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Our Mission

“Pursuing the dignity of independence”





CHAIRMAN'S REPORT

This year has been a challenging one for everyone, especially for organisations supporting vulnerable members of our community, such as Brightwater.

The COVID-19 pandemic has not only been a real risk for Brightwater's clients and staff but has also meant a significant effort and allocation of resources in pandemic preparations across the organisation. I have been proud of the proactive approach and our dedication to keep staff and clients safe and connected.

As you will see in the pages that follow, every area of Brightwater – from catering and linen to disability and aged care – has been impacted by the COVID-19 pandemic. Yet, the organisation has responded with agility to the changing landscape and kept a close eye on the future.

Our financial results this year, despite the difficult environment, are a testament to the strategy and responsiveness of the business.

Finally, I would like to thank the people at Brightwater who continue to help make this organisation so special and successful. This includes our subscribers who provide their support year on year as well as the Leadership Team, led by the ever capable Jennifer Lawrence as Chief Executive Officer. Jennifer's leadership and communication during the pandemic has been outstanding and greatly appreciated by clients, families, staff, and the Board.

Finally, to my fellow Directors, thank you for your commitment and diligence throughout this year.

David Craig
Chairman



CHIEF EXECUTIVE OFFICER'S REPORT

2020 has been a year like no other. It has been a year that has required leadership, focus and agility at Brightwater. The COVID-19 pandemic has required enormous effort and resources and has tested our ability to make decisions and act quickly. I have been so impressed with the collaboration, focus and sheer hard work from our people across all areas of our organisation. I am proud of our actions, achievements, and leadership this year.

Pandemic Response

When COVID-19 was declared a pandemic in March 2020, we had already made the decision to engage crisis management specialists to support our organisational management of this extraordinary event.

Whilst Brightwater had strong risk management practices and an existing pandemic plan, COVID-19 required strong leadership and quick decisions to keep our clients and staff safe and to position ourselves to deal with potential outbreaks.

Within days, we had split key teams into two discrete groups and moved many of our head office staff to working from home. We also had to quickly adapt to the new legal requirements introduced by Government for our sites.

Importantly we had clear criteria to manage an outbreak on a residential site, including minimising visitors to sites; implementing virtual Allied Health sessions and medical appointments; and communicating regularly and clearly with clients, families, and staff.

We continue to pay close attention to the experience and lessons from around the world and from other States and have launched online infection control training for all staff with follow up face to face auditing to ensure understanding.

Collaboration with the Western Australian Health Department and other providers has built strong relationships and added rigour and strength to our outbreak plan and informed the State COVID-19 plan.

Our Strategic Focus

Despite our strong effort on our pandemic response, the work on our strategic plan has progressed as the organisation continues to seek areas of growth and innovation.

Achievements include the implementation of our cultural strategy; development approval for our new aged care site and corporate office in Inglewood; completing the 'Light Touch Refurbishment Project' at seven of our residential sites; the launch of our 'Reimagining the Meal Experience'; establishing Australia's first Specialist Dementia Care Program; and starting the expansion of our highly regarded rehabilitation facility at Oats Street.

Our People

For me this year, the resilience of our people has been a highlight – from our people working in our residential homes on the frontline of our pandemic response, to our corporate services teams who supported and responded quickly to the needs of the operational businesses. Even our commercial team were involved in the huge organisational response supporting residential sites and managing our Personal Protective Equipment (PPE) central store. The effort in moving our head office people to a work from home platform was enormous and yet our IT team managed this in weeks.

Our Clients

Our clients and their health and wellbeing continue to be at the centre of all we do. This was never more acute than during the last months when we focused on managing the risk of the pandemic for our vulnerable clients, in our homes and living in their own homes.

Ensuring that care and support practices continued was a particular focus, with Allied Health consultations and activities such as our music program going online.

This year, all our disability clients successfully transitioned to the National Disability Insurance Scheme (NDIS) and important work has started supporting our younger

clients in residential aged care to make decisions regarding their future accommodation and care needs.

Both aged care and disability businesses have adapted to new accreditation and compliance frameworks over the past year, with a focus on individualised and client directed care.

