



2023

ANNUAL REPORT

Brightwater Care Group is a leading not-for-profit provider of aged care, disability and retirement services. We have been part of the Western Australian community for over 120 years.



Our Mission

“Pursuing the dignity of independence”

For Brightwater, no one is beyond care. Here, we value the potential that lives inside each and every one of us, no matter what that looks like. It’s our ability to strive towards our best-self every day, to keep learning and to keep growing.



Our Values

At Brightwater, we are connected by one spirit.

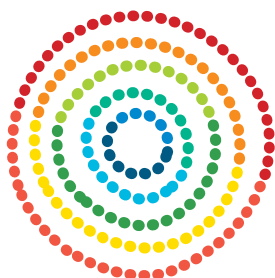
Our spirit is shared when we are **caring**. We are interested, empathetic partners who empower others and ourselves.

Our spirit is **authentic**. We are honest, accountable, inclusive and understanding.

Our spirit shows that we are **progressive**. We listen and share, we are curious and embrace new ways.

Our spirit is **courageous**. We show leadership and have a go, we are decisive and speak up.

Our shared spirit connects us to our Brightwater community. It guides us to achieve our Mission and pursue the dignity of independence. This is at the heart of everything we do.



Acknowledgement of Country

In the spirit of reconciliation Brightwater acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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Chair's Report

As I reflect on my first year at Brightwater as Chair, I am proud of the achievements of the organisation. I would like to acknowledge the work of my predecessor David Craig, whose strong governance has positioned Brightwater well for the future.

FY23 was another challenging year as we worked hard to address the financial performance of FY22. While this year's financial performance still reflects a deficit, we have put in place several initiatives to ensure our long-term sustainability, making some tough but necessary decisions along the way.

A key focus this year was the reassessment of initiatives to ensure Brightwater has a clear strategy for the future. As a result, we focused on the consolidation of our four strategic pillars: Safe and quality care; ensuring long-term sustainability; realising our people potential; and transforming our digital capabilities.

In all of this, we were guided by our mission and vision and ensured our values were applied to the care of clients, their families and our staff.

We worked together to carefully navigate a return to post-Covid 19, business-as-usual activities and progressed key projects to support each strategic pillar.

Despite the challenges, there were many highlights. I was honoured to be part of the official opening of our 128-bed residential aged care home in Inglewood and the turning of the sod at our new Specialist Disability Accommodation for people with Huntington's disease in Piara Waters.

We also celebrated our first Brightwater Festival - a week-long celebration of our 2500 plus staff and our community - which included a showcase of the work of our Brightwater Research Centre and our Brightwater Spirit Awards.

Ensuring Brightwater maintains its strong reputation for safe and quality care, as well as an employer of choice, we further developed our Nursing Graduate Program and launched our new Allied Health Graduate Program - both of which have gone from strength to strength.

The Brightwater team also continued to have an eye to the future needs of our population, launching a Young Onset Dementia (YOD) Project, which included a review of evidence surrounding needs of people living with YOD.

As we look towards the next 12 months, I want to take a moment to acknowledge Catherine Stoddart, Chief Executive Officer. Her authentic and strong leadership style has seen the Brightwater team manage the challenges of FY23 well. Thanks must also go to her Executive Group, and of course Brightwater's staff, who provide excellent care and support to our clients every day.

Finally, to my fellow Directors, thank you for your ongoing support and contribution to the governance of Brightwater.

Joanne Farrell
Chair, Brightwater Care Group



Chief Executive Officer's Report

The Financial Year has been challenging for our industry, but as always, our staff have risen to the occasion to ensure we work together to deliver the best outcomes for our clients.

We continue to operate in an environment of substantial reform in both the aged care and disability care sectors and the impacts of Covid-19 outbreaks have continued in our residential homes.

In April 2023, we announced the decision to close three of our smallest, and oldest residential aged care sites (Joondalup, Huntingdale and South Lake) over a 12-month period. Unfortunately, due to new minimum staffing requirements we were no longer able to deliver the highest quality of care, in a financially sustainable manner, to these sites.

Clinical excellence remains a focus for Brightwater as we support safe and quality care of our clients and realising the potential of our people.

In November 2022 we officially welcomed our first residents to our newest aged care home, Brightwater Inglewood, after successfully transitioning our head office and training facilities to the new building a month prior. Bringing our corporate services, training and research centre together with a residential aged care home was a significant moment.

We also began construction of Brightwater Piara Waters and undertook refurbishment works across our Supported Independent Living homes under a Social Housing Recovery Package (SHERP) grant.

It was wonderful to celebrate the achievements of our staff – including one of our Registered Nurses winning the Excellence in Residential Care Award for 2022 at the WA Nursing and Midwifery Excellence Awards and our Falls Prevention Team receiving a 2022 HESTA Excellence Award.

In March 2023, we held the first Brightwater Festival – a week-long celebration of our people. A highlight of this week was the Brightwater Research Centre showcase, providing the opportunity to share our latest research with the wider community.

We have enjoyed significant growth for each service program for Brightwater at Home. Brightwater Linen has also continued to outperform FY22 results, and volumes have remained constant since November 2022.

To my Executive Group and our Board Directors, thank you for your ongoing commitment and support through my first full year with Brightwater. A special mention to our Chair, Joanne Farrell, for her continuing guidance and counsel.

Dr Catherine Stoddart PSM,
CEO, Brightwater Care Group

Our Locations

Brightwater is a leading not for profit provider of aged care, disability and retirement services in the Perth Metropolitan area in Western Australia. We also operate a commercial linen and catering service, and we are home to our unique Brightwater Research Centre.

