

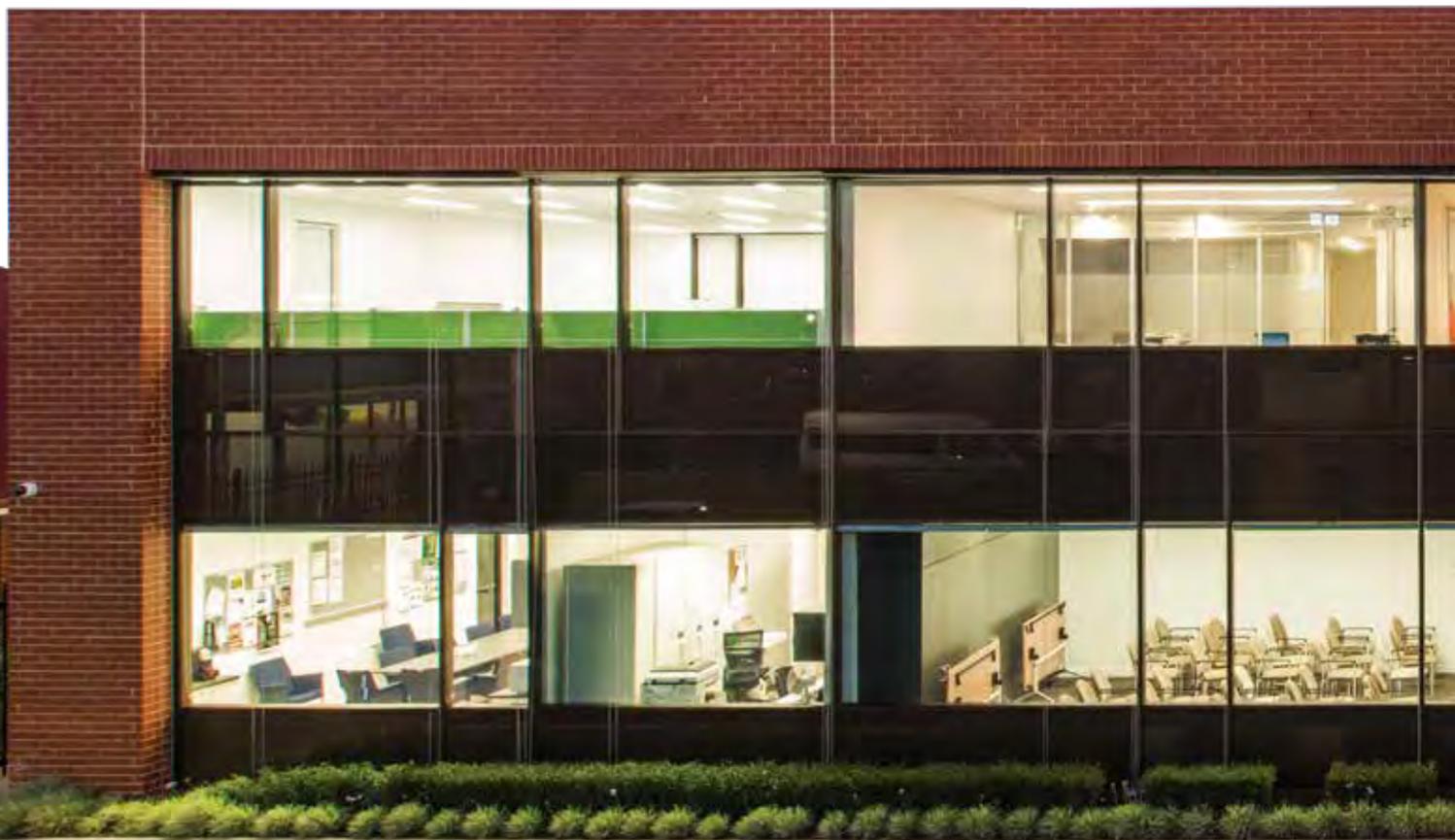


ANNUAL REPORT 2019



Brightwater
We see what others don't

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Chairman's report



In a year that has seen aged care and disability services discussed in Royal Commissions, reported in the media and moved between ministerial portfolios, I am pleased and proud that Brightwater's consistent approach to delivering quality care and support to our clients and their families has not wavered, but indeed further strengthened.

The sector and well-established organisations like Brightwater have faced a number of external challenges over the course of this financial year, including but not limited to the highly publicised Royal Commission into Aged Care Quality and Safety. I remain proud of the considerable work undertaken by the teams across Brightwater, not only to comply with all of the (Commission's) requirements, but also to provide a positive voice in the community, demonstrating our commitment to our clients and the needs of Australia's growing ageing population.

As the aged care industry continues its transformation and awaits the recommendations of the Royal Commission, including any legislative outcomes, it is business as usual for Brightwater. As you will see in the the pages that follow, every area of the organisation - aged care, disability services, retirement, linen and catering - has been impacted by the changing external conditions, while continuing to deliver a consistently high quality suite of services. Our financial results are a credit to the strategy and discipline delivered each and every day, and allow us to reinvest and grow our services to current and future clients and their families.

During the past year we welcomed two new Directors to Brightwater's Board: Richard Thomas and Darren Hayes. Their skills and experience ensure we continue to be a diverse and contemporary source of expertise to support the Leadership Team. I am particularly pleased that Brightwater's Board has moved closer to a 50:50 gender mix that is more representative of our community and the industries in which we operate.

I would like to thank all Brightwater people who help make this organisation sustainable, special and successful. This includes our subscribers who provide their constant support year on year. My personal and sincere thanks to the Leadership Team, our outstanding Chief Executive Officer Jennifer Lawrence, and finally to my fellow Directors for their diligence and commitment during the year.

David Craig
Chairman



Chief Executive Officer's report

If you had asked me 12 months ago whether our industry could undergo more change than the previous year, I may have answered that it was not possible - and I would have been wrong. In another momentous year, I'm pleased that Brightwater has not only responded to significant and ongoing industry upheaval, but that we have been a positive contributor to the narrative of aged care and disability services in this country.

Industry changes have included the introduction of the new Aged Care Quality Standards from 1 July 2019, and the rollout of the new Charter of Aged Care Rights. These standards are a huge improvement for the industry and a fundamental shift in the way services are assessed by giving our clients more say over what they value. This has been alongside the Royal Commission into Aged Care Quality and Safety, which commenced in October 2018, and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with a Disability, announced in April 2019.

I am proud of our submission to the Aged Care Royal Commission, and our invitation to participate in a roundtable workshop and formal hearing of the Commission in Sydney to give evidence on best practice care options for those living with dementia. I have no doubt that the Royal Commissions, both aged care and disability, will be important to give clients a voice and to bring about meaningful dialogue and change in Australia.

In addition to these external changes, Brightwater has implemented major internal changes, all with an eye on enhancing our clients' experience.

- Starting with the first touchpoint for many clients, the Brightwater Welcome Team was launched to ensure that we are easy to find and there to support individuals and families at a critical time in their lives navigating the complex systems of aged care and the NDIS.
- The development of a new model of care for the residential aged care business adopting a holistic approach to ensuring our clients live their life to the full through physical design and the environment, technology, social connection, health and wellbeing and our people.
- The commencement of a major initiative to "reimagine the meal experience" for our clients. This work has been supported by a wonderful donor to Brightwater, and will change the meal experience for the vulnerable people we support.
- Investment in the upgrade of our residential buildings has been ongoing and focused on enhancing the look and feel of the common areas at five aged care sites. This work builds on our previous experience of how the environment influences the wellbeing of both staff and clients and from this we have developed Design Guidelines for all interior and exterior environments throughout the organisation.

- I am delighted that we can apply these contemporary standards to a new multigenerational campus that we announced for Inglewood earlier this year. This will be built on vacant land alongside our current site, The Village, and will include a new 120 bed residential aged care facility, a research centre and a new corporate office. This is an exciting opportunity for Brightwater to extend its reach in a contemporary and collaborative way.



