

Annual Report

2014



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CEO+Chair Report



Celebrations This Year

There have been many highlights this past year. The most anticipated celebration was the official opening on August 7th of the new Oats Street campus by the Minister for Disability Services, the Hon Helen Morton.

The redevelopment, necessitated by the age of the original buildings, meant that we had to find and marshal resources, especially capital funding of \$20 million. What a remarkable experience that has been. We found many generous supporters, made many friends, and are forever grateful for their generosity of spirit, their gifts of enthusiasm, time and effort.

We say the biggest possible thank you to Lotterywest, and the whole WA community for buying lottery tickets, to make the grant to Oats Street possible. We record appreciation to the WA Health

Department, for supporting this venture for the second time in 22 years!

We especially thank individual donors, whose every contribution added confidence to our efforts.

The Oats Street program has developed from small brave beginnings. Many hundreds of people have been spared a life without hope, instead they have re-learned lost skills, and reclaimed their lives.

Not only are we now able to offer world best opportunity to recover from brain injury, we are able to keep learning, through continued experience and cutting edge research. Oats Street is a statewide service and significant contributor to the health system of WA.

There have been many other celebrations through the year, including three tenth birthdays - Kingsway Court, Madeley Care Facility and Brightwater Linen.

There has been much building upgrade and refurbishment activity, installation of airconditioning systems, and near completion of establishing full high care building standards requirements in all our five previously 'low care' facilities.

All improvement projects have been managed while facilities remained occupied and operational, a testament to staff management, and the remarkable patience and good humour of residents and their families. We thank them all, and wish them all much enjoyment of their enhanced surroundings.

Major Change Afoot

For the first time in human history we are all living much longer than any generation before us, in very large numbers. Much more than simply a health and care systems challenge, this is actually a profound economic structural change, impacting workforce, infrastructure, social and community capacity and attitudes. The economy not only bears the cost, it also enjoys the very significant contribution in money and in kind, from older people.

Our world is also coming to terms with growing numbers of people living with disability and helping them to participate fully in the life they choose.

Government attention has turned to both these challenges, and has launched major reforms for aged care and for people with disability.

The changes are far reaching, and affect both the people needing care and support, and

service providers. Funding and service choice now lies with the individuals requiring the care. Providers will have to adapt their approach to customers and cope with the necessary business systems changes and financial consequences. It is also a challenge for consumers, to understand, make their choices and relate to their service providers.

This magnitude of reform will take several years to settle down and is going to require much patience and forbearance by all involved.

Brightwater is affected by both reform processes and, like all its contemporaries, is working hard to prepare, in the midst of hurried policy change and accompanying uncertainty. A longer term strategic outlook is essential to remain successful in a changing market.

At this time every year, when we reflect on successes, we also

remember the hard work and collaboration that makes success possible, and try to express adequate thanks and gratitude to all.

This organisation is all about people, helping people and each other in so many ways. There are the care staff and health professionals, who are close to the many hundreds of people whom we assist every day, and there is everyone else who makes that work possible. There are the wonderful volunteers and there are many indispensable friends, who lend support and encouragement at every turn.

Thank you to them all.



Dr Penny Flett AO, Chief Executive Officer Brightwater Care Group



Mr Steven Cole, Chairman Brightwater Care Group

Our Strategic Focus



Brightwater staff member and resident enjoying the Edgewater Dinner Dance

This year Brightwater launched a new five-year Strategic Plan, endorsed by the Board in November 2013. At its core is the Brightwater Strategy Map which converts our strategy into an integrated system defined across five strategic perspectives within a balanced scorecard framework.

We have translated our strategy across the five perspectives into strategic objectives that drive both behaviour and performance. For us, it is more than just a goal-setting and measurement device. We believe that it will deliver tangible results, enduring capabilities, and provide a common language that will become an element of our corporate culture.

The Board and the Leadership Team have also established key strategic priorities for 2014-15, which align our long-term strategy with our annual business planning and budgets, enabling us to direct our efforts and resources across our various business divisions.

To ensure we continually strive to achieve our strategic objectives, extensive work was undertaken this financial year to establish operational and strategic dashboards that measure attainment of our goals.

Our energy and focus this coming year will be on implementing our new Information Technology Strategy, our five-year Fundraising Plan, business process improvement and continuing to

refine our service models with a strong focus on customer choice and experience.

We are endeavouring to give life to our strategy and tell the story of our achievements and our plans for the future. Accordingly, this 2014 Annual Report is organised around our strategic perspectives.

Our five strategic perspectives are:

1. Community Contribution

Brightwater aims to deliver maximum benefit to our community



2. Customer Experience

Brightwater aims to provide the best experience for our customers



3. Systems & Processes

Brightwater aims to have systems and processes that support our strategic direction



4. People, Culture & Knowledge

Brightwater aims to build our people, culture and knowledge



5. Financial

Brightwater aims for a secure and sustainable future

Community Contribution



Some of the members of the Kingsway Court Knitting Group

Brightwater aims to deliver maximum benefit to our community.

Why Community Contribution is Important

Brightwater as a not-for-profit organisation contributes to the community in a broad range of ways – from the directly funded services we provide to older people and people with an acquired disability, to numerous unfunded activities including industry leadership and representation, sharing knowledge through research, investment in staff and students, benevolence to clients and staff membership on numerous boards and committees.

Development of our community contribution is a strategic priority and this financial year Brightwater undertook a number of key initiatives above and beyond normal activity to contribute to the community.

Giving Back

Engagement in meaningful occupation is at the heart of feeling like a 'whole' person. Workplaces don't only provide occupation, but social support and a sense of accomplishment that goes well beyond working hours.

Some of the ways we contribute are by:

- Responding to unmet needs and service gaps
- Sharing knowledge through research
- Funding initiatives through our philanthropic efforts
- Leveraging our knowledge and experience
- Investment in staff and students
- Benevolence to clients
- Industry leadership and staff representation on numerous boards and committees.

Giving Back is an exciting new project, funded by a philanthropist, which will give Brightwater clients and residents the opportunity to volunteer their time in a range of external organisations, matched to their abilities and skills.

This project has a number of key objectives including:

- To increase the opportunities for Brightwater clients and residents to utilise their skills and knowledge to 'give back' to



1,079

Brightwater staff received flu vaccination through our comprehensive program



4

Disability Access and Inclusion Group meetings held



4

Carers Recognition and Advisory Group meetings held

- the community
- To encourage people in workplaces to learn the value of people with a disability or who are aged
 - To help workplaces develop cultures which are inclusive.

An Occupational Therapist has been engaged to facilitate clients' success by liaising with workplaces, providing induction and education for employer's staff, undertaking risk and suitability assessments, and working with clients to overcome any barriers.

The innovative project will commence with an initial six month pilot and will then be refined and expanded to provide opportunities for as many Brightwater clients and residents as possible.

Disability Access and Inclusion Group

The Disability Access and Inclusion Group works to ensure that people living with disabilities, and their carers, have the same opportunities as everyone else to join in all aspects of community life. They provide feedback to Brightwater management on service improvement and are consulted before the introduction of many new initiatives. This year

the group has provided insight into how Brightwater's signage can be improved and played a key role in reviewing Brightwater's website upgrade to move it towards a greater level of accessibility for people living with a disability.

Regional Telehealth Training

Brightwater is currently working with WA Country Health Services and the WA Health Department Training Centre in Subacute Care to develop a framework for improved liaison, skill development and consultation around people with brain injury living in the regions of Western Australia.

Brightwater is taking advantage of any opportunities to improve connection with the regions including consultation and service provision to clients within the Kimberley Region.

Carers' Recognition and Advisory Group

The Carers' Recognition and Advisory Group (CRAG) is made up of Brightwater representatives and people who are carers for a loved one. The group channels feedback from carers and family members, ensures that the views and needs of carers, clients and residents are considered and that they are treated with dignity and respect.

This year the group:

- Provided another avenue for family members to provide feedback and share their concerns with Brightwater
- Visited Brightwater Catering to develop a better understanding of how the food their loved ones eat is prepared. They were also able to provide valuable feedback about the catering to the business
- Reviewed site and organisational plans to offer feedback and suggestions. This year they considered
 - The Fundraising Plan
 - Surveys across the organisation
 - Advance Health Care Directive form
- CRAG was also involved in the volunteer project (page 20) as a representative on the working group. Here they were able to provide insight into the difference volunteers make to their family members.

Staff volunteering their time to perform in the annual Oxford Gardens Christmas Pantomime.



Brightwater Linen employee



Customer Experience



Brightwater aims to provide the best experience for our customers.

Consumer Directed Care

Consumer Directed Care (CDC) is one of the key changes resulting from the Living Longer Living Better reforms. Under CDC people have control and choice about their services. This is a move away from the current model where people are offered the services available, to one where services work with people to assist in the achievement of their goals and aspirations.

The key components of the approach are:

- Development of an individualised plan and budget
- Choice in the type of supports and who delivers them
- Transparency in prices to enable people to make decisions about their supports within a budget
- Reporting of costs for an individual.

By 1st July 2015 all care packages will be delivered under Consumer Directed Care. In preparation, this financial year Brightwater has allocated significant resources to getting systems and processes ready.

Key objectives of the work done this financial year have been to:

- Determine market needs and wants and from there establish our position in the market
- Determine how we deliver choice to consumers
- Provide recommendations to the business on changes that need to be implemented in systems and processes to support CDC.

There have been a number of key activities undertaken throughout the organisation to embed new systems and develop knowledge related to this new way of delivering support including:

- Significant market research with clients which provided insight into the types of services they want to receive
- Development of interim tools to support the implementation of new processes. This has included systems which allow for the collection of data to be able to produce client statements
- Development and implementation of client agreements and service delivery models
- Development of a budgeting tool to support clients in determining the services they wish to, and



1,500
Over 1,500 activities
at Kingsway Court



1,543
People supported in
their homes by
At Home Services



32
Younger people
supported in their
homes by Oats
Street



150,500
Hours of support
provided by
At Home Services

can afford to, receive

- Development of processes, forms and checks and balances for registering new suppliers to support additional care requirements sought by clients
- Training programs for staff to develop their knowledge of CDC and provide them with strategies on how to help people understand the new system
- Educations sessions for clients.

Living Environment

The Brightwater Residential Aged Care Finishing Schedule is gradually being implemented into our facilities to ensure the interior design meets the specific needs of residents. The colours, fabrics, furniture, ornamentation and artwork have been carefully selected in order to provide a welcoming and calming environment for residents and their families.