Residential

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

** Scheduled to close as part of Brightwater's small sites transition project, begun in FY23.*

Disability

- 14 Marangaroo
- 15 Balcatta
- 16 Maylands
- 17 Kailis House
- 18 Ellison House
- 19 Oats Street
- 20 Hamilton House
- 21 Bentley
- 22 Manning
- 23 Piara Waters *
- 24 Warnbro

** Under construction*

Retirement Living

- 25 Kingsway Court

Commercial

- 26 Brightwater Linen & Catering

At Home

- 27 Brightwater at Home - North
- 28 Brightwater at Home - South
- Services from Two Rocks to Pinjarra

Corporate Head Office

- 29 Brightwater Central
Corporate Support Services and
Brightwater Research Centre

Capacity Building

- Capacity Building services provided from Joondalup to Rockingham

↑ Two Rocks

25

1

2

Joondalup

3

4

14

15

26

Midland

5

6

7

27

29

8

Perth

16

9

17

18

19

21

20

Cannington

Fremantle

23

10

11

Rockingham

12

24

Capacity Building



28 13 ↓ The Cove, Mandurah





Our year at a glance

Consolidating our strategic priorities, while keeping an eye on our future, was a key theme in FY23. We opened a new home, turned the sod on another, won awards and made some hard decisions. But, as we reflect on the year that was, there is a lot to be proud of.



Brightwater Central and Brightwater Inglewood

In August 2022, we moved our corporate services staff, training facilities and Brightwater Research Centre to our new home at Brightwater Central in Inglewood. The move brought our head office together with the heart of our business in one central location.

In November 2022, we then welcomed our first residents upstairs at Brightwater Inglewood, our new 128-bed aged care home.

It has been wonderful to have everyone together under one roof at Brightwater Central, a sustainable building where smart technology works quietly in the background to support residents and staff.

Centralised Rostering Project

In December 2022, we commissioned a Centralised Rostering Service (CRS) for Residential Aged Care (RAC) initially servicing Madeley and Inglewood. The service now manages rostering for all ten sites with the goal of optimising the allocation of Brightwater staff resources to enhance the consistency of care, decrease reliance on external agencies, and reduce total labour expenses. As the project has advanced, the outcomes have been promising.

Graduate Programs

Our Nursing Graduate Program has gone from strength to strength. The first graduates completed the program in October 2022 followed by five more in March 2023. Ten new graduates formed part of the first intake for 2023. Meanwhile, an inaugural Allied Health Graduate Program was launched in late 2022.

Young Onset Dementia (YOD) Project

We commenced a Young Onset Dementia (YOD) Project, including a review of evidence surrounding the needs of people living with YOD. Through this important work, Brightwater aims to propose a model of care that supports people living with YOD from point of diagnosis to end of life.

The inaugural Brightwater Festival

We held the first Brightwater Festival, a week-long celebration of our people, in late March 2023. The festival included a series of staff recognition events and activities including our Brightwater Spirit Awards. A highlight was the Brightwater Research Centre Showcase and a chance to share our latest research with the wider community.

Awards

We were thrilled to be recognised with a 2022 HESTA Excellence Award in November 2022 for our innovative Falls Improvement Program.

Linda Van Zyl, a Registered Nurse at our residential aged care home The Cove, was awarded the Excellence in Residential Care Award at the WA Nursing and Midwifery Excellence Awards.



Establishing a Project Management Office (PMO)

We established a Project Management Office (PMO) in December 2022 to provide a series of principles, processes, and practices to systematically and strategically manage projects across the organisation. The PMO has developed a Project Management Framework and a suite of project tools and templates covering the entire project lifecycle.

Brightwater Piara Waters

We commenced construction of our new campus for people with Huntington's disease in April 2023. The turning of the sod ceremony was a special moment for the Huntington's disease community, who had contributed to the co-design of this unique project.

The first residents are expected to move into the custom-built home in mid 2024.

Our small sites

In April 2023 we began the process to close three of our smallest, and oldest residential aged care sites (Joondalup, Huntingdale and South Lake) over a 12-month period. These sites were designed in the early 1990s to provide care for residents with low support needs. Unfortunately, they are not suitable for delivering care to residents with higher and more complex care needs. Furthermore, when we planned staff rosters to comply with the new minimum aged care staffing standards, it became clear we couldn't maintain the high standard of care we are committed to while also ensuring our financial sustainability. Our staff, our residents and their families are to be commended for their support during this time, during this difficult time.

Brightwater at Home

We exceeded all targets for Brightwater at Home, resulting in significant growth across each of its service programs. The business achieved a 19 percent revenue growth year on year and an increase in the operating result by 45 percent. This growth is attributed to several factors including expanding the customer base; increased demand that resulted in Home Care Program client numbers increasing by 24 percent; and an additional 31 Transitional Care Community Program beds, resulting in a 50 percent revenue increase.

The Commonwealth Home Support Program has grown by 10 per cent, year-on-year, with the south-west emerging as a key growth region. Effective marketing strategies also delivered positive outcomes for the business and its brand.

Transforming our digital capabilities

We commenced a program to transform Brightwater's digital capabilities in FY23. This included a phased rollout of a new Quality Management System (QMS) and a focus on good governance practices to manage the risks associated with the evolving cyber security threat landscape, including progressively maturing our approach to the controls within the Australia Signals Directorate Essential Eight (ASD8).





Our People

Driven to pursue the dignity of independence for our clients, more than 2500 people from a diverse range of cultures and backgrounds are employed by Brightwater.



Fast Facts



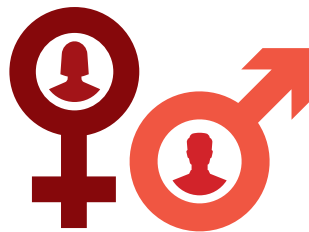
2513 employees



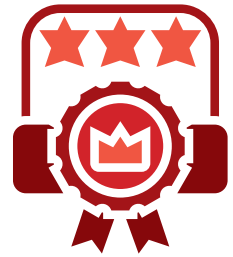
99 nationalities represented

Top 6 nationalities:

28% Australian;
10.4% Bhutanese;
9% Indian;
7.6% British;
7.2% Filipino;
and 4.5% Nepalese.



77.8% of our staff identify as female, 16.5% identify as male.



Our longest service employee has been with us for 46.1 years.



Highlights

Our people make a difference to the lives of our clients every day. In FY23 we focused on ensuring our people had a strong employee experience from recruitment through to their induction and then while working for us.