Despite the challenges, it remains an exciting time to be in the aged care and disability sectors and we await with interest for the recommendations from the Royal Commission into Aged Care Quality and Safety. There will be many opportunities and Brightwater is well positioned to take advantage of new approaches.

I would like to thank our dedicated Directors for their guidance and support during this challenging time and in particular David Craig, our Chairman, who has provided leadership to the Directors and wise counsel to me personally.

Thank you also to my Leadership Team who continue to lead Brightwater with a united passion to deliver on our Mission and make a real difference to the lives of our clients.

Finally, many thanks to our 2,000-plus staff who have worked so hard this year, yet never forget why they do what they do. I am so grateful for their efforts especially during these challenging times.

Jennifer Lawrence

Chief Executive Officer

2020 HIGHLIGHTS



Client Portal trial launched
with Brightwater at Home



Specialist Dementia
Care Program



Oats Street Expansion



Transition to the NDIS



Reimagining the
Meal Experience



Launch of Brightwater Plus

OUR YEAR AT A GLANCE

Despite the COVID-19 pandemic being a dominant theme this year, Brightwater has much to be proud of across the business.

From winning a community partnership award with Cricket Australia and the success of our Brightwater Buddies program, to the work on the expansion of our Oats Street facility, and the launch of our Reimagining the Meal Experience initiative, there is a lot to celebrate.



Specialist Dementia Care Program

The first year of the program has seen strong success with a reduction in the severity of symptoms of our clients and four clients successfully transitioning out of the program into less intensive settings, and a further three clients on active discharge pathways.



Expanding Oats Street

The first step towards expansion of the Oats Street site and service model has progressed, with the purchase of three properties adjoining the site.



Reimagining the Meal Experience

This year we commenced the trial of our Reimagining the Meal Experience initiative, focused on understanding not only the nutritional requirements of our clients, but capturing the joy and experience of food and mealtimes.



Launch of our Client Portal

This year we launched our Client Portal with a group of Brightwater at Home clients.



Care during COVID-19

The rapid introduction of new technologies for staff and clients to communicate with their friends and family during visitor restrictions was a key highlight this year. Our staff in our residential homes also made incredible efforts to ensure our clients were engaged and cared for.



Cricket Australia Award

Cricket Australia awarded the Bassendean Junior Cricket Club Community Initiative / Partner of the Year award for their volunteer partnership with Oats Street.



Brightwater Buddies

During the COVID-19 pandemic we developed the Brightwater Buddies program to keep our residents in aged care and disability homes connected, and to expand their opportunities for social interaction. We partnered more than 800 people in the community with our clients to write letters, and share poems and artwork.



The business of caring

Brightwater is a leading not-for-profit provider of aged care, disability and retirement services that has been part of the Western Australian community for 119 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)
- Respite care



Retirement living

- One village with 168 free-standing 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 Odyssey Residences, Iluka
(to be developed)
- 24 Kingsway Court, Madeley

