corporate partnership this has become. And often the opportunity to meet and talk with a person with a disability makes a significant and positive impact on a volunteer as well," she said.

Putting the 'fun' in fundraiser

Perth's Longest Lunch is an outstanding example of the generosity of the WA business community in supporting us to improve the lives of some of WA's most vulnerable people.

With almost 1,000 people, including our patron WA Governor, Her Excellency the Honourable Kerry Sanderson AC, attending the six-hour long event at Crown Towers in May, attendees enjoyed a six-course degustation featuring the very best ingredients from the Great Southern region and some of WA's finest wines while also pledging their support for Brightwater, to the tune of an impressive \$230,000.

A 'fundraiser-in-disguise', the longest lunch concept debuted in 2015 and the appetite from Perth's business community has seen it almost double in size in the past three years, something which has been good news for Brightwater according to CEO Jennifer Lawrence.

"We are thrilled with the way that corporate Perth has embraced this event.

"We know that there are guests who arrive in the room knowing very little about Brightwater and the work we do – but they leave with a very clear understanding that we strive to do things differently, creating opportunities and delighting people in all kinds of ways," Ms Lawrence said.

The food also captivated people throughout the afternoon. A team of 150 kitchen and banqueting Crown Towers' staff prepared and served in excess of 6,000 individual dishes during the event.

A unique line-up of entertainment also contributed to the day's atmosphere, including 2015 X Factor stars Jess and Matt, violinist Patrick Roberts (likened to the great Andre Rieu), electro-cellist duo Hanna and DJ Chad and house band Proof.

The proceedings were smoothly facilitated by MC Shane Jacobson (of the Australian movies *Kenny and Oddball*, and television series *The Time of Our Lives* and *Top Gear Australia*), who returned for second helpings after his MCing debut in 2016. The big moment of the day was the draw of the raffle where one lucky guest left as a proud owner of an Audi A1.

Every year, there is a moment of reflection on the serious reason behind why guests are gathering to support Brightwater – and this year was no different – with guests introduced to the Wilson family, including Mum Gaysie, a vibrant woman in her 70s who struggles daily with effects of Alzheimer's.

Although she may not remember the names of her family or carers or be able to live independently, music brings rare moments of peace, happiness and connection for her. Through a heartwarming video, the positive effect of music on Gaysie's life was evident, and set the scene for the call for donations to Brightwater's music program. You too can see the difference music makes to Gaysie at brightwatergroup.com.





Special thanks to our Major Sponsor
COGN

Major Sponsor



Research

In 2016/2017, Brightwater Research Centre worked towards a better understanding of our clients to improve life for all people who are ageing or living with a neurological disability.

Research partnerships

Brightwater is a crucial partner with many local and international academic institutions, consumer groups and industry organisations. In this financial year, the Research Centre collaborated with 10 research and academic institutions.

A key partnership with the National Health and Medical Research Centre (NHMRC) and the Cognitive Decline Partnership Centre (CDPC) continued in eight projects. Three key projects were:

- + Interprofessional Education in Aged Care (IPEAC) Toolkit
- + Using a socialisation robot (Alice the Zorobot) to increase social engagement of older adults
- + Optimising advance care planning for persons with dementia through supported decision making.

We also represented Brightwater on five projects to support Lead Investigators in the development of activities, provide links between activities and aged care service providers, and actively participate in knowledge translation, dissemination and implementation of activity outputs.

In addition to the many local and national research institutions Brightwater collaborated with in 2016/2017, we also partnered with both Kings College and Northwick Park Hospital in the UK.

Scholarships

Brightwater is fortunate to be able to offer an annual scholarship program to staff to foster ideas they encounter in their daily contact with clients. Through the generosity of the Peter Lane and Don Hutchison families, the following scholarship projects were completed this financial year:

- + Eye Gaze Technology - Using eye gaze technology with clients who have an acquired brain injury.
- + Hogeweyk at Huntingdale - A feasibility study to determine if Brightwater Huntingdale could successfully create a specialised care community for people with advanced dementia.

- + Learn Together - Engaging residents in active support - ie. multimedia training modules developed with residents and staff to demonstrate active support and positive behaviour support principles.

As part of the Brightwater Lyn Beazley Scholarship, the project 'Neuropsychological predictors of outcomes following ABI in adults' evaluates the relationship between functional outcome and neuropsychological measures, and is assessing the use of another executive functioning domain that may be important in predicting real-world functioning – prospective memory.