Other exciting firsts, new services and research initiatives include:

- Selection by the Commonwealth Government to develop Australia's first Specialist Dementia Care Unit. Situated within The Village in Inglewood, this unit will accommodate up to nine clients who would otherwise require care in a hospital setting.
- Launch of a new 58 unit retirement living development, Odyssey Residences at Beaumaris Beach.
- Strong growth in Capacity Building, a NDIS funded service supporting community connection and independence for people living with a disability.
- Oats Street, our acquired brain injury rehabilitation service has established new partnerships and has plans for expansion in the near future.
- Strengthened research influence by collaborating with external partners including the Insurance Commission of WA, The University of Western Australia and Curtin University ensuring benefits for clients and the broader community by sharing our research knowledge and expertise. A second Brightwater Lyn Beazley scholarship was also announced.

Meanwhile, our longstanding commercial businesses in linen and catering have adopted strong growth strategies and responded well to the economic pressures on tourism and mining.

The delivery of our new Mission, **Pursuing the Dignity of Independence**, continues this year as we implemented values-based recruitment to ensure we attract the right people for our organisation, and we have introduced rewards for staff who have demonstrated our Brightwater values and Mission in their day-to-day work. Growing a strong and engaged staff culture remains the most critical component of our strategy.

In summary, the past 12 months has seen a lot of moving parts impacting Brightwater, internally and externally, and it has taken a dedicated and focused team to keep the business running smoothly and continuing to improve, grow and look forward.

The progress that we have made this year has been outstanding and there are many people who have worked hard to make this possible.

I would like to thank our dedicated Board, and in particular David Craig our Chairman, who has provided wonderful stewardship and wisdom to me personally, and to the organisation as a whole.

Thank you also to my Leadership Team who continue to lead Brightwater with skill, passion and commitment to further our Mission and make a real difference to the lives of our clients.

Our 2000-plus staff and volunteers work very hard in often challenging and confronting situations, but equally never forget why they do it and what is important to our clients and their families. I am so grateful for their efforts.

Jennifer Lawrence
Chief Executive Officer



2019 Highlights

01

CEO engaged with
1800 staff during
Mission launch

02

Brightwater staff
participated in more than
31,000 hours of training

03

Brightwater's Specialist Dementia
Care Unit was chosen as the
primary trial site for a new
Government program

Our year at a glance

At Brightwater, we have so much to be proud of this year throughout all parts of our business. From bringing a fresh look to some of our properties to making significant steps to provide more opportunities for our future clients, we are well and truly moving in the right direction.



Brightwater chosen to pilot program

This year, the Federal Government offered us the privilege of running a pilot program at our Specialist Dementia Care Unit. We are extremely proud to have been chosen to facilitate the program, which is designed to support people exhibiting very severe behavioural and psychological symptoms of dementia. We have no doubt there will be substantial learnings throughout this trial, but remain excited to see how the program has the potential to help thousands of Australians in the future.

Growing our presence

We are on a continual journey of growth and improvement. Looking to our future, this year we purchased additional land in Iluka and East Victoria Park. These properties, combined with vacant land at Inglewood, next to The Village, provide us with the opportunity to grow our services and support more West Australians in the future.





Participating in the Royal Commission

We were proud of our submission to the Royal Commission into Aged Care Quality and Safety, during which we remain proactively engaged. CEO, Jennifer Lawrence was called to give evidence at a formal hearing, solidifying our position as a leading provider of care, especially for those with dementia. Jennifer was also invited to attend a roundtable workshop, where it was humbling and a moment of pride to share our knowledge and experience to help shape the future of care in Australia.



Repositioning Kingsway Court

Kingsway Court is our original retirement living offering and we celebrated its 15th birthday in 2019. It's a fantastic community that truly feels like a neighbourhood driven by its residents. As well as freshening up some external elements of the resort-style community, we embarked on a repositioning journey for Kingsway Court. This saw us engage a new sales agent and improve our existing branding and marketing activities and, ultimately, increase our sales. We look forward to welcoming the newest neighbours to this thriving community.



Light touch refurbishment

This year saw us commence our light touch refurbishment project to improve the environment for our clients at our 12 residential aged care sites. By upgrading common areas with contemporary finishes and new colour schemes, these small improvements will make a big difference to both staff and clients. We have already seen how simply a change in environment can enhance how our clients use and enjoy their shared spaces and we look forward to completing all sites in the coming months.



The business of caring

Brightwater is a leading not-for-profit provider of aged care, disability and retirement services that has been part of the Western Australian community for 118 years.

We are committed to supporting members of the community through their health and wellbeing challenges, while maintaining their dignity and providing an environment that offers them independence.

The Brightwater Research Centre is a highly-praised hub of discovery and innovation, influencing operations across our own support services, and beyond. Our research underpins everything we do, providing reason, evidence and paths to best practice.

Our team has garnered respect from clients, industry and research stakeholders alike due to our culture of care. We see it as our responsibility to enable our clients to lead their most fulfilling lives – but, more than that, we see it as our privilege.

We see what others don't



Aged care

- 11 aged care sites with permanent accommodation options
- Two aged care sites for transitional (temporary) care after a hospital stay
- Brightwater At Home for support and care in the home
- Respite care



Retirement living

- One village with 168 free-standing homes
- One village development with 58 residences (proposed for completion in 2021)



Commercial services

- Brightwater Linen
- Brightwater Catering



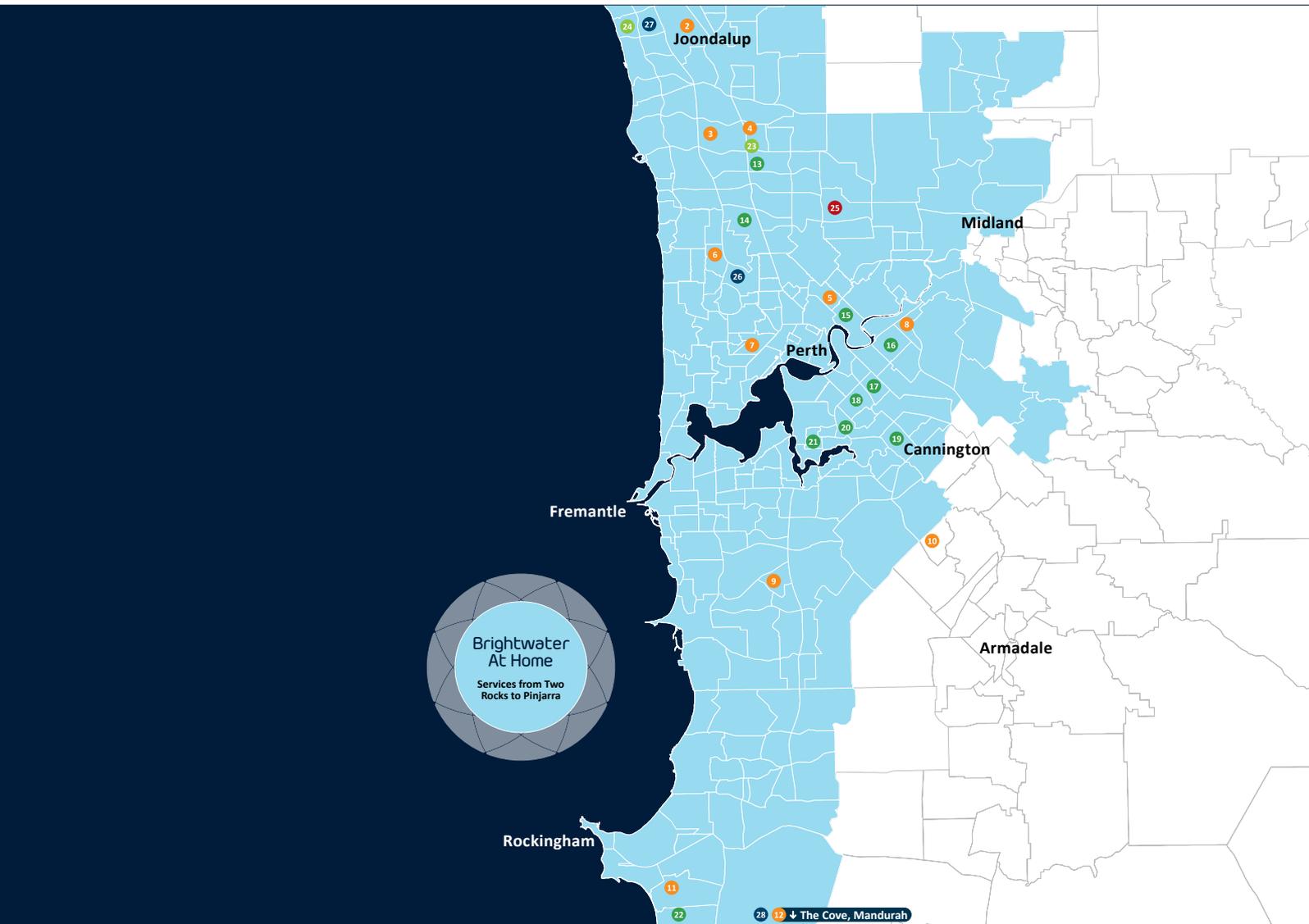
Disability services

- Six community houses with supported independent living
- Two specialist accommodation sites for people living with Huntington's disease
- One specialist accommodation site for transitional (temporary) care after a hospital stay for people with a disability
- One specialist centre providing rehabilitation services for people with an acquired brain injury
- Respite care



