



2022

ANNUAL REPORT



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 over 120 years.



Our Mission

“Pursuing the dignity of independence”

For Brightwater, no one is beyond care.

Here, we value the potential that lives inside each and every one of us, no matter what that looks like.

It's our ability to strive towards our best-self every day, to keep learning and to keep growing.



Our Values

At Brightwater, we are connected by one spirit.

Our spirit is shared when we are caring.

We are interested, empathetic partners who empower others and ourselves.

Our spirit is authentic.

We are honest, accountable, inclusive and understanding.

Our spirit shows that we are progressive.

We listen and share, we are curious and embrace new ways.

Our spirit is courageous.

We show leadership and have a go, we are decisive and speak up.

Our shared spirit connects us to our Brightwater community.

It guides us to achieve our Mission and pursue the dignity of independence. This is at the heart of everything we do.



Acknowledgement of Country

In the spirit of reconciliation Brightwater acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community.

We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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Chairman's Report

The last year was again a challenging one for an organisation like Brightwater.

Responding to the COVID-19 pandemic and the management of outbreaks across our residential sites had a significant impact on Brightwater's financial position and workforce.

The financial performance summary at the end of this Annual Report shows a disappointing large excess of what we spent (i.e., expenses) over what we earned (i.e., our income). Whilst it was disappointing to record a large difference between these numbers, it reflects the major investment that Brightwater has made to manage the COVID-19 pandemic in order to ensure the care and wellbeing of our staff and clients. In addition, significant costs continue to be incurred as we operate in an environment of substantial reform in the Australian Aged Care and Disability Services sectors.

On the positive side, Brightwater's pandemic response has been exemplary. Changes to Government Pandemic Directions were handled swiftly and competently. The organisation's balanced risk-based approach to outbreaks and exposures, was aimed at minimising the impacts

on the Brightwater community and our supporting staff. The whole Brightwater team is to be commended on achieving these outcomes.

Despite these challenges, it is important to recognise that Brightwater has been able to progress several exciting projects, including the new residential aged care home, research centre and head office at Brightwater Central in Inglewood, and securing land for a new home for people with Huntington's Disease, in Piara Waters. It has been wonderful to see Brightwater continuing its focus on the future and its mission to serve our community.

This year is my last as Chairman of Brightwater and as I reflect on my time with the organisation, I feel it has been a special privilege to be part of such an amazing organisation and to work with so many talented and dedicated Brightwater people.

Brightwater has been part of the Western Australian community for over 120 years and the organisation today continues to have a positive impact on the lives of some of the most vulnerable members of our Western Australian community. It is important to note that in this context it continues

to have an exciting future in all the important sectors in which we operate.

I want to thank my fellow Board Directors for their ongoing commitment and thoroughness in carrying out their responsibility for the overall management and strategic direction of Brightwater. This year we welcomed Joanne Farrell to the Board in her role as Deputy Chair and her wealth of experience has been a valuable contribution to the operation of the Board.

It was also wonderful to this year welcome Catherine Stoddart to the role of Chief Executive Officer. I would like to thank her, and her predecessor, Jennifer Lawrence, for their strong and capable leadership during such a challenging year.

Finally, thank you to the Brightwater Executive Group and our 2000 plus staff, who have worked so hard and diligently, day in and day out, to provide care and support for our client community in such a difficult and demanding year.

David Craig,
Chairman



Chief Executive Officer's Report

On commencing with Brightwater in April of this financial year, it was immediately clear to me that a lot of wonderful work has been done and there are many great achievements to celebrate across the business.

Our outgoing Chief Executive Officer, Jennifer Lawrence, is to be commended for her strong leadership and I personally want to acknowledge the legacy she has left.

The 2021/22 financial year saw our team focused on responding to the COVID-19 pandemic and management of outbreaks across our residential sites and I am so proud of their efforts. Brightwater successfully managed 34 separate outbreaks across 16 of our homes.

Clinical excellence, quality of care and monitoring has also been a priority with the Clinical Excellence team providing overall guidance and support to ensure all clinical issues were well managed and, importantly, that the capability of our teams on-site has grown.

In 2021/22 we also progressed several exciting property projects including Brightwater Central in Inglewood, our new home for people with Huntington's

Disease in Piara Waters as well as the refurbishment of our residential care home, Onslow Gardens in Subiaco.

This year, another key focus for the organisation was on growing community and continuing to put our clients at the heart of all we do.

It was wonderful see our Volunteer Program grow, the launch of our Partners in Care program and the Customer Experience Voice program rolled out.

Staff recruitment and retention was another focus area and will continue for the next few years.

The year has been a challenging one and our staff have risen to the occasion. I am so proud of the way our team has worked together to ensure the best outcomes, not only for our clients, but also for each other. Thank you to each of you for the things you do every day.

To my Executive Group team and our Directors, thank you for your ongoing commitment and support this year and for welcoming me so warmly to Brightwater.

A special acknowledgement must go to our Chairman, Mr David Craig,

who is retiring from our Board. Thank you for your support, advice and guidance to our organisation over the six-and-half years you have been involved as a Director and most recently, Chairman.

Catherine Stoddart PSM,
Chief Executive Officer

Our Locations

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

Brightwater is established solely to be a charity and its objects are solely benevolent. Our commercial services and Research Centre help us in our vision to lead in providing care services, support and development opportunities for the people we care for, with all funds redirected back into supporting our clients.

