



 **Brightwater**  
We see what others don't

**ANNUAL  
REPORT**

**CELEBRATING  
120 YEARS OF CARING FOR  
WEST AUSTRALIANS**

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

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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.

# 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.

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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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## Chairman's Report

This year has been another challenging year, with the COVID-19 pandemic continuing to have a significant impact on organisations such as Brightwater.

Brightwater's swift response to each change – whether it was Government Directions, changes to border controls, lockdowns, or the COVID-19 vaccination rollout – has been exemplary. This has seen the organisation manage the risk of the pandemic on clients and staff and ensure that all key stakeholders were informed during each changing situation.

The final report of the Royal Commission into Aged Care Quality and Safety was also welcomed this year and the organisation adapted to several key legislative changes, including the Serious Incident Reporting Scheme (SIRS) in residential aged care, the National Disability Insurance Scheme (NDIS) Quality and Safeguarding Framework and the National Quality Indicator Program.

Amongst the changing landscape, Brightwater has remained focused on the future. It was wonderful to be part of the turning of the sod ceremony on the new Inglewood development this year as well as see the completion of our \$11 million refurbishment project across all of our residential homes.

To my fellow Directors, thank you for your commitment and diligence this year. I would like to pay a special acknowledgement to Paul Sadlier, Deputy Chairman of the Brightwater Board. Paul retires from the Board this year and his oversight and expertise will be missed by us all. Paul has served on the Brightwater Board since November 2010 and he has been a strong contributor to the Board, particularly as Chair of Brightwater's Business Committee, which oversees some of our most important commercial decisions. In addition, in his role as Deputy Chairman, he has been of great support to me as Chairman. I have often sought access to his considerable business and governance experience when considering issues coming before the Board.

Finally, I would like to thank the people at Brightwater who continue make this organisation what it is. This includes our Subscribers, who provide their support year on year, as well as Brightwater's Leadership Team, led our Chief Executive Officer, Jennifer Lawrence. Jennifer's leadership and agility during a challenging year has been outstanding and greatly appreciated by Brightwater's clients, their families, our staff and the Board.

**David Craig**  
Chairman





## Chief Executive Officer's Report

This year Brightwater celebrates 120 years of supporting some of the most vulnerable people in the Western Australian community. This is a remarkable milestone, and as I reflect on our founder Lady Madeleine Onslow's foresight to imagine a better future for those who needed it most, I believe she was driven by the same values that drive Brightwater in 2021.

Lady Onslow began the journey all those years ago that still unites us on our Mission – to provide outstanding support to people through their health and wellbeing challenges, whilst maintaining their dignity and providing an environment that offers them independence.

That pioneering spirit continues today as we respond to key challenges and focus on the future with forward planning, investment in research and collaboration with industry and Government.

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### **Changing landscape**

The final report of the Royal Commission into Aged Care Quality and Safety was handed down this year and the Commonwealth Government has responded with an ambitious reform agenda. Brightwater was involved at several levels, by giving evidence to the Commissioners and making detailed submissions. There have been many changes within the aged care industry already and we are looking forward to the opportunity to build a 'fit for purpose' aged care system for future generations.

Brightwater transitioned to the new National Disability Insurance Scheme (NDIS) Quality and Safeguards Commission requirements on 1 December 2020. This has seen significant change to the way our staff work with our NDIS clients both in our disability homes and in aged care and was a significant milestone for our staff and clients.

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### **Collaboration, innovation, and research**

Working with other aged care providers, the Brightwater Research Centre took the lead in commissioning a proactive trial of rapid antigen testing for COVID-19 and influenza for residential aged care clients and staff. We were the first aged care provider in WA to use this simple technology and believe this approach will help us proactively manage COVID-19 outbreaks in the future.

With a consortium of five aged care providers, the Brightwater Research Centre was also successful in securing a grant from Lotterywest to measure the impact of the COVID-19 pandemic on Culturally and Linguistically Diverse (CaLD) staff and clients with a cognitive impairment in residential aged care. This important research will assist all providers to support vulnerable clients and our staff during outbreaks.



A pivotal Aged Care Economic and Social Impact Study was commissioned with the support of 11 other WA aged care providers and ACIL Allen. The resultant report is the first study of its kind which highlights the value that the aged care industry brings to the Western Australian community.

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### **Expanding clinical governance and quality management**

In an environment where clients are coming to us more frail and with numerous health needs, this year we expanded our core business operations team and announced the new role of Chief Operating Officer. We welcomed Kelly Worlock to that inaugural role in April 2021 which now oversees residential aged care, disability services, clinical excellence and quality and information.

Following an extensive clinical review in 2020, enhancing clinical excellence and the skills of the clinical and quality team has been a priority. We were disappointed to receive a sanction from the Aged Care Quality and Safety Commission at our Madeley residential aged care home in early 2021, however this only strengthened our commitment to improving and enhancing clinical and care supports across our entire residential aged care business.

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### **Pandemic response**

Our extensive preparation for the pandemic and subsequent outbreaks meant that our crisis management structure continued this year with enormous impacts on all parts of Brightwater's business.

The investment in infection control and outbreak management training, Personal Protective Equipment (PPE) supply and distribution and communication with clients, families and staff have been a constant focus. We have kept close to the WA Health advice and Directions to keep our clients, their families and our staff safe during periods of restrictions.

As part of our preparation, Brightwater put in place a number of industry-leading initiatives, including conducting outbreak training drills with our site-based staff and training our own specialised surge team, made up of Brightwater employees across all of our homes who are ready to be deployed in the case of an outbreak.

Technology continues to play an enormous part in our response. We introduced Zipline visitor management software across all Brightwater sites and utilised technologies to not only communicate, but to keep our families and clients in touch with one another during periods of visitor restrictions.

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### **The Brightwater Spirit**

We launched our new organisational values and behaviours to all 2,000 plus staff this year, called our Brightwater Spirit. Developed in conjunction with values champions from across all business units, this was an important milestone in our cultural strategy.

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### **An eye on the future**

Despite the challenges of the year, the work on our strategic plan has continued.

This year, we commenced the build of our new head office, research centre and residential aged care home in Inglewood which will be known as Brightwater Central, concluded the refurbishment of our residential homes and commenced the upgrade to our gardens.

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Our people have been the highlight of the year for me. During a time of change, our 2,000 plus staff have risen to each challenge and lived our new values of caring, courageous, authentic, and progressive. Thank you for your efforts and I am grateful for all you do.

I would like to thank my Leadership Team for their commitment and support this year as well as our Directors for their continued support and guidance. A special acknowledgement goes to our Chairman, Mr David Craig, who continues to be a great support to the Directors and to me personally.

### **Jennifer Lawrence**

Chief Executive Officer

# Our year

at a glance

**In 2021, Brightwater celebrates 120 years since the foundation stone was laid for our very first care home.**

**Over 120 years we have cared for some of Western Australia's most vulnerable people and reflecting back on 2020/21 there is much to be proud of.**



2,200+ clients  
in our care



2,000+ staff



900+  
volunteers



\$2.1million+ in  
research grants



## Pandemic response

The COVID-19 pandemic was a dominant theme in 2021.

Our Brightwater Emergency Response Team and Pandemic Response Team structures remained in place during this year to ensure we provided support to our operations teams throughout each changing stage.



As part of our pandemic response we procured a central stock of outbreak Personal Protective Equipment (PPE); put in place extra staff in our homes to act as a concierge; installed visitor management software across all Brightwater locations; performed increased cleaning; and ensured more weekend activities for residents during periods of visitor restrictions. We conducted outbreak training drills with our site-based staff and also trained our own specialised surge team. We also commenced the rollout of COVID-19 vaccinations to clients and staff.

## Royal Commission into Aged Care Quality and Safety

The final report of the Royal Commission into Aged Care Quality and Safety was handed down this year and was welcomed as we look towards how we can create an aged care industry of the future.

## Enhancing our clinical and care supports

Work on enhancing our clinical governance, following the external clinical review in 2020 has been a key focus. We were disappointed to receive a sanction at our Madeley residential aged care home in early 2021; however the external review did mean we were well prepared to respond.

## The Brightwater Spirit

This year we launched our new values and behaviours across the organisation, called our Brightwater Spirit. The new values of caring, authentic, courageous and progressive represent our Brightwater Spirit and are an important part of our cultural transformation strategy.



## Re-launching the volunteer program

In 2020/21 we officially re-launched our volunteers program under the name of the Brightwater Buddies Volunteer Program. The new program sees a Brightwater Buddy matched specifically with a client, giving our buddies better opportunities to connect with the individual deeply and enrich their social, cultural and spiritual wellbeing.



### Palliative Care Framework

In 2020/21 we implemented our new Palliative Care Framework. This education framework ensures we are able to approach palliative care consistently (but with flexibility where needed) across all of Brightwater. This new approach was informed by extensive research conducted by the Brightwater Research Centre and is based on a person-centred approach to palliative care, recognising what is important to each individual based on their values, beliefs and preferences.

### National Insurance Disability Scheme (NDIS) Quality and Safeguards Commission

We transitioned to the NDIS Quality and Safeguards Commission requirements on 1 December 2020. This has seen significant change to the way our staff work with our NDIS clients both in our disability homes and in aged care and was a big milestone for our staff and clients.

### Our properties

This year we further developed the design concepts for the development of a new specialist home for people living with Huntington's disease, completed our \$11 million refurbishment program for our residential homes and commenced the upgrade to the external environments, including our gardens.



We also turned the first sod and commenced construction of our new residential aged care facility and head office in Inglewood.

### The Brightwater Lyn Beazley Scholarship

Occupational Therapist and PhD student, Lily Cullinan, was awarded the Brightwater Lyn Beazley Scholarship. Lily was the second student to receive the scholarship since it was established in 2012. The scholarship is conducted through the Brightwater Research Centre in partnership with Curtin University and is focused on research with Brightwater's world leading brain rehabilitation centre in East Victoria Park.



