



**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.**

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## Our Mission

### **“Pursuing the dignity of independence”**

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. This drives all that we do.

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## 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.

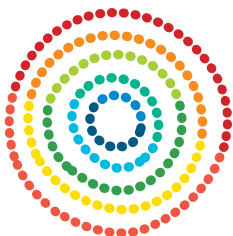
Our spirit is **authentic**. We are honest, accountable, inclusive and understanding.

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.*

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## 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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# Board Chair's Report



**'Pursuing the dignity of independence' has been at the forefront of our activities over the past 12 months.**

Driven by our Mission, we are strongly motivated to be a well-run and financially sustainable organisation that is unwavering in its commitment to those in our care and where our staff are supported to be their best every day.

Our 123-year history has taught us to embrace innovation and be agile. Exploring new and better ways of enhancing the client experience and growing our business remained an ongoing focus in FY24.

While our financial position was challenged by the aftermath of the COVID-19 pandemic, our commitment to good governance and management has meant we are already turning the corner.

Without doubt one of the highlights of the year was the completion of our new homes at Piara Waters for people with Huntington's Disease (HD).

The first of its kind in Australia, the seven three-bedroom home campus was built to exacting industry standards and is surrounded by curated gardens on a 19,000sqm site. At full capacity, it will be home to 21 clients.

This groundbreaking project was the result of an extensive consultation and co-design process with clients and their families, industry professionals and key stakeholders.

The relocation of staff and clients from our existing homes for people with HD in Ellison and Kailis houses, in Belmont and Carlisle, was a smooth process and this benchmark new residence has quickly become part of the local community.

It has been wonderful to hear families say that they can already see the impact the new surroundings are having on quality of life for their loved ones.

It was also very pleasing to note that one of the toughest decisions made by the board in my time as Chair – to close three outdated aged care homes at Joondalup, Huntingdale and South Lake – reached a very positive conclusion in FY24.

Not only were we able to successfully transfer our residents to new and more suitable homes in a much shorter timeframe than initially

expected; staff also worked tirelessly to ensure the transition happened in a supportive and empathetic manner, with an emphasis on safety and care.

I thank my fellow board members for their ongoing commitment and thoroughness in carrying out their responsibility for the overall management and strategic direction of Brightwater.

In particular, I pay tribute to the contributions of outgoing directors Karen Fleischer and John Nicolaou. Their wise counsel and ideas, energy and enthusiasm have been invaluable. A warm welcome also to Yasmin Naglazas who joins the Board in August 2024. Her extensive expertise and clinical care experience will make her an asset for Brightwater.

We continue to work closely with CEO Catherine Stoddart and her Executive Group and are thankful for their commitment and care.

I am deeply grateful to our whole team, including volunteers, for their passion to improve quality of life for our clients, reflecting the Brightwater values and spirit.

We are also very appreciative of the generous support of our subscribers and major donors, in particular the Harken and Bunning families, Dr Maria Kailis, Lotterywest and Southern Districts Rotary Club.

Looking ahead, the board is excited to see a focus on continuing to expand our service offering, most notably in our at-home services and our support for people with disability.

We will increasingly take a client-focused approach to service delivery, drawing on the elements of living well that enable the people in our care – and the entire Brightwater community – to thrive, connect and belong.

**Joanne Farrell**

Chair, Brightwater Care Group

# Chief Executive Officer's Report



**Our rich history is a testament to our positive impact on the community. We continue to build on this heritage with pride and responsibility.**

Brightwater has more than 2,550 staff and 230 volunteers. Our facilities and services are located across metropolitan Perth, south to Mandurah and north to Two Rocks. We provide care and services for more than 4,000 West Australians.

During FY24, the organisation focused its attention on a range of operational improvements and initiatives under our four strategic pillars – Safe and Quality Care, Long-term Sustainability, Realising our People Potential and Transforming our Digital Capabilities.

These four pillars underpin a raft of activities to ensure we continue to meet and exceed the expectations of our clients, now and into the future.

One of our most exciting projects in FY24 was to develop a model of care and comprehensive service plan to support people with Young Onset Dementia (YOD).

This project will help address a dire need in the community and was the product of extensive consultation with people with lived experience of YOD, their families and key stakeholders.

Everywhere I look around the organisation, there are examples of continuing high standards and attention to detail, as well as passion and professionalism.