Residential

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

Disability

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

Retirement Living

- 24 Kingsway Court

Commercial

- 25 Brightwater Linen & Catering

At Home

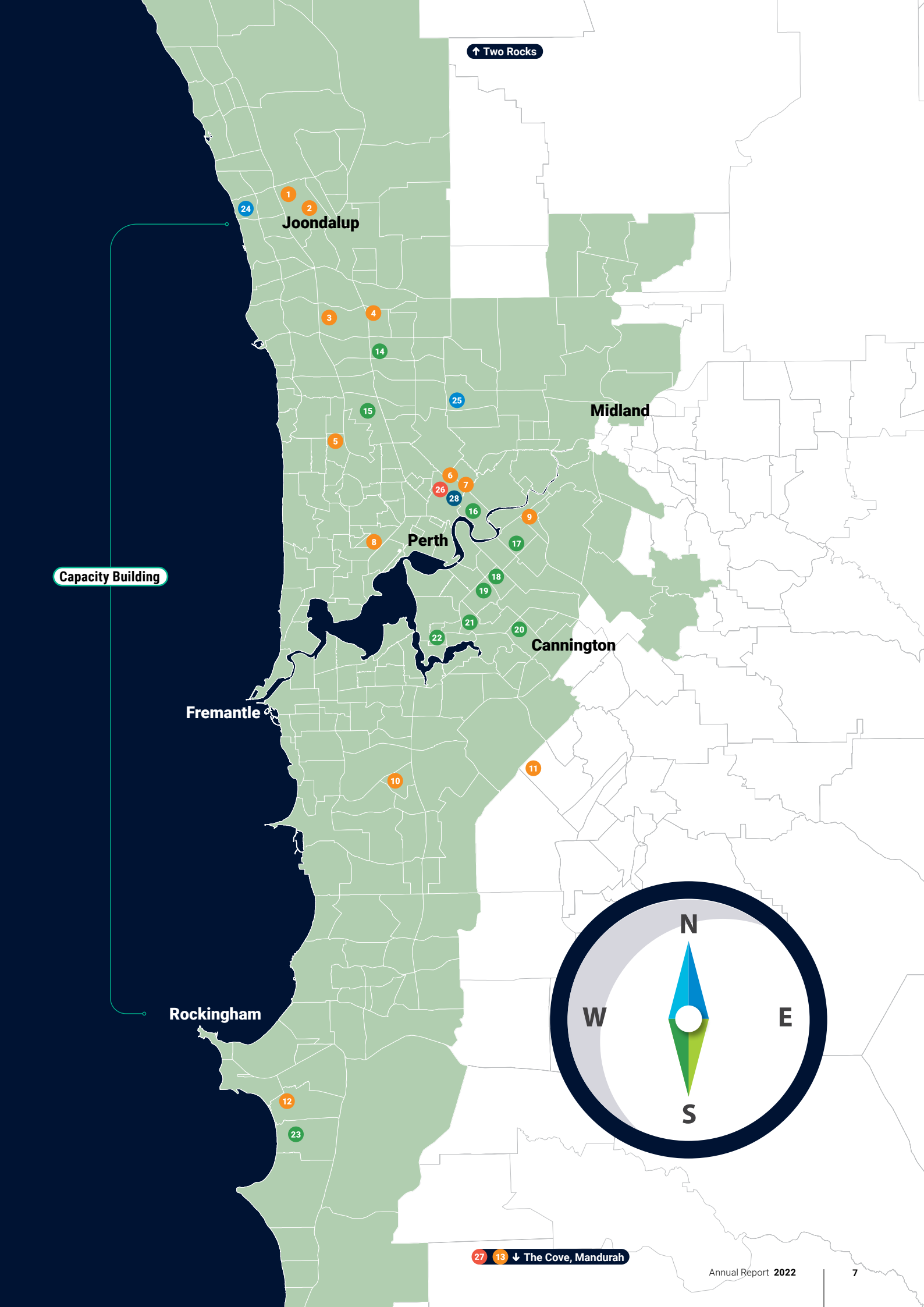
- 26 Brightwater at Home - North
- 27 Brightwater at Home - South
- Services from Two Rocks to Pinjarra

Corporate Head Office

- 28 Brightwater Central
Corporate Support Services and
Brightwater Research Centre

Capacity Building

- Capacity Building services provided from Joondalup to Rockingham



↑ Two Rocks

24

1

2

Joondalup

3

4

14

15

5

25

Midland

Perth

6

7

26

28

8

16

9

17

18

19

21

20

Cannington

Fremantle

10

11

Rockingham

12

23

27 13 ↓ The Cove, Mandurah

Capacity Building







Our year at a glance

Preparing for and managing COVID-19 outbreaks and exposures while balancing the need to maintain business as usual was a priority for Brightwater during the financial year.

As we reflect back on FY22, there is much to be proud of.



Responding to COVID-19

Brightwater successfully managed 34 separate outbreaks across 16 of our homes during FY22.

Our success was because we:

- Applied Infection Prevention and Control expertise to our response.
- Developed a Brightwater COVID-19 app to register and track COVID-19 positive clients, staff and visitors and we were able to track our critical worker staff cohort.
- Put in place surveillance rapid antigen testing.
- Developed protocols and documentation to ensure client symptoms were monitored closely.
- Provided central COVID-19 support and incentive payments for staff working during an outbreak.

Continuous improvement

Digital Transformation

In an age where information is instantly available, the supply of up-to-date, relevant information is essential to deliver an excellent service.

We have embarked on a technology strategic review to ensure our technology meets our business requirements. This has led to the development of a new Technology and Digital Strategy.

The plan has an overall goal to develop and provide a technological environment that will facilitate, foster, and improve services provided by Brightwater.

We also commenced the development of our Quality Management System. This will provide further transparency and accountability amongst site leaders, Managers and our Board.

Brightwater Madeley

In May 2022, Brightwater Madeley received a 'Notice to Agree' from the Aged Care Quality and Safety Commission. The Commission's report identified 'Not Mets' across seven of the eight Standards.

Whilst this was disappointing, it gave us the opportunity to commit to making the improvements needed at Madeley for the comfort, care and safety of our clients and their families.

Focus on Community

Partners in Care

In FY22 we launched our Partners in Care program to enable family and friends to visit our aged care and disability homes as safely as possible during infectious outbreaks.

Carers Recognition Advisory Group

Our Carers Recognition Advisory Group (CRAG) recognises the importance of carers and their role in providing feedback. CRAG met every two to three months during FY22.

Engaging Volunteers and the Community

We continued to engage volunteers – both in person and virtually – and expanded our corporate and community partnership program.



Growth

Growing Brightwater at Home

With an increasing number of people wanting to live independently at home for longer, expansion of our at home services was a key focus in FY22.