### Collaboration with industry

Brightwater worked with 11 other leading WA aged care providers and consultant firm ACIL Allen to release a report on the Economic & Social Impact of Aged Care in WA. The report was launched at a Business News breakfast event, with Brightwater CEO Jennifer Lawrence the keynote speaker.



Thanks to funding from Lotterywest, we also partnered with four other aged care providers and The University of Western Australia to study the impact of the COVID-19 pandemic on residents with cognitive impairment living in aged care, Culturally and Linguistically Diverse (CaLD) staff working in aged care, as well as the organisations delivering services during a pandemic.

### COVID-19 Point of Care Testing Trial

Brightwater was the first aged care provider in Western Australia to trial rapid antigen screening for COVID-19 and influenza. Used as a first line of defence against outbreaks, this technology will assist as an early warning system during COVID-19 outbreaks in the community.



### Second phase of the Reimagining the Meal Experience

As part of our Reimagining the Meal Experience project, we developed a new menu, providing more choice for our aged care residents ensuring all textures and tastes can be catered for.



The Reimagining the Meal Experience project has a strong emphasis on creating a more enjoyable meal experience for all, whilst ensuring nutritional requirements are met for residents, including people with co-morbidities and chronic disease.



### Allied Health Consultancy Service

In 2020/21 we moved speech pathology and social work into our unique consultancy model in residential aged care. The model was first established in 2018 with just one part-time dietitian. In 2020 the dietetics service expanded and a social worker and two speech pathologists were moved into the team. This has resulted in improved tracking of individual service interventions, screening of residents to support early intervention and the ability to prioritise residents with high need across services.

### The Music Pharmacy

Brightwater's Music Pharmacy is an allied health program which delivers a range of music therapy and music engagement services to meet the health and wellbeing needs, goals and preferences of aged care clients living in residential care homes and at home. In November 2021, we celebrated The Music Pharmacy officially being rolled out across all of our residential aged care homes.



### Brightwater at Home

This year we launched a new approach and market strategy to grow our Brightwater at Home services. As part of this, we launched a new advertising campaign, with the team winning a Campaign Brief Award for the Best Radio Campaign in 2021.



# 120 years in the community

Brightwater is a leading not-for-profit provider of aged care, disability and retirement services that has been part of the Western Australian community for 120 years.



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

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

## We see what others don't



### Aged care

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



### Disability services

- Six community houses with supported independent living
- Two specialist accommodation sites for people living with Huntington's disease
- One specialist accommodation site for transitional (temporary) care after a hospital stay for people with a disability
- One specialist centre providing rehabilitation services for people with an Acquired Brain Injury (ABI)
- Capacity Building for support in the community
- Respite care



### Retirement living

- One village with 168 freestanding homes



### Commercial services

- Brightwater Linen
- Brightwater Catering



### Business support services

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

## OUR LOCATIONS

### Residential aged care

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

### Disability services

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

### Retirement

- 23 Kingsway Court, Madeley

### Commercial services

- 24 Linen and Catering, Malaga

### Business support services

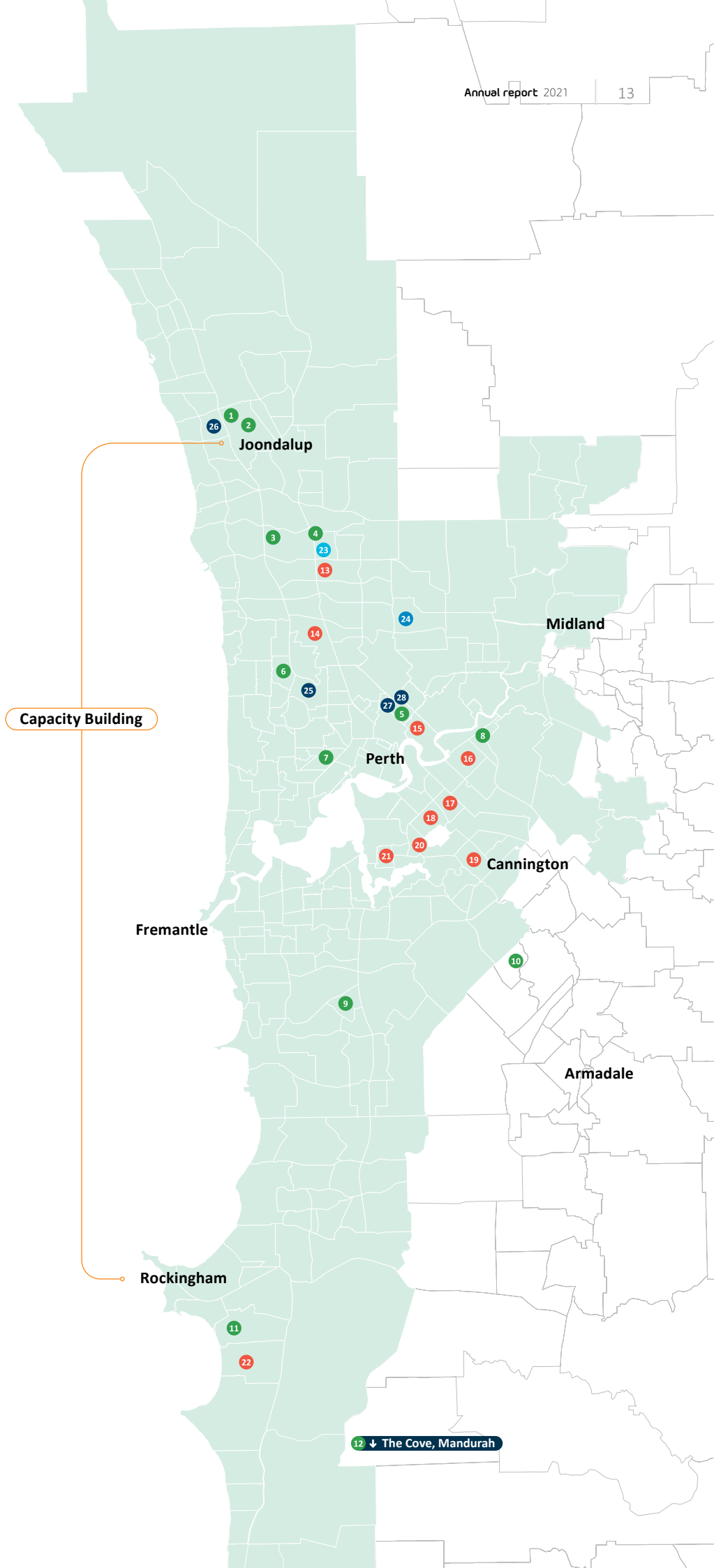
- 25 Head Office, Osborne Park
- 26 Brightwater at Home, Currabine
- 27 Welcome Team
- 28 Brightwater Central  
*(under development)*

### Brightwater at Home

- Brightwater at Home services provided from Two Rocks to Pinjarra (shaded in green).

### Capacity Building

- Capacity Building services provided from Joondalup to Rockingham





## Our People

**Brightwater employs over 2,000 people driven to pursue the dignity of independence for our clients.**

Our workforce strategy supports us in the achievement of our Mission and is made up of four key components: Organisational culture, safety and wellbeing, workforce planning and continuous learning.



### Launching the Brightwater Spirit

In March 2021, we launched our new organisational values and behaviours in support of our Mission.



Our new values of caring, authentic, courageous and progressive were developed by staff across all our services and represent our Brightwater Spirit. The launch included the celebration of our first ever Spirit Week, which will be an annual event on the Brightwater calendar.

We also announced our Brightwater Spirit Awards; a way for staff to be regularly recognised for living our values.



### Brightwater Plus

In 2020/21 we further developed our Brightwater Plus platform, a virtual communications hub for all staff. Brightwater Plus empowers staff to recognise each other for demonstrating the Brightwater Spirit and hosts our Spirit Awards.



### Recruitment

In 2020/21 we embedded values-based recruitment and more than doubled our assessment centres, with 70 currently planned for 2021/22.

Adopting a values-based approach to our hiring process ensures successful candidates are selected not only their skills, but also on their values fit – how they align with and embody the Brightwater Spirit.

Assessment centre recruitment also provides a positive and engaging experience for candidates.



### Bringing Injury Management in-house

This year our injury management function was brought in-house. Previously outsourced, employees now experience a centralised escalation point in the event of a workplace injury in addition to expanded support and medical treatment options for early intervention.



### Brighter Working Groups

This year we launched our Brighter Working Groups.

A Brighter Working Group is a focus group where staff come together to solve an issue or implement an improvement idea that will positively impact the culture and/or safety of the organisation.

The groups are an important initiative, giving staff the opportunity to share, develop and implement ideas and receive professional development and coaching from a professional facilitator.



### Learning and Development

In 2020/21 we introduced a new Learning Management System. The Brightwater Learning platform has allowed us to:

- Design, develop and launch a library of e-learning modules that can be accessed by all staff.
- Implement an annual calendar of e-learning refreshers.
- Improve reporting to ensure access to training data.
- Digitally record coaching completed at any Brightwater site by the Learning and Development coaches and clinical educators.
- Implement online orientation for new staff across all departments and roles. The digital format also allows us to easily review and update content in line with changing business needs.
- Publish an e-calendar of training that automatically updates with session availability so that roster staff can proactively plan for staff training in line with staffing requirements.



### Workforce Planning

In the next year, workforce planning will be a major focus for our People Services team. This will include enhancements to the onboarding experience for new staff, and a comprehensive review of how we deploy and optimise the capacity of our workforce.



Education and professional development opportunities for staff will also take a lead in the coming year, with education pathways for succession planning, traineeships, student placements, clinical scholarships and clinical graduate programs to be implemented. Our goal is to ensure Brightwater has the right people, in the right place, with the right capabilities, at the right time.



## Meet Abbie



Abbigael (Abbie) Mathea is a Clinical Lead working across Brightwater.