We were proud to welcome WA Health Minister Amber-Jade Sanderson in November for a tour of our care and corporate headquarters in Inglewood. The Minister was glowing in her praise for our new flagship home, which celebrated its first full year of operation in FY24.

Our linen and catering plants continued to deliver outstanding service and expanded their offerings to new clients. Staff at our linen plant showed particular resilience and courage when one of our ironing machines caught fire in April. Fortunately, the damage was contained thanks to the prompt response from the team.

Brightwater's at-home services received a glowing endorsement in the annual Aged Care Quality and Safety Audit, a comprehensive assessment process conducted to ensure that our services meet the highest standards of quality and compliance.

This success was borne out in the significant growth and expansion of our at-home services, with our Home Care Package (HCP) clients increasing by 105 and our Commonwealth Home Support Program (CHSP) clients growing by 550.

Furthermore, our Transitional Care in the Community Program was awarded additional beds in the latest tender, consolidating Brightwater as the largest provider in Perth and reinforcing our leadership role in home-based rehabilitation.

In terms of our people, we implemented a new centralised rostering system and launched a new recruitment platform to improve our employee experience, increase efficiencies, and ensure accuracy and reporting compliance.

We reduced agency usage and improved talent acquisition, as well as formalising project management and learning and development frameworks. The annual staff culture survey in October demonstrated a strong engagement score of 73%.

We enhanced our business intelligence systems, work practices and cybersecurity capability and made efforts to reduce our carbon footprint using solar power and other measures.

In a year filled with growth, challenges and achievements, together we have embraced our values of Caring, Authentic, Courageous and Progressive. None of this would be possible without the dedication and resilience of our exceptional team.

Thank you all for your commitment and your passion. Together, we continue to shape a brighter and caring future.

**Dr Catherine Stoddart PSM**  
CEO, Brightwater Care Group



## Our People



2,559 employees



102 nationalities represented

Top 6 nationalities:

26% Australian	9% Indian	7% Filipino
13% Bhutanese	7% British	5% Nepalese



83% of our staff identify as female,  
17% identify as male



47 years

Hotel Services Multi-skilled worker Margaretta Lewis (The Village) is our longest-serving staff member



230 volunteers



24 locations

(plus our at-home and capacity building services)



Margaretta Lewis with General Manager Residential Curtis Reddell and Chief Executive Officer Catherine Stoddart.

## Our Clients



### Residential Aged Care



8 aged care homes with permanent-only accommodation\*



1 aged care home for transitional care after hospital stays



1 home with a combination of permanent and transitional accommodation options



In November, we celebrated our first year in our new 128-bed home, Brightwater Inglewood



More than 1,000 people in our residential aged care homes throughout the year

(\* During FY24 we completed the closure of three outdated homes, at Joondalup, South Lake and Huntingdale as part of our small sites transition project).

### Disability Services



8 Supported Independent Living homes



1 specialised rehabilitation program for people with an Acquired Brain Injury



1 transition care program for people with disabilities moving from hospital to living independently



A Capacity Building Program supporting 462 people with a disability living in their own home or in the community



Over 600 people with a disability, living in the community and our disability homes



## Brightwater at Home



Supported over 800 clients on a Home Care Package throughout the year



Delivered services to more than 1,500 Commonwealth Home Support Program clients



Supported nearly 400 clients returning home from hospital via the Transition Care Program



Almost 2,500 people over the age of 65 receiving at-home services

## Retirement Living



168 independent homes at our retirement village, Kingsway Court in Madeley



Average age of residents – 84 years old



208 people living in our retirement village



Kingsway Village celebrates its 20th birthday in 2024



A major refurbishment of the main dining and lounge room was completed this year



## Catering



97,000 meals produced each month



51,000 main courses, 24,000 bowls of soup and 22,000 desserts



New menus were implemented with input from residents and families



The traditional Sunday roast was our most popular dish

## Linen



170 customers serviced every week



200 tonnes of linen washed per week



45 customers serviced across the regional areas of Geraldton and Kalgoorlie



Customer feedback was excellent across the year



New, energy-saving machinery installed enabling lower-temperature washes

# Brightwater Research Centre



**As a service provider, Brightwater is uniquely positioned to translate research into practice.**

**We work closely with academics and other providers to support improvements to care and quality of life. We assist clients and families and carers. We also support our staff to provide the best quality of care, while feeling supported in their role.**

**In FY24, Brightwater conducted research across a broad range of areas that impact our clients and staff including brain health, ageing well, brain injury rehabilitation, dementia care and COVID-19.**

## Highlights

We collaborated with researchers from the Oxford Brookes University on a project to establish the characteristics of disability and aged care workforces in Australia and England. From this research we hope to identify ways in which we can further develop and enable our staff to ensure even greater levels of care.