We now support over 600 clients in the Commonwealth Home Support Program and service over 420 clients with Home Care Packages. We also expanded our transitional care service from 20 packages to 55.

Brightwater Central

Work continued on our new corporate head office, research centre and 128 bed residential aged care home in Inglewood.

Huntington's Disease Village

Working closely with the Huntington's Disease community, we co-designed a new home for people living with Huntington's Disease and secured land in Piara Waters.

Growing our Own People

We launched our Graduate Nursing Program, supporting new nurses to start their career in aged care, and began offering traineeships to employees to support them to receive a formal qualification while working.

We also launched education scholarships for staff to complete a Graduate Certificate in Health Leadership or a Graduate Certificate in Aged Care Nursing, which recognises aged care nursing as a distinct specialty.

Advocating for Change

Once again Brightwater was part of important conversations that impact older Australians and people with a disability.

We were an integral part of the WA Aged Care Alliance, which advocates for industry change.

We spoke at conferences, presented our research globally, hosted the Huntington's disease team from Victoria and continued valuable networking opportunities that progress sector-wide issues.

Listening To, and Putting, Our Clients at the Centre

Our clients are at the heart of all we do at Brightwater and their feedback helps us continuously improve. This year we launched our Customer Experience Voice Program and have already received over 1650 survey responses from clients and their families.

Innovation

Our Brightwater Research Centre was responsible for 23 research studies, with over \$6m secured in research grants in FY22.

One great example of our innovation was the Sentinel Surveillance detect study (LAMP) for COVID-19. The study was funded by the WA Department of Health to validate a regular saliva-based COVID-19 screening of critical workers.





Our People

Driven to pursue the dignity of independence for our clients, over 2100 people from a wide range of cultures and backgrounds are employed by Brightwater.

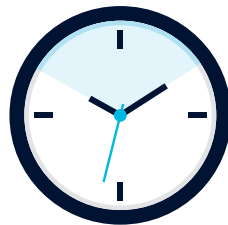
The pandemic continued to influence workforce challenges with recruitment and safety improvements in focus.



Fast Facts

2151

As at 30 June 2022, Brightwater employed 2,151 people. Ninety-one of these individuals held multiple positions within the organisation (therefore 2,242 positions were staffed).



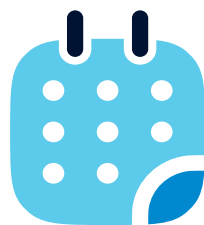
Most employees were employed part-time (64%).

90

Brightwater has an ethnically diverse workforce, representing 90 different nationalities.



84% of Brightwater's workforce identifies as female, consistent with sector data.



The median age of a Brightwater employee is 43.

5.4

The median length of service is 5.4 years.



The longest serving employee with the organisation has been employed for almost 45 years.



Recruitment

Recruitment was – and continues to be – a major focus for Brightwater. Brightwater recruited and trained 826 new employees from 1 July 2021 to 30 June 2022, despite workforce challenges, COVID-19 outbreaks and limited interstate and international movement migration.

Safety improvements

We embedded an early intervention program for employees injured or experiencing muscle strain at work, enabling staff to receive quick access to Allied Health support. This has significantly reduced lost time injuries as staff have been able to return to work more quickly.

Employee experience

A Voice of Employee project commenced in FY22. This will help us to seek regular, timed feedback from staff regarding their experience at key points across the employee lifecycle. This data will assist in the development of targeted strategies to reduce staff turnover and improve employee engagement. This will continue to be rolled out in FY23, along with a project dedicated to workforce attraction and retention.

Enterprise agreements

We negotiated a new enterprise agreement with staff working in our core businesses, delivering strong pay increases for all staff. As a result, Care Workers will receive an increase of approximately 10% over two years, recognising their importance in quality care provision.

Data and analytics

Access to real-time workforce data was delivered in FY22 through technology. The development of live dashboards will assist in the analysis of workforce utilisation and identification of improvement opportunities moving forward.





Our Clients

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

During FY22 we continued to put our clients' health, wellbeing and quality of life at the forefront while introducing innovative programs and welcoming new clients.



Fast Facts



137 people in our disability homes.



704 people in our residential aged care homes.



353 people with a disability in the community.



1000 people over the age of 65 receiving at home services.



222 people living in our retirement village.

Voice of Customer

In FY22, we launched our Customer Experience Voice Program. This included a survey feedback schedule to ensure regular, consistent customer feedback, allowing data-driven decisions to be made to improve the business. We received over 1650 survey responses from clients and their families and achieved an overall aggregated score of 82.8%.

We achieved the overall customer feedback performance metrics:

- + **31** Net Promoter Score
- **49%** Promoters
- **31%** Passives
- **18%** Detractors

Acquiring new clients

In FY22 we acquired almost 200 new Home Care Package clients and admitted nearly 250 new residential aged care clients.

We also ran educational programs for hospitals and health care providers about our two transitional programs in disability services and implemented a successful GP liaison program.

Information sessions were run for more than 50 community groups including retirement villages, Rotary Clubs and local councils to share the story of Brightwater.



Volunteers

Our Volunteer program, Brightwater Buddies, relaunched in July 2021 and we now have 200 volunteers who dedicate their time to make connections with our clients.

In August 2021 we re-opened Maddie’s Cafe, run by volunteers, at our residential aged care home in Madeley.

Partners in Care

In March 2022, we launched our Partners in Care program, providing training to families and friends in infection prevention and control so they could safely visit their loved ones in the case of an infectious outbreak.

Since the launch, and as at the end of the financial year, we trained 94 Partners in Care.

Telling our story

In FY22 we increased our media coverage to tell our story to a range of audiences, with over 200 positive media mentions.

We continued to increase engagement and followers across our social media channels and supported our operations to engage key stakeholders in a variety of projects from our COVID-19 response to the development of Brightwater Central.

Corporate engagement and philanthropy

Brightwater Buddies Concierge Program

Thanks to the Business Experience, we recruited volunteer concierges to be located at all sites, acting as a friendly face for our many visitors.