Five new scholarship projects are currently underway:

- + Minimally Conscious Disorders Of Consciousness Assessment
- + Person Centred Practices – Disability
- + Person Centred Practices – Dementia
- + Responsible Social Drinking
- + The Edgewater Model

Research students

By supporting Honours, Masters and PhD students to undertake research, Brightwater is able to engage students with the reward of working with older people or people living with disability, and ensure exposure to new ideas and evidence-based practice. This year the centre supported 10 students from three different universities, across seven disciplines.

The coming year will see the Brightwater Research Centre undertake a comprehensive review of research and evaluation needs across the organisation, with the focus on new projects in the neuro-disability, dementia, nutrition and lived environment. We will continue to develop partnerships with national and international providers, organisations and universities and will establish and evaluate a new tailored, music program for all Brightwater clients aimed at improving physical and emotional wellbeing.

See an overview of Brightwater's research and sector contribution over the next few pages.

When you are living with dementia, you often don't have the words to let anyone know when you are in pain.

Former pilot, camel racer and motorbike rider Norma (pictured) from Brightwater's specialist dementia service, has been assisting researchers from Curtin University to trial a more reliable way of assessing pain in people with cognitive impairment, aimed at early identification for those who are not able to express their discomfort verbally.

The Electronic Pain Assessment Tool (ePAT) app uses six 'domains' to gain a holistic overview of the person being assessed, one of which uses video and facial recognition technology to detect "micro expressions".

Information from all domains is combined to calculate a pain severity score, with evidence from early trials proving so promising that the app's developers plan to release it to the market within 12 months.

Brightwater CEO Jennifer Lawrence said the trial was a great opportunity to "walk the talk" in terms of Brightwater's commitment to innovation and the use of technology for the benefit of clients and residents.

"If a person with dementia is in pain, sometimes the only way they may be able to express it to our staff or family members is through agitation, so the trial has given us another 'tool in the toolbox' in terms of being able to promote wellbeing and comfort," Ms Lawrence said. "We know that even without words or actions people's faces often tell us so much, so combined with the other information collected in the app, it made perfect sense to us to factor that into a pain assessment," she said.





Rachel Barnes from Brightwater Madeley is presented with her 2017 WA Nursing & Midwifery Excellence Award for residential aged care by P&N Bank CEO Andrew Hadley.

Sector contribution

Brightwater makes a significant contribution to the development of the aged care and disability support sectors in WA and throughout Australia by providing expertise and knowledge to many industry groups and research projects.



Collaborative research projects

An overview of research that Brightwater led or made a significant contribution to this year.

- + Quality jobs, quality care
- + Improving pain management among patients with dementia
- + Advance care planning for dementia patients in Western Australia: an exploration of the relationship between legislative provisions and established practices in residential aged care facilities
- + Hierarchic Dementia Scale-Revised (HDS-R): i.e. determining the reliability, clinical utility and acceptability of an updated cognitive assessment
- + Attraction and retention of millennials in Western Australian aged care
- + Developing and implementing an interprofessional education toolkit for staff in residential aged care to better support the care needs of people with cognitive and functional decline
- + Understanding the impact of socialisation robots on the social engagement of older adults with cognitive decline
- + Optimising advance care planning for persons with dementia through supported decision making: i.e. an exploratory mixed methods study of community perceptions and law reform challenges in Australia
- + Understanding long-term care services for older people with cognitive decline in Australia
- + Systematic review and scoping study for the implementation of a national approach to dementia specific advance care planning
- + The effect of regulation on aged care services for people with cognitive decline
- + The cost-effectiveness of aged care, dementia and dementia management in Australia
- + Vulnerable Cohorts Data Linkage Project
- + Increasing productivity opportunities for people with acquired brain injury: evaluating the impact of the Brightwater Giving Back Program
- + Empathic service design: co-creating a holistic recovery experience at Brightwater Oats Street
- + Self-efficacy to complete personal self-care activities of daily living among women with acquired brain injury: evaluating the outcomes of the Pride and Vanity project
- + Wayfinding in a virtual public transportation environment: a pilot with people with mild cognitive impairment
- + Acquired brain injury - a unique journey: talking to families who support people living in rehabilitation care facilities
- + Matching expectations to experiences of family members of people with acquired brain injury after the first year of rehabilitation
- + Resilience and resourcing of social enterprise: a longitudinal study