Commercial services

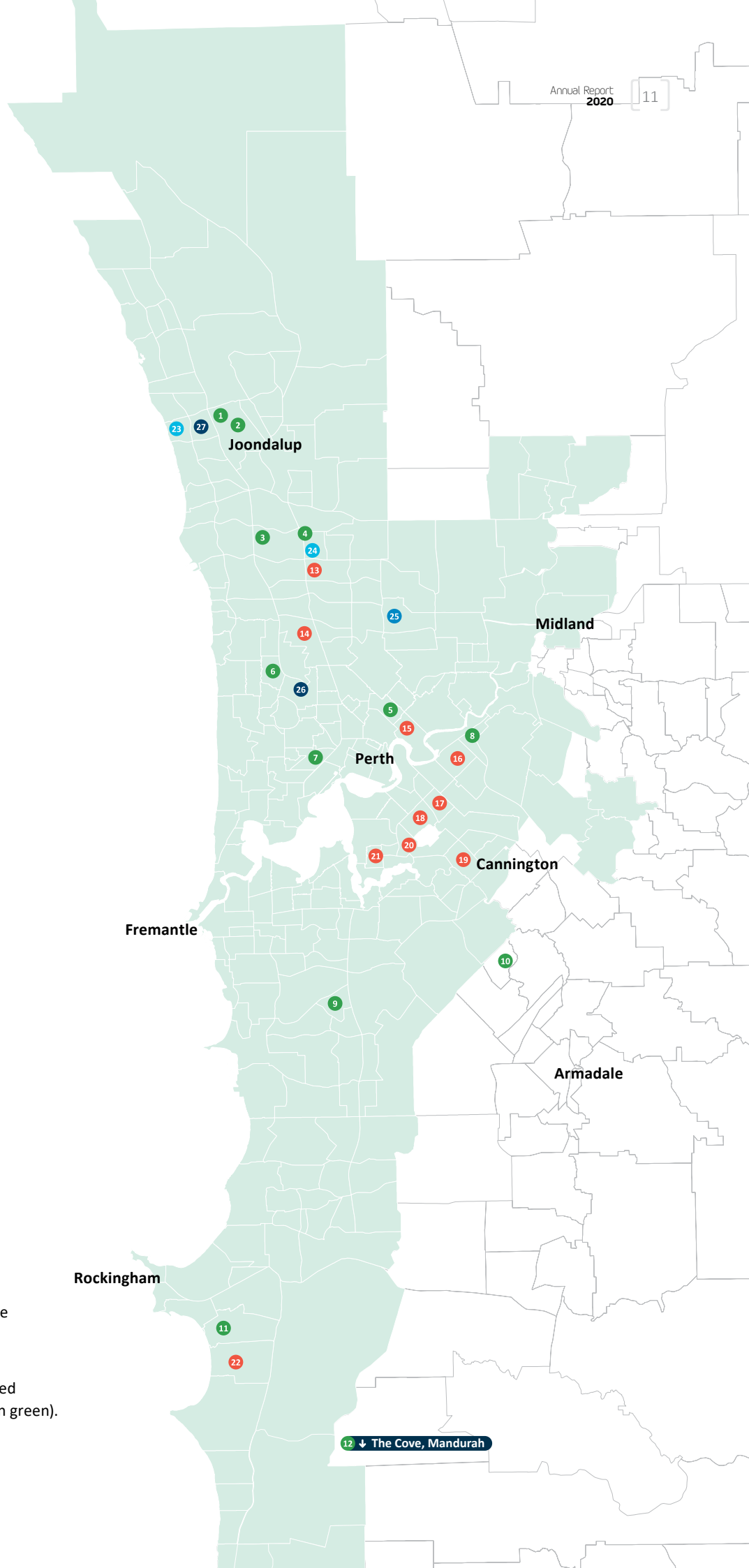
- 25 Linen and Catering, Malaga

Business support services

- 26 Corporate Office, Osborne Park
- 27 Brightwater at Home, Currambine

Brightwater at Home

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



12 ↓ The Cove, Mandurah

Our people and our cultural transformation roadmap

Brightwater employs over 2,000 people who are driven by a strong culture of care and service.

No matter their role, our people recognise their contribution to enable our clients to lead their most fulfilling lives.

Values-led organisation

This year we developed new organisational Values and Behaviours in support of our Mission, with over 45 Values Champions represented across the business. The Values will be formally rolled out soon.

Our new Values better align with who we are and are already demonstrated on a daily basis. Over the next 12 months our focus is on embedding our Values so that they become the foundation for everything we do, and we truly become a Values-led organisation.

Culture and Safety Survey and Brighter Working Groups

In October 2019 we undertook a Culture and Safety Survey to capture and understand our staffs' experience of culture and safety at Brightwater. This year, we continued this work by meeting with each team to share the survey results, compare the results to how the staff are feeling now, and create team goals to further improve their culture and safety experience.

Different actions and initiatives have so far resulted from this collective feedback, including:



Brighter Working Groups

Brighter Working Groups are focus groups where staff come together to solve an issue or implement an improvement idea that will positively impact the culture and/or safety of Brightwater. The first Brighter Working Group has been piloted in our Brightwater at Home and Residential Assessment Service teams.