Business support services

- Brightwater Head Office - business support services
- Brightwater At Home - North
- Brightwater At Home - South



Our locations

Residential aged care

- 1 Joondalup
- 2 Oxford Gardens, Joondalup
- 3 Kingsley
- 4 Madeley
- 5 The Village, Inglewood
- 6 Birralee, Innaloo
- 7 Onslow Gardens, Subiaco
- 8 Redcliffe
- 9 South Lake
- 10 Huntingdale
- 11 The Oaks, Waikiki
- 12 The Cove, Mandurah

Disability services

- 13 Marangaroo
- 14 Balcatta
- 15 Maylands
- 16 Kailis House, Belmont
- 17 Ellison House, Carlisle
- 18 Oats Street, East Victoria Park
- 19 Cannington
- 20 Bentley
- 21 Manning
- 22 Warnbro

Retirement

- 23 Kingsway Court, Madeley
- 24 Odyssey Residences, Iluka (proposed 2021)

Commercial services

- 25 Linen and Catering, Malaga

Business support services

- 26 Head Office, Osborne Park
- 27 Brightwater At Home, Currambine
- 28 Brightwater At Home, Mandurah

Our people

At the core of the support we provide is a team of diverse, dedicated and hard-working people. We know that every client is unique and it takes the right people with the right skills to provide meaningful support. We pride ourselves on our people and if you've seen them in action, you'll understand why.

Our Mission, pursuing the dignity of independence, was launched in 2018 and we have made this a common thread throughout our culture. We are representing, celebrating and living our Mission.

With the opening of Australia's first Specialist Dementia Care Unit in Brightwater's The Village, Inglewood on the horizon, we saw this as an opportunity to review and improve our recruitment style. As our specialist services expand, it is increasingly important to secure a close-knit team of people who embody all the necessary personal attributes to provide a high standard of specialised care.

Developed for our recruitment for the Specialist Dementia Care Unit, we trialled a new recruitment style for specialist care roles that assesses candidates with a multi-faceted approach. The combination of interactive activities, face-to-face interviews, written assessments and simulated client interaction provided us an opportunity to conduct well-rounded observations. The calm and relaxed environment with a series of assessment types was welcomed by our candidates and we have successfully recruited for all positions in the Specialist Dementia Care Unit.





Reducing paper

To better support our people and the environment, this year we introduced a fully online recruitment platform, and an online leave and reimbursement system. These changes have significantly improved our team's effectiveness - and saved some trees in the process!



Rainbow Tick

We see value in diversity. We have made progress towards earning 'Rainbow Tick' accreditation to illustrate our commitment to being an inclusive and respectful organisation. The national accreditation demonstrates Brightwater's commitment to safe and inclusive practices and services for clients and our staff who identify as LGBTI.

At Brightwater, we are passionate about inclusive diversity. The differences between our people and the clients we support is what makes our organisation interesting and vibrant.

As part of making diversity and inclusion a fundamental part of our business, this year we formalised our Diversity and Inclusion Statement with Leadership Team endorsement. We also developed an active calendar of events that support an inclusive and culturally safe environment for both clients and staff.



A personal approach to care



Residential aged care

At Brightwater's 12 residential aged care sites around Perth, we're continually finding new ways to encourage independence, a sense of belonging and a community feel for our clients. It's all about doing whatever we can to help our clients feel at home with us.

It's all about the little things

Everything we do revolves around our clients. Across all of our sites, our care and support workers are constantly getting to know the people we care for, so we can provide more personalised service. We have continued to work on what's important to our clients to ensure seamless, individualised and engaging care.

Light touch refurbishment project

As part of our 10-year property strategy, all 12 of our residential aged care sites are undergoing staged upgrades to improve the aesthetics of our internal shared areas. We are improving lighting, upgrading the look of our common areas with new colour schemes and soft furnishings, and essentially making our homes more contemporary in their look and feel. This is to further improve the experiences of our clients, their families and our staff. The transformation has so far offered a refreshed atmosphere and has received positive feedback from clients, their families and our staff alike.

All sites are expected to be completed by July 2020.

Mobile medication system

At Brightwater, we are keen to improve efficiencies wherever we can see direct benefit to the client. In the past year, we invested in an iPad-based medication system used by our carers to deliver medications. By embracing technology, our clients are receiving their medications more efficiently, which has also improved compliance and drug safety. This system has improved our communication with pharmacies and our transparency around medication dispensing, making for happier clients and happier staff.

Specialist Dementia Care Unit & Program

In 2018, Brightwater was approached by the Commonwealth Government to facilitate a pilot program for specialist dementia care. This is a testament to our expertise and strength in specialist aged care and our reputation at a national level. From September 2019, The Village, in Inglewood, will accommodate up to nine clients who would otherwise require care in a hospital setting. This pilot program is designed to support people exhibiting very severe behavioural and psychological symptoms of dementia. We look forward to creating a home-like environment in which to roll out this unique program, and seeing our learnings rolled out nationally over the next few years.





Home

is where the heart is

 Capacity for
750
people

 **1200**
care and
support staff

 **101** transition
care beds



Almost
100%
occupancy

The Music Pharmacy

Be it playing an instrument, listening to tunes or singing, our music therapy library continues to grow. Over the past year, our music therapy trial has developed into a thriving program called The Music Pharmacy. The program will provide our residential aged care and Brightwater At Home clients with strategies using music as a tool to support health and wellbeing. Particularly beneficial in aiding communication and reducing anxiety, many of our clients experience rehabilitative improvements from their music 'prescriptions'. Be it via listening to or making music, the Music Pharmacy program is a creative approach to building peoples' ability to connect more effectively with others, develop self esteem and reduce isolation.



Brightwater At Home

At Brightwater, we respect and understand the choice people make to stay within the comfort of their own homes, even when their circumstances change. We simply see ourselves as the means for them to overcome any challenges to continue to live a fulfilling, active life within, and outside of, their own home.

Although we are operating within a market that has seen increased competition following the Commonwealth Government's changes to client directed care in February 2017, there is steady demand for home care services. We are well-placed in the market to provide these services competitively going forward.



In preparation for the Government's new Aged Care Quality Standards, we made a conscious effort to review our at-home care protocols to ensure we

were delivering high quality care and support to maintain client independence and wellbeing. All our staff in Brightwater At Home are fully mobile and we continue to ensure we are delivering the support people need, with efficient and effective services. The aged care sector can be difficult to navigate, but at the end of the day, we believe the best care is based on what an individual wants their care to be. We're making steps to focus on those individual choices to adapt our services to what each client wants.

Our Community Support Workers now have access to simple one-page profiles of their Brightwater at Home clients. These insights enable our staff to provide more bespoke care and build a genuine connection by understanding each clients' wants, needs and interests.

Moving forward, we are working towards improving how our service packages are utilised to ensure all of our clients reap the most benefit they can.



Relationships are everything

Brightwater At Home is designed to work alongside our clients to keep them as well as possible within their own homes. We look to build strong relationships with our clients and their families to tailor our care to their needs and keep them in their own homes for as long as possible. This is at the core of how we operate.