Journal articles

- + Bulsara C., Seaman, K., & Steuxner, S. (2016). Using sound therapy to ease agitation amongst persons with dementia: a pilot study. *Australian Nursing and Midwifery Journal*, 23 (7).
- + Francis-Coad, J, Etherton-Beer, C., Bulsara, C., Nobre, D., & Hill, A. (2017). Can a web-based community of practice be established and operated to lead falls prevention activity in residential care? *Geriatric Nursing*, (7).
- + Hang, J, Francis-Coad, J, Burro, D, Nobre, D, & Hill A. (2017). Assessing knowledge, motivation and perceptions about falls prevention among care staff in a residential aged care setting. *Geriatric Nursing*, (37).
- + Hudson, W, & Jarrad, S. (2017). Care worker engagement and upskilling - enhancing job quality and care quality.
- + Jackson, D, Seaman, K, Sharpe, K, & Turner-Stokes, L. A comparison of functional gains rated on the UK FIM+FAM and Mayo-Portland Adaptability Inventory in adults with acquired brain injuries receiving in-patient rehabilitation. *Brain Injury*. (Under review).
- + Seaman, K, Saunders, R, Williams, E, Harrup-Gregory, J, Loffler, H, & Lake, F. (2017). An examination of students' perceptions of their interprofessional placements in residential aged care. *Journal of Interprofessional Care*, 31(2).
- + Slugget, J, Ilomaki, J, Seaman, K, Corlis, M, & Bell, S. (2017). Medication management policy, practice and research in Australian residential aged care: current and future directions. *Pharmacological Research*, (116).



Academic conferences & seminars

- + Yap, A. Facing the Challenges of Distance Head On – Collaboration & Cooperation Between Services. National Acquired Brain Injury Conference 2016. Sydney, Australia. 08-09 November 2016
- + Seaman, K. Interprofessional education in residential aged care: Optimising care and workforce possibilities. 5th Annual NHMRC Symposium on Research Translation. Melbourne, Australia. 23 November 2016
- + O'Brien, A. Promoting Self-Management of Health with the HealthyMe Toolkit. Australasian Society for the Study of Brain Impairment. Melbourne, Australia. 01-3 June 2017.
- + Cavlovic, T. Exploring Eye Gaze Technology to Unlock Potential for Young People Living with Acquired Brain Injury. Australasian Society for the Study of Brain Impairment. Melbourne, Australia. 01-3 June 2017.
- + Williams, E. Type of Cerebrovascular Accident and Influence on Rehabilitation Planning & Outcomes. Australasian Society for the Study of Brain Impairment. Melbourne, Australia. 01-3 June 2017.
- + Hudson, H. Careworker engagement and upskilling – enhancing job quality and care quality. 2nd Annual Dementia Strategy Summit. Sydney, Australia. 25-27 October 2016



Academic poster presentations

- + Wagland, J, Williams, E., & Martini, A. (2017). The importance of post-acute rehabilitation: A case study. 40th ASSBI Annual Brain Impairment Conference, Melbourne, Victoria.
- + Williams, E., Seaman, K, Saunders, R, Harrup-Gregory, J, Pratt, K, & Loffler, H. (2017). Interprofessional education in aged care IPEAC toolkit – supporting staff to facilitate interprofessional student placements. 32nd International Conference of Alzheimer's Disease International, Kyoto, Japan.
- + Williams, E., Seaman, K, Pratt, K, Robertson, B, & Robertson, A. (2017) Understanding the impact of socialisation robots on the social engagement of older adults with cognitive decline. 32nd International Conference of Alzheimer's Disease International, Kyoto, Japan.
- + Seaman, K, Harrup-Gregory, J, Williams, E., & Saunders, R. (2016) Interprofessional education in residential aged care: Optimising care and workforce possibilities. The National Health and Medical Research Council Symposium on Research Translation, Melbourne, Victoria.



Sector representation

- + Member and host of Community Care (North) Network
- + Member and host of Peel Rockingham ACAT Network
- + Member and host of the Neuroscience Interest Group
- + Member of Huntington's Interagency Network
- + Member of LGBTI Community of Practice
- + Member of Disability Services Commission Health & Wellbeing Project Reference Group
- + Member of Disability Health Network
- + Member of ACSA Community Care Committee
- + Member of Huntington's South West Interagency Network
- + Member of NDS Accommodation Subcommittee
- + Member of WANDIS Interest Group
- + Member of Community Housing Providers Network
- + Member of the Community Services Health & Education Industry Training Council Aged Care/HACC Industry Advisory Group
- + Member of the Aged and Community Services WA Training Advisory Group
- + Member of the Alzheimer's Australia WA Dementia Education Industry Reference Group
- + Member of the Department of Health, Workforce Development Working Group
- + Member of South and North Metropolitan TAFE Industry Advisory Group, Enrolled Nursing
- + Member of Learning and Development Networking Group
- + Member of Fundraising Institute of Australia
- + Member of Volunteering WA
- + Member of Aged and Community Services WA
- + Member of Australasian Society for the Study of Brain Impairment
- + Member of Alzheimer's Disease International
- + Member of Cognitive Decline Partnership Centre
- + Member of Symposium of Western Australian Neuroscience
- + Nominated – three staff for a 2017 WA Disability Support Award
- + Finalists – three staff for the WA Nursing and Midwifery Excellence Awards 2017
- + Winner – Residential Care Award, WA Nursing and Midwifery Excellence Awards 2017
- + CEO presentation to the Committee for the Economic Development of Australia (CEDA)
- + CEO presentation to Australian Institute of Company Directors (AICD)
- + Presentations at the Australian Society for the Study of Brain Impairment Conference, Melbourne
- + Presentation at International Dementia Conference, Sydney
- + Presentation at Improving Patient Experience Conference
- + Presentations to Neurosciences Interest Group, Occupational Therapy Australia
- + Presentation at Brain Injury Conference, Sydney
- + Presentation at Aged Care seminar (to over 700 seniors living in the community regarding changes to home care funding)