Brightwater Festival

We celebrated our first Brightwater Festival in March 2023.

The Brightwater Festival was conceived as a way to celebrate and recognise the efforts and contributions of our amazing staff.

Highlights included a staff wellness day including a leadership chat by our CEO, Catherine Stoddart, gratitude messages for staff and information booths. Healthy smoothies were made by our Dietitians and a fun choir session was hosted by our Music Therapist.

Our annual Brightwater Spirit Awards recognised the leadership and commitment of many employees and also included long service awards honouring up to 45 years of service.

During the week-long celebrations we also hosted a movie night and family fun day and sent 'treat trucks' around to our various sites across the Perth metropolitan area.

Partnering with MercyCare

In FY23 we entered into a unique partnership with MercyCare, launching a program to place people from refugee or asylum seeker backgrounds in jobs with Brightwater.

We initially placed 15 candidates into jobs into our commercial laundry facility in Malaga, but following the enormous success, the program was extended to our Brightwater at Home team.

Recruitment

An innovative approach to recruitment was taken in FY23. For example, to recruit more staff for Brightwater at Home, we used social media to target specific areas, suburbs and demographic criteria. We had a strong focus on showcasing our employer brand and what makes Brightwater a great place to work – which included utilising the stories of our existing staff.

Traineeship and Graduate Programs

As well as our successful Graduate Nursing and Graduate Allied Health Programs, we also introduced a traineeship program. In Brightwater at Home we have had 12 staff begin their traineeship and another 20 are signed up to complete it in the next financial year.





Our Clients

Our Mission, pursuing the dignity of independence, puts our clients at the heart of all we do.



Fast Facts

During FY23 Brightwater provided services to more than 4000 Western Australians.



Over **140** people in our disability homes



Over **1400** people in our residential aged care homes.



437 people with a disability, living in our community.



Over **2,000** people over the age of 65 receiving at-home services



207 people, living in our retirement village.

Highlights

During FY23 we continued to put our clients' health, wellbeing and quality of life at the forefront. We welcomed clients to our new home, introduced new programs and continued to tell their stories.

Voice of Customer

In FY23 we had more than 4200 survey responses from our clients, ensuring we continue to proactively seek feedback and use their 'voice' to inform our service delivery.

We received a satisfaction rating of 86percent across our surveys and we have a Net Promoter Score (NPS) of +32, meaning the majority of our clients are happy with our services.

Telling our story

In FY23 there was much to celebrate and no shortage of stories to share. A highlight of the year included celebrating Gordon Ewer's 107th Birthday. As WA's oldest man and resident of Brightwater Madeley, there was much fanfare to acknowledge Mr Ewer's big day.



Community Engagement and Philanthropy

Our fundraising efforts were centred on raising money for the new Huntington's disease campus in Piara Waters and in FY23 we were successful in receiving funding from several generous donors and grants, as well as raising funds through a Brightwater Golf Day.

In December 2022, we once again partnered with former client of Brightwater Oats Street Mark Elsing, to embark on a fundraising challenge on International Day of People with Disability. Mark successfully travelled 65km on an upper body ergometer in three hours and 30 minutes, raising \$10,000.

We also launched 'Leaves of Life' at our new Brightwater Central campus in Inglewood. The Leaves of Life are an artwork featuring 460 stainless steel leaves that are engraved in honour of a person or an organisation with a connection to Brightwater.

The team from Janissen Electrics also supported our Christmas Concerts in December 2022.

Launching our new home – Brightwater Inglewood

Brightwater Inglewood opened its doors to the public in mid-October 2022. The Open Day attracted over 1000 people from the community who were able to tour the new home, learn more about the latest breakthroughs from the Brightwater Research Centre, get wellbeing tips from the Allied Health team and enjoy treats from the on-site chefs.

A marketing campaign targeted at the local community across radio, print, out of home and digital created strong interest in the state-of-the-art home, with the first residents welcomed on 14 November 2022.

Volunteers

In FY23, we had 245 volunteers connecting with our clients across residential aged care, disability services and Brightwater at Home.

Our 'Brightwater Buddies' gave time willingly, contributing to the social, cultural and spiritual wellbeing of our clients through social connection. They connected with our clients for one-on-one conversations, assisted residents with Allied Health activities, provided spiritual support and phone conversations through our Sunshine Calls program to brighten the lives of our clients.

We also had 190 Partners in Care, trained to support their loved ones during Covid-19 outbreaks in our residential aged care homes.





Our Operations

Brightwater's operations are diverse, spanning Residential Aged Care, Home Care, Disability Services, Retirement Living, and two commercial services – Linen and Catering.

We also provide a number of support services to our operational business including Clinical Governance and Care Education, Quality and Information and Allied Health.



Clinical Governance and Care Education

Clinical Governance and establishing our Care Education team were a strong operational focus in FY23. We worked to cement the synergies across both – with clinical governance the key driver for our clinical education programs.

Highlights:

- Our Care Education team brought back face to face professional development training, post Covid-19, for all roles across the organisation. This included introducing a three-day induction program for all new starters, with great feedback. We also achieved over 90 percent medication competency refresher training for our care workers.
- The team supported our residential aged care and disability care sites with onsite clinical educators to support competency assessment and to also upskill staff. We also established an implemented the Clinical Governance and Clinical Advisor support structure across the organisation.
- We were successful in securing a grant for provision of clinical placements for third-year nursing students.
- Covid-19 outbreaks continued in FY23, and our clinical team continued to support our sites with the safe management of outbreaks.

Quality and Information

Our Quality and Information team continued to support our operations in FY23.

Highlights:

- We developed and launched a new Quality Management System (QMS), with the first module released in November 2022, on time and on budget.
- Further enhancements to the QMS were also completed and released in April 2023 providing the organisation with an improved Incident Management System allowing for simpler reporting for all our services, including those in the community.
- We also supported the business with enhanced compliance and monitoring reporting including:
 - Clinical indicator dashboard reporting to provide greater oversight to the both the Board and our frontline clinical teams;
 - and developing a Covid-19 Central Operations Team supporting the testing and reporting systems for Covid-19 management across Brightwater.