Homeward Bound Program

Our Marangaroo and Oats Street programs focus on rehabilitation and transitioning clients back into their own home or a 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 partner HiscoNFE.

Seeing the ability in disability

Our celebration of International Day of People with Disability event has grown into a major event for Brightwater and is supported by corporate partners, whose input ensures we raise significant funds that support our disability community.

Skills for Living Rehabilitation Program

This program assisted our clients at Oats Street and Marangaroo to participate in everyday activities that helped their transition back into the community.

Mark’s Mission

Following a severe stroke in 2014, Mark Elsing was once told he would never eat, walk or talk again. In 2021 he embarked on a world record challenge – the longest distance travelled in a wheelchair with one arm – to raise funds for the place he credits for his life, Brightwater Oats Street.

This appeal was generously supported by the business and local community and Mark smashed the world record by travelling 11kms in just over three hours and raising over \$30,000.





Our Operations

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

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



Residential Aged Care

Fast Facts



725 beds.



Over **1,100** people provide a diverse range of services and care.



There are **11** aged care homes with permanent accommodation options.



2 aged care homes for transitional care after hospital stay.

COVID-19

In FY22 the Residential Aged Care team focused on ensuring we appropriately responded to COVID-19 outbreaks and exposures.

On 13 February 2022, Brightwater's residential aged care home, The Cove, was the first Brightwater site to have a confirmed outbreak of COVID-19.

From February to the end of the financial year, 10 of our residential aged care homes experienced outbreaks, many experiencing multiple.

Onslow Gardens major refurbishment

Our residential aged care home Onslow Gardens proudly sits on the site of our original Homes of Peace in Subiaco. In FY22 we continued with our major refurbishment of the home which included all the central areas, office spaces, therapy rooms as well as planning for the commencement of the bedrooms and ensuite refurbishments in FY23.

Brightwater Inglewood

Our new 128-bed residential aged care home in Inglewood was under construction in FY22 and will be ready to welcome its first residents in late 2022.

Madeley – Notice to Agree

In May 2022, Brightwater Madeley received a 'Notice to Agree' from the Aged Care Quality and Safety Commission. Whilst this was disappointing, it gave us the opportunity to commit to making the improvements needed at Madeley for the comfort, care and safety of our clients and their families.

Enhancing capacity and leadership

Acknowledging significant site leadership turnover in FY22, we had a strong focus on building capacity amongst our managers and staff. This included developing and implementing training and development programs.

Centralised rostering project

In FY22 we progressed a project to establish a structured approach to centralised rostering and scheduling. This will be a continued focus in FY23.



Disability Services

Fast Facts



8 Supported Independent Living homes.



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



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



A Capacity Building Program supporting **353** people with a disability living in their own homes.

COVID-19

A strong focus in FY22 was the safe management of outbreaks and exposures of COVID-19.

Six of Brightwater's disability homes were impacted by COVID-19 outbreaks in FY22.

As part of managing the outbreaks, the team was able to facilitate interstate worker reinforcement at an outbreak where internal and local resources were not sufficient. This was during the spike of community transmission in April/May 2022.

New Huntington's Disease Village in Piara Waters

In FY22 we commenced the design of a purpose-built, 21 bed Specialist Disability accommodation service for people with Huntington's Disease to replace our 12 and six bed facilities in Belmont and Carlisle. The design development was a process embedded by community consultation and co-design.

NDIS Audit

In December 2020, the NDIS Quality and Safeguards Commission (the NDIS Commission) was introduced in Western Australia. In FY22, Brightwater completed an independent audit with Certification Partner Global (CPG) and successfully met the Practice Standards to maintain NDIS registration.

Social Housing Economic Recovery Package (SHERP) Grant

In FY22 we were awarded a Department of Communities' SHERP Grant to the value of \$865,000 to implement home refurbishments at our Supported Independent Living homes in Balcatta, Bentley, Maylands and Warnbro during FY23.



Brightwater at Home

Fast Facts



Brightwater at Home looks after over **1000** clients over the age of 65, helping them to live well in their own home.



600+ Commonwealth Home Support Program clients.



Home Care Packages servicing **420+** clients.



55 Transitional Care Packages (service expanded from 20 beds in the last financial year).

FY22 Staffing

- Approximately 50% increase in staffing within the Physiotherapy team.
- Approximately 30% increase in staffing within the Occupational Therapy team.
- We recruited in-house Dietitians.
- Approximately 40% increase in staffing within the Therapy Assistant team.

Growing our services

We introduced a new meals program for our Commonwealth Home Support Program (CHSP) clients.

A pilot of a community-based falls prevention program commenced, providing our clients with exercises that can be implemented within day-to-day tasks.

Expanding our team

We expanded our nursing team to 11 and upskilled our team in catheter care, wound care, continence, diabetes, pressure care and skin integrity. Increased infection control and prevention training was also introduced for our staff.

Our Transition Care in the Community (TCC) program was expanded during FY22, supporting clients to return home after a hospital stay.

In addition, we worked closely with an external provider to recruit staff as we expanded our services and managed periods of furloughing of staff during high cases of COVID-19 in the community.

Twelve new support workers were inducted.

Client satisfaction and support

We maintained services through the COVID-19 pandemic, with a client satisfaction rating of 4.2 out of 5 and the March 2022 Audit acknowledged the high level of our TCC services.

We were pleased to support our clients to be vaccinated for COVID-19 and influenza in their own homes when they were unable to access the community.

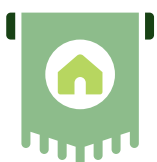


Retirement Living

Fast Facts



Brightwater operates one retirement village – Kingsway Court in Madeley.



It is a community of **168** independent homes.



In FY22 we successfully re-leased **10** homes with all homes leased.



The average age of our residents is **84**.



Kingsway Court is home to **220** residents (113 single occupants and 53 double occupants).

Technology upgrades, falls prevention and a community garden

During FY22 we upgraded medi-alarm to 4G for all 168 homes.

Residents also participated in a trial for the QSign Project with Better Hearing Australia. The program teaches sign language for those whose hearing is declining. Mobile hearing tests were also provided to all residents.