Our people

This year our customer satisfaction survey noted that our staff members were Brightwater’s biggest asset, so it’s not surprising we spend a lot of time making sure we have the right people with the right skills to do the job.

Training and assessment of our staff is essential to ensure their skills stay current and they can continue to provide a high level of customer care. In 2016/2017 we conducted a total of 28,525 hours of training internally, equating to over 16,700 training attendances.

A training and assessment review was conducted in response to the changed aged care and disability funding models and the subsequent need for Brightwater to be competitive in an open market while retaining our reputation for providing high-quality care via a skilled and capable workforce, with recommendations of this review to be implemented in the coming year. New customer service training modules were also developed, to be rolled out across the organisation in the next 12 months. We are also in the process of developing our suite of online learning content as a complementary avenue for staff learning.

As a registered training organisation, Brightwater transitioned to a new training package in 2016/2017, with 25 staff members undertaking a new qualification, CHC33015 Certificate III in Individual Support. This new package replaces the previous Certificate III in Aged Care, Certificate III in Disability and Certificate III in Home and Community Care.

A five-year internal review of Brightwater’s Graduate Support Program was conducted, showing retention rates are high, with a substantial number of the graduates remaining employed with Brightwater. Feedback about the program was very positive, with participants noting:

- + The relevancy of the content to their learning needs
- + The role of the program in developing their confidence, leadership skills and competence

Culture surveys were completed by staff at our aged care and home care businesses, with a resulting suite of recommendations for alignment between Brightwater’s values and culture to be implemented in 2017/2018. We also plan to develop a Leadership Capability Road Map outlining expectations of leadership behaviours at different levels across the organisation and to implement a reliable performance assessment tool to measure this.

Student snapshot

We know that developing today’s students leads to a highly skilled workforce for the future, so every year Brightwater welcomes hundreds of students to learn with and from our staff and clients.



577 students overall



Students from 7 universities,
15 RTOs,
2 TAFES,
4 schools



180 work experience students



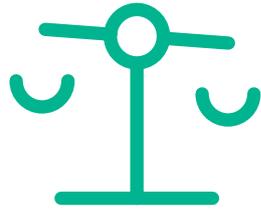
392 students from 8 health disciplines



63 students employed following a placement







Governance

Board members

The role of the Board

Governance

Brightwater Care Group Ltd was established as the Homes of Peace for the Dying and Incurable in 1898, as an initiative of Lady Madeleine Onslow and Dr Athelstan Saw. In 1997, Homes of Peace (Inc.) changed its name to Brightwater Care Group (Inc.). In the 2015/2016 financial year, Brightwater transferred its registration as an incorporated association to a company limited by guarantee and registered under the Corporations Act 2001 (Cth), allowing the adoption of an enhanced governance framework.

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. It 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 Company's affairs are conducted with transparency and accountability
- Approving the Company's budgets, business plans and general capital management.

Board composition

Directors are appointed in accordance with Brightwater's Constitution. Although Brightwater's members are primarily responsible for the election of the Directors, the Board has an appropriate number of independent, non-executive Directors who are capable of holding Management to account and act in Brightwater's best interests. The Board is comprised of a minimum of six members and a maximum of 10 members, consisting of at least four members elected by Brightwater's subscriber members.

Board Committees

To assist the Board in the performance of its responsibilities, it has established four standing committees and may establish other committees from time to time to deal with discrete functions or matters of specific importance:

Audit & Risk Committee: Consists of the Committee Chair and between two and four 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.

Business Committee: Consists of the Committee Chairman, 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 financial management and 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.

Care Committee: Consists of the Committee Chair, two appointed Board members, one independent community representative, the CEO of Brightwater (ex-officio), the General Manager, Residential (ex-officio) and the General Manager, Community (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.

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



Steven Cole - Chairman
LLB (Hons), FAICD
Retired on 27 October 2016

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 was appointed to the Board of Brightwater in 2002 and retired in October 2016.