Allied Health

Our Allied Health Team supported our clients across Residential Aged Care, Disability Services, Brightwater at Home and Capacity Building in FY23.

Highlights:

- Brightwater won a 2022 HESTA Excellence Award for the Falls Improvement Program. The innovative program identifies and implements evidence-based strategies in falls prevention to reduce fall rates, better support Brightwater’s clients, and improve overall knowledge gaps amongst staff and the community.
- We hosted Dr Jennie Hewitt to train 36 staff in implementation of the “Sunbeam” protocol (evidence best practice in exercise prescription to prevent falls in Residential Aged Care clients) – now rolled out across our aged care facilities, with excellent results in reduced falls.
- In FY23 Brightwater launched the inaugural Allied Health Graduate program - with 14 new graduate Occupational Therapists and Physiotherapists participating in a one to two-year program, rotating through our key service areas including residential aged care, Brightwater at Home, Capacity Building and our Oats Street Rehabilitation Centre.
- Oats Street hosted the Bobath Course for Neurological Physiotherapists in May 2023. The course is an internationally recognised approach to rehabilitation and the team and clients at Oats Street are already benefitting from integrating this approach into the functional rehabilitation stream for clients with an Acquired Brain Injury (ABI).
- The Allied Health team has led a Nutrition Improvement Project to support client nutrition, in collaboration with Brightwater’s ‘Reimagining the Meal Experience’ program.
- The Community Access Program continued to facilitate community connection for residents living in our aged care homes in FY23 and included trips to sporting events, fishing trips, coffee by the beach, Cycling without Age and more.



Residential Aged Care

Fast Facts



12 aged care homes with permanent accommodation options.



Two aged care homes for transitional care after hospital stay.

Brightwater's residential aged care homes provide care for over 1400 residents.

Our residential aged care homes offer 24/7 care in both permanent and transitional care homes, spanning from Joondalup to Mandurah.

Highlights:

FY23 was a year of consolidation for our residential aged care service as we opened our new home, Brightwater Inglewood, and also embarked on a project to close three of our oldest and smallest homes.

Launching Brightwater Inglewood

In November 2022, we officially welcomed our very first residents to our new 128 bed home, Brightwater Inglewood. Based on the small-house model of care, Brightwater Inglewood features state of the art technology, a purpose-built gym, hairdresser and domestic scale communal areas, designed to feel like home.

It was wonderful to have the Hon Lisa Baker MLA officially open the home for us and celebrate with the residents, families and staff.

Our small sites

In April 2023 we also announced the difficult decision to close three of our smallest, and oldest residential aged care sites (Joondalup, Huntingdale and South Lake) over a 12-month period.

In FY23 we embarked on the process, working closely with residents, families and staff to ensure all residents at the three sites were transferred to a new home, that suited their care needs.

Staff were also assisted with re-deployment within Brightwater.

Accreditation

Our Quality, Compliance and Information Team supported our residential aged care business with all Aged Care Quality and Safety Commission visits in FY23, as we received reaccreditation for all services after the Covid-19 period.

Residential Aged Care Governance Framework

In August 2022 we rolled out a strengthened governance framework for our residential aged care operations, which resulted in greater oversight of our operations to ensure safe quality care is provided to all our residential clients.

Covid-19

Throughout FY23 we continued to manage Covid-19 outbreaks across our residential aged care homes. This continued to be completed using best practice ensuring safe quality care was provided, while balancing infection control with resident wellbeing.



Disability Services

Fast Facts



8 Supported Independent Living (SIL) homes.



1 specialised rehabilitation program for people with an Acquired Brain Injury (ABI).



1 transition care program for people with disabilities moving from hospital to independent living at home.



A Capacity Building Program supporting **437** people with a disability living in their own homes.

Brightwater's disability services incorporates all Brightwater service areas that are for people under 65 years and who are impacted by disability, in particular neurological disability.

These include all a range of disability accommodation services (Supported Independent Living), individually funded supports for clients who have a disability and are living in their own homes (Capacity Building), rehabilitation for people with Acquired Brain Injury (Oats Street) and transition care for younger people with disabilities moving from hospital to independent living at home (Marangaroo).

Highlights:

After two years of focus on supporting clients and staff through the Covid-19 pandemic, FY23 was a year of consolidation of services within both the NDIS and WA Department of Health funding environments.

Piara Waters begins construction

Construction started on our new home for people with Huntington's disease early in April 2023.

Clients, families, staff and industry were actively involved in the co-design process, and the new world-class campus will provide accommodation for 21 clients over seven homes.

Accessibility upgrades

Quality of life for clients living in Brightwater homes in Maylands, Bentley and Balcatta was improved with accessibility upgrades to front doors, bathrooms, kitchens and overhead hoists.

The renovations were undertaken with funding from the State Government's Community Housing Grant. Our building partners

Trigon Projects and MKDC provided extra attention to planning and daily communication to ensure impacts on staff and clients was minimised. Facility upgrades at the remaining house, Warnbro, will begin in July 2023.

Study looks at Young Onset Dementia (YOD) support

We began a critical project which speaks to the Mission of Brightwater – supporting those with Young Onset Dementia (YOD) and their families. The objective is to create a new model of care for people with YOD to support their wellbeing and quality of life.

This project will continue into the new financial year. The project looks at all stages of the disease progression with a view to enabling people with YOD to continue living at home for as long as possible. The project will also explore opportunities to provide Supported Independent Living environments tailored to the specific needs of people impacted by YOD.

NDIS registration

In FY23 Brightwater secured NDIS registration as a consumables provider, offering greater choice to clients for purchase of items such as wound products, continence equipment and nutritional products.

Capacity Building

Our Capacity Building program continued to grow, supporting clients with a range of services to improve their current abilities in everyday life, or relearn lost abilities.

In FY23 we worked with 437 clients and delivered more than 16,300 hours of service to these clients.



Brightwater at Home

Fast Facts



Managed over **700** Home Care Packages.



Delivered services to more than **1000** Commonwealth Home Support Program clients.