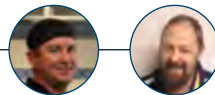
Prior to becoming one of our Clinical Leads, Abbie worked across several of our residential aged care homes including Kingsley, Onslow Gardens, Oxford Gardens, The Village and Redcliffe.

Abbie has been integral to our pandemic response in 2020/21 – becoming a familiar face across our homes with her infection control training sessions for staff and working with teams to ensure we were doing the best we can to keep everyone safe.

For Abbie, being a Registered Nurse and working for Brightwater is much more than a job.

*“Nursing in aged care is very rewarding. When you go home and know you made a difference in someone’s life, it really makes it all worthwhile.”*

## Meet George and Robert



Based in Brightwater’s Catering Facility in Malaga, George Webb and Robert O’Connor prepare the main meals every day for our 725 aged care residents.

Dishing up more than 1,000 meals per day, George and Robert start prepping, chopping, boiling, baking and roasting at 5am every morning, ensuring our resident’s meals are tasty, nutritious and ready to be delivered to Brightwater’s homes on time.

George Webb has been with Brightwater for six years and has been cooking with Robert since he joined the team two years ago.

Robert has 20 years’ experience in kitchens across hotels, fine dining restaurants, catering, mining and aged care.

Both George and Robert said, *“Working at Brightwater Catering is the perfect opportunity for us to put our cooking experience to good use.”*

## Our people



### 2,093 staff

- 1,209 people working in residential aged care
- 367 people working in disability services
- 196 people working in Brightwater at Home
- 188 people working in Commercial Services
- 133 people working in Corporate Services



### 90 different nationalities represented



## Putting our customers at the centre

**Being client-centred is at the heart of Brightwater's operations. Our Mission, pursuing the dignity of independence, puts our client's health, wellbeing and quality of life at the forefront of all we do.**

Brightwater cares for over 2,200 clients across a range of services.

- 138 people in our disability homes
- 725 people in our residential aged care homes
- 406 people with a disability in the community
- 1,000 people, over the age of 65, receiving at home services

**Brightwater's Customer Team supports the business in the key areas of marketing; communications; corporate engagement and philanthropy; client engagement; the Welcome Team; volunteers; and in 2020/21 introduced the new function of customer experience.**

In 2020/21, the team progressed a number of key initiatives to support Brightwater's business:

### Brightwater at Home campaign

This year the team ran a campaign aimed at differentiating our at home services from our competitors. This successful campaign saw an increase in service enquiries and won the Campaign Brief Award for the Best Radio Campaign in 2021.



### Sharing the Brightwater story

In 2020/21 Brightwater not only received extensive positive media coverage across 122 print, digital and broadcast channels, but we also re-launched a number of key owned publications.



For the full financial year for 2021, Brightwater's media exposure had an expected reach of almost 30 million people.

Our client facing publication, Brightlife, was re-designed into a magazine format and our staff publication, Ripples, also undertook a makeover. Distribution of both publications were also reviewed and extended to ensure we continue to share our stories with more people.

### Customer Experience

In 2020/21 a customer experience function for Brightwater was established and we progressed our Voice of Customer project. The customer experience function exists to ensure the experience of the people we care for is both positive and insights driven. This year we commenced mapping optimal journeys for each of our client groups and planning for the rollout of our full Voice of Customer program.

### Events and experiences

This year we hosted a number of events for our clients and stakeholders.

Events included performances in our homes by the West Australian Opera, Perth Symphony Orchestra, Christmas and Easter Concerts and the Elvis Experience.



We also hosted a special Christmas high tea for our Brightwater at Home clients, providing the opportunity for our clients to connect with one another.

We toured over 20 Rotary Clubs across Perth to share our story, hosted information sessions in partnership with local councils and exhibited at a number of expos. We also conducted tours at our facilities with service providers and supporters.

### Our Welcome Team making connections

Our call centre took over 20,000 calls in 2020/21 and we admitted over 200 new residents in our residential aged care homes.



### Showcasing our business

This year our marketing team has focused on making it easier for our potential clients to find out information about our services. This has included producing videos for all our residential aged care homes; creating informative videos for our Transitional Accommodation Program in Marangaroo for people in hospital; running education sessions in retirement villages about how to stay well at home; and commencing the process of simplifying the journey a user takes on our website.

The team has also worked to educate health professionals and General Practitioners about our referral process and conducted over ten site tours for health professionals at our Oats Street Brain Rehabilitation Program and Transitional Accommodation Program at Marangaroo.

### Turning of the first sod on Brightwater Central

On 27 January 2021, we officially turned the sod on our new head office, research centre and residential aged care facility in Inglewood. The event was well attended by key stakeholders, including Deputy Premier, the Honourable Roger Cook. The event also received extensive media coverage.



### International Day of People with Disability

Brightwater celebrated International Day of People with Disability on 3 December 2021, incorporating a radio-a-thon with 6PR and a Seeing the Ability in Disability Celebration event at Brightwater House. The event raised almost \$30,000 for a range of assistive technology equipment for our clients across our services.



### Communications during COVID-19

Communicating accurately and quickly with staff, clients, families and other key stakeholders this year has been essential. We established a number of new channels that meant we could keep everyone updated based on the latest Government advice.

### Meet Client, Kylie



Kylie is a client of Brightwater's Capacity Building Program and works with a support coordinator as well as a physiotherapist and two occupational therapists through Brightwater.

Kylie says her team are her extended family. *"We celebrate special occasions together and are constantly in touch. I affectionately refer to them as my 'Aloha' family – a term I learned to appreciate during my travelling days to Hawaii. My team don't only support me, they lift me up and we always have a good laugh."*

## Re-launching our volunteer program

The COVID-19 pandemic was hard on our volunteers. 2020/21 provided an opportunity to review the existing volunteer program and during National Volunteer Week in May 2021, our new Brightwater Buddies Volunteer Program was officially launched.



We first launched Brightwater Buddies as a virtual volunteering program during the height of the pandemic in 2020 and loved the name so much we thought it was perfect for our new program, which incorporates virtual and in-person buddies.

The new program will see a Brightwater Buddy matched with a client, giving our buddies better opportunities to connect with the individual deeply and enrich their social, cultural and spiritual wellbeing. This not only benefits our clients, but our buddies too, who can in turn build stronger friendships.

## Meet Volunteers, John and Erica



John Quilty and Erica Peet have been supporting residents at our Brightwater Supported Independent Living home in Warnbro for more than 20 years.

*"I've been volunteering with Erica since Brightwater Warnbro opened. The residents have become great friends to me and to Erica, and I find them very inspirational. They are such great people, we've grown to love them, they are like family to us,"* said John.

Erica said you learn a lot about yourself whilst volunteering. *"You learn a lot from the residents. You learn compassion. The residents are gentle, loving people, and they all have a good sense of humour. It's a pleasure to go out with them, it really is."*



## Since launching Brightwater Buddies in 2021 we have:

- 104 in-person volunteers
- 800 virtual volunteers
- 25 clients matched with a buddy



## Corporate Engagement and Philanthropy

**As a not-for-profit organisation, Brightwater relies in part on community and corporate generosity to enable us to deliver extras in many different ways to the people we support.**

In 2020/21, we worked with various corporate and community partners to make a difference to our clients.

### **Highlights have included:**

#### **Woodside provides support to grow Brightwater Buddies**

Through the Woodside COVID-19 Community Fund, we have been able to expand our Brightwater Buddies Volunteer Program. The support from Woodside helped expand our volunteering program to reach people in the community such as our at home clients.

#### **Brightwater Buddies Concierge Program**

Thanks to The Business Experience, we have been able to commence recruitment for volunteer concierges at our residential homes. Our volunteer concierges will be on hand to help by being another friendly face for visitors.



### Homeward Bound Program

Our Marangaroo and Oats Street programs focus on rehabilitation and transitioning clients back into their own home or supported living environment. To help make the transition easier, we launched the Homeward Bound Program, providing clients with home essentials such as white goods, kitchen equipment, toiletries and linen.

The program has been supported by corporate partners HiscoNFE, M Cohn & Associates and Simba Global.



Brightwater staff have also supported the program through monetary donations and donations of toiletries and kitchen goods. We have also partnered with several local schools for donation drives through our Brightwater Buddies Schools Connect program.

### RM Harken Fund

The RM Harken Fund supported our Life's Possibilities program for our clients. Life's Possibilities is aimed at providing our clients with outings, events, equipment and experiences they would not otherwise have the opportunity to receive.



### Family Connect Program

Our Family Connect Program supports our clients to re-connect with family after severe illness or injury, especially those with family in regional areas of Western Australia. Quest provided generous support to this program.

### Light up a Life Christmas Appeal

Our Light up a Life Christmas Appeal granted wishes for our clients, from the chance to enjoy a reunion with family and friends, to a behind the scenes experience at Perth Zoo. With generous donations from Western Australians, we were able to grant wishes for clients across our services.



Thanks to Janissen Electrics, we able to present our Light up a Life Christmas Concert series across our residential aged care and disability homes.



### Getaway Camp

20 clients from our disability services were given the opportunity to attend a Getaway Camp at the Swan Valley Adventure Centre, generously supported by MACA.



### Getaway for a Day Program

In 2020/21 we launched our Getaway for a Day Program. Outings included Sculptures by the Sea, a games day, bus tours and various art exhibitions.



### Seeing the Ability in Disability

Our International Day of People with Disability event and 6PR appeal was supported by The Coffee Club, CommBank, Georgiou Group, Stoneridge Foundation, Plexus Global and Wheatley Foundation.



### Men's Shed partnership

The Northern Suburbs Men's Shed, Cockburn Men's Shed and Karrinyup Community Men's Shed have made nine ice cream carts for our residential aged care homes and 20 fiddle boards for clients with dementia.





### Get Scrubbed

Voluntary sewing group, Get Scrubbed WA, made 5,000 cloth masks and over 200 toiletry bags for our clients.