Special responsibilities:

- + Chairman
- + Governance Committee Chair
- + Business Committee Chair
- + Audit & Risk Committee Member



David Craig - Chairman
BJuris (Hons), LLB (Hons), LLM
(London), GDipAppFin (Finsia), FAICD
Commenced as Chairman from 27 October 2016

David is a professional company director with governance and executive experience spanning industries including the law, mining, construction, mining services, financial services, professional services, education, and health.

As partner of a major Perth law firm he specialised in resources and commercial legal advice, followed by 10 years as a stockbroker and executive in a national stockbroking and investment banking company, and five years working with Woodside Petroleum Ltd in an executive position in public and government affairs. Since then he has been a Chairman and Non-Executive Director of ASX 200 companies and held positions on government and private boards.

David's work in the community includes non-executive roles at the Australian Institute of Company Directors, a Chairman or Director of various Anglican organisations (including the Perth Diocesan Trustees, the Anglican Community Fund and the Anglican Schools Commission). Former roles include Chairman of Christ Church Grammar School, Vice President of VisAbility; and a Director and past Chairman of ICEA Ltd. David joined the Board of Brightwater in May 2016 and became Chairman in October 2016.

Special responsibilities:

- + Chairman
- + Governance Committee Chair
- + Business Committee Member



Karen Fleischer
BJuris, LLB, GAICD

Karen is a commercial lawyer with 30 years' experience. Karen 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. She currently works as General Counsel – Resources for a global resources company with mines and processing plants in Western Australia, and upstream processing operations in the US and Japan. 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 Western Australian State President. She has also served for over 10 years as a member of the Western Australian Regional Council for Redkite, a national not-for-profit organisation providing financial, emotional and educational support to children and young people with cancer and their families, including five years as 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:

- + Audit & Risk Committee Member
- + Business Committee Member



Prudence Ford
BSc (Hons), Dip Ed

Prudence has had 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 QE2 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, and the Medical Board of Australia (MBA).

Prudence joined the Board of Brightwater in October 2010.

Special responsibilities:

- + Care Committee Chair



Dr Maria Kailis
MBBS, DRANZOG, GAICD
Appointed on 9 February 2017

Maria joined the Board on 9 February 2017. She is a General Practitioner with 33 years clinical experience and is currently a partner in a successful small group General Practice.

She has been privileged to help with the medical care of people at all stages of life, from newborn to the elderly, and has helped individuals and families cope with varied illnesses and disabilities over generations. She has an active General Practice Obstetrics Practice and has delivered babies for 27 years.

Maria has governance experience and has been involved with many Boards and Committees, including the AMA Branch Council, Cancer Foundation, Women's and Newborn Committee at Osborne Park Hospital and Family Business Association.

She has had financial experience in the establishment and growth of Grantham House Medical Practice and has been on the Board of MG Kailis Group of Companies since 2011.

Maria intends to bring her depth of clinical experience and commercial and governance understanding to help ensure the care provided by Brightwater remains of the highest standard, is innovative, financially affordable and thus sustainable.

Special responsibilities:

- + Care Committee Member



Martin Langridge
BA (Hons), CA (Scot), FCA, AICPA

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 served as the Honorary Treasurer of Cystic Fibrosis WA 2004-2009 and is involved in not-for-profit groups promoting economic self-determination for indigenous people.

Martin joined the Board of Brightwater in October 2010.

Special responsibilities:

- + Audit & Risk Committee Chair
- + Business Committee Member



**Winthrop Professor
William (Bill) Loudon**

*BA WAust, DipEd WASTC, BEd Med
Murd, Phd Tor, FACE
Retired on 8 March 2017*

Bill 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 and retired from the Board in March 2017.

Special responsibilities:

- + Governance Committee Member
- + Business Committee Member



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

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

During his time in Parliament, he held numerous positions including Leader of the Opposition, Health Minister, Attorney General, Minister for Housing and Minister for Environment.

Jim currently serves on the Boards of the Telethon Kids Institute and Access Housing Australia and is a volunteer with Fremantle Sea Rescue.

In 2013, James' contribution to law reform and Parliament was recognised with the award of Member of the Order of Australia. James joined the Board of Brightwater in 2014.

Special responsibilities:

- + Care Committee Member to May 2017
- + Audit & Risk Committee Member
- + Governance Committee Member from May 2017



John Nicolaou
BEC (Hons), MBA

John is Executive Director of ACIL Allen Consulting, one of the largest Australian-owned independent, economic, public policy and public affairs management consulting firms, and is highly respected across business and Government, with 20 years 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 (CCI).