Education for support staff on the importance of the living environment has been the focus this financial year. A training package was developed comprising workshops, 'on the floor' training modules and discussion sessions for all staff and residents. The focus of the training was on creating environments which empower older people to socialise, understand and participate.

Over 600 staff across Brightwater participated in the professional workshops. The practical nature of the training has resulted in improved living environments for residents and more enjoyable environments for families to visit.

In addition this year Brightwater undertook a pilot project to improve lighting in our facilities. Older people's vision has reduced capacity which can impact on their ability to function within interior environments. Thus it is essential that appropriate types and levels of artificial lighting are used to compensate for this. The Living Environment and Physical Resources departments have introduced improved lighting levels and types in some houses and the anecdotal feedback on resident outcomes to date is very encouraging.

eFriends

Loneliness and social isolation are common issues faced by the older population and have profound effects on quality of life and wellbeing. Information technology can be used as a tool to assist with combating loneliness and social isolation.

Brightwater At Home Services implemented the Let's Get Connected pilot project to support older persons who may

be isolated and unable to seek out the company of others. This pilot involved 40 participants aged between 58 and 90 years of age and aimed to teach people to use technology to enhance social inclusivity and community interaction. Training was delivered through eFriends, a subsidiary of Befriend Inc. who provides technology support to those who are socially isolated.

People reported:

- Overall feelings of greater confidence and reduction in 'fear' of using technology
- Increased usage of various functions and programs
- A sense of connectedness with family and friends
- Enhanced connection with overseas friends and family
- Ability to build on existing skills.

At the end of the project 58% of participants indicated they had made social connections through the project.

76% of participants felt more confident using technology to initiate and maintain online connections and a further 71% felt more confident in using technology to initiate and maintain face-to-face connections with others.



4

Brighter Moments events held for At Home Services clients



127

People attended Brighter Moments events



928

People received care within Residential Aged Care



200

Clients supported within Services for Younger People



Customer Experience

Using iPads to connect

Utilising funding provided through an Independent Living Centre Information Communication Technology Grant, Brightwater purchased 12 iPad Airs to be used across seven community houses accommodating 65 people with neurological disability.

The overall aim of the project was to investigate the extent that providing iPads to clients would increase their social interaction and independence.

Clients reported a number of positive results including:

- Better connectivity with family and friends
- Increased ability to communicate in 'real time'
- A new found ability to Skype and share photos with loved ones
- Medication self-management using prompts for a client with a visual impairment
- The ability to record personal stories to share with families.

Evaluation of Sleep Management Practices

Brightwater recognises that a good night's sleep is fundamental to the wellbeing of staff and clients.

A pilot study was conducted within five community houses to review Brightwater's current sleep management practice and recommend new guidelines and training for staff.

The study investigated the importance of sleep with staff and clients all agreeing, or strongly agreeing, that good quality of sleep impacts positively during the following day. They identified that the most significant impacts on poor quality of sleep were noise, being moved and being disturbed.

Results revealed that sleep management practices for clients varied across sites and that often clients were woken a number of times through the night.

This study has provided an in-depth insight of the current sleep practices and awareness of the benefit of sleep. As a result new guidelines and training for staff have been developed and will be implemented for all residential services.

Specialist and GP Medical Involvement

Primary medical care for our residents and clients includes the management of chronic diseases, geriatric syndromes, acute episodic care, rehabilitation, preventative care and palliative end-of-life care.

Brightwater is very pleased to have several specialist practitioners as partners with our GPs to provide this care to our residents and clients, including Rehabilitation Physicians, Geriatricians, Psychiatrists and a Neuro-Psychiatrist.

Access to these services allows for safe, high quality, ongoing and timely primary care.

The process is based on site and GP or Nurse Practitioner referral has already improved the wellbeing of our residents and clients, by allowing the specialist service to be delivered at the site, rather than residents and clients attending external appointments.

Late last year a breakfast forum was held for GPs, specialists, Nurse Practitioners and site managers to allow our doctors to



996

Respite bed days provided in Services for Younger People



2,993

Respite bed days provided in Residential Aged Care



674

Clients supported in Transition Care



14,465,000

Items processed and sold by Brightwater Linen

get to know the strategic direction, issues and developments in Brightwater. It was well attended, included external guests and helped launch our relationship with other specialist practitioners.

We look forward to continuing to build on these relationships to further enhance the care and wellbeing of those we care for.

Nurse Practitioners

The Nurse Practitioner role offers a vital collaborative link between the staff, the resident or client, specialists and General Practitioners. Nurse Practitioners prescribe medications, diagnose, treat and manage acute illnesses, refer residents to other professionals and administer vaccinations.

Nurse Practitioners were introduced to Brightwater as part of the Nurse Practitioner Aged Care Models of Practice Project that commenced in 2011 and concluded in June 2014.

In just three years Nurse Practitioners have become an important facet of clinical care at three of Brightwater's residential aged care homes, and allow timely

and comprehensive preventative and reactive healthcare for our residents.

Feedback from GPs, specialists, site staff, residents, clients and their families is overwhelmingly positive and supportive of the expansion of their role in Brightwater.

In addition to the sites that were a part of the initial program, three other sites have seized the opportunity to have a Nurse Practitioner at their site. Brightwater has continued funding for the Nurse Practitioner positions, and work is now underway to determine a service model for Nurse Practitioners at Brightwater.

Understanding Our Customers' Perspectives

This financial year Brightwater undertook a number of key research initiatives to develop a better understanding of our clients, residents, their families and wider community. This research provides important insight into people's perception of Brightwater, what they see as our strengths, how they believe we could improve and further ways we could delight

them. Importantly, the research also highlighted people's understanding of the industry and what their expectations are of the care industry as a whole.

The first initiative was an organisation-wide customer experience survey. 641 surveys were received, providing a response rate of 33.6%. The purpose of the survey was to gain an understanding of customer satisfaction and help drive service quality improvements.

The overall opinion of Brightwater was very high with 80% of people indicating their opinion of Brightwater was either excellent or very good. The key drivers for this high opinion were the high calibre of staff at Brightwater and the high quality of service Brightwater offers. In addition 94.5% of respondents indicated that we were either meeting or exceeding their expectations.

Positive feedback was provided about our staff with people either agreeing or strongly agreeing that staff are friendly and courteous (96.5%), treat people with dignity (96.6%) and are sensitive to an individual's privacy and confidentiality (94.8%).

Getting pampered at Brightwater Oats Street



Brightwater Nurse Practitioners Lorraine and Leah





Customer Experience

Respondents were given the opportunity to provide suggestions for improvement; 35% felt there were areas that they would like improved, including:

1. Suggestions for meals – 36%
2. Greater activity variety – 21.8%
3. Enhancements to the physical environment – 15.3%
4. Communication changes – 13.9%
5. Suggestions for staff allocation – 12.4%.

To communicate the results from this research a full summary report was developed which can be viewed online at www.brightwatergroup.com. In addition, individual reports and feedback were provided to each service to enable changes to be implemented and positive feedback shared at a local level.

A number of projects are underway such as the Living Environment (page 11), Life's Possibilities (page 28) and a Dining Experience project which address some of the identified areas suggested for improvement.

The second initiative was a series of focus groups, in depth interviews and quantitative surveys

to examine the perceptions of the Brightwater brand and experience, and the perceptions of our industry.

Key findings from this research indicated that only 36% of the community consider themselves somewhat familiar with the Brightwater brand. However of those who were familiar more than one in two felt that Brightwater was a leader in the industry, provided high quality care and was people centred.

This research also provided some key insights into people's understanding and perception of the industry; of particular interest were the following:

- People feel it is difficult to find information and someone to assist them when trying to find a place within residential aged care
- In all areas of our business people perceive a lack of places and availability of care
- Affordability is a key concern within residential aged care and at home services.

When it comes to important considerations around choosing a residential aged care provider, 50-69 year olds searching for a place

for a loved one placed the greatest importance on feeling comfortable with an organisation, receiving regular communication and having opportunities to provide feedback. Within at home services the same group placed importance on staff being respectful and professional and the service being flexible enough to adapt to individual needs.

The knowledge gathered within this research shows we have a positive reputation to build upon as we tell our story and increase people's awareness and understanding of our services. The results from the research, completed at the end of June, will continue to be explored and will support new marketing and customer initiatives within Brightwater.



6,500,000
kilograms of linen washed



730,000
Meals prepared by Brightwater Catering

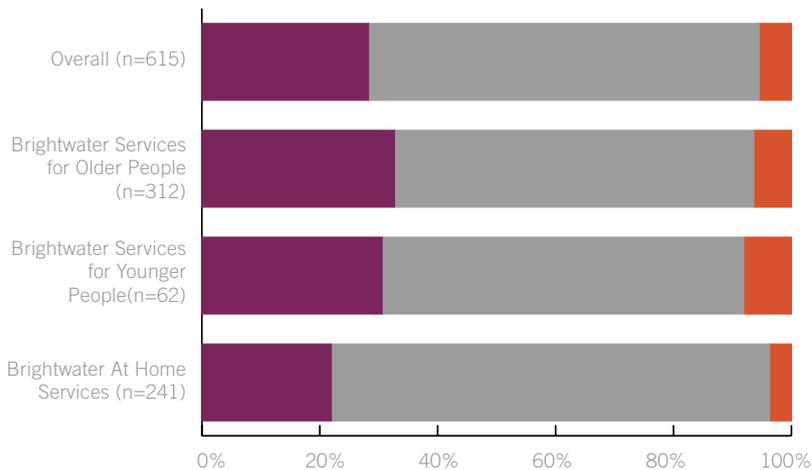


125
Younger people benefited from the Holiday Program



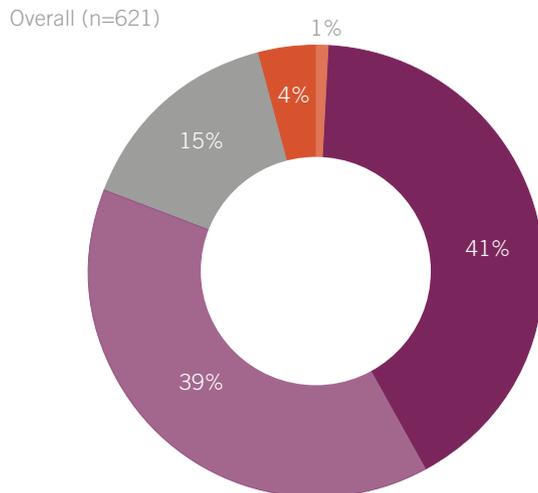
3,663
Clients assessed by Regional Assessment Service