The masks were distributed to residents in our Supported Independent Living homes and to our Brightwater at Home clients during periods of compulsory mask wearing in Western Australia. The cloth toiletry bags have been used to package essential toiletries as part of our Homeward Bound packs.

### Skills for Living Rehabilitation Program

The Coffee Club donated vouchers in support of our Skills for Living Rehabilitation Program. The program is aimed at assisting our clients at Oats Street and Marangaroo to participate in community activities.



### Food Rescue

In 2020/21 we partnered with Food Rescue, which saw our commercial catering kitchen in Malaga contributing 40 meals per week to Foodbank WA.

### Weekend Entrepreneurs grows thanks to Lotterywest

Thanks to a grant from Lotterywest, we were able to grow our Weekend Entrepreneurs program. The Weekend Entrepreneurs are a group of clients from our Supported Independent Living homes who pot and sell their own succulents.



### Containers for Change

Brightwater signed up for the Containers for Change program as a not-for-profit recipient.





## Our Operations

**In 2020/21 we reviewed the structure of our Operations business and announced the new position of Chief Operations Officer in April 2021 to drive improvement across our core business and support staff working at our sites.**

The new structure combines our key business areas of residential aged care, disability services, clinical excellence and quality and information.

### **COVID-19 response**

The COVID-19 pandemic continued to have a significant impact on our business this last year. Our preparation, and swift response to each change – whether it was health directions, border restrictions, lockdowns, or the COVID-19 vaccination rollout – has meant we have continued to reduce the risk to our clients and staff and kept all key stakeholders informed during each changing stage.

As part of our pandemic response, we put in place a central dashboard, reporting daily on testing, PPE stores and staff training. We also procured a central stock of outbreak PPE, put in place extra staff to act as concierges; performed increased cleaning; and ensured more weekend activities for residents during periods of visitor restrictions across WA.

We conducted outbreak training drills with our site-based staff and also trained our own specialised surge team, made up of Brightwater employees across all of our homes who are ready to be deployed in the case of an outbreak.

We put in place Zipline visitor management software across all Brightwater sites, utilised technology to keep our families and clients in touch during periods of visitor restrictions and utilised tele-health.

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### Legislative changes

There have been a number of legislative changes we have had to adapt to in 2020/21. These include the Serious Incident Reporting Scheme and the expansion of the National Quality Indicator Program in residential aged care and the NDIS Quality and Safeguarding Framework within our disability services.

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### NDIS Commission

In 2020/21 much preparation occurred to enable Brightwater's disability and residential aged care services to be ready for the introduction of the NDIS Commission which oversees services provided to people who are NDIS participants.

Our Quality and Safeguarding Project aimed to address gaps in service provision and introduce new policies and processes to meet the NDIS Practice Standards. Our residential aged care homes have been supported to understand and deliver on their role as NDIS providers. We have supported our NDIS funded clients living in residential aged care to register as participants with the NDIS to receive an appropriate level of funding and service support through their plans.

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### Quality and Information

The Quality and Information team underwent a review in 2020/21 and the organisation appointed additional resources to the team to provide support to our services to ensure they provide best practice, safe, quality care to all our clients. This includes two Clinical Assessors responsible for reviewing all our services to ensure we are compliant with legislative and regulatory requirements.

### Palliative Care Framework rollout

In 2020/21 we implemented our new Palliative Care Framework. This education framework will ensure we are able to approach palliative care consistently (but with flexibility where needed) across all of Brightwater.

This new approach was informed by extensive research conducted by the Brightwater Research Centre and is based on a person-centred approach to palliative care recognising what is important to each individual based on their values, beliefs and preferences.

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### Voluntary Assisted Dying

In preparation for Voluntary Assisted Dying legislation being passed in Western Australia on 1 July 2021, we developed a position and policy to empower our clients to make choices with the dignity of risk and independence.

Supporting a client's access to voluntary assisted dying is consistent with our Mission and our values.

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### Refurbishment across our homes

In 2021 we concluded the refurbishment upgrade of our residential homes and commenced the upgrade to our gardens.

The \$11 million refurbishment project took approximately three years to complete with the last home being refurbished in June 2021.

The project was an important part of improving the living environments for our residents and working environment for our staff and has made a big improvement in overall wellbeing.

Refurbishing our 22 residential homes during numerous disruptions from COVID-19 – including lockdowns – added an extra challenge to this project, but it reinforced the importance of providing our residents with a warm and homely environment that they can feel safe and secure in.



# Residential aged care

**Our residential aged care operations team look after 725 residents and employs over 1,100 people who provide a diverse range of services and care.**

We have 11 aged care homes with permanent accommodation options, two aged care homes for transitional care after a hospital stay and respite care.

### Clinical excellence

Work on enhancing our clinical governance, following an external clinical review, has been a key focus this year.

This external review meant we were able to respond quickly to a sanction from the Aged Care Quality and Safety Commission for our Madeley residential aged care home in early 2021.



Since the sanction, and drawing on the results of our external review, we have undertaken a thorough assessment of clinical governance and practice and have strengthened the way we work on our sites. This has included continence charting and assessment, a review of care planning and pain charting and assessment. Education on clinical leadership including delegation, prioritisation, care planning, prevention strategies, incident management, acute deterioration and delirium has also been implemented for Registered and Enrolled Nurses.



### Royal Commission into Aged Care Quality and Safety

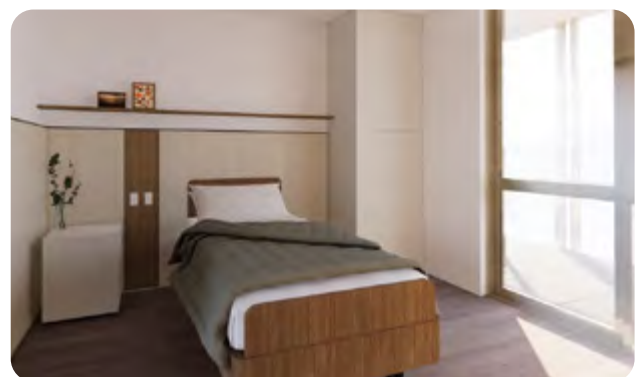
With the handing down of the final report of the Royal Commission into Aged Care Quality and Safety and then the Federal Budget in May 2021, we have completed preparatory work to plan for changes to staffing ratios and the availability of clinical staff.

### Residential aged care expansion

As part of our expansion of residential aged care, we have commenced construction on our new aged care home, research centre and head office in Inglewood, which will be known as Brightwater Central.



Brightwater Central will be a vibrant, intergenerational campus incorporating both the existing aged care home, The Village, plus a 128-bedroom residential aged care community based on the small house model of care.



Each small house within the facility will be home to just 16 residents.

Construction is expected to be completed in mid-2022.

### The Music Pharmacy

Brightwater's Music Pharmacy is an allied health program which delivers a range of music therapy and music engagement services to meet the health and wellbeing needs, goals and preferences of aged care clients living in residential care homes and at home. In November 2020, we celebrated The Music Pharmacy officially being rolled out across all of our residential aged care homes.

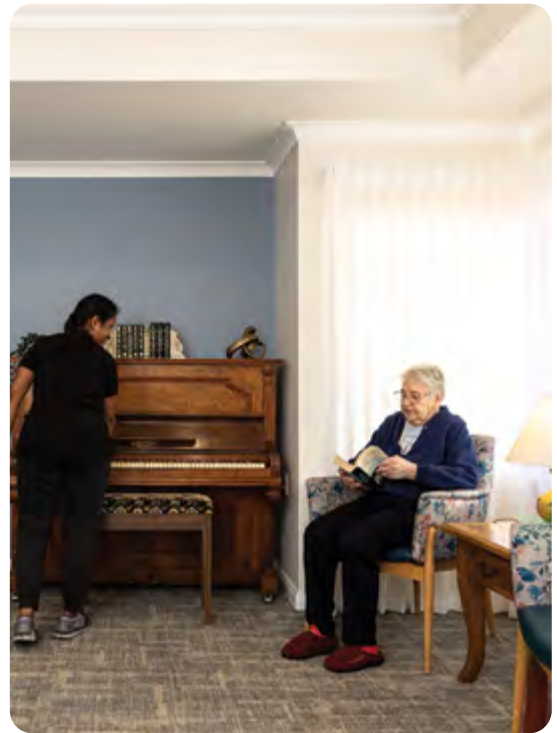


#### Since The Music Pharmacy was launched we have:

- Facilitated 113 Waltz Into Life training workshops, upskilling 604 employees to use evidence-based music techniques that optimise care and wellbeing.
- Received over 500 client referrals.
- Facilitated more than 610 group music therapy sessions.
- Facilitated nearly 600 individual music therapy sessions.
- Created and embedded into care plans more than 150 personalised music playlists.
- Delivered music experiences in more than 10 languages to support and identify preferences of Culturally and Linguistically Diverse (CaLD) clients.
- Created nearly 20 'DIY' or follow along music therapy sessions that could be facilitated by Therapy Assistants during times of COVID-19 lockdown.
- Delivered more than 30 client concerts, special events and community presentations.
- Facilitated 20 Maestro buddy shifts.

### PainChek

In May 2021, we rolled out the PainChek app across residential aged care. The smartphone and tablet-based app is a simple and reliable way for our staff to assess pain levels in our residents who are unable to communicate what they are experiencing, using facial recognition software. By better assessing pain, we can then manage it more effectively – improving our residents' overall wellbeing, comfort and health. Pain is a major contributor to behaviours of concern and falls, so we anticipate improvements in these areas for our residents.



### Wellbeing and Behaviour Policy

In August 2020, we launched the Wellbeing and Behaviour Policy suite – an evidence-based and sector-leading approach to support our residents to live their best lives. Built off the premise that a person's wellbeing is as important as their physical health, and that all behaviour is an expression of a person's wellbeing status, our approach starts with understanding the person deeply. Focusing on wellbeing in a positive way; building good reporting habits and skills; and utilising the whole care team to contribute to developing thorough plans to support a resident's wellbeing, is central to the new process.