Home Care Package clients



Disability services

Through our transitional care services for people aged 18-65, we have seen firsthand the body's incredible ability to recover, learn and thrive long-term. Every day, we see our clients achieve and improve in our transitional care services.



Oats Street Brain Injury Rehabilitation Centre

We are incredibly proud of the internationally recognised services we provide to West Australians at Brightwater's Oats Street Brain Injury Rehabilitation Centre. Our Oats Street facility gives people living with an acquired brain injury the opportunity to undergo a managed, small-steps approach to rehabilitation over a period of up to two years. Through a 24/7 interdisciplinary program, where a team of allied health professionals work with the client towards their individual goals, clients are able to develop their skills and independence in realistic environments that reflect those they are likely to encounter after their journey with us.

While we provide rehabilitation services, we ensure every client owns their own rehabilitation journey. We are their champions in helping them set their own goals and empowering them to regain their independence.

Stepping stones to independence

To better support our clients and their families throughout their journeys with us, we established a more structured approach to goal setting to track progress. This structure flowed from our longstanding relationship with UK brain rehabilitation expert, Professor Lynne Turner-Stokes, who visited again in May 2019 and continues to provide us with unparalleled guidance and support. The revitalised outcome measurement structure enables goals to be highly individualised and malleable according to each stage of a client's unique journey.

In the past year, we established a new role, Manager – Rehabilitation and Community Living, to oversee our transitional and capacity building programs.



Researching for the future of rehabilitation

At Brightwater, research underpins everything we do. It is something that drives us to be better and do better. As an organisation, we are also uniquely positioned with a strong research capability conducting industry-leading studies that directly improve how we provide care.

Our first research paper based on data we've collected from our Oats Street facility has been completed. We anticipate the study, titled 'Impact of time between acquired brain injury and admission to community-based rehabilitation on cognitive and functional gains', to be published early in the new financial year. To learn more information about our research for brain injury rehabilitation, see page 27.



Marangaroo

Our Marangaroo live-in transitional program bridges the gap between hospital and the community. Often those with complex care needs find themselves in the hospital system beyond their acute-care stage. Our transitional care program for young people supports them to transition from hospital into their own home. We help them address issues preventing them from leaving hospital, which often extend beyond their diagnosed disability, so they can make a successful transition to their permanent home with appropriate supports.

Our Marangaroo program enables clients to plan for and access the support and services they will need to thrive in the community, outside of a hospital setting.



23

transitional care places for younger people in 2019

48

brain injury rehabilitation places in 2019



10

year alliance with Professor Lynne Turner-Stokes, KING'S College LONDON

Empowering the community

Brightwater's Capacity Building service empowers people who live with a disability to be more independent within their own homes.

Our focus is about strengthening peoples' independence by developing strategies to better use the abilities they already have.

We provide psychology, occupational and speech therapy, direct skills development and equipment prescriptions to clients in a one-on-one setting within their own environment.

Our support coordination enables each client to have a cohesive set of services working together towards their own goals. Aligning to our Mission, we empower each person with choice and control, and the opportunity to consider other supports they would like to access.

Many of our 247 clients have complex support needs, and we have continued to be a leader in providing assistance to these people. Our clients often have

a number of factors affecting their ability to function independently, including neurological and psychosocial disabilities, mental health presentations, financial hardship, limited support networks and histories of substance abuse. We take a functional approach by addressing the challenges that inhibit each client from going about their daily lives autonomously.

To better respond to the needs of our clients, and to set a benchmark for the sector moving forward, Brightwater was the chief agency in developing a NDIS Toolkit. The Toolkit provides people with complex support needs, and their support agencies, with information in an accessible, concise bundle. The Toolkit will provide the opportunity for people with complex lives to achieve better outcomes within the NDIS.

In adapting to the NDIS, we are navigating changing funding structures and guidelines, but ultimately these changes will enable us to provide additional services to our clients. Our key focus is growing our support capabilities to mirror the evolution of the NDIS.

Granting access to those most in need

Grants help us look at how we can support those who are marginalised or often forgotten. They give us an opportunity to expand our reach and help those in services that might require extra support, including homeless, mental health and drug and alcohol services.

Through funding from the Information Linkages and Capacity Building grant and sector development grants, we're able to empower some of the most vulnerable people in our community. Grant funding has enabled us to provide additional training to our staff to support those who are homeless and Aboriginal members of the community, in applying for NDIS funding eligibility. We are also reaching out to other support agencies, including counselling, mental health and drug and alcohol services, to support and educate them and their clients through the NDIS screening process. In doing so, more people are able to access the support services they need to live fulfilling, independent lives.



Supporting fulfilling lives

Brightwater’s Supported Independent Living (SIL) program provides accommodation and supportive care for people under 65 years of age living with Huntington’s disease or an acquired brain injury. These group-style accommodations are designed to feel and operate like households, with up to six people in each home, keeping clients active and engaged within their home and the community.

Our SIL services have been in a period of consolidation over the past 12 months, following our adaptation to the National Disability Insurance Scheme’s funding structure. This year, we saw an additional site transition to the NDIS and we are on track to have transitioned all sites and services by June 2020.

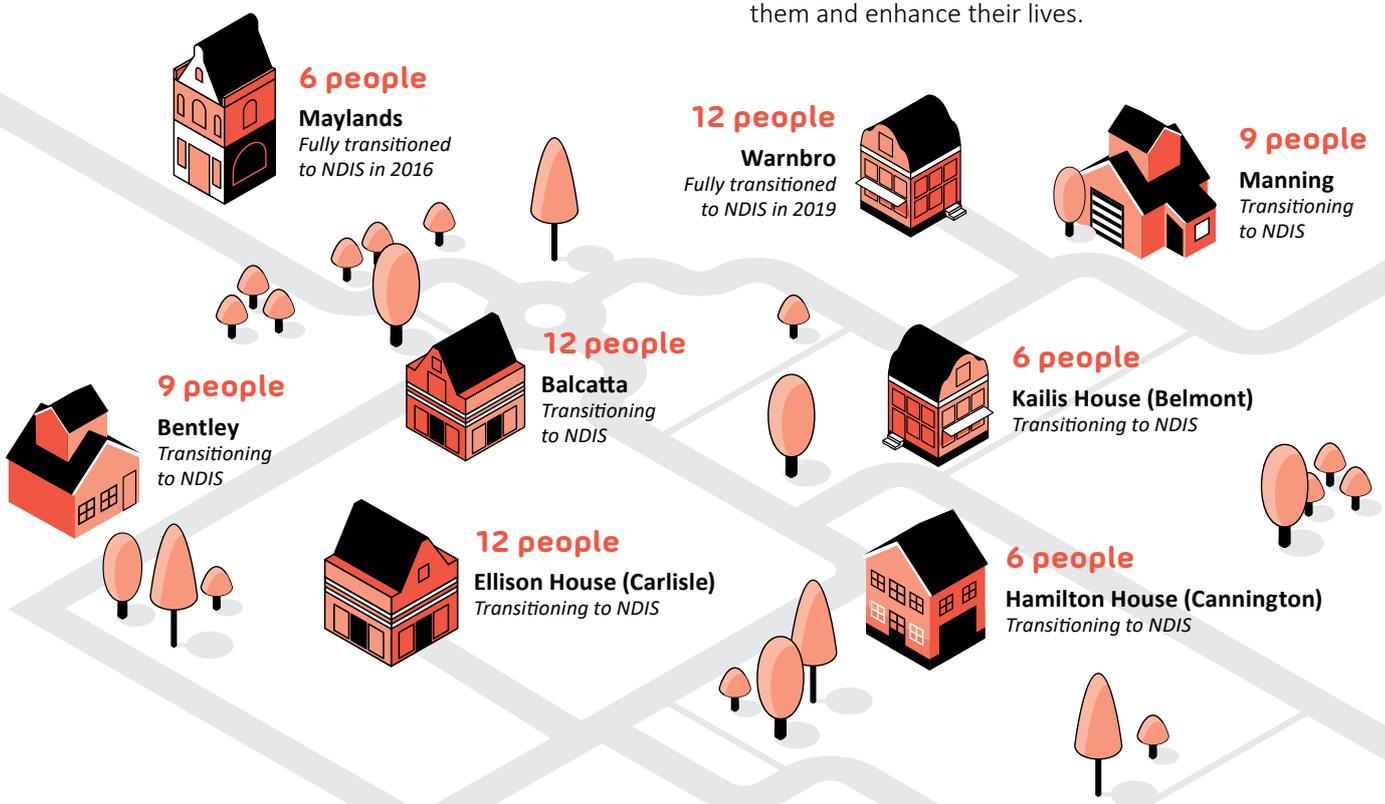
A loss of ability is not a loss of passion, interest, or losing those things that spark inner happiness. As part of our SIL program, our role is to help clients identify activities that are meaningful and important to them, build them into their individualised plans and collaborate with community agencies to facilitate those activities.