Has Brightwater Met Your Expectations (%)



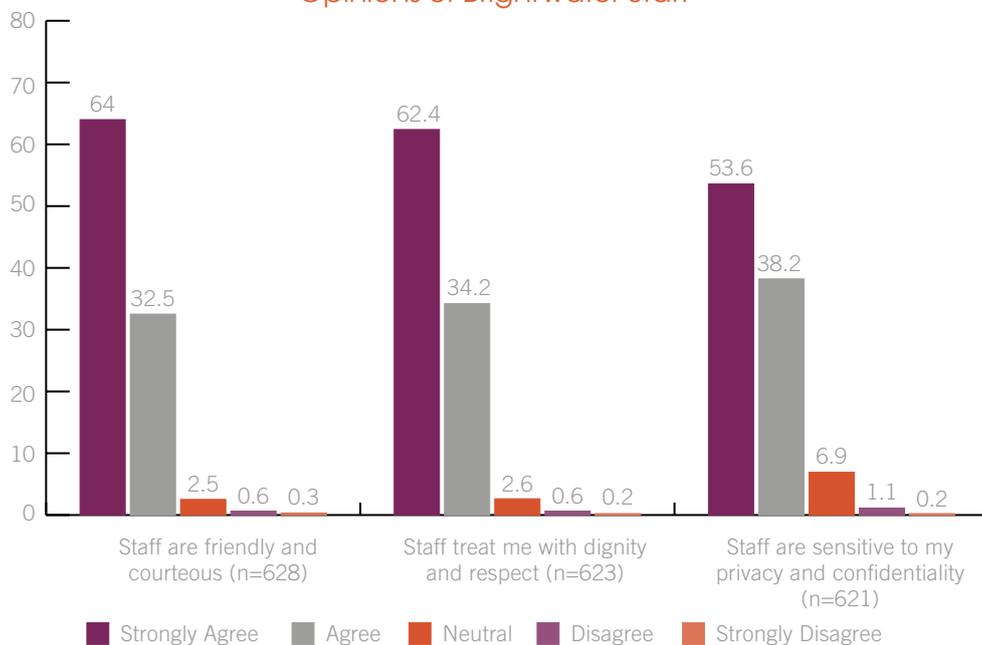
■ Exceeded your expectations
 ■ Met your expectations
■ Fallen below your expectations

Overall Opinion of Brightwater



■ Excellent
 ■ Good
■ Very Good
 ■ Fair
 ■ Poor

Opinions of Brightwater Staff



■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree

Enjoying ballroom dancing at Brightwater Redcliffe



Gardening Gurus from Brightwater Oats Street



Systems & Processes



Brightwater aims to have systems and processes that support our strategic direction.

Accreditation and Regulatory Compliance

Full compliance with respective external accreditation and quality review processes was achieved and maintained by all care services. In addition to one re-accreditation visit, a total of 13 unannounced and four planned assessment visits were undertaken by the Australian Aged Care Quality Agency to the residential aged care services throughout the year.

A quality review visit to Brightwater At Home Service was undertaken by the Quality Review Team from the Department of Health and Ageing. Ellison House and Marangaroo were required to submit a self-assessment to the WA Department of Health Licensing and Accreditation Regulatory Unit.

A final report was also received from the Disability Services Commission confirming that the Brightwater Community Houses met the Disability Services Standards.

In addition, a biannual external Food Safe Audit Program was implemented in 2013 across residential aged care to meet regulatory compliance related to Australian Food Safety Standards. The Brightwater Food Safety Committee has been established and enhancements to the Brightwater Food Safe Manual and Food Safe Training Program for staff have occurred.

Brightwater Linen has continued to provide comprehensive laundry services to clients throughout Western Australia. Brightwater Linen's commitment to quality has attained certification to AS/NZS ISO 9001:2008.

Brightwater's quality plan has been put in place to ensure all laundry services meet the relevant Australian Standards including AS 4146 of 2000 in Laundry Practice, AS 3789.1 in General Ward Linen and AS 3789.2 in Theatre Linen and Pre-packs.



Preparing dessert at Brightwater Catering



243

New admissions into Residential Aged Care



93

New admissions into Services for Younger People



42

Positive media articles

Information Technology Strategic Plan

This year Brightwater developed a five year Information Technology Strategic Plan that features technology as a key enabler to assist in the achievement of our strategic objectives.

The plan is integrally aligned with the Brightwater Strategic Plan, addressing service and business themes and technology improvements to create an agile platform to enable us to:

- Delight our customers
- Assist clients to achieve better outcomes
- Improve internal business efficiency
- Improve business to business efficiency
- Enhance internal and external communications.

Our plan is in response to some significant external drivers:

- An emerging demographic that will increasingly expect and demand technology
- An ageing population who prefer to receive services in their home as they age
- Increasing consumer expectations and market competitiveness, and the requirement for more tailored and individual services, particularly in relation to Consumer Directed Care and the National Disability Insurance Scheme
- Workforce pressures requiring us to think differently about services options, staff retention, attraction and engagement
- Cost pressures
- Need for service and business model innovation.

Privacy Legislation

Brightwater is committed to ensuring personal information collected about individuals is managed in accordance with the Privacy Act (1988) and the Australian Privacy Principles Guidelines endorsed by the Office of the Australian Information Commissioner.

Significant changes to the Privacy Act came into effect Australia-wide in March 2014. Changes included the development of 13 Australian Privacy Principles that apply to Australian Government agencies and some private sector organisations.

Brightwater has completed the following to ensure its compliance with the legislation:

- Reviewed and updated its Privacy Policy, including making it available on Brightwater's website
- Updated the corporate orientation privacy session to include the new changes
- Updated privacy information brochures which inform residents, clients and their families of the process for requesting access, correcting personal information and the complaints/feedback process
- Updated the Admission Privacy Consent Form which informs and seeks consent to collect, use and disclose personal information
- Created a new Application for Access to Health Records form which is used for requesting access to personal information
- Reviewed and updated the Service Agreements to ensure the privacy of all residents and clients is maintained.

Brightwater is working on developing an eLearning module/competency for privacy so that all Brightwater staff are aware of their responsibility in handling personal information.

Emergency Response Project

This year Brightwater undertook an emergency response project which involved the implementation of a strengthened system for emergency response procedures, incident control and business continuity. The new procedures are aligned to best practice and Australian standards.

A full implementation took place which incorporated structured training, on site drills and the allocation of specific committee responsibilities to enable ongoing practice and evaluation.

In addition each service was provided with new emergency flip charts, placed in easily accessible locations, and a revised Emergency Response Manual containing site specific contingency plans.

The new processes are now well established within Brightwater and continually revised based on learning following any incidents that do occur.

Brightwater Oats Street Client



People, Culture & Knowledge



Brightwater aims to build our people, culture and knowledge.

A New Learning Management System

Brightwater's Strategic Learning & Growth department have recently completed a project to implement a new Learning Management System (LMS) known as 'Brightwater Learning' which will be rolled out to the organisation at the end of 2014.

Brightwater Learning will become the single source for all learning history and will show individualised learning plans, be the central registration point for all training, store all training records and competencies achieved, and provide a suite of customised reports for managers and other key personnel.

It is designed to significantly reduce the time involved in maintaining and reporting on staff training.

All staff will have access to their own learning plan, learning history and certificates obtained. Brightwater Learning will become the platform to deliver e-learning throughout the organisation.

Registered Training Organisation

Brightwater is a Registered Training Organisation (RTO) and is scoped to deliver nationally recognised qualifications in Certificate III Aged Care and Certificate III Home and Community Care, and an accredited course called 'Implementation of Postural Care'.

In 2013/14 Brightwater had 26 employees complete a Certificate III qualification and a further 27 were enrolled and are currently working towards their qualification.

Brightwater was selected to be the lead agent for the Workforce Innovation Network – New Entrant Program (funded by the Commonwealth Government). As part of this, the RTO delivered a three week pre-vocational training program for three units of competence towards the Certificate III in Aged Care to 23 job seekers wishing to work in the aged care industry.



Brightwater At Home Services client



1,200,000
kms travelled by at home services staff



2
Summits held



627
Volunteers supported clients and residents



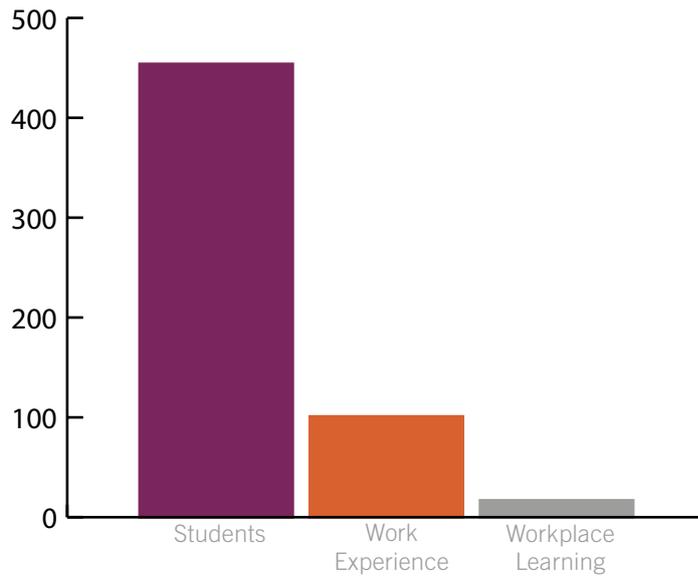
311
People attended volunteer orientation

Student Placements

Brightwater has continued to support the learning of students. This year there were 605 students placed at Brightwater sites and services, which is a 58% increase in the numbers compared to the last financial year. The adjacent graph provides a snapshot of the total numbers of student, work experience and workplace learning placements from July 2013 to June 2014.

The increase in students can be mainly attributed to a new relationship with Central Institute of Technology who referred 154 Enrolled Nurses for placement.

Total Students 2013-2014



Graduate Program

The Brightwater Graduate program is offered to all newly graduated health professionals working for Brightwater. In addition to the program, each person has a preceptor to support them to achieve their individual development goals and to develop confidence and competence in their role. This year, 16 graduates completed the program including five Enrolled Nurses, six Registered Nurses, three Occupational Therapists and two Physiotherapists.

Leadership Development

A new 'Transformational Leadership' program was developed and piloted in 2013 with 28 senior staff completing the program. This was a great success and will be offered again in 2014/15.

This program includes six half-day sessions for staff who have previously completed the Brightwater Excellence in

Leadership and Management Program and aims to further develop the skills of our leaders at Brightwater.