John leads a team of highly-skilled consultants and the delivery of projects for Government agencies, not-for-profits and corporate clients relating to strategy, stakeholder engagement, public policy, business case and economic impact assessments.

John has been an Adjunct Professor at Curtin Business School and was awarded a prestigious *WA Business News* 40under40 Award in 2011.

He is also a Non-Executive Director of the Committee for Perth, the leading policy think-tank on economic prosperity, sustainability and the world-class amenities of Perth. He joined the Board of Brightwater in September 2014.

Special responsibilities:

- + Audit & Risk Committee Member
- + Business Committee Member



Brian Roche
BBus (ECU), MMgt (UWA)

Brian 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 the Department of Commerce.

He is also the trustee of the Give2Good Charitable Foundation.

Brian has been a non-executive Board member of the Art Gallery of Western Australia, and a previous non-executive Board member of Alzheimer's Australia (WA).

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

Special responsibilities:

- + Audit & Risk Committee Member



Paul Sædleir - Deputy Chairman
BE, MBA, AAPI, FAICD

In September 2017 Paul stepped down as Managing Director of Cedar Woods Properties Limited, an ASX-listed residential development company.

Prior to this, he was manager of the Bunnings Warehouse Property Trust and previously held roles with Wesfarmers Limited, Western Power and Barrack Mines.

He is a Council Member of the Australian Institute of Company Directors (WA Division) and previously was a Senate Member of Murdoch University.

He has served on various industry bodies, including as a Councillor for the Urban Development Institute of Australia and the Property Education Foundation. Paul joined the Board of Brightwater in November 2010.

Special responsibilities:

- + Deputy Chairman
- + Care Committee Member
- + Governance Committee Member
- + Business Committee Chair

Executive



Jennifer Lawrence Chief Executive Officer

Jennifer was appointed Chief Executive Officer in 2016 and 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 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 Care Group in 2003. As the organisation's manager of business operations of services for older people and people with disabilities, 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.

Jennifer is a Graduate of the Australian Institute of Company Directors, a Member of the Australian College of Health Service Management and a Non-Executive Director of the Leeuwin Foundation.



John Brearley General Manager, Business Development

When John stepped into his role at Brightwater in October 2016, he brought with him extensive leadership experience in large organisations in the drug and alcohol, mental health, rural health and non-government organisations.

Originally from an education and social work background, he specialises in high-level stakeholder management, business system development, corporate and clinical governance, and consumer sensitive and inclusive service design.

John possesses qualifications in social work, education, mental health and leadership, and is a member of the statewide Neurological and Developmental Disorder Sub Network.



Bret Campbell Chief Financial Officer

Bret re-joined Brightwater Care Group in 2016 as Chief Financial Officer, having previously spent six years in leadership positions with the group from 2002 to 2008. In the interim, he held executive positions at several other large metropolitan health and community services providers and was responsible for significant business transformation with a focus on organisational process improvement, change management and customer service.

With a sound understanding of the complexities of the aged care and disability sectors, Bret has experience in leading diverse work teams in the delivery and enhancement of organisational systems, processes and services and has successfully delivered lasting strategic, performance and operational improvements across aged care, health and commercial operations.

Bret is a Certified Practising Accountant who graduated from Curtin University with a double major in Financial Management and Economics, and Accounting.

He is a graduate of the Australian Institute of Company Directors.



Trevor Green
General Manager,
Commercial Services

Trevor joined Brightwater in 2005 and oversees commercial operations, including Brightwater Catering, Brightwater Linen and Kingsway Court Retirement Village.

He has 30 years' experience in senior management positions both locally and internationally in healthcare, pharmaceuticals, manufacturing, a national utility and various small and medium-sized enterprises.

He holds a Bachelor of Engineering Technology and serves on the Customer Advisory Council of the Water Corporation of WA.



Elizabeth Lawton
General Counsel and
Company Secretary

Elizabeth joined Brightwater as Counsel in March 2015 and was appointed General Counsel and Company Secretary in June 2016.

She has extensive experience as a senior in-house lawyer and company secretary in the Australian banking and retail sectors. Prior to joining Brightwater, she was Counsel at National Australia Bank in Melbourne and Westpac Banking Corporation in Perth, covering both retail and institutional banking, and General Counsel and Company Secretary at Home Building Society Ltd, where she was heavily involved in guiding the Board and Executive through the scheme of arrangement with the Bank of Queensland Ltd.

As an Assistant Company Secretary at Wesfarmers Ltd, she fulfilled the role of Company Secretary of Coles, Bunnings, Officeworks, Kmart and Target and was involved in two pro-rata entitlement offers. She was also instrumental in her position as General Counsel and Company Secretary at P&N Bank Ltd in establishing a governance framework following its conversion from a building society to a mutual bank.