The Falls Prevention Program was offered to our residents in partnership with Brightwater at Home. Meanwhile, residents enjoyed establishing a community garden.

Celebrating in style

During FY22 we introduced birthday morning teas for residents. Hosted by staff, the morning teas are a wonderful way to mark residents' birthdays including several milestones celebrations.



Commercial Services

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

Fast Facts



22 tonnes of food produced a month.



We provide meals services to **15+** clients covering both internal and external customer needs.



50,000 meals produced each month.

Commercial Catering and Hospitality Services

Support for staff during the pandemic

We successfully managed staffing levels through the COVID-19 pandemic and ensured our clients had sufficient back up meals.

During COVID-19 outbreaks we were also able to support Brightwater's residential sites through the provision of staff meals.

Celebrating catering innovations

A new menu, which included event meals for Mother's Day, Christmas and other special days, was introduced in October 2021 with great feedback received.

A new service model commenced at Onslow Gardens incorporating a central kitchen with smart ovens. House kitchens were transformed into serveries and enabling kitchens, facilitating a streamlined approach to meal service and greater accessibility for clients and carers at other times.

We also successfully passed all internal and external food audits.



Fast Facts



180 tonnes of products laundered in one shift.



150+ customers serviced every week.



350,000 products processed and cleaned each week.



8 trucks servicing our clients across Perth.

Linen Services

Expanding our services

Our Brightwater Linen service was impacted by the COVID-19 pandemic in FY22, with hotel occupancy rates down, resulting in linen volume dropping significantly.

Despite these challenges, we were able to secure new business which saw the mobilisation of 1000 hotel rooms, incorporating six hotels across metropolitan Perth.

We also welcomed further regional expansion into Kalgoorlie with six more hotel clients secured.

Finally, the introduction of a night delivery run for clients improved efficiency.



Quality and Information

The Quality and Information (Q&I) Team provides guidance and support across all areas of the organisation to ensure compliance with the relevant standards, guidelines, legislation and Brightwater Policies and Procedures.

In FY22, the Q&I team established the COVID-19 data team, providing centralised support to sites for Commonwealth and State Government reporting; arranging testing; collating of results; and general support. The team also developed a Pandemic Response app for real-time results and site status.

Supporting our residential sites through pre-accreditation audit visits and supporting during unannounced Commission visits was successfully done through our implementation of a risk-based audit response. We developed and implemented a set of 14 clinical indicators across Residential Aged Care, Disability Services and Brightwater at Home.

Clinical Excellence

The Clinical Excellence Team provides clinical advice, guidance and support to our clinical staff on-site.

In FY22 the team provided extensive support in managing COVID-19 outbreaks across our operations.

They also collaborated with our Clinical Education Team to develop and implement clinical training initiatives and programs for Site Managers and Clinical Nurse Managers as well as clinical staff.



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.

Community Access Program

The Community Access Program for our residents commenced in mid-November 2021 and this year, over 700 residents have participated in the program by going on a community outing in our refurbished bus fleet.

In addition, we have partnered with Cycling Without Age trishaws. Every week our clients feel the fresh air on a ride around Perth locations. Other outings have included visits to Bunnings; the beach; Jandakot Airport; fishing by the river; experiencing the Christmas Lights and more.

Falls Improvement Program

The Falls Improvement Program commenced late September 2021. This coincided with the launch of the new falls procedure, introducing safety huddles to the fall prevention and management process.

We have also implemented several other strategies including rolling out the Sunbeam program (a supervised progressive resistance training and balance exercise program) to each site, audited falls equipment (sensor mats) and hosted Brightwater's first Falls Prevention Month in April 2022.





Brightwater Research Centre

Brightwater's unique research centre influences operations across our own services and the wider community. Our research underpins everything we do by providing evidence and paths to best practice.



Fast Facts



23 Research Studies (4 completed)

- 5 Acquired Brain Injury and rehabilitation
- 1 brain injury and aged care
- 1 traumatic brain Injury
- 1 nutrition and physical activity
- 1 disability
- 8 aged care
- 1 information systems and clinical data
- 5 PhD student research (Brain Injury)



19 Publications and Conference Presentations

- 5 academic journal articles
- 7 books and resource materials
- 1 technical report
- 6 conference presentations



Over \$6 million in Research Grants:

- As Lead Investigator – \$2.35 million
- As Partner Organisation and Chief Investigator – \$3.3 million
- As Co-Investigator and/or Partner Organisation – \$955,827



20 Staff



4 Scholarships

Key Publications

Bell, J. S., Ooi, C. E., Troeung, L., Craik, S., Walton, R. & Martini, A. (2022). Protocol for a pilot and feasibility study of nurse practitioner-pharmacist telehealth collaboration to simplify complex medication regimens. *Research in Social and Administrative Pharmacy* [In press]. <https://doi.org/10.1016/j.sapharm.2022.03.010>

Jackson, H*., Mann, G*, Martini, A., Troeung, L., Beros, K., & Prinsloo, A. (2022). Change in care hours, cost and functional independence following continence and assistive technology intervention in an acquired brain injury population. *Disability and Rehabilitation*. <http://DOI: 10.1080/09638288.2022.2055169>

Seneviratne, H*, Mann, G*, Troeung, L., & Martini, A. (2022). Association between functional independence and quality of life for individuals with acquired brain injury undergoing community-based rehabilitation and disability support. *NeuroRehabilitation*. <https://DOI: 10.3233/NRE-220062>

Troeung, L., Mann, G., Wagland, J., & Martini, A. (2022). Effects of comorbidities on post-acute outcomes in acquired brain injury: ABI-REStART 1991-2020. *Annals of Physical and Rehabilitation Medicine*, 101669. Advance online publication. <https://doi.org/10.1016/j.rehab.2022.101669>

Bett, R. & Ohan, J. (2021). *The Get Around* (A. Mutton, Illus.). Brightwater Care Group.

Bett, R. & Ohan, J. (2021). *The Amazing Brain* (J. Low, Illus.). Brightwater Care Group.