788
Hours of volunteer service



270,000
kms travelled by Brightwater Linen Trucks



14
Internal service evaluations and reports completed



8
Conference presentations given



People, Culture & Knowledge

Volunteer Project

From April 2013 to February 2014 Brightwater undertook a project to identify the ideal direction and management model for the volunteer program at Brightwater. This significant project was undertaken to ensure that the organisation had a strong foundation upon which to build the volunteer workforce at Brightwater in preparation for increased demand for services over the coming years.

The project involved gathering information on volunteer programs from other not-for-profit organisations in an effort to understand best practice and a significant time investment into understanding the needs of the business in relation to volunteers.

The results of the project identified key success factors of an effective volunteer management service at Brightwater. They included:

- Inclusion in our Strategic Plan; volunteer development is now a key part of our people, culture and knowledge objective
- Effective use of information technology; in 2014/15 a new volunteer database will be implemented which provides more efficient and effective managing of volunteer details and reporting on data
- Opportunities for learning and growth which is leading to the development of a volunteer training program
- Being responsive to a changing volunteer environment; one of the key driving factors behind the development of the team

into providing specialist support for volunteers in an at home services environment.

Implementation of the project recommendations is now underway with phase one of a three phase rollout being implemented. This initial phase will see the team grow and will widen the scope of opportunities for volunteers and supports available for clients.

Brightwater Oats Street Client preparing dinner



Being pampered at Brightwater Madeley

Long Serving Staff

First Name	Surname	Years of Service
Bridget Mary	Lewis	42
Patricia Ann	Lobo	42
Jean	Witon	40
Marjorie Lorraine Hermoine	Wijeyesinghe	39
Rose Marie	D'Rozario	37
Joan	Henderson	37
Margaretta	Lewis	37
Audrey Margaret	Colkers	36
Clotilda	Colkers	36
Peter	Holder	36
Colleen Rita	Pastina	36
Rosemary Anne	Emery	35
June Helen Ann	Le Cerf	35
Bernadette Celine	Raye	35
Doris	Samuels	34
Sylvia Mary	Nathan	33
June Marjorie	Arland	32
Jacqueline	Gibb	32
Yvonne Geraldine	Eelsing	31
Kerry Anne	Palmer	31
Lynette Jean	Tippett	31
Joan Vivian	Prior	30
Patricia Ann	D'Rozario	29
Lesle-Ann	Harper	29
Anne Roslyn	Sandon	29
Roslyn Monica	Smith	29
Barbara Maria	Urbanek	29
Penelope Ruth	Flett	28
Lorraine	Jones	28
Marie Ann	Jorgensen	28
Kevin Gerald	McCarthy	28
Jacqueline	Miles	28
Susan Elizabeth	Samuels	28
Kevin Andrew	Deveney	27
Felicity Linda	Fieldhouse	27
Lesley Margaret	Flynn	27
Roberta May	Hotham	27
Linda Rosemary	Maitland	27
Sarasvathy	Nair	27
Selva Rany	Retne	27
Helen	Skroza	27
Kerry Michele	Spence	27
Joan Frances	Downey	26
Florence Hong Chew	Hwang	26
Lynda Mary	Massey	26

First Name	Surname	Years of Service
Shirley Patricia	Corrigan	25
Jasvit	Kaur	25
Mary Teresa	Morris	25
Leslie Andrew	Northcott	25
Joy Evelyn	Williams	25
Cynthia	Bacaltos	24
Tina	Barker	24
Norma Joan	Elkington	24
Sara Jane	Hopkins	24
Judith Anne	Noack	24
Ana	Sevastos	24
Rita Dawn	Treasure	24
Janet Anne	Wagland	24
Sabrina Ann	Welti	24
Andrea Jane	Bennington	23
Gary James	Breeze	23
Phillis Margaret	Cameron	23
Wendy Josephine	Foote	23
Kayleen Glenis	Kiely	23
Wayne Williams	Kyaw	23
Claire Elizabeth	Quartermaine	23
Estelita	Savic	23
Sarah Theresa	Walsh	22
Irene Jacinta	Archer	21
Alexandra	Beardwood	21
Teresa Mary	Cain	21
Maureen Lillian	Dixon	21
Isobel Catherine	Francis	21
Yasna	Jansen	21
Angela Jeanette	Lowe	21
Shirley Faye	Pendergrast	21
Blanca Rosa	Rosano	21
Nicholas	Schober	21
Julie May	Turner	21
Anne Marie Claire	Clark	20
Martine Solange	Cole	20
Christine Joan	D'Rozario	20
Erin Sylvia	Fernando	20
Janet	Guy	20
Helen Mary	Haliburton	20
Hilary	Hall	20
Janene Margaret	Marriott	20
Lynn Patricia	Morton	20
Raymond Thomas	Ould	20
Pamela Anne	Smith	20



People, Culture & Knowledge

Awards

Nursing and Midwifery Award

Donna Petersen, Deputy Care Manager at Brightwater Madeley, won the 2013 Nursing and Midwifery excellence award in the category 'Residential and Aged Care'. Donna was honoured during a gala dinner in October. The awards are an important opportunity to publicly recognise and celebrate the achievements of Nurses and Midwives who have made an outstanding contribution to the Nursing and Midwifery professions in Western Australia.

Speech Pathology Award

Jason Hall, Speech Pathologist at Marangaroo, was awarded the 2013 Metropolitan Educator of the Year award. The award recognises significant contributions to teaching and mentoring of Speech Pathology students, training in the workplace and beyond, and developing innovative programs and approaches for Speech Pathologists.

Churchill Fellowship

Rejane Le Grange, Living Environment Coordinator, was successful in receiving a Churchill Fellowship to research appropriate interior lighting to enhance the visual and functional abilities of older people so we will be able to further expand our knowledge and work in this area.

Count Me In Awards

Brightwater Linen was highly commended at the Count Me In awards for their work with the Autism Association. Brightwater Linen has worked with the Autism Association to create meaningful employment opportunities for people with autism.

Australian Journal of Primary Health (AJPH) Best Paper Prize

The Brightwater Research Centre won the Australian Journal of Primary Health (AJPH) best paper prize at the annual Primary Health Care Research Conference held in Sydney in July 2013. Karla Seaman, Senior Research Officer at Brightwater, presented the topic Interprofessional Learning in Residential Aged Care: Providing optimal care for residents, and was awarded the prize out of 218 presenters.

Better Practice Award

Brightwater The Cove was the recipient of the 2013 Better Practice Award for Innovation for the program Using Tibetan Bowl Sound Therapy to ease agitation amongst persons living with dementia.

The award recognises industry leaders who are driving quality and improvement, with an ultimate goal of improving the quality of care for residents.

Brightwater The Cove commenced the Tibetan Singing Bowl Sound Therapy trial in March 2012 using a certified Sound Therapist. The therapist provided regular weekly therapy using tibetan singing bowls for small groups of residents. During the therapy many of the residents were noticeably calmer, happier, quieter and more relaxed.

The trial was carefully monitored by the Brightwater Research Centre team and the results from twice weekly sessions were exceptional. The results of the pilot study of 25 residents indicated that the level of aggression, both physical and verbal, decreased by about 20% from the beginning to the end of the trial period.

Research

NHMRC Partnership Centre

Brightwater is one of four industry partners working with the National Health and Medical Research Centre to form a Partnership Centre dealing with cognitive and related functional decline in older people.

This is the first of six new Partnership Centre initiatives and brings together industry partners Brightwater, HammondCare (NSW), Helping Hand (SA) and Alzheimer's Australia.

The Partnership Centre aims to deliver and disseminate research-informed change and important health and health care services improvement by bringing together researchers, policy makers, service providers and health and aged care workers in an applied research program. Important to the success of the research of the Partnership Centre is its alignment with the delivery of care and improved quality of life for people in need.

Brightwater's Wellbeing and Dementia Support Coordinator is participating as a Designated Systems Based Investigator (DSBI) on a number of projects. The role of the DSBI is intended to provide an effective two-way communication between partners and investigators to enhance the influence of research on practice and practice on research.

There are currently 17 projects funded by the Partnership Centre. Brightwater is currently involved in eight projects and is the lead agency in the interprofessional education project. Below is an overview of some of the current projects underway.

Evaluating the outcomes of inter-professional education programs in residential aged care across WA and SA: Lead Agency – Brightwater Care Group

Project aim: To determine how such a program improves outcomes for residents with cognitive decline and helps develop a more sustainable dementia care workforce for the future. Across 2 states (WA and SA) this project will provide an evidence base for the benefits of inter-professional education in residential aged care that will assist with future workplace planning and education strategies.

Understanding the real cost of long term care models for older people with cognitive decline: Lead Agency - Flinders University, SA

Project aim: To deliver a holistic measure of the real cost of quality care for people with cognitive decline.

The key worker role for people with dementia and their carers. Lead Agency - Royal District Nursing Service, VIC

Project aim: Evaluate how the key worker role for people with dementia can be best utilised and develop recommendations to inform policy and provide basis for further implementation of role/ model of practice.

The effects of regulation on aged care services for people with cognitive decline. Lead Agency - The University of Melbourne, VIC

Project aim: Provide evidence around the impacts of regulations in aged care and recommendations for creating more effective regulations to support the provision of integrated care that meets the needs of people with cognitive decline.

Focus on the implementation of the universal use of Vitamin D supplements in Australian Residential Aged Care Facilities. Lead Agency - University of Sydney, NSW

Project aim: Provide evidence on the effect of Vitamin D on reducing falls and associated injuries, and develop tools and implementation strategies to improve practice.

Resident from Brightwater Edgewater





People, Culture & Knowledge

Research Continued

Economic modelling methods for estimation of the cost-effectiveness of aged care, dementia, and dementia management in a capacity constrained health care system. Lead Agency - Griffith University, QLD

Project Aim: To develop an economic model using a discrete event simulation to explore the impact of resource constraints on the efficiency of the health care system as it pertains to aged and dementia care.

The psychosocial impact on young people having a parent with younger onset dementia. Lead Agency - University of Sydney, NSW

Project Aims: Inform health professionals and service providers of issues impacting on families and recommend changes to improve practices and policies.

Quality Jobs, Quality Care

This three-year project is funded by the Australian Government Department of Social Services and is a collaboration between the Centre for Work + Life at the University of South Australia, Flinders University, and four major industry partners: Brightwater, Helping Hand (SA), HammondCare (NSW) and United Voice.

Working with the partner agencies, the project aims to develop

innovative workplace tools and models that will inform practical, evidence-based implementation of changes to work practices and assist aged care providers to simultaneously improve the job quality for workers and the quality of services experienced by older Australians.