Elizabeth holds a Bachelor of Laws from the University of Western Australia.



Danyelle Lituri
General Manager, People

Danyelle has more than 17 years' experience in human resources and employee relations management having worked for, and consulted to, organisations across Australia and New Zealand in both private and not-for-profit sectors, including agriculture, disability, community and aged care.

She stepped into the role of General Manager, People Services in May 2016 and has responsibility for strategically leading and guiding the delivery of best practice people outcomes across Brightwater. The portfolio focuses specifically on strategic human resources, capability development, and health and safety.

Prior to this Danyelle was Manager for HR Operations at Brightwater, overseeing employee relations, payroll, recruitment and systems functions; delivering customer focused and professional services that enabled Brightwater to meet its HR objectives and strategy.

Danyelle graduated from Curtin University with a Double Major in Management and Human Resources Management, and a minor in Industrial Relations, and was awarded the AHRI Prize as the highest achieving student in her graduating year.



Libby Simpson
General Manager,
Residential

Libby is a respected operational and strategic leader in the aged, community and disability sectors, with many years' experience in operational management and business development. She joined Brightwater in October 2016, having previously held roles as General Manager and Chief Operating Officer at Amana Living and Workpower.

Libby is a current Fellow of Leadership WA and has qualifications in Nursing and Business Management and is a current or former member of numerous industry committees, including Aged and Community Services WA, the WA Directors of Nursing Association, WA Standards and Accreditation Agency, and the CCI Nursing and Health Workforce Strategy Committee.

Libby is extremely passionate about services that make a difference to peoples lives.



Samantha Torrens
General Manager,
Relationships

Specialising in guiding strategy and innovation in dynamic environments, Samantha joined Brightwater in October 2016, bringing with her significant experience in high-level corporate communications in the commercial sector, federal and state governments, and private consultancy.

Most recently, Samantha was the Head of Communications and Innovation Lead at Wesfarmers Chemicals, Energy and Fertilisers.

Prior to this, she held various leadership roles across a range of sectors including infrastructure, transport and manufacturing. Samantha holds a Bachelor of Communications (Public Relations) and is a former Chair of industry advisory councils.



Janet Wagland
General Manager,
Community

Janet is a well-known and much-respected voice in the disability sector locally, nationally and internationally and has been instrumental over her 27 years with Brightwater in the development of disability services, especially the world-leading Oats Street slowstream rehabilitation program for people with acquired brain injury (ABI).

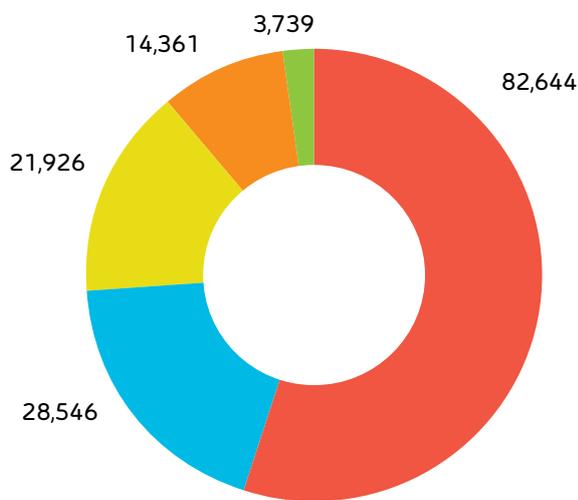
Janet assumed the role of General Manager, Community in 2016, bringing a strong understanding of the requirements for successful operations in an NDIS environment and the synergies between this and the client directed care in residential and community aged care. The experience has assisted Janet in leading Brightwater At Home as it has re-engineered its services to represent the change to client-directed care. She now looks forward to building connections between these two key areas of Brightwater.

Janet represents Brightwater on numerous external networks and committees across the disability and health sectors in WA and will now extend these to include the aged care sector.

She possesses a Bachelor of Applied Science (Occupational Therapy) and is an Associate Fellow, School For Social Entrepreneurs Australia, having recently completed their NDIS accelerator program 'Leading Innovation and Change'.