Bett, R. & Ohan, J. (2021). *Helping children and adolescents when a parent has a brain injury: A guide for parents, caregivers, and professionals*. Brightwater Care Group.

Bett, R. & Ohan, J. (2021). *Helping children and adolescents when a parent has younger onset dementia: A guide for parents, caregivers, and professionals*. Brightwater Care Group.

Dawes, P., Leroi, I., Chauhan, N., Han, W., Harbshettar, V., Jayakody, D.M., Jones, L., Konstantinou, A., Maharani, A., Martini, A. and Politis, A., (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*, 36(10), 1531-1540. <https://doi.org/10.1002/gps.5563>

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Ohan, J. & Bett, R. (2021). *Jordan's Mum* (A. Mutton, Illus.). Brightwater Care Group.

Ohan, J. & Bett, R. (2021). *Ground Control* (A. Mutton, Illus.). Brightwater Care Group.

Troeung, L., Mann, G., & Martini, A. (2021). *Measuring the complexity and outcomes of Brightwater clients with an acquired brain injury: A whole-population cohort study, 1991-2020*. Brightwater Care Group.

Key Conference Presentations

Mann, G., Seneviratne, H., Troeung, L., & Martini, A. (2021, October 28-30). *Recovery following acquired brain injury: Correlates and predictors of quality of life in individuals with acquired brain injury during post-acute rehabilitation. In L. Notebaert (Chair), Predictors of individual differences in recovery from adversity [Symposium]. Australian Association for Cognitive and Behaviour Therapy 41st National Conference, Perth [Virtual], WA, Australia.*

Mann, G., Martini, A., & Troeung, L. (2022, May 5-7). *Gender differences in service utilisation and clinical outcomes of people with acquired brain injury undergoing post-acute neurorehabilitation and disability support, 1991-2020 [Oral Presentation]. 45th ASSBI Brain Impairment Conference, Perth [Virtual], WA, Australia.*

Mann, G., Troeung, L., & Martini, A. (2022, May 5-7). *Time between acquired brain injury and admission to post-acute brain injury services: Differences in sociodemographic factors, and clinical, functional and psychosocial outcomes, 1991-2020 [Oral Presentation]. 45th ASSBI Brain Impairment Conference, Perth [Virtual], WA, Australia.*

Taylor, S., Walton, R., & Martini, A. (2021, November 9-12). *Assessment of health, well-being and quality of life for older persons in aged care [Oral presentation]. The 54th Australian Association of Gerontology Conference 2021, Gold Coast [Virtual], QLD, Australia.*

Troeung, L., Mann, G., Wagland, J., & Martini, A. (2022, May 5-7). *Measuring the complexity and outcomes of Brightwater clients with acquired brain injury: A whole population cohort study, 1991-2020 [Poster Presentation]. 45th ASSBI Brain Impairment Conference, Perth [Virtual], Australia.*

Walton, R., Taylor, S., & Martini, A. (2022, June 8-10). *Outcomes in aged care: Barriers and facilitators to outcome measurement [Oral presentation]. OT Exchange 2022, Melbourne, VIC, Australia.*

Scholarships

2021 Brightwater Lyn Beazley PhD Scholarship (Curtin University) was awarded to Lily Cullinan – Research Assistant, Brightwater Research Centre. Research title "Investigation of community participation outcomes for adults with acquired brain injury after discharge from post-acute rehabilitation: A mixed-methods study".

2021 Don Hutchison Scholarship was awarded to Jenni Gamble – Manager Brightwater At Home. Project title "Preventing, recognising and managing depression in old adults living at home – a service model for BAH".

2021 Peter Lane Scholarship was awarded to Thila Raja – Rehabilitation Coordinator, Brightwater Oats Street. Project title "Efficacy of dance movement therapy in acquired brain injuries".

2021 Peter Lane Scholarship was awarded to Angela Leitch – Speech Pathologist at Brightwater Oats Street. Project title "Oral Health: It is more than you realise".



Our Impact in Focus

Sentinel Surveillance detect study (LAMP) for COVID-19

The study was funded by the WA Department of Health and it was the validation of a regular saliva-based COVID-19 screening of critical workers.

The purpose was to determine if the new test will give a more reliable result than Rapid Antigen Testing (RAT) and whether it can replace both RAT and PCR in the future.



The study detected **5** COVID-19 positive tests after a RAT was negative.



6 Brightwater sites were involved (Brightwater House, Oxford Gardens, Kinsley, The Village, Oats Street, The Cove)



2800km were driven for testing



Over **1000** saliva swab samples were tested within six weeks



5 seconds test time



30 minutes to get the test result



Outcome measures in aged care

The Outcome Measures in Aged Care study will provide a means to determine if changes in health, wellbeing and quality of life of residential aged care clients is directly attributable to care, clinical, or therapy services delivered by Brightwater, and provide a platform to guide future intervention and care planning.

Stages 1 and 2 are complete, including identification and validation of a set of care domains and a suite of evidence-based outcome measures for use in Residential Aged Care. Guided by the 'Brightwater Outcome Measures Framework – Aged Care' (BOMF-AC), the implementation stage (Stage 3) has commenced with pre-implementation planning and formation of a Project Advisory Group.

Optimising Clinical Data Study

A baseline clinical data quality audit has been successfully completed as part of 'Optimising Clinical Data and Documentation Study' to profile Brightwater's current data quality based on data quality metrics. These were data accuracy, clarity, completeness, compliance, currentness, and usability that was identified as critical to data quality by key internal stakeholders.



Measuring the complexity of clients with Acquired Brain Injury (ABI): The Acquired Brain Injury Community Rehabilitation and Support Services Outcomes Cohort (ABI-REStART)

In 2021/22 the Brightwater Research Centre has continued a unique program of research to understand the complexity of Brightwater's brain injury clients to better support their diverse needs and provide evidence from which person-centred services can be derived.