Falls Community of Practice (CoP)

The aim of the Brightwater CoP is to promote sustainable best practice in the area of falls prevention across all Brightwater's residential aged care facilities. 18 Brightwater staff volunteered to be falls prevention CoP members representing the 13 residential aged care facilities across the organisation and the professions of Nursing, Physiotherapy, Occupational Therapy and management.

Jacqui Francis-Coad, PhD candidate from the The University of Notre Dame Australia, is being supported by a Collaborative Research Network Scholarship to conduct the research in collaboration with Brightwater. The research will evaluate and provide input to Brightwater.

Clostridium Difficile Study in Residential Aged Care

Clostridium difficile is a major cause of antibiotic-associated diarrhoea which occurs at higher rates in the elderly. Residents who carry this virus may shed spores into the environment which then requires special infection control measures.

A survey with the University of Western Australia to determine the prevalence of *Clostridium difficile* in our residents and the environment at several of our aged care sites was undertaken.

The study showed a relatively low rate of residents carrying *Clostridium difficile*, with a prevalence in keeping with internationally reported rates. No participating resident had symptoms of infection with *Clostridium difficile*.

Internal Research

Brightwater has also conducted extensive internal research projects including:

- Enabling a wellness approach by measuring improved quality of life, health outcomes and functional status amongst persons with an acquired neurological disability
- The benefits of music therapy and art therapy at Oats Street
- Evaluation of disability support worker's self-reported knowledge, confidence and process gaps in relation to their work at Oats Street.
- An evaluation of Brightwater sleep management practices: perspectives from staff and residents
- The journey through rehabilitation; a study of people with ABI in WA
- Inhibitory control and traumatic brain injury: the association between executive control processes and social communication deficits
- The lived experience of clients and their families – how is the model experienced and its perceived impact from a client perspective
- An evaluation of the Brightwater partnership with eFriends to increase social connectedness through technology.

Conferences

Brightwater staff presented at a number of conferences in 2013/14. These conferences included presentations for:

- **Primary Health Care Research and Information Service**
Interprofessional Learning in residential aged care: providing optimal care for residents
- **Better Practice Conference**
Engaging students in an interdisciplinary learning experience within residential aged care: building an aged care workforce for the future
- **Australasian Society for the Study of Brain Injury (ASSBI)**
Brightwater was co-host for the 2014 ASSBI Conference, held in Fremantle. Brightwater staff presented the following:
 1. Housing the homeless: a transitional ABI service improving individual functional outcomes and options for long term care and support.
 2. The importance of sleep: balancing staff duty of care with a person centred approach when working with people with an ABI living in group homes.
 3. 'I'm a dreamer!'- a music expression group enhancing communication

and emotional wellbeing following an acquired brain injury.

4. Reconnecting with the community: increasing community engagement for the ABI population in Western Australia.

- **ACSWA National Conference**
Nurse Practitioner models of practice in aged care – the Brightwater Nurse Practitioner Project.
- **8th Conference of The Australian College of Nurse Practitioners**
Applying evidence-based antibiotic guidelines: it isn't always easy.

Loading meals for delivery from Brightwater Catering



Staff member and resident enjoying the Edgewater Dinner Dance





People, Culture & Knowledge

Scholarships

Lyn Beazley Scholarship

In September 2013, Brightwater established the Brightwater Lyn Beazley Scholarship at The University of Western Australia for research into acquired brain injury.

The scholarship has been made possible thanks to a generous initial donation of \$50,000 from the then WA Chief Scientist, Professor Lyn Beazley, which she received as part of the Governor's Award for Giving. Brightwater was then further overwhelmed by contributions from the Rotary Club of Southern Districts and Downer EDI.

The inaugural recipient of this scholarship is Fiona Allenson who is undertaking her PhD on neuropsychological predictors of outcome following acquired brain injury in adults.

The introduction of this scholarship has been significant in Brightwater's long term plan for research into Acquired Brain Injury. This will include:

- Research into the Oats Street Rehabilitation model to aid refinement and further understanding of this complex area
- Engaging with local and international universities and providers to share knowledge and work in partnership on research
- Communicating the research outcomes in order to build international knowledge.

Don Hutchison & Peter Lane Scholarships

Each year, Brightwater awards two scholarships, the Don Hutchinson Scholarship in recognition of past chairman Don Hutchinson and the Peter Lane Scholarship made possible by a generous donation from the Lane family.

This year two projects were awarded a Don Hutchison Scholarship.

1. Wellbeing Mapping -

Sarah Jane Brummage, Occupational Therapist, Gaynor Noonan and Angela Lowe, Care Manager, all from Brightwater Edgewater are developing, implementing and evaluating a model of wellbeing mapping at the facility.

2. Dining Enhancement Project -

Debbie De Freitas, Manager The Oaks and Wendy Hudson, Wellbeing and Dementia Coordinator are working to develop, pilot and evaluate a dining enhancement project at The Oaks in order to enhance the dining experience for our residents.

The Peter Lane Scholarship is also supporting two projects this year.

1. Audio visual aids to compliment visual care plans

- Adelene Yap, Rehabilitation Coordinator and Yan Pin Lim, Physiotherapist at Oats Street were successful in securing

a Scholarship to create and assess the use of audio visual aids to complement visual care plans. This study aims to improve care plan clarity by using audio visual, in addition to written, care plans for care staff.

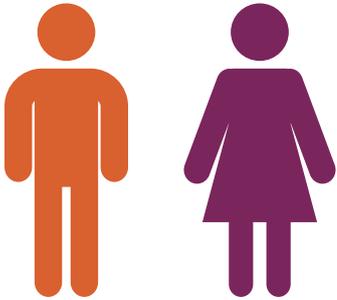
2. Culturally competent services -

Kristylee Sharp, Rehabilitation Coordinator at Oats Street will conduct research into the development of culturally competent services for aboriginal people with an ABI and their support networks in regional Western Australia.

Our People

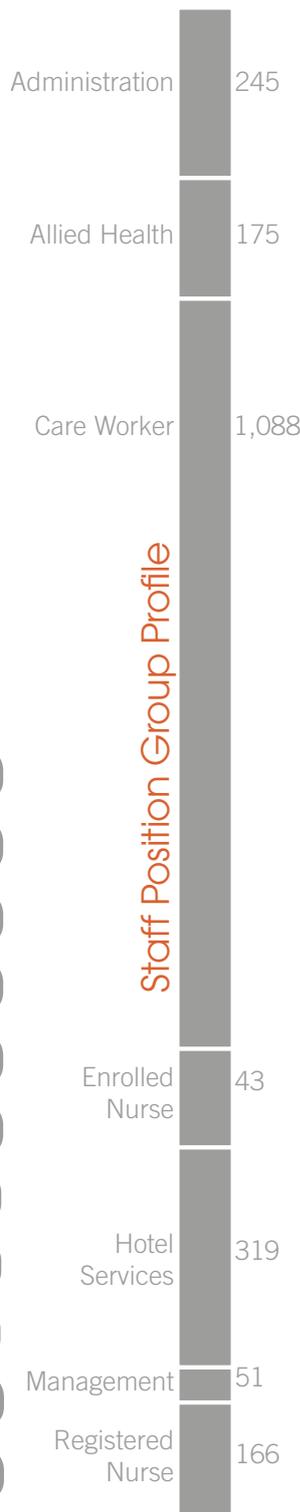
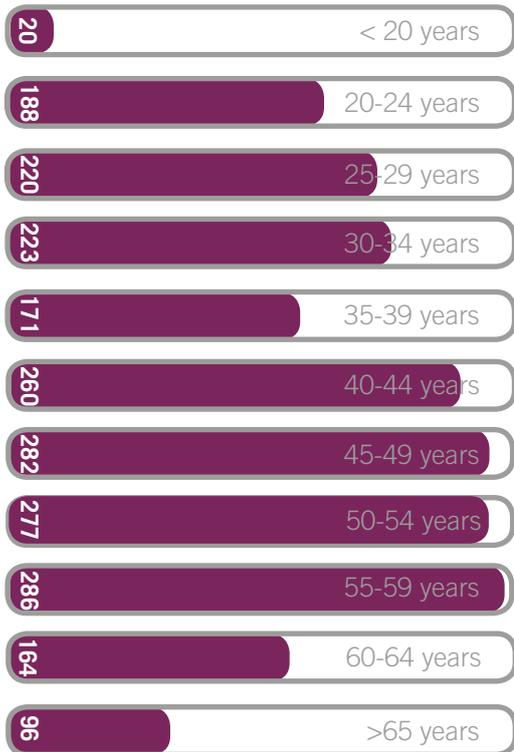
Staff Profile

Gender

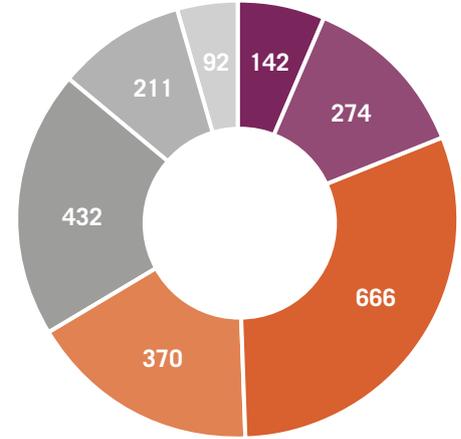


13.76% Male
86.24% Female

Employee Age Profile



Length of Service



< 3 months	142
3-12 months	274
1-3 years	666
3-5 years	370
5-10 years	432
10-20 years	211
> 20 years	92

Status



Total Active Employment Count = 2,187

Financial



Brightwater aims for a secure and sustainable future.

Fundraising

The conclusion of the Oats Street Capital Campaign

2014 has heralded the end of an ambitious but very successful four year capital campaign to fund the rebuilding of Oats Street, a world-class facility for the rehabilitation of people with acquired brain injury.

Thanks to significant support from the Department of Health, Lotterywest, the Leaping Lizard Committee, the Jonesey's Vision Committee and a number of valued corporate and private donors, Brightwater was able to complete the development resulting in Oats Street officially opening this year.

The future of Fundraising at Brightwater

With the Oats Street capital campaign complete, Brightwater has embarked on new five year fundraising journey focused on generating alternative streams of revenue for the organisation.

The new five year Brightwater Fundraising Plan has been endorsed by the Board and is critical to Brightwater's future, enabling us to invest in the wellbeing of our clients, residents, their families, our staff and volunteers and the wider community.