Supported almost **400** clients return home from hospital.



Delivered over **240,000** hours of support (4600 hours per week)

Brightwater at Home provided in-home care services to more than 2000 clients over the age of 65, helping them to live well in their own home.

Highlights:

With Australians wanting to stay at home longer, a key growth area for Brightwater in FY23 was our home care services.

Most Trusted Brand

Brightwater at Home received a highly commended award in FY23 – recognised as one of Western Australia’s top three most trusted brands in the annual Reader’s Digest survey.

Mental Health Project

Following on from the successful launch of the Mental Health Project in FY22, we progressed the development of an assessment tool, with a focus on our clients’ mental health. With statistics showing at least 20 percent of Australians over 65 experience depression or anxiety, this tool to aid mental health screening and make appropriate referrals for Brightwater at Home clients has been an enormous success.

Growing our services

We established a dedicated commercial cleaning service in FY23. This new service has ensured we are recruiting, equipping, and training staff for both domestic and commercial work.

Falls Prevention

The Brightwater at Home Falls Prevention Program continued with amazing feedback from participants.

Sunshine Calls

We launched our Sunshine Program for our Brightwater at Home clients. This involved connecting our clients with volunteers who phone them regularly to check in and have a conversation – helping to combat loneliness. Thirty-two clients signed up to the program.



Retirement Living

Fast Facts



168
independent
homes



207 residents
(45 double and 117
single occupants)



Average age
of residents:
85 years old

Brightwater operates one Retirement Living Village – Kingsway Court in Madeley.

Highlights:

In FY23 we successfully re-leased seven homes, and now have a waitlist of more than 100 interested parties.

On-site services

Residents continued to enjoy catered meals throughout the year through our commercial catering business.

We also hosted numerous external entertainers including various singers and musicians.

Hearing and bone density tests were also offered to residents as part of their annual health checks and care plan workshops were held for interested residents.

Intergenerational friendships

A partnership with Ashdale Secondary College was launched in FY23. This inter-generational program saw students meet with Kingsway Court residents once a week to teach them about technology and feel more confident using computers and mobile phones – including taking selfies!

In turn, the residents taught the students how to write a traditional letter, play a game of lawn bowls and shared stories from the past.

Drawing on the inspirational TV show – ‘Old People’s Home for Teenagers’ – ABC News covered the story.



Commercial Services

Brightwater runs two commercial services – Catering and Linen. These services assist us in growing revenue to support our core business of care.

Catering

Fast Facts



50,000 meals produced per month



22 tonnes of food made every month

In FY23 our focus was on delivering nutritional meals to Brightwater's residents, while ensuring our operations meet all regulatory requirements regarding food safety.

Highlights:

The meal experience

We delivered on an improved client experience – which not only included meal choice, but also the environment, sensory participation, enjoyment and socialisation. A trial was conducted at our residential aged care home, Onslow Gardens, and the new model was introduced at Brightwater Inglewood when it opened in November 2022. This new model is now being rolled out to our other aged care homes.

New menus

We introduced a new seasonal menu that included new salads, vegetarian tarts, snacks and improved soup recipes.

3D food printing

Brightwater's Research Centre and Catering teams worked in collaboration with Edith Cowan University's Nutrition and Health Innovation Research Institute to explore innovative approaches to nutrition in the aged care and disability services sector. The partnership involved using three-dimensional (3D) food printing technology to improve fruit and vegetable intake, food choice and access to nutrition-dense supplements for people requiring texture modified diets.



Linen

Fast Facts



226 customers serviced every week



220 tonnes on average washed per week



25 customers serviced across the regional areas of Geraldton and Kalgoorlie

FY23 was a strong year for our linen business, predominantly due to hotel occupancy being consistently high, resulting in ongoing customer demand.

Highlights:

Recruitment

Recruitment was a key focus in FY23. A highlight was the launch in August 2022 of our pilot program with MercyCare, to support and facilitate opportunities for people from refugee and asylum seeker backgrounds to gain employment with Brightwater Linen. Together we worked to mitigate some of the barriers traditionally faced in gaining employment, allowing MercyCare to provide wrap-around support to guide their clients through the process, including the navigating of recruitment systems and compliance requirements of jobs. We took a staged approach and piloted the recruitment of one employee in the linen facility. Following the success of this, we embarked on an ambitious recruitment of 15 more staff members and to date, 27 people have been successfully employed.

Client retention and acquisition

We successfully retained all major clients throughout FY23, resulting in a strong financial result for Brightwater Linen. Many of our clients committed to Brightwater for the medium-term, through the signing of new Service Agreements.

We also acquired several new clients during FY23.

Our key goal was to rebuild the business after we were significantly impacted by Covid-19 in FY22. We successfully returned to financial sustainability, recording a profit of \$1million representing a turnaround of \$1.7million in 12 months.



Reducing COVID-19 related risk in residential aged care facilities:
 A WA sector-wide approach for the culturally and linguistically
 diverse workforce and residents with cognitive impairment

AMANA LIVING

baptistcare



WELCOME

To the Brightwater Research Centre Showcase

FROM THE DIRECTOR

The foundation of our Research Centre is built on interdisciplinary expertise, passion and commitment, and is underpinned by our vision to provide evidence for practice in the real world.

As we progress away from the difficult years of the COVID-19 pandemic, we acknowledge the impact on and resilience of the Brightwater clients, families and staff, and are again grateful for their support of the Research Centre's activities.

In 2012, the Brightwater Research Centre created opportunities for people in West Australian aged care sector-wide forums and collaborated widely at national and international levels. The dedication to collaboration with other industry groups and research organisations has enabled successful partnerships with universities, public and private health, and community sectors.

Brightwater continues to recognise the important role that industry-based research plays in improving the lives of our clients and the health of the broader community.

In spirit of the Research Centre's vision, we look forward to continuing the research journey, and together with our clients, families and staff, creating a stronger system that makes a difference for those that need our care the most.