Many of our clients had long-held hobbies prior to experiencing their disability, so we focus on enabling them to pursue long-term social interests such as barracking for their footy team, joining a chess club or participating in music programs. By feeling like a valued participant in their local communities, these activities help our clients regain a sense of control, independence and dignity.

We believe everyone has the right to independence. As part of our transition to the NDIS, we are also continuing to work with people under 65 living in residential aged care to establish their own eligibility for NDIS support.

To assist in the changes we are experiencing in SIL, and with an eye to future growth, we brought a Manager Supported Independent living on board, supported by four SIL coordinators, overseeing responsibilities across all eight houses.

We’re continuing to work with the Federal Government to ensure all our clients utilise their funding arrangements in ways that most benefit them and enhance their lives.



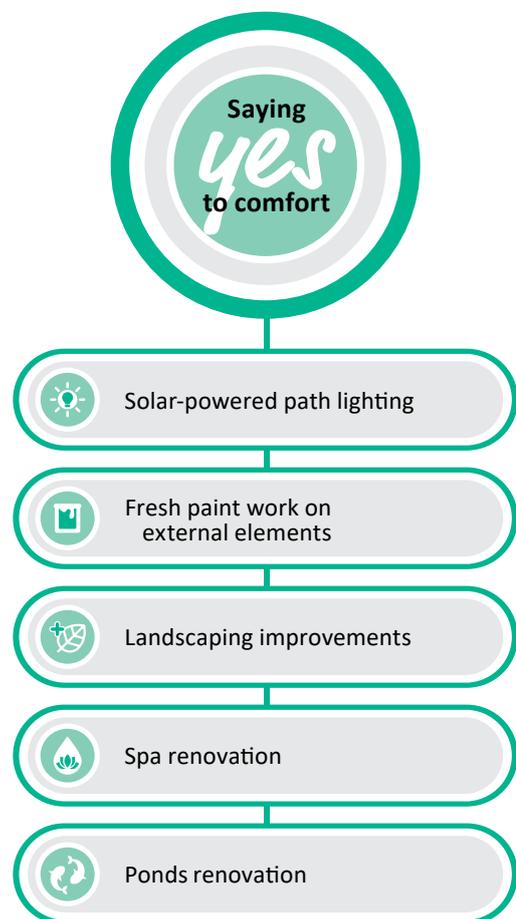
Retirement

At Brightwater, we seek to provide the opportunity for people over 55 to lead the lifestyles they wish to live with a variety of retirement living options. We choose to say “yes” more to enhance quality of life, build a culture of service and simply be there for our residents however they need us.

Kingsway Court

Celebrating 15 years in 2019, Kingsway Court is Brightwater’s resort-style community for people over 55, nestled within a quiet neighbourhood in Perth’s northern suburb of Madeley. The beautifully landscaped village comprises of 168 independent one, two and three-bedroom homes where each home’s aesthetic differs, making it look and feel more like a lovely residential street. Designed to promote independent, active living, it truly is a village that belongs to its 280 residents, who enjoy regular events, morning teas, Friday evening sundowners and community meals.

In the past year, while working within a challenging real estate market, we committed to doing things differently for the benefit of our clients and to meet the changes in the market. We welcomed our new sales agent, Seniors Own Real Estate, and improved upon existing Kingsway Court branding and marketing activities, resulting in increased property sales.





Odyssey Residences at Beaumaris Beach

With completion expected in early 2021, Odyssey Residences will enhance Brightwater’s retirement living portfolio in Perth’s northern suburbs.

Located a short stroll from the sandy beach in the premium coastal suburb of Iluka, Odyssey will provide gold standard apartment living and a quality independent living option for retired West Australians who enjoy everything a coastal lifestyle offers.

Having purchased the land adjacent to the Odyssey Residences site, we look forward to offering future clients an urban seaside hub with amenities that facilitate a truly tight-knit, active community.



58 private residences



15 floorplan variations



Two and three bedroom options



Gold Liveable benchmark from **Liveable Housing Australia**



Designed with **sustainability front of mind**



Digitally ready for **smart appliance integration**

Commercial services

We operate two commercial services that assist in growing revenue to support our core businesses. Originally, these services were developed for the sole benefit of Brightwater clients. Over time, our capacity has extended to providing linen and catering services beyond our own needs to service the wider community, the hospitality industry and other businesses.



Linen

In the past year, our new Business Development Coordinator expanded Brightwater’s Linen services further afield. Understanding the importance of providing personal service with a local touchpoint, Brightwater now partners with commercial businesses in Geraldton, Cervantes, Kalgoorlie, and Bunbury. We have seen a synergy with these local

businesses in the values we hold – providing quality service underpinned by genuine care. As a result of these partnerships, we have expanded to new markets while supporting local businesses to increase their own service capacities. These relationships have proved fruitful and we look forward to establishing more partnerships regionally in the coming months.



Average of **160 tonnes of linen** or the weight of 2.5 space shuttles washed every week in Malaga



16.5 million pieces laundered annually



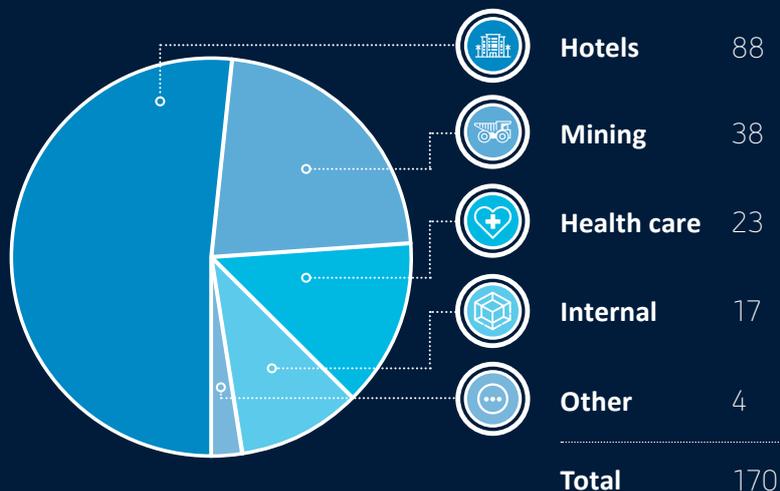
Supplying services to **170 businesses**



Water Corp silver award for water saving



25% reduction in water use since 2013





Catering

Brightwater Catering was established to provide quality, nutritious meals for our clients. Our catering services now provide meals to external clients like suburban day centres and Meals on Wheels.

In 2018, we were approached to provide 1300 nutritious meals to prisoners at Acacia Prison to cover its three-month kitchen renovation period. This provided a fantastic experience for our team and was a welcome addition to our revenue stream.

Looking forward, we engaged a Hospitality Services Manager in June to deliver “Re-Imagining Food”, a long-term project to revitalise our clients’ food experience. The project will redefine the entire meal process to improve the client experience and preserve dignity around their meal choices, dining environment, sensory experience, enjoyment and socialisation.