Brightwater Research Centre staff joined other care providers, researchers, advocacy groups and experts at the Australian Association of Gerontology (AAG) conference in November. The team presented about the impact on residential aged care clients of COVID-19 social restrictions and the differences between client and staff perceptions related to care domains.

In March, we presented a workshop at the Australian Psychological Society College of Clinical Psychologists conference. "Keep us in mind: Supporting young people when parents develop neurological disability" was a study that partnered with families and professionals to understand the impact of parental injury and illness on dependent children. The project developed a series of books for children to support them through this challenging time.





### 18 research studies across the following topics:

- Medication
- Hearing and vision
- Advance care planning
- Nutrition
- Workforce
- Oral health
- Brain injury
- Transitional care
- Allied health
- Clinical assessment
- COVID-19 impacts
- Continence
- Service delivery
- Younger Onset Dementia



### 45 project partners

- Amana Living
- Anglicare
- Austin Health
- Advance Care Planning Australia
- Australian College of Optometry
- Avicena
- BallyCara Home Care Services
- Baptist Care
- Bethanie
- Bolton Clarke
- Calvary Care
- Curtin University
- Ear Science Institute Australia
- Edith Cowan University
- Federation University Australia
- Fiona Stanley Hospital
- Flinders University
- Grampians Health
- Hammond Care
- Hearing Australia
- Juniper
- Kings College London
- La Trobe University
- Macquarie University
- Monash University
- Murdoch University
- National Acoustic Laboratories
- New South Wales Therapeutic Advisory Group
- Older Person Advocacy Network
- Oxford Brookes (UK)
- Pharmaceutical Society of Australia
- Prince of Wales Hospital
- Sir Charles Gairdner Hospital
- University of Newcastle
- University of Queensland
- University of Western Australia
- Trinity College Dublin
- University of Adelaide
- University of Alabama
- University of Canberra
- University of Melbourne
- University of New South Wales
- University of Sydney
- University of Wollongong
- Wesley Mission Queensland



### 1 scholarship

2023 recipients:

Gill Smith, Carina Arnold, Mai Barber and Rebecca Griffiths

Project title:

Younger Onset Dementia  
Allied Health training



### 9 publications

- 9 journal articles



### 11 academic conference presentations

- 9 presented by Brightwater staff  
(1 international, 8 national)
- 2 presented by project collaborators  
(2 national)



### 13 current grants

- 4 grants totalling \$2 million as lead investigator
- 9 grants totalling \$8.3 million as partner



## George driven to stay active

**The Instinct Program is a 10-week program for Brightwater at Home clients, and integrates physiotherapy, occupational therapy, exercise, and education.**

At 87, George Rasmussen's remarkable drive is as strong as ever.

The former structural engineer only recently retired from part-time consulting, having stepped away from full-time work at 70. Now, his focus is on staying fit, active, and fully engaged in life.



George Rasmussen is feeling the benefits of staying active.

"You have to make a concentrated effort because it's very easy to slip backwards," said George. "Fortunately, as an engineer, I've always had to be resourceful, so I see the need for keeping myself active."

As a younger man, George was "quite sporty", enjoying athletics, running and swimming. As he got older, regular walks with his brother-in-law helped him stay fit. But his active lifestyle had been derailed by problems with his knees, and the loss of his wife five years ago. He was left feeling isolated and lacking in confidence.

"It's no fun living by yourself, especially when you're an active person, because you miss the contact you had in your workplace. Then after I had a couple of falls, my balance wasn't good and I was a bit unsteady," said George.

Earlier this year, George joined Brightwater's Instinct program, undertaking 10 weeks of exercise, education, and social interaction. His goal was to reduce his fall risk and boost his confidence.

George attributes much of his success in the Instinct program to the social interaction it provides. He says strong bonds formed during each session, which concluded with sharing a meal together, have extended well beyond the program.