Safety Commitment Cards

We have introduced Safety Commitment Cards, which all staff carry with them as a reminder to prioritise safety.



Brightwater Plus

Brightwater Plus, our new staff communications and social recognition platform was launched this year. The online hub is a place that all staff can access and share stories, ideas and recognise one another's achievements.

Online Learning

This year we implemented a new system to deliver online learning.

Embracing digital technology as a means of developing capability complements our current delivery methods and establishes an innovative and blended approach to learning.

Our online learning focused initially on new starters and means Brightwater can provide them with the foundational information and skills they need to reach their full potential.

COVID-19 and our people



Our people are at the heart of our COVID-19 response and our staff working in residential homes were at the frontline during visitor restrictions and ensured our clients were safe and felt supported.

COVID-19 has impacted all of our teams and we have seen dedication, flexibility and teamwork across the business.

This has included teams working remotely; the implementation of 12 hour shifts at Catering; and staff from our Linen team assisting at residential sites for the first time. We also saw our community based teams

switch to virtual services where possible, while still visiting clients in the community to provide essential direct care and support.

During this year we established a central pool of staff to support our workforce in the event of a potential COVID-19 outbreak at one of our sites; invested significantly in enhanced training in infection control and Personal Protective Equipment (PPE) donning and doffing; and continued to ensure our staff were regularly and clearly informed.