### Leisure, Lifestyle and Activity Program

As part of meeting our residential aged care resident's wellbeing needs, we have introduced a contemporary, evidence-based process to design and deliver personalised leisure, lifestyle and therapy activities. Our occupational therapists, physiotherapists and therapy assistants collaborate to identify residents' preferences and goals, and then create an activity schedule that suits. We have moved away from programming activities such as big group or 'entertainment' type offerings, to programs that our residents prefer to engage in, improving these sessions based on regular self-evaluation.



### Meet Virginia, resident of The Oaks



Virginia helped make history in 2021. On 24 February 2021 she was Brightwater's first client to receive the COVID-19 vaccine. When asked about the vaccine, Virginia said it was an easy decision for her to have it.

*"I felt it was important to make sure I had it, not so much for my own health, but to make sure I couldn't pass it onto others, getting the vaccine is a way we can make sure we protect each other," she said.*

*"In my lifetime, vaccines have made a huge impact, for example polio is no longer an issue for us because of vaccines, and hopefully the outcome will be the same for COVID-19. If enough people get vaccinated this could eventually become a disease people no longer have to be worried about."*

### Economic and Social Impact Report

Brightwater worked with 11 other leading WA aged care providers and consultant firm ACIL Allen to release a report on the Economic & Social Impact of Aged Care in WA. The report was launched at a Business News breakfast event, with Brightwater CEO Jennifer Lawrence the keynote speaker.



The report found that the aged care industry in Western Australia was responsible for:

- 1 in every 7 dollars of gross production in the Healthcare and Social Assistance sector.
- 1 in every 25 FTE jobs across Western Australia in 2019/20. (More than the total number of people directly employed by Rio Tinto, BHP, FMG and Woodside combined).
- 3 times the total economic activity produced by the Arts and Recreation sector, half the Retail trade sector and a quarter the Construction sector.
- More jobs in total than the total number of full-time jobs that have been created in Western Australia over the past 4 years.
- An additional 21,532 full time jobs, which equates to an additional 179 jobs every month for the next 10 years.



## Disability Services

Our Disability Services incorporate our disability accommodation services (Supported Independent Living homes); individually funded supports for clients who have a disability and who are living in their own homes through our Capacity Building program; rehabilitation for people with Acquired Brain Injury (ABI) through our world-class Oats Street facility; and transitional accommodation for people with disability from hospital to independent living at home. As part of our Supported Independent Living homes, we also have two homes that specialise in accommodation for adults with Huntington's disease.



### New model of service for the Transitional Accommodation Program

Using a co-design approach that included clients, families and staff, we developed a new model of service and related resources for our Transitional Accommodation Program at Marangaroo. This was launched on 31 May 2021.



The new model of service better reflects the changes in our client cohort. We were seeing a sustained trend in early discharge from hospital resulting in 70% of clients in 2020/21 being within a subacute stage of recovery; that is within six months of their brain injury. This change has resulted in the model of care having to adapt from a slow stream functional therapy-based rehabilitation service to a mixed model of impairment-based therapy and functional based rehabilitation.

### Growth in Capacity Building

In 2020/21, our Capacity Building Program, who work with NDIS participants, has grown to almost 40 staff supporting 375 clients with a range of disability support services.



To respond to the new NDIS Practice Standards, the Capacity Building Program has grown a Behaviour Support Practitioner (BSP) service.

### Oats Street expansion

Our rehabilitation program at Oats Street successfully expanded the number of places available in its program from 48 to 53 in 2020/21.

Our plans continue for the further development of this service.

Having purchased the adjoining three houses, we will utilise the additional space to create services that further enhance outcomes for people with ABI and their families. We are currently using one of these adjoining houses to increase our capacity to accommodate more clients. Over the next 12 months, we will be consulting with key stakeholders and staff to understand where we can further develop our service.



### Huntington's disease campus

In 2020/21 we further developed the design concepts for a redevelopment of Ellison House and Kailis House. The new campus will be purpose built to accommodate our clients from both our Huntington's disease services – Kailis House and Ellison House, accommodating people in different progression stages of Huntington's disease.



Huntington's disease impacts many areas of the individual's life and capacity in activities of daily living. It is essential that we build an environment that minimises the impact of the disease on the individual, whilst maximising their potential to live the life they choose in close collaboration with their families.

### Adapting to COVID-19 in Capacity Building

The COVID-19 pandemic not only had a big impact on our residential homes, but also on our community teams.



In response to the pandemic, our Capacity Building team were able to adapt to ensure continuity of supports to its clients. This included: Defining what a critical and essential service is by incorporating a balanced approach between the NDIS and the client's needs; development of shared agreements with how services could be delivered to a client differently; development and implementation of a transdisciplinary model for therapy services to support our clients in Supported Independent Living and where required, in residential aged care, minimising the number of staff required face-to-face with clients; and with the support of IT services moving to a virtual model of support and implementing tele-health and other online applications.

### Brightwater and Bassendean Cricket Club partnership

The partnership between Oats Street and the Bassendean Junior Cricket Club has continued in 2020/21. The award-winning partnership has seen Brightwater clients with an ABI work at the club canteen to aid their transition back into the workforce.



### The Disability Royal Commission

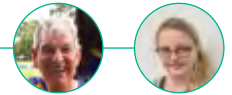
The Disability Royal Commission was established in April 2019 in response to community concern about widespread reports of violence against, and the neglect, abuse and exploitation of, people with disability.

The Royal Commission is aiming to better understand incidents of violence, abuse, neglect and exploitation that have impacted people with disability aiming to prevent such incidents through better protection of people with disability. It is expected that this will be achieved through best practice in reporting, investigating incident responses and through promoting a more inclusive society.



The Royal Commission has recently been granted an extension for the due date of their final report. The report is now due on 29 September 2023, and whilst the Royal Commission has yet to visit Western Australia, we are monitoring the sessions and will provide submissions if and where relevant. Brightwater continues to monitor all developments from the Commission and looks forward to the final recommendations.

### Meet Des and Rozanne



Brightwater Marangaroo (Transitional Accommodation Program) client Des Lynch and Therapy Assistant Rozanne Schmulian were the stars of our International Day of People with a Disability Appeal in December 2020.



They were interviewed by Perth radio station 6PR as part of our radio-thon.

Des has an acquired brain injury after undergoing radical surgery to cure his epilepsy as a child.

*"I had an operation at 9 years old to stop the fitting, and it stopped the fitting but it left me paralysed down the left side of my body,"* Des said.

Rozanne says *"Every day, Des brightens up the room when he walks in and everyone loves him."*

*"I love my job and making a difference in people's lives and helping them, even just putting a smile on their face,"* Rozanne said.



## Allied Health

**Allied health sits across every core service area of Brightwater and provides a diverse range of services and expertise at an assessment, consultancy, and intervention level for our clients.**

Our allied health service includes physiotherapists, occupational therapists, music therapists, speech pathologists, social workers, dietitians as well as our therapy assistants.

### Expansion of our consultancy model

In 2020/21 we moved speech pathology and social work into our unique consultancy model in residential aged care. The model was first established in 2018 with just one part-time dietitian. In 2020 the dietetics service expanded and one social worker and two speech pathologists moved into the team. This has resulted in improved tracking of individual service interventions, screening of clients to support early intervention and the ability to prioritise clients with high need across services.

#### The consultancy model at work since September 2018:

- Speech pathologists have received 755 referrals across residential aged care and transitional care.
- The social worker has received 353 referrals for aged care residents.
- The dietetics service had 1,300 referrals in 2020 and is doubling that rate for 2021.



### Consolidation and growth of dietetic services

Dietetic services were consolidated in 2020/21, including the introduction of a food services dietitian within our catering service and the ability to offer NDIS and aged care funded dietetic support through Capacity Building and Brightwater at Home services.



Dietetic services will continue to grow with a second full-time dietitian commencing in the new financial year.

### Falls Community of Practice

To reduce client falls and injuries resulting from falls, the Falls Community of Practice (CoP) was introduced in 2020/21. This provided the opportunity for participants to discuss specific incidents, consider contemporary research, review falls prevention equipment and develop site and service falls initiatives. The CoP has also overseen the commencement of falls huddles at eight residential aged care homes and our Oats Street brain rehabilitation centre, with the aim of rolling them out across all homes over the coming year.



**Looking forward:** A falls improvement project will be conducted in the 2021/22 financial year. Overseen by a full-time physiotherapist, the project aims to improve knowledge of staff in delivering falls management care. This includes building capacity of site-based staff to analyse falls and introduce preventative measures; introduce better exercise practices to prevent falls and harm from falls; and demonstrate dynamic and visible leadership in contemporary falls management.

### Community Access Program: Our bus fleet

The residential aged care bus fleet has expanded to three buses, with two former disability services buses being upgraded to better support people who are ageing through the addition of more flexible fixed seating, wheelchair spaces and improved access onto the buses for people who are ambulant.

This, along with the addition of three therapy assistants with dedicated time to drive the vehicles and driver training for other therapy assistants in residential aged care, will increase the amount of time for community outings available to our aged care residents.



## Brightwater at Home

**Our Brightwater at Home service looks after over 1,000 clients over the age of 65 in the Perth Metropolitan area to live well at home. The service is funded to deliver Home Care Packages (HCP), Commonwealth Home Support Packages (CHSP), transitional care, privately funded services and interim hospital packages. Brightwater at Home is also funded to deliver a Regional Assessment Service in the East area.**

In 2020/21 Brightwater at Home became part of Brightwater's commercial operations team, creating opportunities to work closely with our retirement village, catering and linen services.

A strong part of our strategic plan for the next five years is to grow our at home services and offering, and there has been significant progression towards this, this year.