It's George's attitude that has particularly impressed the two therapists who designed the Instinct program, Senior Physiotherapist Claire Myhill and Senior Occupational Therapist Suzanne Kerr.

"George has really taken charge of his own health. Living on your own can make it hard to get that motivation to exercise and to mix with people. But George is coming regularly and enjoying the social aspect as well as being challenged," said Suzanne.

"His belief in his ability to improve is inspiring. Sometimes, as people get older, they think, 'That's it. This is how I am, and I can't change. I can't get better.' George really took the attitude that he could get better," said Claire.



Brightwater's Instinct program involves 10 weeks of exercise, education, and social interaction.

### It's never too late

George says regardless of age, anyone can benefit from staying active.

"It's very easy to feel locked away in your own home. You do have to make a positive and concentrated effort to remain engaged."

# Baking helps clients rise again

**The café program at Brightwater Oats Street provides not only an invaluable social connection for clients, it is an important part of their rehabilitation.**



Oats Street client Louise Titus said the café program had been a huge help in her recovery.

Baking banana bread is a labour of love for Louise Titus, and not just because she enjoys cooking.

Keeping busy in the kitchen is a key ingredient in helping Louise recover from a stroke.

A client at Brightwater's landmark Oats Street brain injury rehabilitation centre, Louise is rebuilding her practical and functional skills, with the heady aroma of oven-baked goodies as a mouthwatering backdrop.

"It helps me to strengthen my arm muscles so I like that. I love coking too so I put everything into it."

Louise is one of many Oats Street clients who contribute enthusiastically each week to the Oats Street café, a unique feature of life at the centre.

Each Wednesday, program participants bake and prepare a range of sweet and savoury treats that are then sold to clients, families and staff on Thursdays at the café.

## Social benefits and much more

It's a great way for clients to get together and socialise. As Brightwater Graduate Occupational Therapist Sophie Abbotsford points out, it also forms an important part of their rehabilitation.

"When someone has a stroke it affects them physically and cognitively. It can affect them in their arm movements, they might have no movement or they might have spasms," Sophie said.

"It can also affect a person's communication, which can make them feel quite isolated."

For Louise, being part of the café not only helps her to build movement in her arms, her walking ability and her endurance, it also helps her to feel part of the community.

"With the café I am able to interact with clients and have a conversation, especially with those people that I don't get in other contact with during the week," she said.

"I'm happy, as long as people who are eating my food or tasting it are happy, I am also happy."



Brightwater's landmark Oats Street brain injury rehabilitation centre.





## Podiatry partnership is no small feat

**The Brightwater / University of Western Australia (UWA) Podiatry Student-Led Clinic is a groundbreaking program that boosts foot health outcomes for Brightwater aged care residents while bolstering and educating the podiatry workforce about elderly podiatric challenges.**

**Poor foot health in the elderly creates sedentary lifestyles and an increased risk of falls, obesity and strokes.**

Podiatry care is vital as people age, yet private podiatrists have limited capacity. There are approximately 296,000 people aged over 70 in WA and just 572 podiatrists for the whole population. With a small graduating cohort each year (16 in 2023) from the only podiatry school in WA at UWA, it is challenging to recruit and develop a WA podiatry workforce generally, never mind specifically for aged care.



Brightwater resident Terry Hegerty receives foot health advice at the clinic.

**Brightwater Allied Health Manager Andrea King partnered with Kim Holmes, Deputy Head of Discipline Podiatry at UWA to find a mutually beneficial solution.**

"Kim and I discussed the challenge of finding consistent, good podiatrists to support our residential aged care

clients," said Andrea. "We saw that there was an opportunity to work together to create a student-led podiatry clinic at our 128-bed residential aged care site in Inglewood."

Student-led allied health clinics are proven to be safe and effective in many disciplines. They offer unique clinical placement experiences for students while addressing unmet community needs.

The Brightwater-UWA Podiatry Student-Led Clinic is made up of UWA masters level podiatry students and UWA Podiatrist supervisors who collaborate with the multidisciplinary team at Brightwater, including a clinical nurse manager, private visiting podiatrist, occupational therapist, physiotherapist, therapy assistants, nurses and care workers.

The clinic operates two days per week with supervision from the university-employed podiatrists.