Brightwater Research Centre



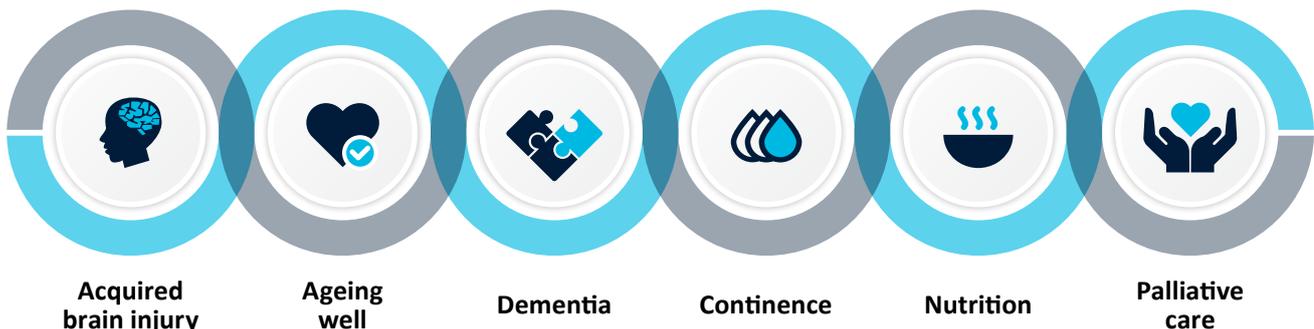
At the Brightwater Research Centre, we are conducting research with community, industry and academia that uncovers solutions to make a difference to the lives of our clients and those in the broader community.



Our dedicated research centre promotes a culture of research across our entire business that stays true to our Mission. We are informed by the knowledge and experience of our clients, staff and collaborators, with research providing the evidence to underpin our practices, policies and processes, and to achieve positive outcomes in the community.

We ensure research conducted at Brightwater aligns with our purpose, goals and values, matches our strategic priorities, and will produce findings that can be translated into improved service delivery for the benefit of our clients.

Key research domains





The impact of research

In 2018, we received funding from the Insurance Commission of Western Australia to undertake research looking to improve independence and reduce the cost of continence care for people with an acquired brain injury. Our research trialled assistive toileting technologies, devices and continence management practices and found their use resulted in increased independence, less hours of intervention required from carers, and reduced costs. Importantly, for the person with an acquired brain injury, there was increased independence in cognitive and functional tasks associated with toileting.

We've since developed an approach to continence that has been rolled out across all Brightwater sites and made available more widely to the sector.



Research at a glance

49 Projects underway:



• Acquired brain injury	22
• Ageing well	16
• Continence	2
• Nutrition	5
• Dementia	3
• Palliative care	1

27 Higher degree research students:



• Psychology (PhD)	4
• Occupational Therapy (PhD)	1
• Medicine (Doctor of Medicine)	1
• Occupational Therapy (Honours)	10
• Physiotherapy (Masters)	3
• Audiology (Masters)	3
• Physiotherapy (Honours)	2
• Public Health (Masters)	2
• Speech Pathology (Honours)	1

35 Partners & collaborators:



• Western Australia	18
• Australia	11
• International	6

17 Publications & presentations:



• International presentations	8
• National presentations	5
• Publications	4

Our supporters

Brightwater is a not-for-profit organisation that relies, in part, on the generosity of the community to be able to deliver our services Western Australia.

We never cease to be inspired by the compassion and willingness of the hundreds of individuals and businesses throughout the State that continue to help others in need by way of donations. Twelve months into our rejuvenated fundraising strategy, we have focused on nurturing our relationships with our existing supporters and inviting the wider community to take the opportunity to positively impact our clients' lives.

We are once again incredibly grateful for the tremendous support we have received from the RM Harken fund, which continues to support our research efforts and the Life's Possibilities Program for our clients.

Corporate support is a significant component of fundraising for any not-for-profit organisation, and our gratitude extends to businesses big and small that contribute to enable our programs to reach more people.

We are particularly grateful for the support from the Downer Group, which has continued to provide our clients with memorable opportunities as a result of the company's kind donations. This year, Downer once again funded the Downer Getaway Program, which is an event both clients, their families and our staff look forward to each year. We are humbled by these corporate contributions and the difference they make to the experiences of our clients is indescribable.

Funding even better lives

We ensure all fundraising goes directly towards additional programs and services that benefit our clients, that without the additional generous financial support, we would not be able to provide.



Client life experiences through the Life's Possibilities program, like memorable birthday celebrations



The Downer Getaway Program, which enables clients with disabilities to participate in a range of adventure activities they'd otherwise not have the opportunity to do



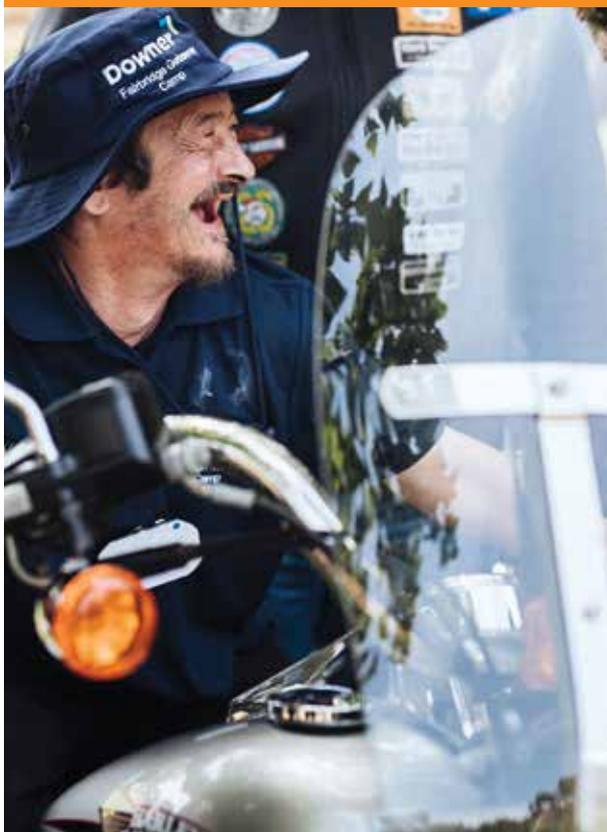
The Music Pharmacy, which provides clinical and support staff and family groups opportunities to utilise music therapy to create a more conducive and rehabilitative client experience





Building credibility with transparency

This year, Brightwater became a member of the Fundraising Institute of Australia. As a member, we are committed to complying with the Institute's code, covering transparent and ethical behaviour, donor and beneficiary communication conduct and professional supplier relationships.



The value of volunteers

Many of our supporters graciously donate their time, rather than money, to provide assistance and companionship to clients in residential aged care, at home, or receiving disability support.



This year, more than **550 people** from all walks of life volunteered their time



We provided training opportunities to volunteers,

including sessions on dementia, dysphagia, disability services and acquired brain injury



Our **40** volunteers were of nationalities



8 volunteers were furry four-legged friends

Governance

Brightwater Care Group Ltd was established in 1901 as the Homes of Peace for the Dying and Incurable, an initiative of Lady Madeleine Onslow and Dr Athelstan Saw. In 1997, Homes of Peace (Inc.) became Brightwater Care Group (Inc.). During the 2015/16 financial year, Brightwater transferred its registration as an incorporated association to a public company limited by guarantee and registered under the Corporations Act 2001 (Cth), facilitating 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.

Brightwater’s Board is comprised of Directors appointed in accordance with Brightwater’s Constitution.

Brightwater’s members are primarily responsible for the election of Directors, though in addition, the Board has an appropriate number of independent, non-executive Directors who are capable of holding Management to account.

The Board is comprised of at least six members to a maximum of 10 members, consisting of at least four members elected by Brightwater’s 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

Responsible for overseeing Brightwater's financial position, performance and reporting integrity (including internal and external audit functions), and reviewing and making recommendations regarding risk identification, management and mitigation.

Consists of: Committee Chair and two to four other appointed Directors.



Business Committee

Considers the financial management and investment strategy of Brightwater. This Committee also reviews feasibility reports and business case submissions and is capable of fulfilling an executive decision-making function upon delegation from the Board.

Consists of: Committee Chair, two to four appointed Directors, and the CEO of Brightwater (ex-officio).



Care Committee

Considers Brightwater's clinical services function, care services function, and resident and client concerns or opportunities for improvement.

Consists of: Committee Chair, two appointed Directors, two independent representatives, the CEO of Brightwater (ex-officio), General Manager Residential (ex-officio), General Manager Community (ex-officio), and the General Manager Relationships and Business Development (ex-officio).



Governance Committee

Responsible for Board, Director and CEO evaluations, succession planning, monitoring and reviewing executive remuneration, and monitoring Brightwater's governance generally.