Total number of staff – 2,054



Hours of training completed – 19,578



New starters inducted – 476

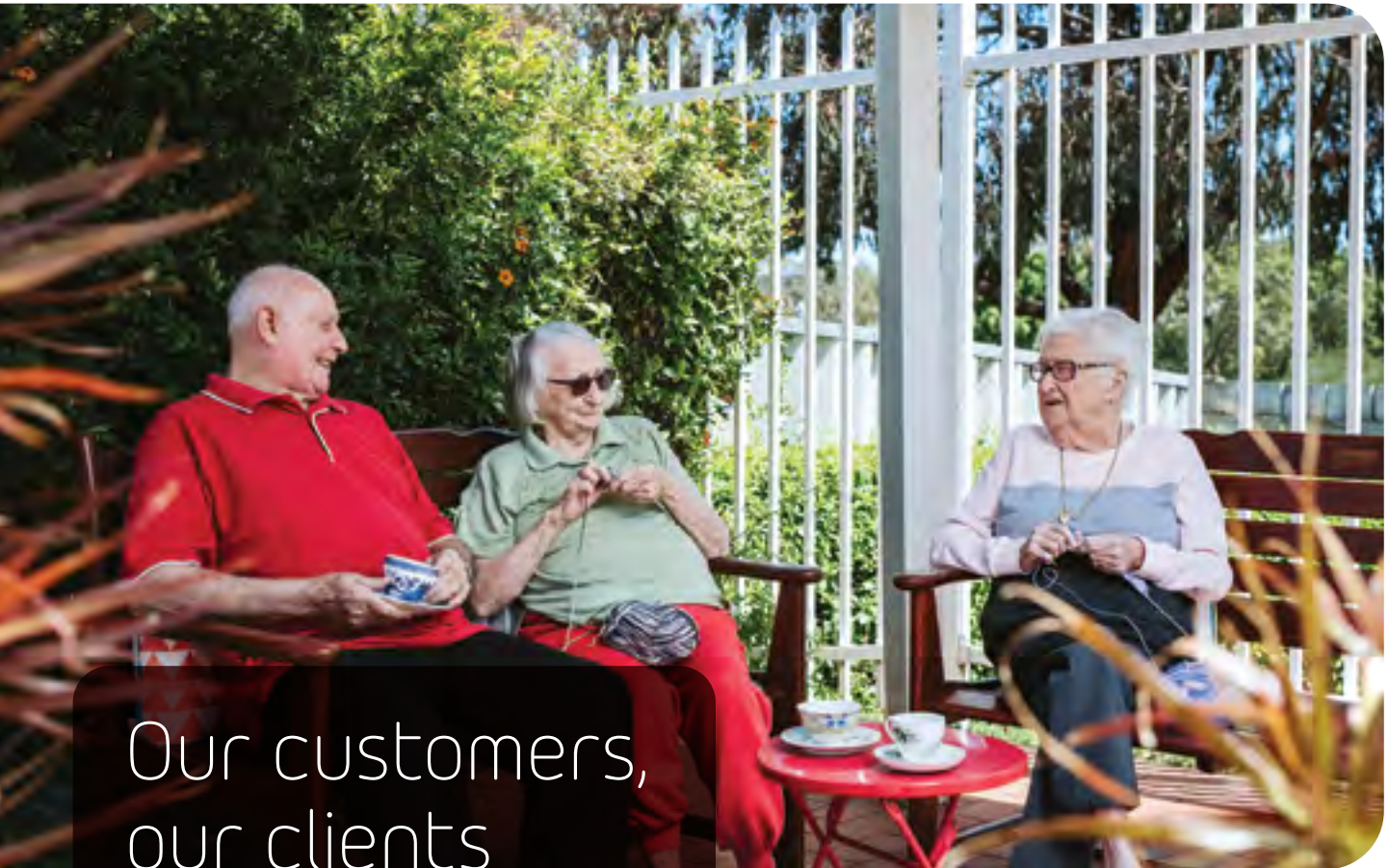


Values Champions – 45



Long-standing employees

- 492 employees have been with Brightwater for 5 years
- 300 employees have been with Brightwater for 10 years
- 58 employees have been with Brightwater for 20 years
- 12 employees have been with Brightwater for 30 years
- 6 employees have been with Brightwater for 40 years or more



Our customers, our clients

Brightwater is client centred at its core. Our *Mission*, pursuing the dignity of independence, puts our clients' health and wellbeing at the forefront of all we do.

In October 2019, a new General Manager Customer was appointed, and the Business Development and Relationships team restructured to become the Customer team. This newly created position is responsible for aligning customer engagement strategies with our Mission. It is also focused on driving strategies to successfully and competitively grow services across all business streams, promoting a customer service mindset and championing cultural leadership across the organisation.

This position oversees and provides leadership to the key customer streams of marketing; communication; corporate engagement and philanthropy; quality; the Welcome Team; and customer engagement team.

Highlights have included:**Client Portal Pilot**

In 2020 we commenced the first pilot of our Client Portal, designed to enable us to better interact with our clients and their families.

The Client Portal will facilitate requests and preferences from our clients and their families; provide real time updates and messaging on scheduled services and activities; enable the sharing of photos and updates; and allow clients and their families to provide feedback.

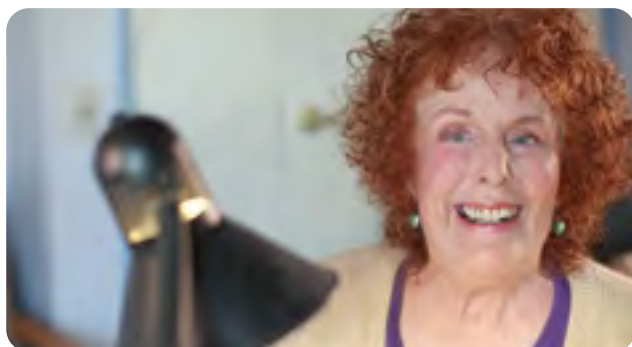
The pilot commenced with a number of Brightwater at Home clients, families and staff.

Communication during COVID-19

Proactive communication with our clients, their families and our staff was a key focus during the COVID-19 pandemic and we established a number of new communication channels this year, including a weekly email and vlog to all staff from CEO, Jennifer Lawrence, and monthly e-newsletters to client families from our individual sites.

Sharing the Brightwater Story

Sharing the story of our clients and staff continues to be a key focus. As well as traditional and social media coverage, this year we produced two key campaigns. The first, Senior Stories, tells the story of 11 Brightwater clients and serves as a reminder that life doesn't stop as we enter our senior years.



We also produced our first episode of Prime Time TV, a 30 minute program hosted by well-known presenter Tina Altieri, sharing a taste of life at Brightwater with our clients, their families and our staff.