### Positive impacts for residents

The podiatry student-led clinic is a valuable addition to residents' foot health care, providing a thorough and responsive weekly service. On average, each client had 45 minutes with the student/s and supervisor. This is twice as long as what our visiting private podiatrist spends face to face, who can only visit every three weeks. "With the student podiatrists visiting our residential aged care home, our residents get the opportunity to have an extended visit with the podiatrist," said Andrea.

Some of these extended visits have provided a more thorough podiatric assessment which cannot be delivered at the bedside due to time and equipment restraints, such as undertaking doppler vascular assessments which would otherwise not be available. This extra time also allows the students to build rapport with the clients, who are often lonely and looking for conversation.

"If your feet aren't comfortable, you aren't comfortable," said Shirley Liddell, Inglewood RAC resident. "I attended the podiatry clinic quite a few times. I found the clinic to be very good, very beneficial. The students were very pleasant and helpful. I will definitely be going again."



# Bringing a boost with every call

**The Brightwater Sunshine Call Program connects volunteers with Brightwater at Home clients to foster social connections through uplifting phone conversations. The program enhances the emotional wellbeing of clients through meaningful interactions with others. It has been described as 'life changing' by participants.**



Brightwater at Home client Hilary Kan said Sunshine Call was a very apt name because of the sunshine it brings to her life.

**Many of our Brightwater at Home (BAH) clients live alone and are at risk of being socially isolated.**

To better support our BAH clients, it was decided to develop a new program connecting clients with volunteers for a regular phone chat. The program was named Sunshine Call, because its aim was to brighten the day of the people in our care.

"It's a really simple concept," said Volunteer Coordinator Sharon Knott. "It connects volunteers with Brightwater at Home clients who have similar interests and values, and we've seen some really beautiful friendships created."

**The Sunshine Call Program is free for all Brightwater at Home clients to participate.**

They are paired with a volunteer who will ring the client at an agreed time. The calls generally last around 15 minutes but are often as long as 40 minutes or more.

Volunteers and clients can discuss anything they would like to talk about. Common topics include life experiences, shared interests and current hobbies. The system is constantly being reviewed and monitored via feedback from both volunteers and clients.

**There have been several beautiful friendships created because of the program.**

Brightwater at Home client Hilary Kan said Sunshine Call was a very apt name because it does bring sunshine into her life. "It does make a big difference. It fills a gap and enriches my life," she said.

Volunteer Maureen Meredith said the friendships she had created had been 'absolutely amazing'. "The richness of the friendship is the most rewarding part of it," she said.

Through the rapport already established with clients, volunteers are also able to provide regular feedback to Brightwater about any concerns they may have regarding the client's wellbeing which are then followed up directly with the BAH coordinator. This has improved the ability of Brightwater to ensure our clients are safe and well.

The program has helped seniors make new social connections, reduced loneliness, and improved their quality of life, all without leaving the comfort and safety of their own homes.

"Everyone wants to feel like they are a part of something," said Sharon. "Our volunteers feel that they are involved in a beautiful program that does bring sunshine into everyone's day by a simple phone call. It's life changing."



Volunteer Maureen Meredith said the friendships she had created had been 'absolutely amazing'.



# FY24

## Progressing our priorities



### Safe and Quality Care

We consistently and sustainably meet the expectations for care of our clients, their families and staff



### Ensure Long Term Sustainability

We are a growing and sustainable organisation strongly positioned to deliver on our Mission



### Realising our People Potential

We have a culture that is aligned to our values and strategic objectives, and attract and retain the right people to govern, lead and provide quality care to ensure Brightwater is a great place to work



### Transform our Digital Capabilities

Our technology capabilities enable us to meet expectations consistently and sustainably for the care of our customers, their families and staff

## At Brightwater, we are passionate about making a difference every day. In FY24, we focused on operational improvements through our four strategic pillars:

### Safe and quality care

One of the biggest achievements of the year was the establishment of a centralised rostering system. The project, finalised in May 2024, saw staff rostering move from site-based to a model that focused on the entire Residential Aged Care (RAC) network.

This new model helped to standardise ways of working, improve responsiveness and reduce the need for agency staff. It was accompanied by significant training and engagement with teams across the organisation.

The centralised rostering system achieved a \$3.8 million saving in agency expenditure and delivered an overall cost saving of \$2.8 million. It also helped to promote a 'one organisation' approach to care, providing more consistent and reliable services for clients.