The next five years represents a period of growth for fundraising within Brightwater. We will establish the following three specific funds to support our activities and to enable more people to enjoy life's possibilities:

- 1. Life's Possibilities Fund** will hold funds raised for a specific purpose, primarily to support the socialisation and wellbeing of clients and residents
- 2. Research Fund** will hold funds raised to support research projects within Brightwater
- 3. Future Fund** will hold funds raised that have not been committed to a specific purpose that are available to support innovation, development and investment.

We are committed to accountable and transparent financial management and follow strict procedures to ensure funds are used as intended and invested in accordance with the investment strategy. Governance procedures will be put in place around each of the above funds to ensure every dollar received is spent wisely and that the funds can provide maximum benefit to clients and residents.

We are pleased to report that all overhead expenses (administrative) were adequately covered by other forms of Brightwater income, being investment and commercial income. This means that all funds raised from the Western Australian community, net of direct fundraising costs, are being used for the purpose intended by the donor.



A number of significant donations were received which have supported the below innovative projects.

- **The RM Harken gift.** This gift provides for socialisation and wellbeing of clients and residents, individual and group outings, in-house events, new programs and experiences.
- **Pride & Vanity.** This wonderful program for younger people with an acquired brain injury provides education and practice in personal presentation, including hair and make-up, colours and clothing, and culminates in a graduation luncheon to show off new presentation skills. The program was made possible thanks to a donation from the Richardson Foundation.
- **Simple Sensational Soft.** This innovative cookbook includes recipes and hints for creating appetising meals for people with dysphagia who require modified food textures. Developed by staff and residents at Kailis House, there was much testing and critiquing by all involved to develop professional standard tastes and presentation, and the resulting collection of recipes

was professionally printed thanks to Dr Kailis' support.

- **Creative Arts Program.** Thanks to a generous donation a new creative arts program within our Services for Younger People was established. Funds were used for the purchase of tablets and an application specifically created and supported by DADDA (Disability in the Arts, Disadvantage in the Arts WA) and distributed throughout our services to allow creative expression for people with a wide range of disabilities. It is hoped that once this project is established it will be rolled out across other service areas.

Residential Age Care Pricing Review

Under the Government's Living Longer Living Better Reforms it is now a requirement for all aged care homes in Australia to publish their accommodation prices online. The intent of this new transparency in pricing is to enable residents and their families to make more informed choices when selecting a new home.

In the lead up to these new pricing arrangements which came into effect on 1 July 2014, Brightwater undertook a significant amount of work to review its accommodation pricing in line with the new changes. Each of our residential aged care facilities was carefully assessed against the government's new criteria to develop a set of prices that is reflective of the value of our accommodation services.

These prices are now published on the My Aged Care and Brightwater websites to support families to make more informed decisions.

Working on Mosaics at Brightwater Oxford Gardens

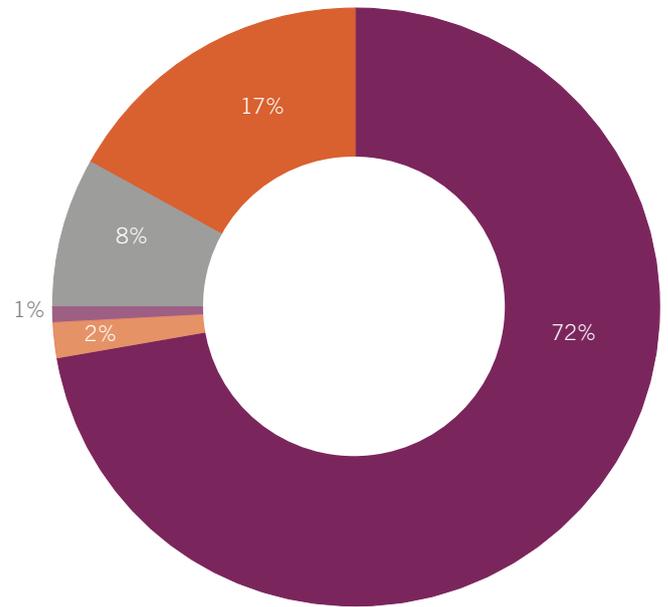
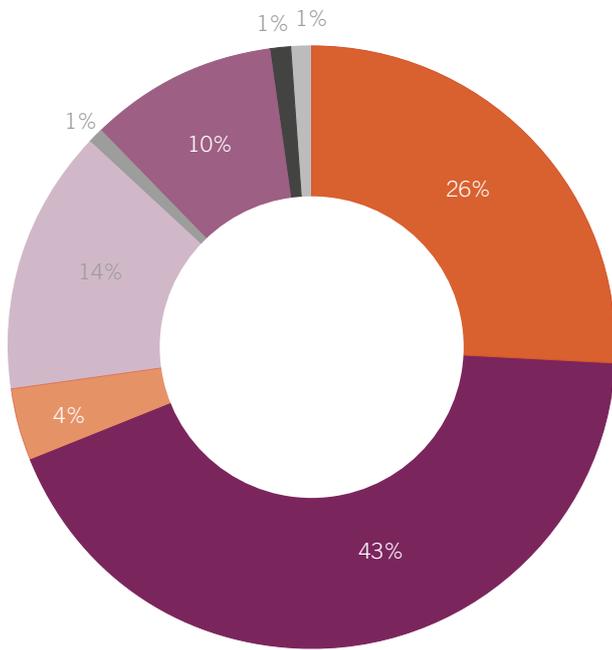


Enjoying the Arts program at Brightwater Oats Street





Financial Snapshot



What we earned

	State Government subsidies	26%
	Commonwealth Government subsidies	43%
	Grant income	4%
	Fee for service income	14%
	Donations and bequests	1%
	Commercial revenue	10%
	Other income	1%
	Investment income	1%

What we spent

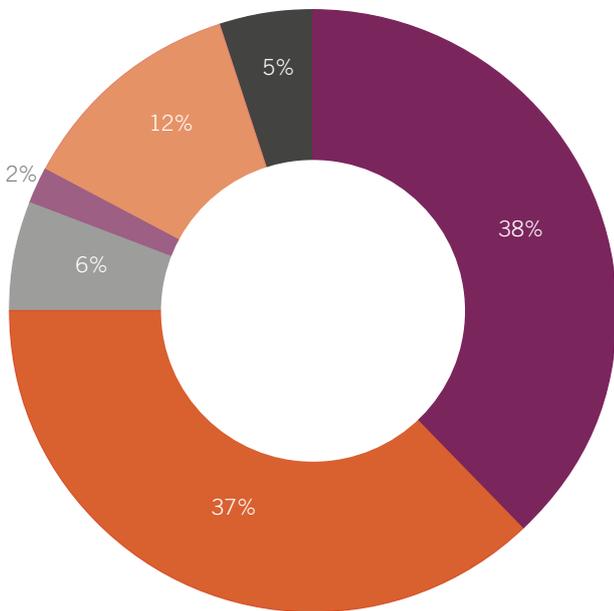
	Personnel costs	72%
	Food and catering	2%
	Medical and client supplies	1%
	Finance, admin and interest	8%
	Property (including depreciation)	17%

What we earned \$'000

	State Government subsidies	36,702
	Commonwealth Government subsidies	60,394
	Grant income	5,519
	Fee for service income	19,628
	Donations and bequests	896
	Commercial revenue	14,554
	Other income	1,355
	Investment income	1,513
	Total Income	140,561

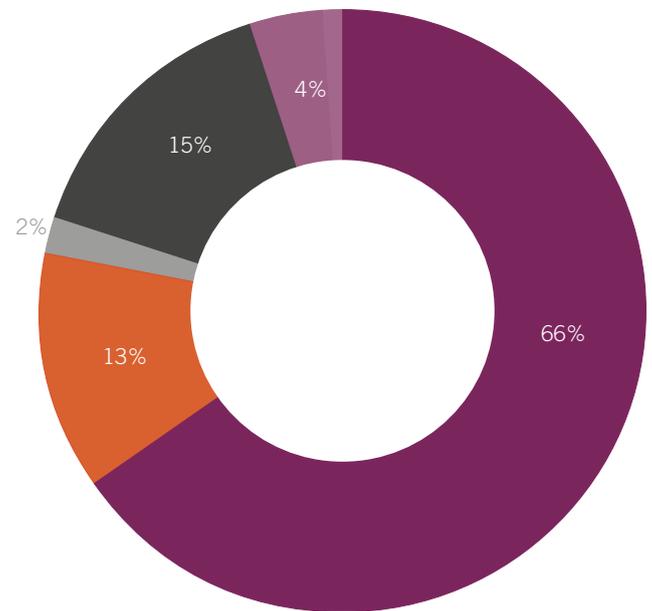
What we spent \$'000

	Personnel costs	102,088
	Food and catering	2,914
	Medical and client supplies	1,286
	Finance, admin and interest	10,978
	Property (including depreciation)	23,372
	Total Costs	140,638



What we own

 Land and buildings	38%
 Investment properties	37%
 Plant, equipment, inventories	6%
 Investments	2%
 Cash and deposits	12%
 Debtors	5%



What we owe

 Lease for Life liability	66%
 Resident accommodation bonds	13%
 External borrowings	2%
 Employee liabilities	15%
 Creditors and Provisions	4%

What we own \$'000

 Land and buildings	93,509
 Investment properties	90,228
 Plant, equipment, inventories	15,316
 Investments	4,185
 Cash and deposits	28,762
 Debtors	11,723
Total Assets	243,723

What we owe \$'000

 Lease for Life liability	88,115
 Resident accommodation bonds	16,974
 External borrowings	2,673
 Employee liabilities	19,708
 Creditors and Provisions	5,654
Total Liabilities	133,124

Brightwater compiles full financial statements each year which are provided to subscribers.