Financial performance

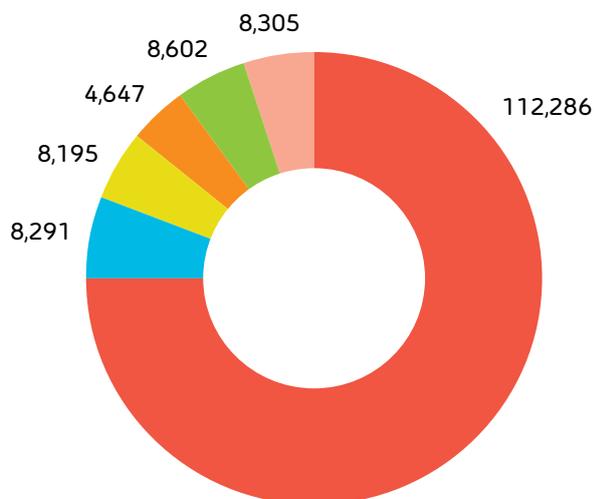
For a copy of our Financial Statement please email welcome@brightwatergroup.com.



What we earned \$'000

- Residential Aged Care revenue
- Services for Younger People revenue
- Brightwater At Home revenue
- Commercial revenue
- Other revenue

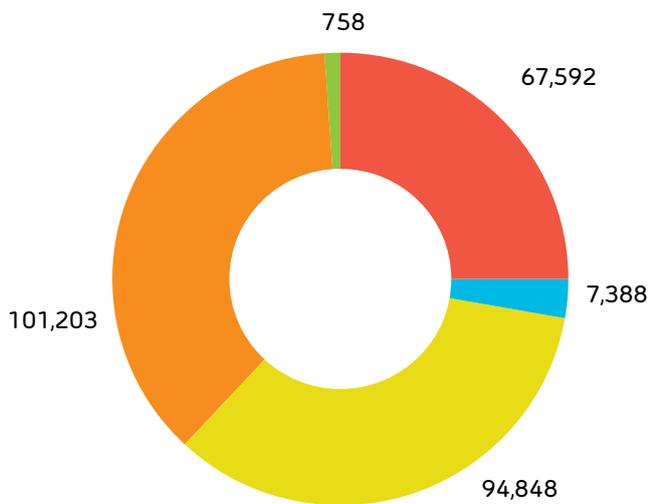
Total: \$151,216



What we spent \$'000

- Employee expenses
- Materials and supplies
- General and administrative expenses
- Domestic and travel expenses
- Occupancy and maintenance expenses
- Depreciation and amortisation

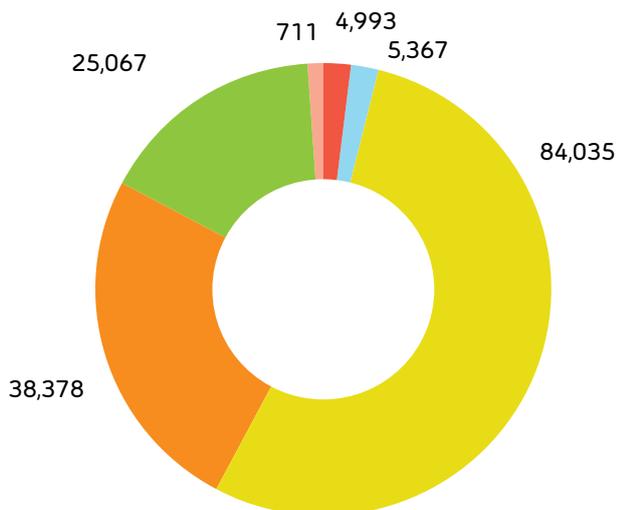
Total: \$ 150,326



What we own \$'000

- Cash, deposits and investments
- Receivables and prepayments
- Investment property
- Property, plant and equipment
- Other assets

Total: \$271,789



What we owe \$'000

- Trade and other payables
- Deferred income
- Retirement village resident obligation
- Accommodation bonds, RADs and RACs
- Employee benefits
- Other liabilities

Total: \$158,551

Your support can change lives

They've survived, now help our clients thrive

They say life is full of possibilities - unless something happens to greatly reduce those possibilities, such as unexpected trauma, illness or complications of ageing.

As a not-for-profit, Brightwater relies on generous support from the WA community to ensure our clients have a life of hope for the possibilities of the future. There's plenty of ways you can have a positive impact.

Corporate partnerships Regular giving

Gifts in wills

Volunteer

Gifts in memory

A very special thank you to the Harken family, who have significantly supported our Life's Possibilities fund for client and resident wellbeing and quality of life activities over the past three years.

Donate today

Donations over \$2 are tax deductible.

 www.brightwatergroup.com

 Phone 9202 2800 to make your donation over the phone with a credit card.

 Send to Brightwater Philanthropy,
PO Box 762 Osborne Park WA 6916







Brightwater

Brightwater Care Group Ltd
PO Box 762
Osborne Park WA 6916
T: (08) 9202 2800
E: welcome@brightwatergroup.com

www.brightwatergroup.com

Photography: Ross Wallace, Amy O'Brien
Brightwater is a registered charity and all donations over \$2 are tax deductible.

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