A functional review of Disability Services was undertaken to examine the types of care provided, consider the capability and capacity of the current staffing structure to meet current demands, and to identify areas for possible growth. The review provided several recommendations to broaden

and strengthen Brightwater's service offering. These will be implemented in FY25.

At the same time, a 'voice of the client' survey for Disability Services attracted 154 responses which will be used to shape further service improvements.

A new model of care for Residential Aged Care was developed and is expected to be implemented in the next 12 months.

A model of care was also completed for Younger Onset Dementia.

A governance framework was rolled out to establish benchmarks and introduce operational efficiencies across all Brightwater sites.

Our residential aged care home in Madeley celebrated its 20th anniversary in June. Our retirement village Kingsway Court is also celebrating its 20th year in 2024.

In May, we welcomed clients from their existing homes at Kailis and Ellison houses into our new seven-home, 21-bedroom campus for people with Huntington's Disease at Piara Waters. This groundbreaking project followed a co-design process with clients and families and is a first of its kind in Australia.

## Long term sustainability

The transition of clients from three smaller, outdated homes at Joondalup, South Lake and Huntingdale – and the closure and subsequent sale of these sites – provided a successful end to the ‘Small Sites’ project.

Begun the previous year and finalised in August, the project saw more than 70 residents relocated – with the majority moving to other Brightwater sites.

Staff involved did a terrific job to ensure that the transition happened ahead of schedule, in a supportive and empathetic manner, with an emphasis on safety and care. The three sites were sold in December 2023 to St Jude’s Health Care Group.

Brightwater’s newest residential aged care home in Inglewood celebrated its first birthday in November.

Our at-home services continued to grow, with an expanded workforce delivering more than 110,000 support hours to meet a diverse range of needs, including cleaning and laundry, at-home meals (90% increase), gardening, physio, podiatry and other therapies.

Additionally, our Transitional Care in the Community Program was awarded additional beds in the latest tender, consolidating Brightwater as the largest provider within this vital program and reinforcing our leadership role in home rehabilitation.

A renewed focus on tenders and grants resulted in Brightwater receiving 11 grants valued at \$7.9 million.

In November we recorded our busiest month on record at Brightwater Linen – largely due to the Perth hotel sector booming off the back of a number of major events. Thanks for coming Coldplay!

## Realising our people potential

Our all-employee culture survey saw 60 per cent participation with 1,473 staff and volunteers providing feedback and suggestions.

The survey results showed staff strongly aligned with the Brightwater values. Clarity of expectations was another highlight, as were flexibility and work-life balance and the promotion of an inclusive and diverse culture. Communication from management was flagged

as an area for improvement as was employee reward and recognition programs.

As a result of the survey, we developed actions across the organisation that continued to drive positive change.

Leadership opportunities were an important focus. A dedicated Learning and Development team and scholarship opportunities were just some of the ways we supported professional development. Our graduate programs were also well received.

Staff turnover in FY24 stayed low at 1% monthly for the major part of the year.

## Transforming our digital capabilities

Increasing security practices and ensuring data privacy were a focus in FY24 with our Information Technology team introducing a range of measures to combat the threat of cyber-attacks.

Our information and cyber security policy and practices are risk-based and focus on protecting the confidentiality, integrity and security of our critical assets (people, systems and processes).

### Actions taken to strengthen cyber security include:

- Staff training on information and cyber security risks, including a simulation exercise
- Prompt patching of internet-facing software, operating systems and devices
- Introduction of multi-factor authentication across remote access services

We moved towards greater connection and connectivity for all staff with the phased introduction of email accounts for frontline employees who had not previously held a Brightwater account.

With the recent culture survey showing that staff wanted improvements to communication, the business-wide introduction of email accounts will help to standardise and simplify how staff send and receive important information. This project will be finalised in the new financial year.

# Governance

**Brightwater Care Group 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 became Brightwater Care Group. 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, 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 made up 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 organisation's best interests.

The Board is comprised of a minimum of six members and a maximum of 10 members, including at least four members elected by Brightwater'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 Brightwater's investment strategy, and reviewing feasibility reports and business case submissions.



### Care Committee

The Care 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 & 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 since 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 more than 30 years of audit, risk, regulatory and financial expertise.

**Board Deputy Chair**  
Chair Audit & Risk Committee. Member Business Committee.



**Karen Fleischer**  
B.Juris, LLB, GAICD

Commercial lawyer with more than 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 39 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

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 more than 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' experience facilitating productivity improvement in complex operating environments.