Dr Angelita Martini
 Director - Brightwater Research Centre



Brightwater Research Centre

Brightwater's Research Centre puts the spotlight on wellbeing. We recognise the important role that research plays in improving the lives of our clients, as well as the health of the broader community.



Fast Facts



15 Research studies covering

- Acquired Brain Injury
- Advance care planning
- Aged care
- Ageing well
- Clinical information systems
- Continence
- Cognitive impairment
- Covid-19
- Dementia
- Disability
- Emergency Medicine
- Family wellbeing
- Hearing and vision
- Informatics
- Medication
- Mental health
- Neurorehabilitation
- Nurse practitioner role
- Oral health
- Outcome measures
- Pharmacy
- Service delivery
- Traumatic Brain Injury
- Workforce
- Younger Onset Dementia



28 Partners

- Amana Living
- Avicena Systems
- Baptistcare
- Bethanie
- Curtin University
- Edith Cowan University
- Federation University Australia
- Fiona Stanely Hospital
- Flinders University
- Griffith University
- Juniper
- La Trobe University
- Macquarie University
- Monash University
- Murdoch University
- Royal Perth Hospital
- Sir Charles Gairdner Hospital
- St John Ambulance WA
- State Head Injury Unit
- Trinity College Dublin
- University of Adelaide
- University of Alabama
- University of Cambridge
- University of New South Wales
- University of Queensland
- University of Sydney
- University of Western Australia
- University of Wollongong



5 Higher Education

- 4 Higher Degree Research Students
- 1 Postdoctoral Research Fellowship



4 Scholarships

- 1 PhD Scholarship
- 3 Brightwater Project Scholarships



17 Publications

- 14 Journal articles
- 3 Industry reports



19 Academic Conference Presentations

- 15 International
- 4 National



12 Current Grants

- 7 grants totalling 2.45 million as Lead Investigator
- 2 grants totalling 3.1 million as Chief Investigator
- 3 grants totalling 4.4 million as Associate Investigator



11 funding partners

- 2020 Medical Research Future Fund Dementia, Ageing and Aged Care Mission, National Health and Medical Research Council
- 2020 Medical Research Future Fund Quality, Safety and Effectiveness of Medicine Use and Medicine Intervention by Pharmacists, National Health and Medical Research Council
- 2020 Medical Research Future Fund Traumatic Brain Injury Stream Grant, National Health and Medical Research Council
- 2020 Targeted Call for Research into End-of-Life Care Grant, National Health and Medical Research Council
- Harken Philanthropic Fund
- Lotterywest
- Neurotrauma Research Program
- Southern Districts Rotary Club
- The Insurance Commission of Western Australia
- Western Australian Department of Health
- Western Australian Nurses Memorial Charitable Trust

Brightwater as Chief or Associate Investigator and Partner organisation

Advance Care Planning

The Enhanced Advance care planning and life Review Longitudinal Intervention (EARLI) study: Increasing proactive care planning in Australian community aged care settings.

Lead organisation: University of New South Wales

Brightwater role: Associate Investigator

Hearing and Vision

SENSEcog aged care: Hearing and vision support to improve quality of life for people living with dementia in residential aged care.

Lead Organisation: University of Queensland

Brightwater Role: Chief Investigator

Medication

Knowledge brokers for evidence translation to improve quality use of medicines in residential aged care (EMBRACE study).

Lead Organisation: Monash University, Centre for Medicine Use and Safety, School of Primary and

Brightwater Role: Chief Investigator

Emergency Medicine

OPERATE: Older Persons Early Recognition Access and Treatment in Emergencies.

Lead organisation: University of Western Australia

Brightwater Role: Associate Investigator

Covid-19

Sentinel Surveillance DETECT Study: Validation of regular saliva-based COVID screening of aged care workers using automated RT-LAMP surveillance.

Lead organisation: Curtin University

Brightwater Role: Associate Investigator

Traumatic Brain Injury

An informatics approach to predict outcomes and monitor intervention efficacy following moderate to severe traumatic brain injury.

Lead organisation: Curtin University

Brightwater Role: Associate Investigator

Scholarships

The Brightwater Postdoctoral Fellowship

- Recipient:** Dr Georgina Mann, The University of Western Australia, School of Psychological Science
- Title:** Mental health services for adults with acquired brain injury undergoing post-acute neurorehabilitation
- Overview:** Research to date has highlighted the negative impact of mental health comorbidity on both short- and long-term outcomes from brain injury services. Despite this, mental health is not routinely evaluated as part of post-acute care.

The present research will identify areas of weakness and generate a meaningful profile of needs to ensure mental health comorbidities are appropriately managed for individuals with acquired brain injury. This project aims to identify mental health comorbidity early, to improve engagement with services and allow individuals to make the greatest possible gains during post-acute care. These supports will be structured within existing services to ensure they have long-term viability.

The Brightwater Lyn Beazley Scholarship

- Recipient:** Lily Cullinan, Curtin University, School of Occupational Therapy
- Title:** Investigation of community participation outcomes for adults with acquired brain injury after discharge from post-acute rehabilitation.
- Overview:** Staged Community-Based Brain Injury Rehabilitation (SCBIR) has been found to improve functional and psychosocial outcomes for people who have sustained an acquired brain injury (ABI). However, longer-term outcomes after discharge are not well understood. The aim of this research is to investigate community participation outcomes for adults with ABI after discharge from SCBIR.

The Don Hutchison Scholarship

- 2022 Recipients:** Cassie Cao and Chelsea Rudd
- Project Title:** The impact of Tai Chi as an exercise has on clinical indicators, mobility, and quality of life in residents living in residential aged care.

The Peter Lane Scholarship

- 2022 Recipient:** Michael McKenzie
- Project Title:** Effects of Animal Assisted Therapy on emotional, physical and psychological wellbeing of people with an acquired brain injury.



Highlights:

In FY23 the Brightwater Research Centre conducted research across a broad range of areas that impact our clients and staff including brain health, ageing well, brain injury rehabilitation, dementia care, Covid-19 and nutrition. The Research Centre actively collaborates with universities, industry groups and other aged care service providers to ensure we achieve the best possible outcomes for our clients and staff.