The research program comprised nine individual studies, utilising Brightwater's internal clinical and rehabilitation data, along with externally linked hospital, emergency department and death data from the WA Department of Health. This research has generated a significant report, entitled *Measuring the Complexity and Outcomes of Brightwater Clients with an Acquired Brain Injury: A Whole-Population Cohort Study, 1991-2020* which evaluated the Acquired Brain Injury Community Rehabilitation and Support Services Outcomes Cohort (ABI-REStART) throughout the duration of their stay at Brightwater, finding:

- Brightwater clients are a complex and diverse population;
- clients present to service with varying characteristics and care needs;
- comorbidity (multiple chronic health conditions) is common in people with ABI;
- our brain injury services are effective in improving functional and psychosocial outcomes and goal attainment; and
- better emotional adjustment following brain injury significantly shortened length of stay.

This research has highlighted the complexity of Brightwater's ABI clients, and the link between mental health conditions and poor rehabilitation outcomes.

Numerous recommendations for service delivery and supports for Brightwater clients have been developed. Research findings have been published in international rehabilitation journals and presented to a number of national and international conferences.





Governance

Brightwater Care Group Ltd was established in 1901 as the Homes of Peace for the Dying and Incurable, an initiative of Lady Madeleine Onslow and Dr Athelstan Saw.

In 1997, Homes of Peace (Inc.) became Brightwater Care Group (Inc.). During the 2015/16 financial year, Brightwater transferred its registration as an incorporated association to a public company limited by guarantee and registered under the Corporations Act 2001 (Cth), facilitating the adoption of an enhanced governance framework.

The Role of The Board

The Board is the guardian of Brightwater's Mission, philosophy and values. It is responsible for the overall management and strategic direction of Brightwater, and for delivering performance in accordance with Brightwater's goals and objectives.

Brightwater's Board is comprised of Directors appointed in accordance with Brightwater's Constitution. The Board has an appropriate number of independent, non-executive Directors who are capable of holding Management to account and who act in the Company's best interests.

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

Board Committees

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



Audit & Risk Committee

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



Business Committee

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



Care Committee

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



Governance Committee

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

Directors



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



Joanne Farrell

B.Sc Psychology and Economics,
Grad Dip Management

Joanne has a wealth of experience in the mining industry having retired in March 2020 from the Rio Tinto Group after 32 years' service, with her final position being Group Executive HSE and Managing Director Australia. Her skill set includes governance and regulation, organisation culture and design, executive remuneration and talent management and government and community relations.

Joanne is Chair of Safe Work Australia and her non-executive director roles include Royal Flying Doctor Service (Western Operations), Senate of the University of Western Australia, the Queen Elizabeth II Medical Trust and the Western Australian Museums. She is also a member of the Business Council of Australia, the AICD and Chief Executive Women.

She mentors several early careerists and social entrepreneurs and has been active in supporting indigenous capacity building and reconciliation. Joanne has also been active in a number of gender equity related organisations.

Joanne was appointed to the Board of Brightwater in March 2022.

Special Responsibilities:

- Deputy Chair
- Governance Committee Member
- Audit & Risk Committee Member
- Business Committee Member



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 is currently Senior Legal Counsel for an ASX100 mining company.

Karen joined the Board of Brightwater in December 2014.

Special responsibilities:

- Governance Committee
- Business Committee Member



Darren Hayes

Fellow of AICD & CSIA

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 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 was 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 38 years' of clinical experience, and is currently a partner in a successful small group General Practice.

Maria has cared for many patients with acute and chronic illness. She has helped individuals and their families face the challenges of disability, chronic illness, and the aging process over a number of generations. She has supported families to keep their loved ones cared for at home and also transition to residential care and has witnessed the joys and challenges that are encountered through these journeys.

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 Western 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

BEc (Hons), MBA

John is the Executive Director of the Perth Office of ACIL Allen. Since commencing in the role in 2015, John has established ACIL Allen as the State's leading independent economics, public policy, and strategy advisory firm. John leads a team of highly skilled consultants that are committed to helping clients across government, industry and not-for-profit sectors to make informed decisions about complex economic, financial and public policy issues. John has more than 25 years' experience, including 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:

- Chair of Business Committee
- Audit & Risk 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
- Business Committee Member

Executive Group



Richard Thomas

BA (Hons), ACA, retired member of 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 from its foundation in 2010 to 2018.

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 public and private sectors.

He achieved a first-class history degree at UCL and qualified as a chartered accountant with the ICAEW in 1988. He is a member of CAANZ & IIA and holds various roles at City of Joondalup, Identitii, Perth Markets Group, Public Trustee and Whadjuk Foundation.

Richard joined the Board of Brightwater in August 2018.

Special responsibilities:

- Audit & Risk Committee Chair
- Business Committee Member



Jennifer Lawrence

Chief Executive Officer
to April 2022



Catherine Stoddart PSM

Chief Executive Officer
from April 2022



Kathryn Bogoyev

General Counsel
& Company Secretary



David Holden

Chief Financial Officer



Alice Manners

Chief Customer Officer



Deva North

Chief People
& Culture Officer



Darren Woolcott

Chief Commercial Officer

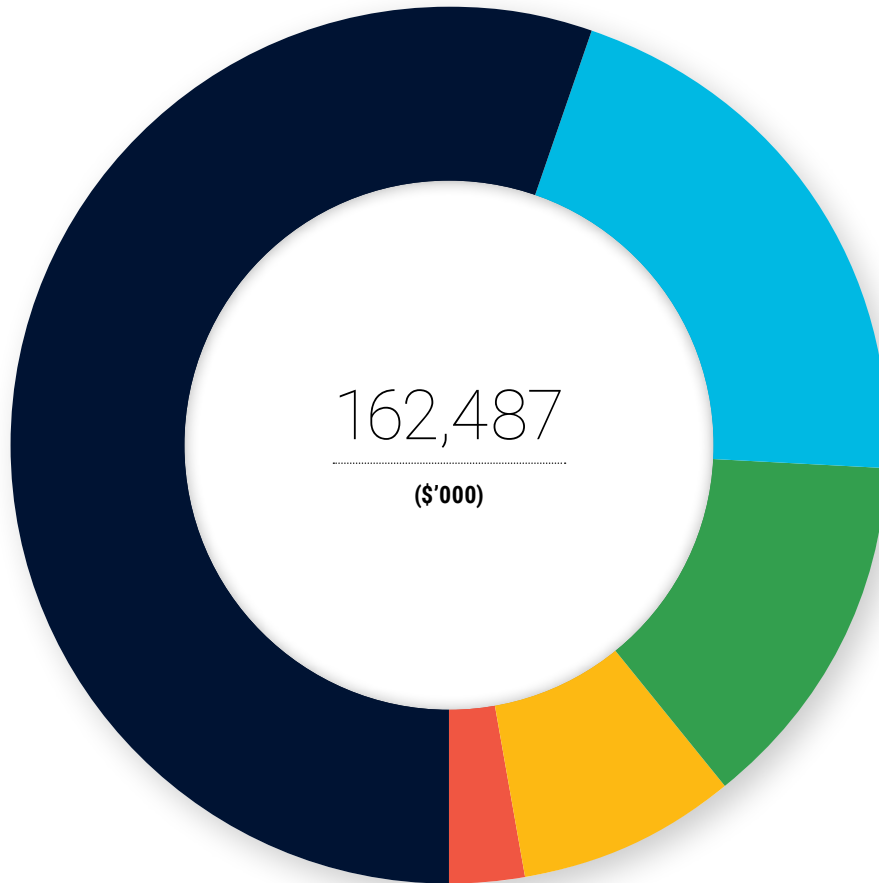


Kelly Worlock

Chief Operations Officer

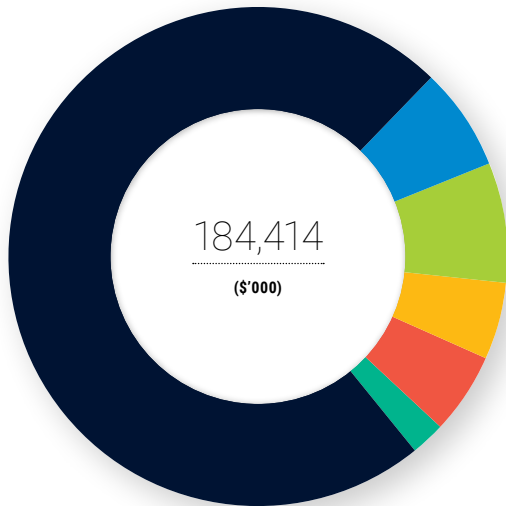
Financial Statements

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



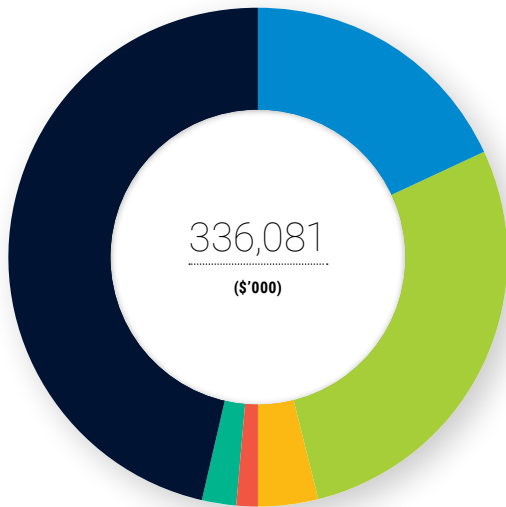
What we earned

	Amount	(\$'000)
• Residential Aged Care	88,907,483	88,907
• Disability Services	33,486,271	33,486
• Brightwater at Home	21,367,315	21,367
• Commercial	13,941,993	13,942
• Other revenue	4,785,438	4,785
Total	162,488,499	162,487



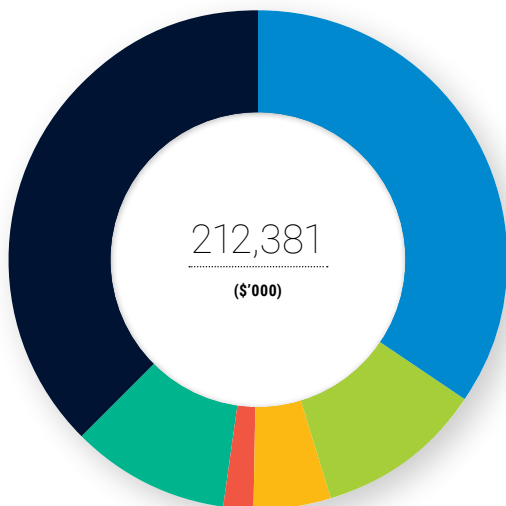
What we spent

	Amount	(\$'000)
• Employees	134,592,682	134,593
• General and administrative	12,493,105	12,493
• Depreciation, amortisation and impairment	14,471,967	14,472
• Rent, utilities and maintenance	9,414,307	9,414
• Materials and supplies	9,546,000	9,546
• Operating and travel	3,895,502	3,896
Total	184,413,563	184,414



What we own

	Amount	(\$'000)
• Property, plant and equipment	156,455,904	156,456
• Cash, deposits and investments	60,209,013	60,209
• Investment property	94,266,727	94,267
• Receivables and prepayments	12,904,412	12,904
• Other assets	5,356,498	5,356
• Financial assets	6,889,483	6,889
Total	336,082,037	336,081



What we owe

	Amount	(\$'000)
• Retirement village resident obligations	80,055,000	80,055
• Accommodation Bonds, RADs and RACs	73,092,538	73,093
• Employee benefits	23,051,136	23,051
• Deferred income	10,499,480	10,499
• Trade and other payables	4,373,914	4,374
• Other liabilities	21,309,131	21,309
Total	212,381,199	212,381

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

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



Please donate today

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

There are several ways you can support Brightwater



Make a regular donation



Become a volunteer



Make a donation in memory of someone



Make a gift in your will



Become a corporate partner or sponsor



Fundraise for us

3 easy ways to donate:

Phone 1300 223 968

Send your donation to:
Brightwater Fundraising
PO Box 762, Osborne Park WA 6916

Go online:

www.brightwatergroup.com/support-us

Follow our stories



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