### Expanding our services

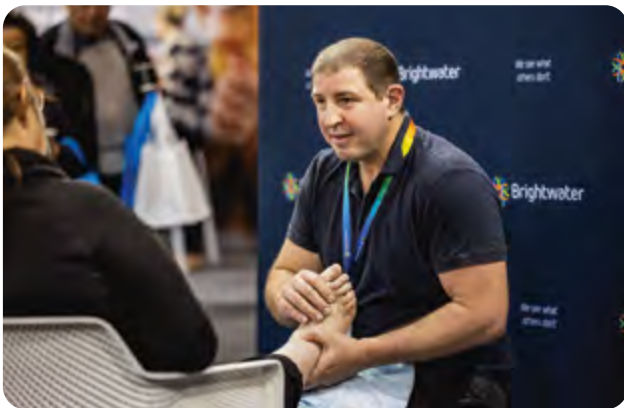
In 2020/21, we successfully won several tenders to expand our services. This included hours for allied health and personal care in the South, the provision of ready-made meals for CHSP clients and more transitional care packages.

We also introduced an in-house reflexology service and increased our dietitian hours for clients.

### Restructuring our service

This year, we restructured the role of our service leads with the aim to build a strong clinical framework and to expand our clinical services.

We expanded our allied health team, and are looking to implement specific wellness programs, including a falls prevention program for clients.



We also commenced the trial of a new scheduling model, which is focusing on developing teams to work in hubs. The goal is to improve efficiency and effectiveness of delivery consistency of staff, improve care and enhance client satisfaction.

### COVID-19 impact

The COVID-19 pandemic continued to have an impact on our business in 2020/21. This included the importance of reviewing our clinical governance processes to ensure we could respond appropriately and rapidly as required.

We put in place continuity plans regarding service delivery if staff were unwell, as well remote working measures, which required the setup of new technology.

We increased training of all staff in PPE donning and doffing and infection control and increased our communications with clients and their families to provide regular updates.

### Serious Incident Response Scheme (SIRS) in home care

In 2020/21 the Serious Incident Response Scheme was introduced in residential aged care and there is potential for a similar scheme to be introduced in home care in the future. In February, Brightwater at Home was part of a trial and focus groups were held to explore the need to introduce consistent safeguards for older people living in the community.

### Meet Rayma



Rayma lives at home in Perth's North and receives support from Brightwater at Home in the areas of personal care, domestic assistance, social support and also attends our weekly jam music program.

This year she also got a very special wish granted, thanks to our 'Light up a Life this Christmas' fundraising appeal.

86 year old Rayma has a strong connection with the Perth Zoo. Her father lived in a house there when he was a child in the early 1900s, and he would often tell Rayma stories of waking up to the sound of the big cats.

Rayma was treated to a day out at the Perth Zoo – including a number of special close encounters with the animals including feeding Tricia the elephant and the Galapagos tortoises.

Rayma's family said that they are not only very happy with Brightwater's level of care but can see improvements in her overall wellbeing.



#### We deliver:

- Over 4,600 hours per week in Community Support Worker direct care services
- Over 600 services per week through allied health and clinical support



## Retirement Living

**Brightwater operates one retirement village, Kingsway Court, in Madeley.**

Kingsway Court is a vibrant community that has 168 independent homes, a community centre, indoor heated pool and spa, gymnasium, library, computer room, outdoor bowling green, BBQ area and play equipment.

In 2020/21 we successfully re-leased seven homes at Kingsway Court.



### Creating community

In 2020/21 we hosted a number of events and concerts for our residents including Opera on the Green, a special Seniors Week event, Christmas carols, a concert by the West Australian Symphony Orchestra and a visit from the Elvis Experience.



We also introduced a special events meal delivery service to our residents on special days like Mother's Day and also offered ready-made meals to residents through Brightwater's catering service.



The community centre also received a makeover in 2020/21 with new dining and lounge chairs, creating a more contemporary look.

### Looking after the community

As always, the wellbeing of our residents at Kingsway Court was a key focus again this year. We hosted our annual influenza clinic on site, hosted a Brightwater at Home information session and morning tea, and re-launched the visiting GP and podiatry service.



We also introduced a reflexologist service to residents, water aerobics and a 10-week exercise program.



COVID-19 continued to have us reimagining the norm. To accommodate social distancing, our dining events took place twice a week, instead of once a week, to ensure all residents had the opportunity to enjoy a casual or catered meal safely in our clubroom. We also provided masks to residents when they were mandatory in Western Australia.



168 units



Average age  
of residents is 82



112 single and 56  
double occupancies



224 residents



## Commercial Services

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

## Linen

In 2020/21 Brightwater Linen continued to provide services to customers across both metropolitan Perth and regional Western Australia, including hotels, restaurants, care facilities, hospitals and in the mining sector.



This year we continued to expand our regional client base in Kalgoorlie, the South-West and Geraldton. In Geraldton we secured seven new clients this financial year, including assisting several hotels as they managed the aftermath of Cyclone Seroja. In 2020/21 we also secured the linen services contract for the TFE Hotel Group, representing approximately 800 accommodation beds.

### COVID-19

COVID-19 has had a significant impact on the operations of Brightwater Linen.

With lockdowns and restrictions on interstate and overseas travel, this has seen large fluctuations in linen requirements. For example, during one week this year we provided 200 tonnes of processed linen to our clientele, and a week later, just 78 tonnes across the entire customer base.

Throughout this time, we have continued to respond and flex to minimise business impact, with staff being deployed to other parts of the organisation as required.

### Partnering with Support Centre Workshops

In 2020/21 we commenced a partnership with other care organisations, including Activ, through their Support Centre Workshops. These partnerships focus on the processing of small linen items. This is not only helping with employment opportunities across the disability services sector, but also assisting in streamlining our linen operations.



### A central store

Last year we provided and managed a central store of outbreak PPE for the entire organisation. Based on the success of this model, this financial year we have expanded it to become a central store for all equipment. This means any excess equipment or equipment not in use can be stored at our Malaga base and the inventory of equipment can be drawn on by our homes as required. This has seen an increase in storage space at our homes, but also ensured all homes have easy access to equipment they need, when they need it, maximising equipment use.



*New record week achieved in April 2021, with 210 tonnes of linen washed*



*20 new clients in 2020/21*

## Catering

Brightwater’s commercial catering operation is a centralised service, providing healthy meals to our residential aged care homes and to external clients, including Meals on Wheels and other care providers.

In 2020/21 we made over 550,000 meals.

### COVID-19

During periods of community transmission of COVID-19 in Western Australia, our catering team successfully established A and B teams, operating opposite shifts as each other as a risk mitigation strategy to ensure continuity of service.

We also produced back-up meal supplies, with two 40-foot containers of food, enough food for a period of eight weeks.



As an additional risk mitigation strategy for both parties, a Memorandum of Understanding with Amana Living’s central catering business was enacted, so we could support each other should either of us require it.

### Reimagining the Meal Experience

In 2020/21 we progressed our project to ‘Reimagine the Meal Experience’. As part of this we launched a new menu, providing not only more choice for our residents, but also ensuring all textures and tastes can be catered for.

The new menu format includes four menus, catering for different texture requirements, with photos and an easy-to-follow ordering form.



The Reimagining the Meal Experience project has a strong emphasis on creating a more enjoyable meal experience for all, whilst ensuring nutritional requirements are met for all residents, including those with co-morbidities and chronic disease.

### Food safety

A complete review and update of each of our home’s food safety plans was completed and as a result we launched a new easy to understand and use food safety system.

Our catering division’s central kitchen Hazard Analysis and Critical Control Points (HACCP) plan was also reviewed to reflect the changes in production.



550,000 meals made



270,000kg of food used



10 external clients



12 Brightwater homes as clients



24 staff employed in catering

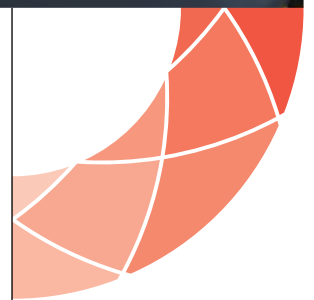


# Brightwater Research Centre

**Brightwater recognises the important role that research plays in improving the lives of our clients, as well as the broader community. The Brightwater Research Centre is a hub of discovery and innovation, influencing operations across our own services, and in the wider community. Our research underpins everything we do by providing evidence and paths to best practice.**

The foundation of our Research Centre is built on shared ideas, expertise, passion and a commitment to making a difference. We strive to promote a research culture that reflects Brightwater's Mission; one that is informed by the knowledge and experience of clients, staff and collaborators, and is underpinned by evidence that can be translated into real-world outcomes through practice, policies and processes.

While the role of research is to produce new knowledge and understanding and to build on (or challenge) previous knowledge, it is important that it can then lead to improved understandings, benefits and translation into practice.





**19 studies**



**29 publications and presentations**

- 14 publications
- 15 presentations



**Over \$2million in research grants:**

- As Lead Investigator: \$2.185 million
- As Co-Investigator and/or Partner Organisation: \$244,000

## Research at a glance

In 2020/21 we completed 19 studies across the topics of aged care, brain injury, disability and Huntington's disease:



### Aged care

- Outcome measures in aged care: Development of the Brightwater Aged Care Outcomes Measurement Framework
- The role of the Nurse Practitioner in managing medication complexity
- Nurse Practitioner led medication simplification in residential aged care
- Measures of nutrition across Brightwater residential aged care
- Assessment of food and mealtime satisfaction in residential aged care; a trigger for change
- Food additives and severe dementia in the elderly: Effect on agitation
- Reducing COVID-19 related risk in Residential Aged Care Facilities
- Quantifying contact networks for COVID-19 outbreak preparedness
- Prevalence, impact and management of cognitive sensory impairment in people living in supported residential care settings in Australia, UK and South Africa



### Families

- An intervention to support children and youth impacted by a family member with an acquired brain injury or younger onset dementia



### Brain Injury and Disability

- Prevalence, patterns, and predictors of multimorbidity in adults with acquired brain injury at admission to staged community-based rehabilitation
- Measuring the complexity and outcomes of brain injury rehabilitation and support services at Brightwater
- Characteristics of Brightwater clients with an acquired brain injury (1991-2020): Understanding influences of outcomes [data linkage study]
- Comorbidities and acquired brain injury
- A continence service model to improve independence and quality of life, and reduce cost of care for catastrophically injured clients
- Quality of life after an acquired brain injury: A retrospective analysis of Brightwater clients undergoing graduated slow-stream rehabilitation
- Time between injury and community rehabilitation following acquired brain injury: Impact on functional outcomes and independence
- The influence of type of stroke on rehabilitation outcomes in a community setting: Considerations for rehabilitation planning



### Huntington's disease

- Nutrition and Huntington's disease: Comparison between specialised and non- specialised facilities

## Scholarships

### Higher degree research scholarship

Lily Cullinan was awarded the Brightwater Lyn Beazley Curtin Scholarship for 2021. Lily's research will look at the impact of post-acute rehabilitation over time on community participation and functional independence outcomes for adults with acquired brain injury.