**Director**  
Member Care Committee.



**Darren Hayes**  
Fellow of AICD and 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.

## Executive Group



**Catherine Stoddart PSM**  
Chief Executive Officer



**Kelly Worlock**  
Chief Operations Officer



**Suzette Bredell**  
Chief People Engagement  
and Capability Officer



**David Holden**  
Chief Financial Officer



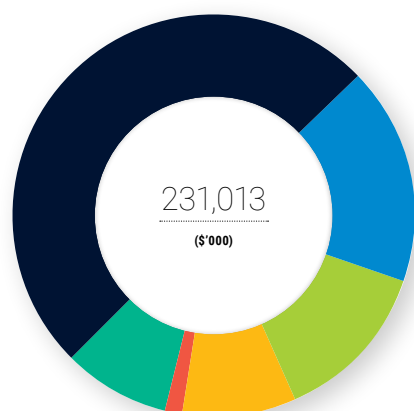
**Darren Woolcott**  
Chief Commercial Officer



**David Nicolaou**  
Chief Information Officer

# Financial Statements

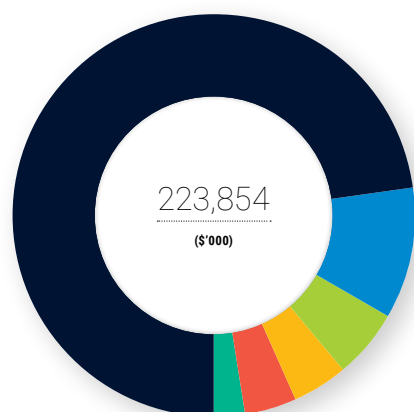
For a copy of our full financial statements, please email [welcome@brightwatergroup.com](mailto:welcome@brightwatergroup.com)



## What We Earned

• Residential Aged Care revenue	116,584,724
• Disability Services revenue	40,390,821
• Brightwater at Home Services revenue	30,282,121
• Commercial revenue	21,096,638
• Grants	3,245,662
• Other income	19,412,820

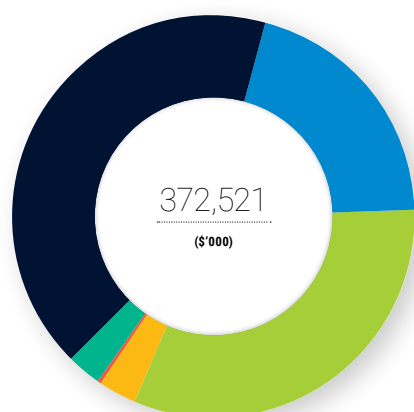
**Total** **231,012,786**



## What We Spent

• Employees	163,424,848
• General and Administration	23,289,914
• Depreciation, amortisation and impairment	12,463,681
• Rent, utilities and maintenance	9,982,863
• Materials and supplies	9,712,964
• Operating and Travel	4,979,956

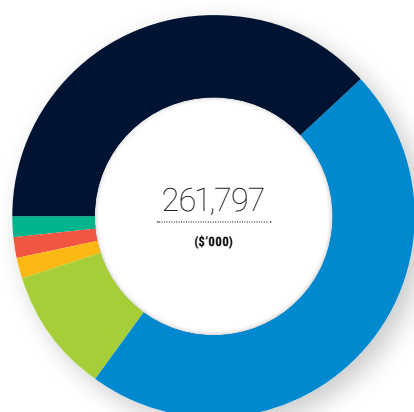
**Total** **223,854,226**



## What We Own

• Property plant and equipment	155,992,829
• Cash deposits and investments	75,608,774
• Investment property	118,911,972
• Receivables and prepayments	11,074,936
• Other assets	1,094,746
• Financial assets	9,837,489

**Total** **372,520,746**



## What We Owe

• Retirement village resident obligations	100,085,001
• Accommodation bonds, RADs	122,548,273
• Employee Benefits	26,790,752
• Deferred income	4,357,267
• Trade and other payables	4,068,972
• Other liabilities	3,946,763

**Total** **261,797,028**

# 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: [brightwatergroup.com/support-us](https://brightwatergroup.com/support-us)

## Follow our stories



[brightwatergroup.com](https://brightwatergroup.com)



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