Board and Management



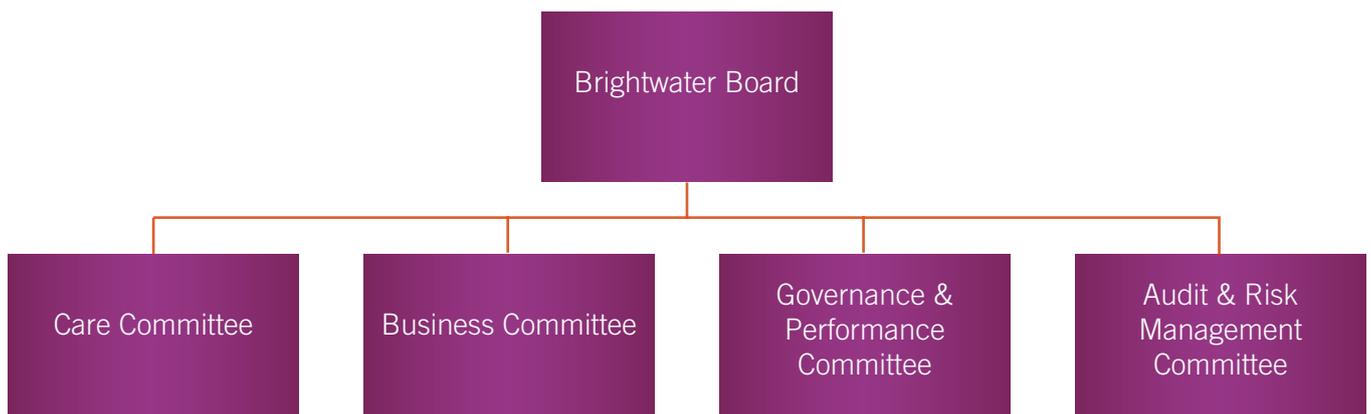
Brightwater Care Group was established as the Home of Peace for the Dying and Incurable in 1898, following the initiative and leadership of Lady Madeleine Onslow and Dr Athelstan Saw. In 1997 The Homes of Peace (Inc.) changed its name to Brightwater Care Group (Inc).

An Incorporated body under The Associations Incorporations Act 1987 and a not-for-profit organisation, Brightwater receives funding from, and is accountable to, three government entities:

- The Department of Health and Ageing
- The Department of Health, WA
- The Western Australian Disability Services Commission.

Brightwater is also subject to a number of Commonwealth and State Acts, Standards and Regulations.

To see a full list of these please visit our website www.brightwatergroup.com.



Board Governance

Board members act in a voluntary capacity and are elected by subscribers. The Brightwater Board is responsible for governance and policies of the organisation. The Board has established four sub-committees including Governance and Performance, Care, Audit and Risk Management and Business. Further explanation of these committees is detailed below:

Care Committee

The purpose of the Care Committee is to act as a debate/monitoring/information-sharing forum for Brightwater's Care Service-related activities and make recommendations to the Board as appropriate.

The scope of responsibilities of the Care Committee includes:

- Ensuring the standard of service delivered is consistent with Brightwater's statement of purpose and values
- Providing creative input and direction on high-level strategic aspects of Brightwater's commitment to resident and client care
- Ensuring care service activities are aligned with the Brightwater strategic plan

- Monitoring and reviewing resident and client feedback
- Reviewing Aged Care Standards and Accreditation Outcomes, and the Disability Service Commission's Self-Assessments and Standards Monitoring processes
- Ensuring the recognition of care needs within diverse groups
- Monitoring and advising healthcare governance process and activities. For further information regarding healthcare governance please visit www.brightwatergroup.com.

Business Committee

The scope of responsibilities of the Business Committee includes:

- Reviewing and advising on the Investment Policy
- Evaluating business opportunities
- Assessing proposals submitted for feasibility, risk, completeness and organisational strategy.

Audit and Risk Management Committee

The scope of responsibilities of the Audit and Risk Management Committee includes:

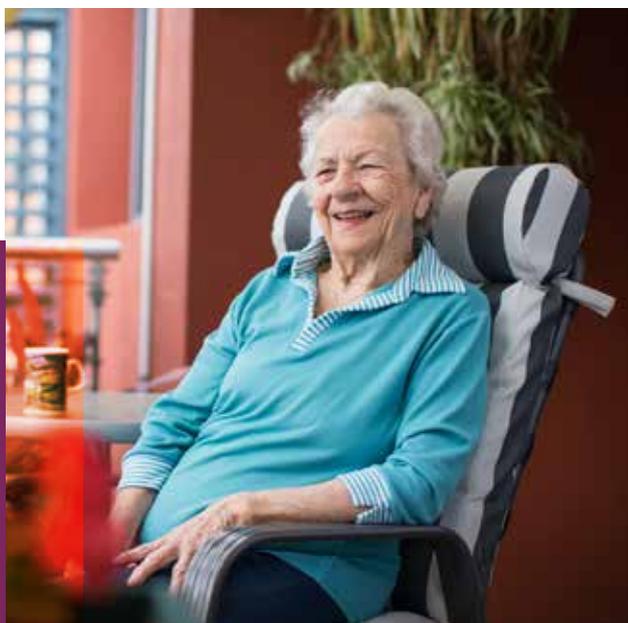
- Risk and Insurance
- Audit
- Investments.

Governance and Performance Committee

The scope of responsibilities of the Governance and Performance Review Committee includes:

- Corporate Governance Policy development and adoption
- Legal environment – the Board's and organisation's compliance with relevant laws and regulations
- Constitution
- Board and Board Committee membership and performance and succession planning
- Board Committee terms of reference, review and recommendations including with respect to appointment of Board committees
- Assess, at appropriate and regular intervals, a suitable remuneration and reward package for the CEO in relation to prevailing external practice, internal affordability, performance against goals, and any other relevant matters.

Enjoying living at home with the support of Brightwater At Home Services



Brightwater Oxford Gardens Resident



Board Members

Steven Cole,
LLB (Hons), FIACD

Chairman

Steven Cole has 35 years of professional, corporate and business experience through senior legal consultancy, as well as a range of executive management and non-executive appointments

His extensive boardroom and board sub-committee experience includes ASX listed, statutory, proprietary and not-for-profit organisations covering the industrial, financial, educational, professional services, health and resources sectors.

Steven's continuing appointments include Deputy Chair of ASX-listed Reed Resources, Director of Matrix Composites and Engineering Ltd, Chairman of the QE2 Medical Centre Trust, Chairman of two investment companies with around \$20m under management and Chairman of Brightwater Care Group.

Steven was appointed to the Board of Brightwater in 2002.

Dr Ann Zubrick,
FACE, PhD, MA Psychology, MA Ageing and Pastoral Studies, MSc, BSc, LACST, Life Member Speech Pathology Australia, Life Member Therapy Focus

Deputy Chair

Professionally Dr Ann Zubrick has had a long engagement with both health and education.

Qualified in Speech Pathology and lifespan developmental psychology, she has established both educational and clinical services in Western Australia and several settings in Asia. She runs a consulting business, which includes educational and other work in ageing. She is an Academic Associate and Professor in the Centre for Ageing and Pastoral Studies Canberra, which is part of Charles Sturt University.

Ann has served on several boards and committees—including the Western Australian Department of Housing and Works, Therapy Focus, the Centre of Excellence in Alzheimer's Research and Care, a large Symphonic Choir (in which she also sings) and the Councils of three independent schools. Currently, she is also Deputy Chair of the Board of ASeTTS, Deputy Chair the Board of COTA (WA), and represents COTA (Australia) on the National Aged Care Alliance. Ann was appointed to the Board of Brightwater in October 2008.

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

Honorary Treasurer

Martin commenced his career in Edinburgh and after qualifying with the Scottish Institute of Chartered Accountants he 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 the partner in charge of the Forensic Practice in Perth. He has overall responsibility for all Deloitte Financial Crime 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 from 2004 to 2009 and is involved in not-for-profit groups promoting economic self-determination for indigenous people.

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

Bill Loudon, AM

Board Member

Bill was Senior Deputy Vice-Chancellor at The University of Western Australia from 2009 - 2013. Previously, he has held positions as Pro Vice Chancellor (Research) and Executive Dean at Edith Cowan University and Dean of Education at The University of Western Australia.

In 2010 he was appointed by the Australian Government as foundation Deputy Chair of the Board of the Australian Institute for Teaching and School Leadership. Bill chaired the Western Australian Government's Literacy and Numeracy Review Taskforce (2006) and was a member of the National Inquiry into the Teaching of Literacy (2005). He was Chair of Curriculum Council of Western Australian from 2006 to 2011, leading substantial review and reform. He is a Fellow of the Australian College of Educators and in 2010 he received the Australian Council of Deans of Education Outstanding Service to Education Award. He was a member of the Board of the Australian Curriculum Assessment and Reporting Authority from its inception (2008) until May 2012.

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



Left to right
Steven Cole
Dr Ann Zubrick
Martin Langridge
Bill Loudon
Narelle Finch
Prudence Ford
Paul Sadleir
Hon. James McGinty

Narelle Finch,
BBus

Board Member

Narelle Finch is a passionate marketer and business strategist with 20 years of experience in all aspects of commercial operations including revenue generation, product development, strategic planning and brand management.

Narelle is a Board member of VenuesWest and the WA Cricket Association. Narelle has a Bachelor of Business Degree in Marketing and Business Communications.

Narelle was appointed to the Board of Brightwater in 2008.

Prudence Ford,
BSc (Hons), Dip Ed

Board Member

Prudence has had some 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 governments.

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, the Medical Board of Australia (MBA) and the Western Australian Board of the MBA.

Prudence joined the Brightwater Board in October 2010

Paul Sadleir,
BE, MBA, APPI, FAICD

Board Member

As Managing Director, Paul's responsibilities cover strategic planning, human resources, portfolio management, equity and finance raising and investor relations.

Prior to joining Cedar Woods, Paul was manager of the Bunnings Warehouse Property Trust and previously he held roles with Wesfarmers, Western Power and Barrack Mines.

Paul has a Master of Business Administration Degree and Bachelor of Engineering Degree, both from the University of Western Australia, is a fellow of the Australian Institute of Company Directors and an associate of the Australian Property Institute. Paul has served on various industry bodies, including as a Councillor for the Urban Development Institute of Australia and the Property Education Foundation and is currently a Senate Member of Murdoch University and a member of the Housing Industry Association's Planning and Environment Committee.

Honourable James McGinty, AM
BA, B JURIS (HONS), LLB

Board Member

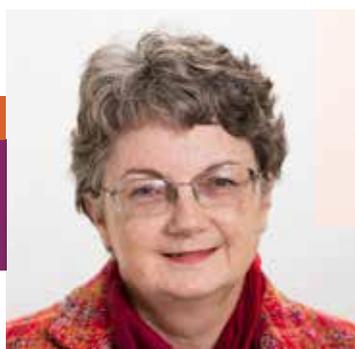
James retired from politics in 2009, having represented Fremantle in the State Parliament since 1990. During his time in Parliament James held numerous positions including Leader of the Opposition, Health Minister, Attorney General, Minister for Housing and Minister for Environment.

Since leaving Parliament he has served on the following Boards:

- Health Workforce Australia
- Australian Medicare Local Alliance
- Telethon Kids Institute
- Fremantle Medicare Local

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

James joined the Brightwater Board in 2014.