### Internal scholarships

Brightwater internal scholarships in 2020 have already had an impact on Brightwater clients and the wider community.

- The 2020 Peter Lane Scholarship was awarded to Keith Bocks, Counsellor at Brightwater Oats Street, for his project titled 'Develop a best practice model for a pastoral care service'. Keith's project builds on the current service at Oats Street to define a best practice approach to pastoral care.
- The 2020 Don Hutchison Scholarship was awarded to Niall Taylor, Speech Pathologist, for his project titled 'The development and validation of a dysphagia screening tool for residential aged care'. Niall's project will develop and validate a dysphagia screening tool for use by nurses within residential aged care for the early identification of dysphagia and timely referral and implementation of management strategies.

## Research in focus

### Measuring the complexity of clients with Acquired Brain Injury (ABI)

In 2020/21, the Brightwater Research Centre commenced a program of research to understand the increasing complexity of Brightwater's brain injury rehabilitation clients to better support the diverse needs of these clients and facilitate planning of person-centred rehabilitation services.

This unique program of research comprises six individual studies, and utilised Brightwater's internal clinical and rehabilitation data, along with externally linked hospital, emergency department and death data from the WA Department of Health to examine the longitudinal health and social needs and outcomes of Brightwater's ABI clients across time, including from pre-injury to long-term follow-up after discharge from our community-based services.

Data was obtained and analysed for all clients of Brightwater's brain injury programs (excluding respite clients) from inception on March 1991 to December 2020 (n=1,011), making this the first whole-population analysis of characteristics and outcomes for Brightwater's brain injury clients.

### Outcomes in aged care

Health, wellbeing and quality of life are essential components of a person-centred service.

Understanding the individual needs of clients within these areas is crucial to realising Brightwater's Mission. To establish service impact in aged care, it is essential to determine whether change in these areas is directly attributable to an intervention or service delivered. The most reliable way to do this is through the accurate selection of outcome measures.

The 'Outcomes in Aged Care' research program aimed to develop a comprehensive and holistic outcomes measurement framework for aged care residents and clients; and to demonstrate the extent to which Brightwater services and programs improve resident and client wellbeing. Implementation and evaluation of the framework is planned for the next financial year.

### Nutrition

Nutrition continues to be a priority research area for Brightwater. The program of research activities provide evidence for nutrition planning across Brightwater with a goal to improve health and address disease specific challenges.

Studies have encompassed the areas of food satisfaction; nutrition composition; specialised needs of clients with Huntington's disease; and food and behaviour.

## Key Publications and Presentations

- Jackson, H. M., Troeung, L., & Martini, A. (2020). Prevalence, patterns, and predictors of multimorbidity in adults with Acquired Brain Injury at admission to staged community-based rehabilitation. *Archives of Rehabilitation Research and Clinical Translation*, 2(4), 100089.
- Seewann A, Hawksley M, Troeung L, & Martini A. (2020). Food additives and severe dementia in the elderly: Effect on agitation. Brightwater Care Group, Perth, Australia.
- Dawes P, Leroi I, Chauhan N, Han W, Harbishettar V, Jayakody DMP, Jones L, Konstantinou A, Maharani A, Martini A, Politis A, Prabhakar S, Prew S, Prouskas C, Russell G, Sturrock A, Sunarti S, Taylor J, Vorvolakos T, Worthington M. (2021). Hearing and vision health for people with dementia in residential long-term care: Knowledge, attitudes and practice in England, South Korea, India, Greece, Indonesia and Australia. *International Journal of Geriatric Psychiatry*.
- Mann, G., Troeung, L., Wagland, J., Martini, A. (2021, 30<sup>th</sup> June – 3<sup>rd</sup> July). The Acquired Brain Injury Community REhabilitation Services OuTcomes CohoRT Study (ABI-REStART), 1991-2020 [Conference presentation]. *6<sup>th</sup> Pacific Rim Conference 2021 [International Neuropsychological Society, the Australasian Society for the Study of Brain Impairment, and the Australian Psychological Society's College of Clinical Neuropsychologists]*.
- Taylor, S., Walton, R., & Martini, A. (2021, 23<sup>rd</sup> to 25<sup>th</sup> June). Measures of health, well-being and quality of life in residential aged care and community home care: A systematic review of measurement properties. Oral presentation at the *Occupational Therapy Australia 29<sup>th</sup> National Conference and Exhibition 2021*, Australia.
- Martini A, Hodge J, Martin L & Troeung L (2021, 4<sup>th</sup> to 6<sup>th</sup> March). The Nurse Practitioner and residential aged care medication management. *Australian College of Nurse Practitioners (ACNP)*, Conference.
- Jackson H, Martini A & Ohan J. (2020, 7<sup>th</sup> to 11<sup>th</sup> October). The experiences and support needs of children (0-18 yrs) affected by a parent's acquired brain injury – a systematic review and thematic synthesis. *11<sup>th</sup> World Congress for Neurorehabilitation*, 2020.
- Martini A., Jackson H. & Beres K. (2020, 7<sup>th</sup> to 11<sup>th</sup> October). Economic Cost of Incontinence in Acquired Brain Injury Rehabilitation: A Pilot Study. *11<sup>th</sup> World Congress for Neurorehabilitation*, 2020.





## 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.

Brightwater's members are primarily responsible for the election of Directors. The Board also has an appropriate number of independent, Non-Executive Directors who are capable of holding management to account.

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



## The Board



Monitors the operational and financial position and performance of Brightwater.



Ensures appropriate control and monitoring systems are in place to manage the impact of identified risks.



Ensures the company's affairs are conducted with transparency and accountability.



Approves the company's budgets, business plans and general capital management.

# Board Committees

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



## Audit & Risk Committee

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

**Consists of:**

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



## Business Committee

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

**Consists of:**

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



## Care Committee

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

**Consists of:**

*Committee Chair, two appointed Directors, two independent representatives, the CEO of Brightwater (ex-officio), COO of Brightwater (ex-officio), General Manager Community (ex-officio), and the General Manager Customer (ex-officio).*



## Governance Committee

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

**Consists of:**

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

# Directors



David Craig

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

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

David's work in the community includes current Non-Executive Board roles with the Australian Institute of Company Directors (WA Division); and with the Anglican Church (particularly in the education, finance and property sectors). Former roles include positions with VisAbility (formerly known as the Association for the Blind of WA); indigenous youth support group, ICEA Ltd; and as Chairman of Christ Church Grammar School.

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

**Special responsibilities:**

- Board Chairman
- Governance Committee Chair
- Business Committee Member



Paul Sadleir

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

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

He is a Non-Executive Director with the Perron Group and Co-operative Bulk Handling Limited, President of the Australian Institute of Company Directors (WA Division) and serves on the Perth Catholic Archdiocese's Property & Investment Committee.

Paul joined the Board of Brightwater in November 2010.

**Special responsibilities:**

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



Anna Dartnell

**BA, GAICD**

Anna is an experienced business leader with over 25 years' experience facilitating productivity improvement in complex operating environments.

In addition to her role with Brightwater, Anna is General Manager of Aurizon (ASX: AZJ) Bulk Operations in Western Australia and serves on the Board of the Freight & Logistics Council of Western Australia. She was a Non-Executive Director with the Kimberley Ports Authority from 2014-2020 and Chair of the Board with Spare Parts Puppet Theatre from 2015-2018, as well as serving on the Board of NAWO, the National Association of Women in Operations until 2020.

Anna was a 2017 Telstra Business Women's Awards finalist, is a former Western Australian 40Under40 award winner and recipient of The University of Western Australia Strategic Alliance Award. She brings specialist expertise in customer experience and client engagement to the Brightwater Board.

Anna joined the Board of Brightwater in February 2018.

**Special responsibilities:**

- Care Committee Member



Karen Fleischer

**BJuris, LLB, GAICD**

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

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

Karen has worked for over 20 years as in-house counsel for several commercial organisations, including as General Counsel of the Australian division of a global resources company and of an ASX200 listed company involved in agricultural investment.

Karen joined the Board of Brightwater in December 2014.

**Special responsibilities:**

- Audit & Risk Committee Member
- Business Committee Member



Darren Hayes

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

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

He is recognised as a former 40Under40 award winner. With the changing environment of aged care services in Australia, Darren brings a new and fresh approach in evaluating the evolving market ahead.

Darren joined the Board of Brightwater in March 2019.

**Special responsibilities:**

- Audit & Risk Committee Member



Dr Maria Kailis

**MBBS,  
DRANZOG, GAICD**

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

Maria has helped individuals and families cope with varied illnesses and disability over generations. She has an active General Practice Obstetrics Practice and has delivered babies for 27 years.

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

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

Maria joined the Board of Brightwater in February 2017.