EARLI Intervention

The 'Enhanced Advance care planning and life Review Longitudinal Intervention', also known as EARLI, is a research study in partnership with the University of New South Wales. In FY23, the study conducted a pilot program with Brightwater at Home clients, guiding them to think and talk about what is important as health and personal needs change. Brightwater was one of 12 aged care service providers part of the study.

ABI-REStART

The ABI-REStART study examined a range of health and rehabilitation data collected from more than a thousand clients of Brightwater's Brain Injury Rehabilitation and Disability Support programs from March 1991 to December 2020. It is a landmark study in terms of the number of years of data studied, and the size and diversity of the cohort.

The ABI-REStART study has received both national and international recognition, with findings from this study presented at conferences in five countries, including Ireland, Austria and Singapore. Talks and posters have covered topics such as the effectiveness of the Oats Street rehabilitation centre, the prevalence of comorbid health conditions at admission to services, and gender

differences in rehabilitation outcomes. This study has been celebrated for the unique and valuable cohort, and the potential for significant translational impact for Brightwater's clients.

Brightwater Research Centre Showcase

In March 2023, as part of the Brightwater Festival, the Brightwater Research Centre team held a showcase of their latest research in healthcare, disability, families, and nutrition. Our team of dedicated researchers is committed to promoting high-quality and innovative research that informs best practice. The event was attended by hundreds of Brightwater staff, clients, families, researchers, and members of the community.

World Congress on Public Health

In May 2023, two members of the Brightwater Research Centre presented their research at the World Congress on Public Health in Rome. Attended by more than 3000 delegates, this Congress represents an annual gathering of the global health community to work across disciplinary boundaries to promote health equity. Dr Chebiwot Kipsaina presented research evaluating the delivery of continence services for catastrophically injured clients, while Dr Georgina Mann presented the first findings from her Postdoctoral Fellowship, identifying the commonly co-occurring patterns of mental health diagnosis for Brightwater's clients with acquired brain injury. These presentations garnered significant interest and represented a significant step into international collaboration for the Research Centre.

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 Mission, 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. The Board has an appropriate number of independent, non-executive Directors who are capable of holding Management to account and who act in the Company's best interests.

The Board is comprised of a minimum of six members and a maximum of 10 members, consisting of at least four members elected by the Company's subscriber members and a maximum of four Board Appointed Directors.

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.



Business Committee

The Business Committee's purpose is to analyse information and provide recommendations to the Board on a variety of business and executive functions, including the investment strategy of Brightwater, and reviewing feasibility reports and business case submissions.



Care Committee

The Committee's purpose is to ensure that the Company's clinical governance structures and care services functions represent best practice, operate effectively, align with strategy and reflect the voice of our clients and the Brightwater's Mission.



Governance Committee

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

Directors



Joanne Farrell
B.Sc Psychology and Economics, Grad Dip Management

Non-executive director with extensive experience in the mining industry and on several not-for-profit boards and committees.

Board Chair from 9 November 2022

Chair of Governance Committee. Member of Business Committee.



Richard Thomas
BA (First Class Honours), CAANZ and IIA

Retired Partner of Deloitte Australia with over 30 years of audit, risk, regulatory and financial expertise.

Board Deputy Chair

Chair Audit & Risk Committee. Member Business Committee.



Karen Fleischer
BJuris, LLB, GAICD

Commercial lawyer with over 35 years' experience with listed, private and not-for-profit organisations.

Director

Member of Governance Committee. Member Business Committee.



Dr Maria Kailis
MBBS DRANZOG, GAICD

General Practitioner with over 38 years' clinical experience and strong governance and business experience through involvement in a broad range of Boards and Committees.

Director

Chair Care Committee.



John Nicolaou
BEc (Hons), MBA

John is the Executive Director of the Perth Experienced senior executive, Director and economist. An owner and Executive Director of ACIL Allen, providing economics, strategy and policy advisory services to private and public sector clients.

Director

Chair Business Committee. Member Audit & Risk Committee.



Brian Roche
B.Bus M.Mgt

Public Trustee of Western Australia with over 25 years' executive experience in Local and State Government and the private sector.

Director

Member Audit & Risk Committee. Member Business Committee.



Gail Milner
Registered Nurse and Midwife B.App Science, Post Grad. Dip of Public Health, GAICD

Senior career health professional, specialising in clinical care, health policy and change management.

Director

Member Care Committee. Member Governance Committee.



Anna Dartnell
BA, GAICD

Experienced Director and business professional with more than 25 years of experience facilitating productivity improvement in complex operating environments.

Director

Member Care Committee.

Executive Group



Darren Hayes
Fellow of AICD & CSIA

Business leader with more than 25 years' experience as a business owner and with accountability for national and international business operations.

Director
Member Audit & Risk Committee.



Kellie Benda
BA (Indust' Relations)
LLB MAppFin Harvard
AMP FAICD

Senior leader with strong skills in digital transformation, strategic growth, property investment and aged care. Experience as a non-executive director for listed and unlisted companies, government boards and not-for-profit associations.

Director
Member Governance Committee.
Member Business Committee.



Catherine Stoddart PSM
Chief Executive Officer



Kelly Worlock
Chief Operations Officer



Suzette Bredell
Chief People & Culture Officer



Kathryn Bogoyev
General Counsel & Company Secretary



David Holden
Chief Financial Officer



Deva North
Chief People & Culture Officer
(Parental Leave)