Leadership Team

Dr Penny Flett, AO
MBBS, DGM, FRACMA, AFCHSE

Chief Executive Officer

Penny joined Brightwater as the Director of Clinical Services in 1986, when the organisation was still known as The Homes of Peace and became CEO in 1996.

Penny has become a champion for people of all ages who need a high level of ongoing support and service. She has a particular interest in services for younger adults with acquired brain injury and neurological disorders. Penny is convinced that achieving successful ageing in our society in the next few decades must begin now, with strong and innovative leadership.

Laurie Burns.
BBus, MIR

**General Manager,
People Services**

Laurie Burns has more than 30 years experience in Employee Relations and Human Resource Management in Australia. He has worked for and consulted to, a number of organisations providing health, disability, community and aged care services, both in the government and private sectors. Following a career as an Industrial Officer and Industrial Advocate, Laurie has held Human Resource Management positions for the past 24 years. Laurie is the General Manager, People Services - this includes human resources and employee relations, strategic learning and growth, payroll and recruitment.

Laurie is Deputy Chair of the Industrial Relations Policy Committee of the Chamber of Commerce and Industry and represents ACSWA on the National Workplace Relations Committee.

Margaret Ingleton
BAppSc, MBA

**Acting General Manager,
Services for Older People**

Margaret Ingleton has broad experience in senior management positions spanning 30 years in health and IT areas of private, government and not-for-profit organisations. Margaret joined Brightwater in 2008 in the newly created position of Service Development Manager and then moved to the role of Manager, Residential Aged Care Services in 2011. Margaret is in the role of the Acting General Manager, Services for Older People and provides dedicated leadership to our aged care residential and at home services and also has responsibility for health care governance and dementia and wellbeing support.

Margaret is the Chairman of SIDS and Kids WA.



Ralph Gore
BBus MBA

**General Manager,
Corporate Services (Past)**

Ralph has over 30 years' experience in the finance and corporate sectors. During this time he has held a number of senior executive positions such as Head of Human Resources Development & Training, Regional Manager and Chief Operating Officer. Ralph joined Brightwater in 2008 in the role of General Manager Corporate Services which oversees Brightwater's finance, information technology, physical resources, health records, purchasing and project management functions. In recent times Ralph was also been actively engaged in the \$20m Oats Street rehabilitation facility redevelopment. In his role Ralph was an ex-officio member of the Audit and Risk and Business Committees.

Ralph is currently a Director of the Independent Living Centre of WA, a Director of the Innovative Chiropractic Learning Centre at Murdoch University and a Fellow of the Institute of Company Directors.

Jennifer Lawrence
BAppSc, GAICD

**General Manager,
Services for Younger People and
Major Projects**

Jennifer held a number of executive roles within the private pathology industry both locally and interstate before moving to Brightwater Care Group in 2003. Currently, Jennifer oversees the business operations of 10 facilities for people with disabilities, sponsored the \$20m Oats Street facility rebuild and has responsibility for occupational health and safety, worker's compensation and insurance. Jennifer was responsible for establishing The Brightwater Research Centre.

Jennifer is a Member of the Australian Institute Company Directors and of the Australian College of Health Services Management.

Tonia Zeeman.
BAppSc (Nsg)

**General Manager,
Strategy**

Tonia Zeeman has held senior positions for over 25 years in the public, private and non-profit health sector. She has broad experience across aged care, community services, acute care and mental health sectors. Tonia's role within Brightwater changed at commencement of the financial year with her moving into a newly created position as General Manager Strategy. She is responsible for providing dedicated leadership, coordination and management, and resourcing across the organisation to further Brightwater's strategic endeavours.

Tonia is a Palladium Kaplan-Norton Balanced Scorecard Certified Graduate.

Tonia is a Director on the ACSWA Board and chairs the Residential Care Sub-Committee. She is a Member of Australian College of Health Services Management. She actively participates on numerous industry committees and forums.



Our Locations

Services for Older People

Birralee
155 Odin Road
Innaloo, 6018
Phone: 08 9445 6600

Edgewater
19 Pioneer, Drive
Edgewater, 6027
Phone: 08 9306 5300

Huntingdale
31 Mildenhall Street
Huntingdale, 6110
Phone: 08 9490 0200

Joondalup
6 Jolstra Crescent
Joondalup, 6027
Phone: 08 9404 9300

Kingsley
41 Renegade Way
Kingsley, 6026
Phone: 08 9309 0300

Madeley
95 Imperial Circuit
Madeley, 6065
Phone: 08 9303 0300

Onslow Gardens
39 Hamersley Road
Subiaco, 6008
Phone: 08 9489 8600

Oxford Gardens
30 Regents Park Road
Joondalup, 6027
Phone: 08 9300 2701

Redcliffe
23 Johnson Road
Redcliffe, 6104
Phone: 08 9479 2300

South Lake
62 Bloodwood Circle
South Lake, 6164
Phone: 08 9417 6200

The Cove
35 Hudson Drive
Dudley Park, 6210
Phone: 08 9581 0100

The Oaks
2-10 Oakwood Crescent
Waikiki, 6169
Phone: 08 9593 9200

The Village
150 Dundas Road
Inglewood, 6052
Phone: 08 9370 0900

Services for Younger People

Balcatta
8-10 Milton Avenue
Balcatta, 6021
Phone: 08 9344 8433

Bentley
44 Bedford Street
Bentley, 6102
Phone: 08 9258 5844

Cannington
66 Hamilton Street
Cannington, 6107
Phone: 08 9458 9782

Ellison House, Carlisle
240 Orrong Road
Carlisle, 6101
Phone: 08 9361 7474

Kailis House, Belmont
11 Stanley Street
Belmont, 6104
Phone: 08 9277 6120

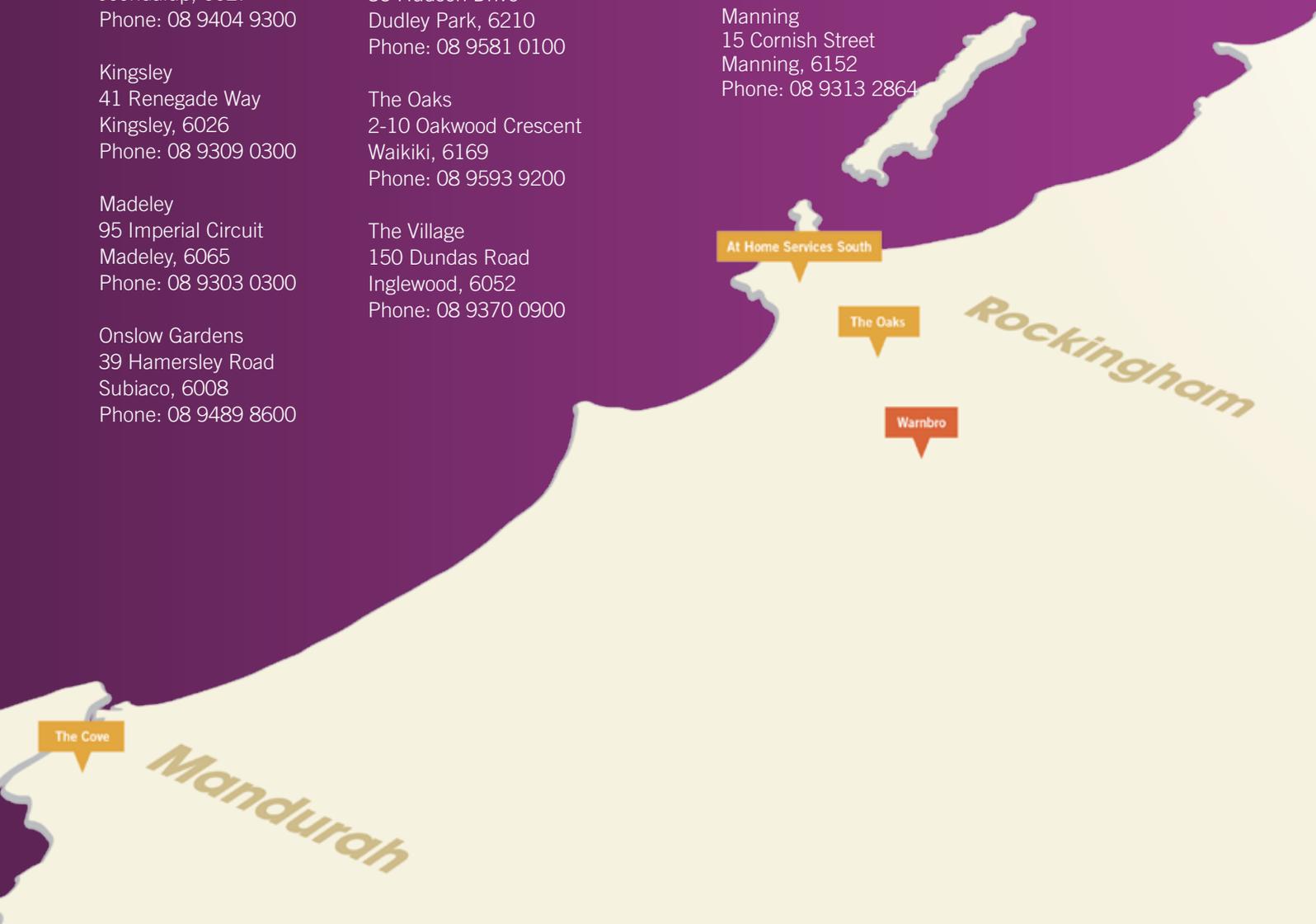
Manning
15 Cornish Street
Manning, 6152
Phone: 08 9313 2864

Marangaroo
38 Brookland Crescent
Marangaroo, 6064
Phone: 08 9247 9102

Maylands
5 Caledonian Avenue
Maylands, 6051
Phone: 08 9272 6427

Oats Street
170 Swansea Street East,
East Vic Park, 6101
Phone: 08 9362 9200

Warnbro
2 Minilya Loop
Warnbro, 6169
Phone: 08 9593 0211



At Home Services

At Home Services North
Level 1, 74 Delamere Avenue
Currambine, 6028
Phone: 08 9400 8700

At Home Services South
Rockingham Shopping Centre
1, Council Avenue,
Rockingham, 6168
Phone: 08 9553 1200

At Home Services East
177-183 Walter Road
Dianella, 6059
Phone: 08 9376 0600

Regional Assessment
Service
177-183 Walter Road
Dianella, 6059
Phone: 08 9376 0600



Brightwater Care Group (Inc)

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Osborne Park WA 6916

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