Consists of: Committee Chair and two to four other appointed Directors.

Directors



David
Craig

BJuris (Hons)
LLB (Hons),
LLM (London),
GDipAppFin (Finsia),
FAICD - Chairman

David is a Non-Executive Chairman and Director, businessman and lawyer with broad executive and board experience in law, construction, financial and professional services, education, health and resources. He has been a Chairman and Non-Executive Director of ASX200 companies as well as holding positions on government and private company boards.

David's work in the community includes non-executive board roles with the Australian Institute of Company Directors (WA Council); with the Anglican Church (particularly in the education, finance and property sectors); VisAbility (formerly known as the Association for the Blind of WA); indigenous youth support group, ICEA Ltd; and as the former Chairman of Christ Church Grammar School.

David joined the Board of Brightwater in May 2016 and assumed the role of Board Chairman in October 2016.

Special responsibilities:

- Board Chairman
- Governance Committee Chair
- Business Committee Member



Paul
Sadleir

**BE, MBA, FAPI,
FAICD - Deputy
Chairman**

Paul's executive roles have included Managing Director of ASX listed Cedar Woods Properties Limited, Manager of the Bunnings Warehouse Property Trust and senior positions with Wesfarmers Limited and Western Power.

He is a non executive director with the Perron Group, Councillor of the Australian Institute of Company Directors (WA Division) and serves on the Perth Catholic Archdiocese's Property & Investment Committee.

Paul is Deputy Chairman of the Board, Chair of the Business Committee and is a member of the Governance Committee, having previously served on the Audit & Risk and Care Committees.

Paul joined the Board of Brightwater in November 2010.

Special responsibilities:

- Board Deputy Chairman
- Governance Committee Member
- Business Committee Chair



Anna
Dartnell

BA, GAICD

Anna is an experienced business leader with over 20 years' experience facilitating productivity improvement in complex operating environments.

In addition to her role with Brightwater, Anna is General Manager of Aurizon (ASX: AZJ) Bulk Operations in Western Australia, a Non-Executive Director with the Kimberley Ports Authority, and serves on the Board of NAWO (the National Association of Women in Operations), Australia's peak body representing women in operational businesses.

Anna was a 2017 Telstra Business Women's Awards finalist, is a former Western Australian 40Under40 award winner and was the 2013 recipient of the University of WA Strategic Alliance Award. She brings a wealth of knowledge on customer experience and client engagement to the Brightwater Board.

Anna joined the Board of Brightwater in February 2018.

Special responsibilities:

- Care Committee Member



Karen
Fleischer

**BJuris, LLB,
GAICD**

Karen is a commercial lawyer with more than 30 years' experience.

She has wide ranging experience with professional and not-for-profit organisations including as President of the WA State Executive and a director of the Australian Corporate Lawyers Association, and as President of the WA Regional Council for Redkite.

Karen currently works as General Counsel – Resources for a global resources company with mineral processing plants in Western Australia and upstream processing operations in the US and Japan. Previously she was the General Counsel of an ASX 200 listed company involved in agricultural investment.

Karen joined the Board of Brightwater in December 2014.

Special responsibilities:

- Audit & Risk Committee Member
(Acting Chair from April 2018 until 12 December 2018)
- Business Committee Member



Darren
Hayes

*Appointed to the Board
on 20 March 2019.*

Darren is a highly accomplished business leader with over 25 years' experience. His proven track record of providing inspirational leadership, business vision, entrepreneurial spirit, combined with solid sales management skills and with the accountability for national and international business operations demonstrates a skilful and seasoned professional.

From business ownership to key senior roles within multinational corporations, Darren has developed the skill set to understand business from infancy to large scale operations.

Recognised in the inaugural edition of Western Australia's Who's Who and a former 40Under40 award winner. With the changing environment of Aged Care services in Australia, Darren brings a new and fresh approach in evaluating the evolving market ahead.

Darren joined the Board of Brightwater in March 2019.

Special responsibilities:

- Audit & Risk Committee Member
(from 23 May 2019)



Dr Maria
Kailis

**MBBS,
DRANZOG,
GAICD**

Maria is a General Practitioner with 33 years of clinical experience, and is currently a partner in a successful small group General Practice.

Maria has helped individuals and families cope with varied illnesses and disability 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 on many Boards and Committees including the AMA Branch Council, Cancer Foundation, Women's and New Born Committee at Osborne Park Hospital, and Family Business Association.

Maria has 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 May 2011.

Maria joined the Board of Brightwater in February 2017.

Special responsibilities:

- Care Committee Chair from October 2017
(Care Committee Member from February 2017)



Gail
Milner

**B.App Science, Post Grad.
Dip of Public Health,
GAICD**

Gail is a career health professional, specialising in clinical care, health policy and change management, with substantial experience in system wide planning and policy formulation, program planning, project management, leadership and performance evaluation in WA.

Gail's previous position was as Assistant Director General System Policy & Planning with the WA Department of Health, where she set the strategic direction for the WA health system and applied expertise, research, analysis and innovation to the establishment of system-wide plans, policies and programs.

Gail was the recipient of the Public Service Medal in the Australia Day Honours 2015 for outstanding service to the community and aged care reform, particularly through the establishment and implementation of innovative clinical programs.

Gail joined the Board of Brightwater in September 2017.

Special responsibilities:

- Care Committee Member
- Governance Committee Member
(from 15 August 2018)



John
Nicolaou

**BEC (Hons),
MBA**

John is currently the Executive Director of ACIL Allen Consulting, which is Australia's largest independent economics, public policy, and strategy advisory firm. John is highly respected across business and government, with more than 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.

John was educated at the University of WA and holds a Bachelor of Economics with First Class Honours and a Master of Business Administration.

John joined the Board of Brightwater in December 2014.

Special responsibilities:

- Audit & Risk Committee Member
- Business Committee Member



Brian
Roche

BBus, MMgt

Brian is the Public Trustee of Western Australia.

Prior to his appointment as the Public Trustee Brian was a senior executive at the Department of Treasury.

Brian was a recipient of a prestigious Churchill Fellowship by the Winston Churchill Memorial Trust (Australia).

He has been a non-executive director of the Art Gallery of Western Australia and non-executive director of Alzheimer's Australia (Western Australia).

Brian is also the Trustee of the Give2Good Charitable Foundation.

Brian joined the Board of Brightwater in February 2016.

Special responsibilities:

- Audit & Risk Committee Member



Richard
Thomas

**BA (Hons), ACA, retired
member of ICAEW,
CAANZ and IIA.**

**Appointed to the Board
on 15 August 2018.**

Richard brings audit, risk, regulatory and financial expertise and experience to Brightwater. He was a partner with Deloitte for over 12 years, including leading the Risk Advisory practice in Perth since its foundation in 2010.

Over his career, Richard has worked in a variety of roles – external auditor, corporate regulator, internal auditor, management consultant, forensic accountant, investigator and risk practitioner – serving many industries and organisations in both the public and private sectors.

He achieved a first-class history degree at University College London and qualified as a chartered accountant with the ICAEW in 1988. He migrated to Perth in 1990, moved with ASIC to Melbourne in 1994, returning to WA in 2001 to found Deloitte Forensic in Perth.

Richard joined the Board of Brightwater in August 2018.