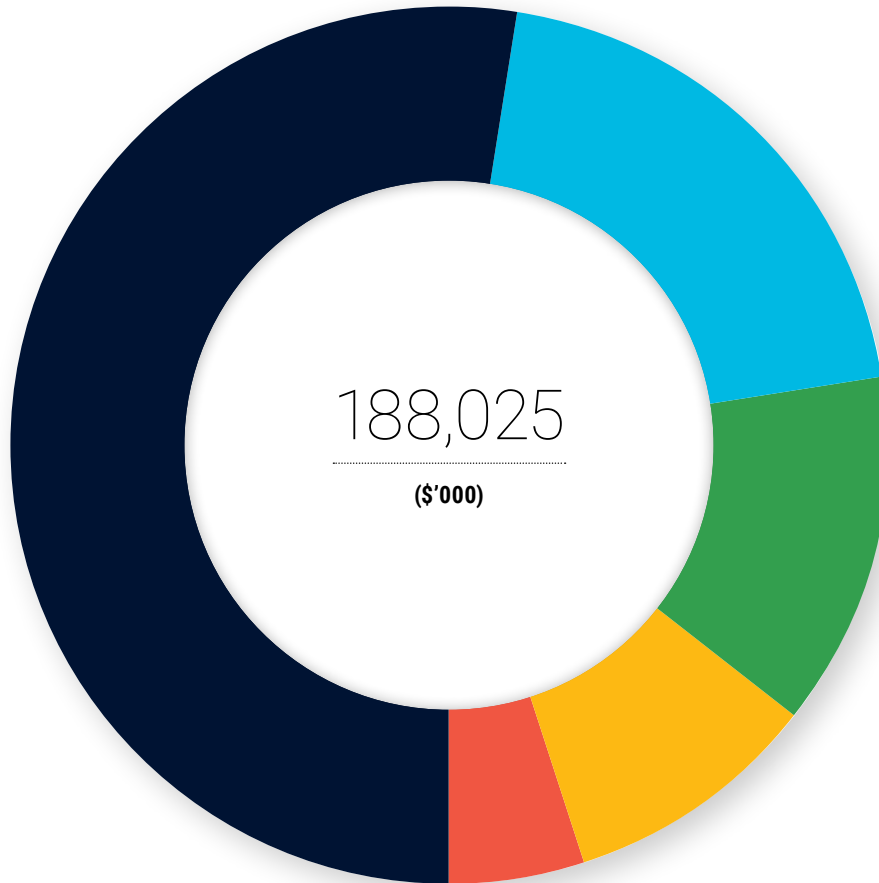
Alice Manners
Chief Customer Officer



Darren Woolcott
Chief Commercial Officer

Financial Statements

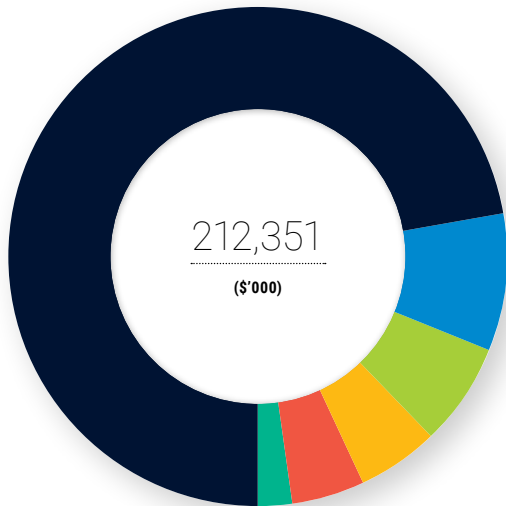
For a copy of our full financial statements, please email welcome@brightwatergroup.com



What we earned

(\$'000)

• Residential Aged Care	98,797
• Disability Services	37,524
• Brightwater at Home	24,868
• Commercial	17,582
• Other revenue	9,254
Total	188,025



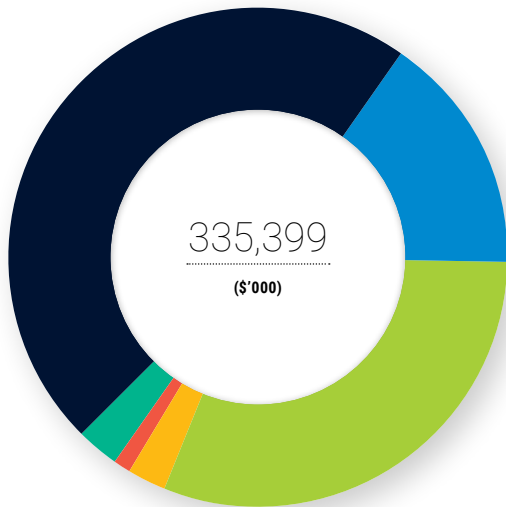
What we spent

(\$'000)

• Employees	153,738
• General and administrative	18,842
• Depreciation, amortisation and impairment	14,378
• Rent, utilities and maintenance	10,940
• Materials and supplies	9,843
• Operating and travel	4,610

Total

211,351



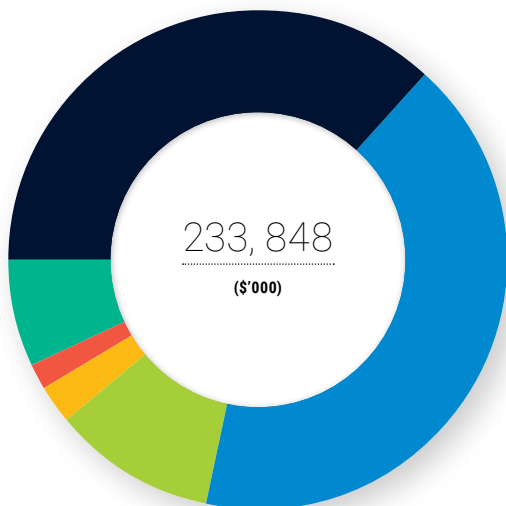
What we own

(\$'000)

• Property, plant and equipment	158,658
• Cash, deposits and investments	52,438
• Investment property	103,619
• Receivables and prepayments	8,569
• Other assets	3,947
• Financial assets	8,168

Total

335,399



What we owe

(\$'000)

• Retirement village resident obligations	85,950
• Accommodation Bonds, RADs and RACs	96,716
• Employee benefits	25,767
• Deferred income	5,380
• Trade and other payables	4,025
• Other liabilities	16,010

Total

233,848

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

As a not-for-profit and charity, 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



Make a regular donation



Become a volunteer



Make a donation in memory of someone



Make a gift in your will



Become a corporate partner or sponsor



Fundraise for us

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/support-us

Follow our stories



brightwatergroup.com



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