**Special responsibilities:**

- Care Committee Chair



Gail Milner

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

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

Gail has been providing expert advice and support to Department of Health in respect to COVID-19 in the area of aged care. She has been appointed as the jurisdictional representative for West Australia on the AHPPC (Australian Health Protection Principle Committee) sub committee on Aged Care.

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

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

Gail joined the Board of Brightwater in September 2017.

**Special responsibilities:**

- Care Committee Member
- Governance Committee Member



**John Nicolaou**  
B.Ec (Hons), MBA

John is the Executive Director of ACIL Allen, which is Australia's largest independent economics, public policy, and strategy advisory firm. John is highly respected across business and government, with 25 years' experience as an economist, policy leader and senior executive working at the Commonwealth and WA Treasuries and the Chamber of Commerce and Industry of WA.

John was educated at The University of Western Australia and holds a Bachelor of Economics with First Class Honours and a Master of Business Administration.

John joined the Board of Brightwater in December 2014.

**Special responsibilities:**

- Audit & Risk Committee Member
- Business Committee Member



**Brian Roche**  
B.Bus, M.Mgt

Brian is the Public Trustee of Western Australia.

Prior to his appointment as the Public Trustee, Brian was a Senior Executive at the Department of Treasury.

Brian is a General Councillor of HBF Health, Trustee of the Give2Good Charitable Foundation and Foundation Chair of the Criminology Advisory Board, Murdoch University.

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

Brian has been a Non-Executive Director of the Art Gallery of Western Australia and Non-Executive Director of Alzheimer's Australia (Western Australia).

Brian joined the Board of Brightwater in February 2016.

**Special responsibilities:**

- Audit & Risk Committee Member



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

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

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

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

Richard joined the Board of Brightwater in August 2018.

**Special responsibilities:**

- Audit & Risk Committee Chair
- Business Committee Member

# Leadership Team



Jennifer  
Lawrence

**Chief Executive Officer**



Kelly Worlock

**Chief Operations Officer**



Bret Campbell

**Chief Financial Officer**



Elizabeth Lawton

**General Counsel and  
Company Secretary**



Danyelle Lituri

**General Manager  
People Services**

*\* Up to March 2021*



Alice Manners

**General Manager  
Customer**



Deva North

**General Manager  
People Services**



Libby Simpson

**General Manager  
Residential**

*\* Up to March 2021*



Janet Wagland

**General Manager  
Community**

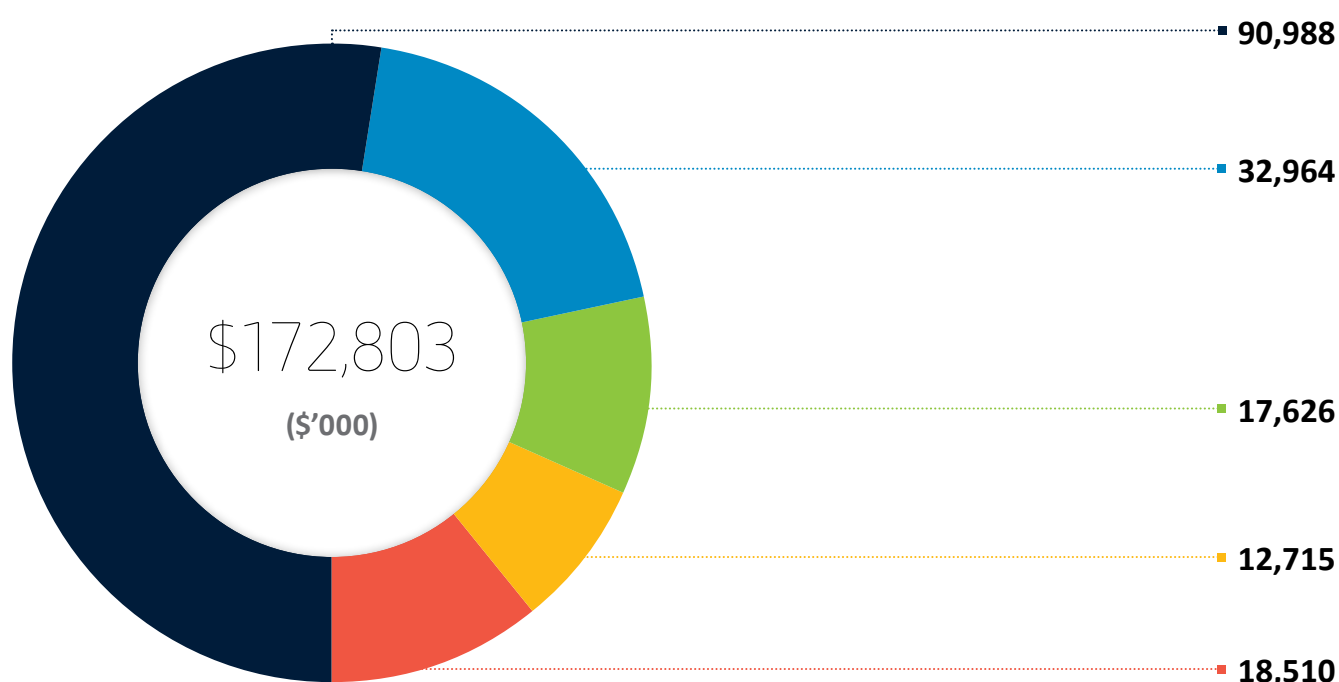


Darren Woolcott

**General Manager  
Commercial Services**



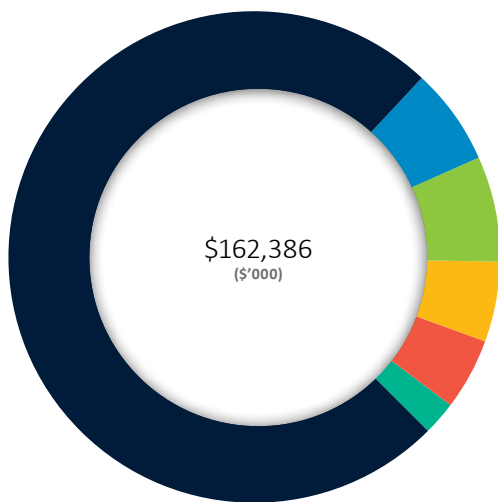
# Financial performance



## What we earned

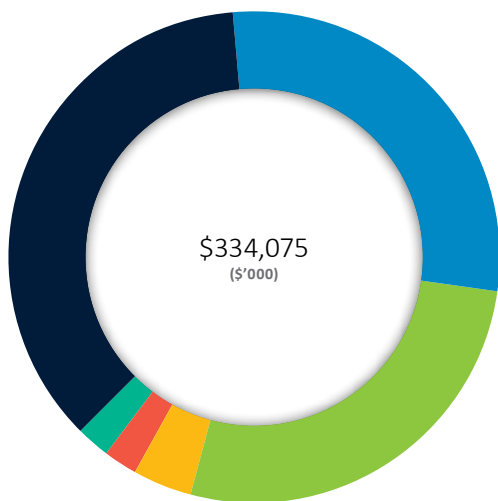
	Amount	(\$'000)
• Residential aged care	\$90,987,783	\$90,988
• Disability services	\$32,964,177	\$32,964
• Brightwater at Home	\$17,625,987	\$17,626
• Commercial	\$12,714,871	\$12,715
• Other revenue	\$18,510,493	\$18,510
<b>Total</b>	<b>\$172,803,311</b>	<b>\$172,803</b>

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



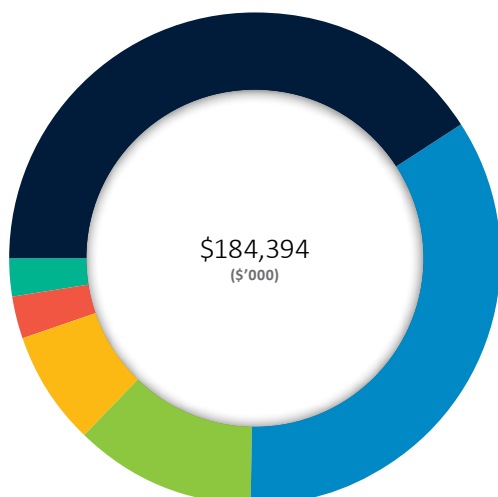
### What we spent

	Amount	(\$'000)
• Employees	\$121,270,570	\$121,271
• General and administrative	\$10,352,195	\$10,352
• Depreciation, amortisation and impairment	\$11,245,352	\$11,245
• Rent, utilities and maintenance	\$8,312,986	\$8,313
• Materials and supplies	\$7,654,324	\$7,654
• Operating and travel	\$3,550,566	\$3,551
<b>Total</b>	<b>\$162,385,993</b>	<b>\$162,386</b>



### What we own

	Amount	(\$'000)
• Property, plant and equipment	\$120,651,055	\$120,651
• Cash, deposits and investments	\$96,421,823	\$96,422
• Investment property	\$89,192,196	\$89,192
• Receivables and prepayments	\$13,497,429	\$13,497
• Other assets	\$7,692,001	\$7,692
• Financial assets	\$6,621,074	\$6,621
<b>Total</b>	<b>\$334,075,578</b>	<b>\$334,075</b>



### What we owe

	Amount	(\$'000)
• Retirement Village resident obligations	\$75,550,000	\$75,550
• Accommodation bonds, RADs and RACs	\$63,649,608	\$63,650
• Employee benefits	\$21,957,143	\$21,957
• Deferred income	\$13,772,060	\$13,772
• Trade and other payables	\$4,873,578	\$4,874
• Other liabilities	\$4,591,371	\$4,591
<b>Total</b>	<b>\$184,393,760</b>	<b>\$184,394</b>



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

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

### Please donate today

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

### There are several ways you can support Brightwater



Make a regular donation



Make a gift in your will



Become a volunteer



Become a corporate partner or sponsor



Make a donation in memory of someone



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](http://www.brightwatergroup.com/support-us)

### Follow our stories



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



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