Special responsibilities:

- Audit & Risk Committee Chair
from December 2018
*(Audit & Risk Committee Member
from August 2018)*
- Business Committee Member
(from August 2018)

Executive



Jennifer
Lawrence
Chief Executive Officer



Bret
Campbell
Chief Financial Officer



John
Brearley
General Manager
*Relationships
and Business
Development*



Darren
Woolcott
General Manager
Commercial Services



Elizabeth
Lawton
**General Counsel and
Company Secretary**



Danyelle
Lituri
General Manager
People Services
Parental leave



Deva
North
Acting General Manager
People Services



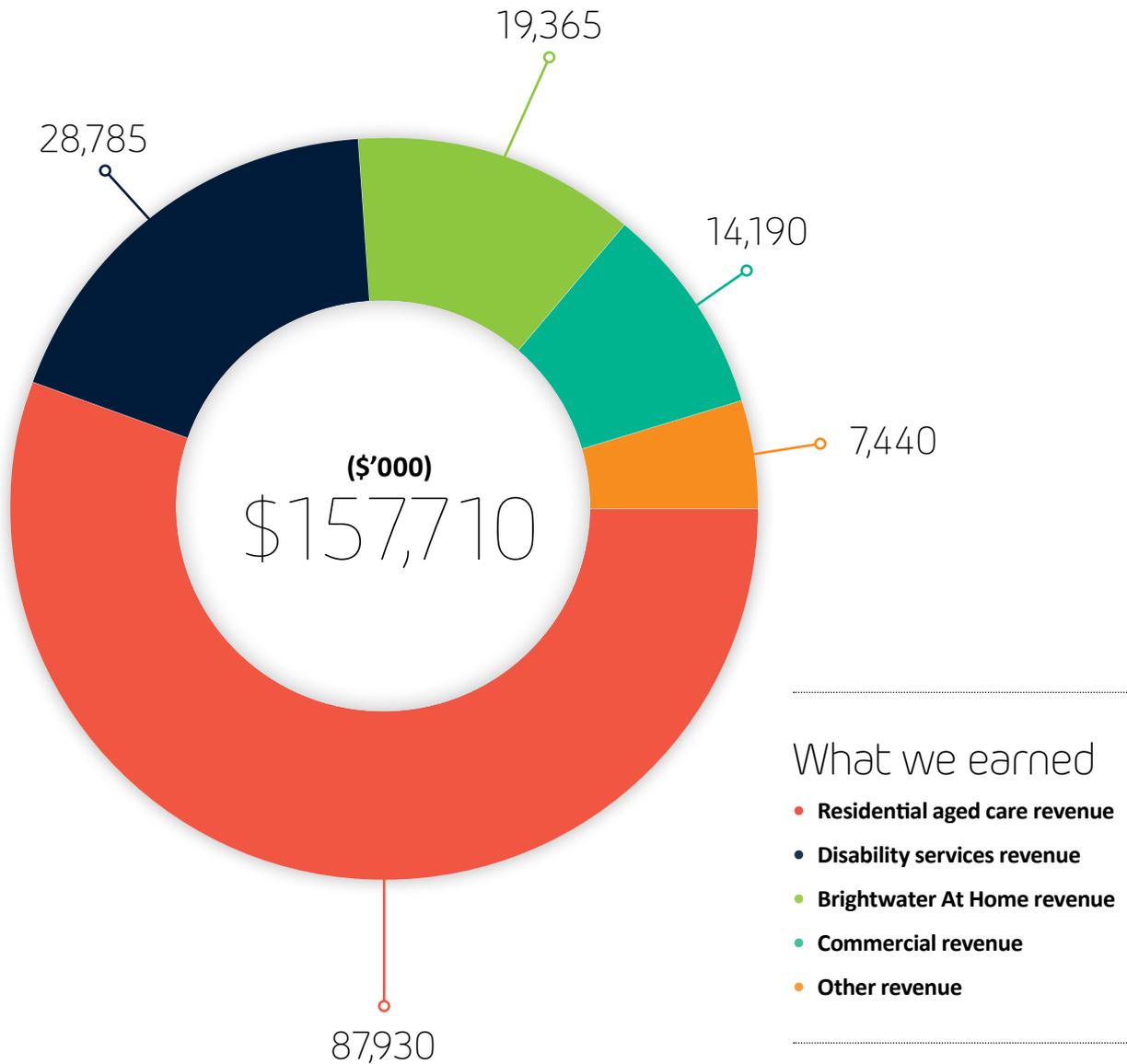
Libby
Simpson
General Manager
Residential

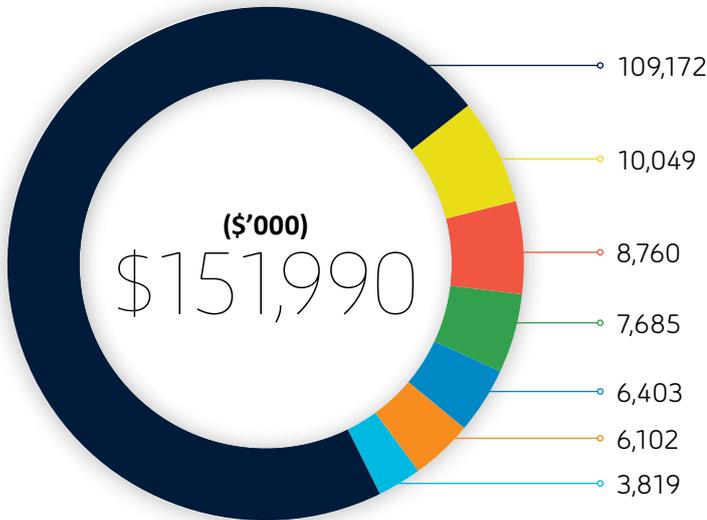


Janet
Wagland
General Manager
Community

Financial performance

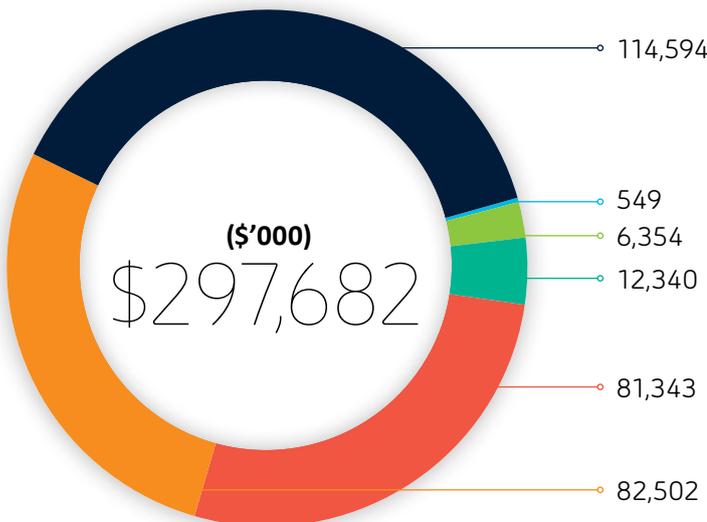
For a copy of our full financial statements please email welcome@brightwatergroup.com





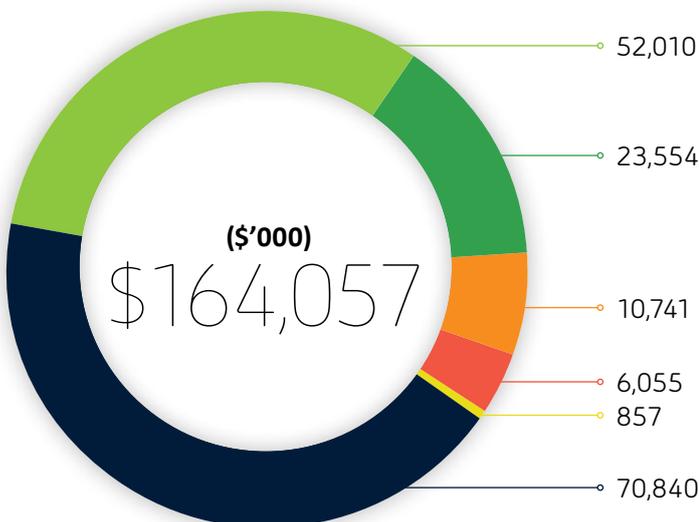
What we spent

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



What we own

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



What we owe

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

We support people of all ages to live a better quality of life



As a not for profit organisation, Brightwater relies in part on community generosity to enable us to deliver extras in many different ways to the people we support. We continue to be inspired by the willingness of individuals and businesses in WA to reach out to help those in need.

Please donate today

Our fundraising is, and always will be, directed to the extra things that an organisation like ours would not normally be able to fund, such as life experiences for our clients, special equipment and programs or vital research.

There are several ways you can support Brightwater



3 easy ways to donate:

- ☎ Phone 1300 223 968
- ✉ Send your donation to:
Brightwater Fundraising
PO Box 762 , Osborne Park WA 6916
- 🌐 Go online - www.brightwatergroup.com/supportus

Follow our stories



Subscribe to our newsletter Bright Life via marketingcommunications@brightwatergroup.com

brightwatergroup.com



Brightwater

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