**Brightwater Buddies**

During the COVID-19 pandemic, the Brightwater Buddies program was developed for residents in aged care and disability homes to expand their opportunities for social interaction, at a time when being with family and friends and out in the community wasn't possible. Over 800 virtual volunteers registered with letters, drawings and photographs shared, and new friendships forged. Plans are in place to expand the program further in the next year.



Corporate Engagement

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 the last 12 months we have worked with corporate and community partners to make an enormous difference to people living in aged care and for those people with a disability.



2,019 clients in our care



800 Brightwater Buddies



Client Portal pilot

Highlights have included:



Support from the RM Harken Fund:

The support we received helps to support our research efforts and the Life's Possibilities program for our clients.



"Help us grant 250 wishes this Christmas" Appeal:

Our successful Christmas appeal saw people make donations that enabled us to grant a large number of wishes for our clients, ranging from a V8 Supercar drive, to a Scorchers meet and greet and to being able to spend Christmas Day at home.



Downer Getaway Camp:

The Downer Getaway program enables clients with disabilities to participate in a range of adventurous activities they would otherwise not have the opportunity to enjoy.



Support from the Forum Group:

We welcomed new corporate supporter, Forum Group.



Super Swim Challenge:

Four friends took on the challenge of swimming three major events to raise money for Brightwater.



Support from Janissen Electrics:

A long term supplier of Brightwater, this year they extended their support with a donation to our Christmas Appeal and also funded Christmas light decorations across all of our residential sites.



Donations:

Gamesworld provided games and puzzles for our clients during COVID-19, Rotary provided new BBQs for our residential sites, Men's Shed have been making ice-cream carts for our sites and Novata Solutions donated an outdoor movie theatre.



Support from Alcoa:

PEACH (Personnel Employed at Alcoa Charity Help) provided funding for the Garden Club at our residential aged care site, The Oaks.



Life's Possibilities:

Our clients continue to have life experiences through this program and a large donation made by the Stan Perron Charitable Foundation made a number of clients' dreams come true. Life's Possibilities has enabled individuals and groups to enjoy special outings, in-house events, new programs and a diverse range of experiences.



Residential aged care

Our residential aged care operations look after 750 clients and employs over 1,200 people who provide a diverse range of services and care.



Care during COVID-19



The COVID-19 pandemic had a big impact on our industry, but our team ensured our clients not only received ongoing care, but kept them connected with their families and friends at a time when visits were restricted.

New initiatives included the provision of iPads for Skype and FaceTime calls and the delivery of our Music Therapy and Allied Health services online. We arranged special concerts for our residents including two young performers from the West Australian Opera delivering concerts from the outside of each of our residential aged care homes and our retirement village. We also launched a remote volunteering program, Brightwater Buddies.

We further increased cleaning services and infection control training across our residential homes, and put in place visitor screening procedures.

Specialist Dementia Care Program (SDCP)

In 2018 we were selected by the Commonwealth Government to run the Australian prototype of the SDCP. In September 2019, Araluen House at The Village in Inglewood welcomed its first clients. This residential program cares for clients with severe behavioural and psychological symptoms of dementia, who would otherwise require care in mental health hospital settings.



The SDCP at The Village is the prototype for the 31 units that will eventually open across Australia. We have opened our unit, and collaborated with the Commonwealth Government on the program guidelines and implementation; with Dementia Support Australia on the eligibility assessment process; with Deloitte Access Economics on the external evaluation framework; and provided support, knowledge, expertise and shared our resources with other providers.



In the first year of the program, we have seen a reduction in the frequency and severity of behavioural and psychological symptoms of our clients, with four clients successfully transitioned out of the program into less intensive settings and a further three on active discharge pathways. Other successes have included enhanced physical independence, improved eating, drinking and sleep (resulting in positive weight gain) and increased participation in activities.



Light Touch Refurbishment Project

As part of our 10-year property strategy, all 12 of our residential aged care sites will undergo upgrades to improve the aesthetics of the internal shared areas. With approximately 50 percent of homes already complete, this project will make a significant difference to how these homes look and feel whilst creating a more contemporary and homely living environment.

We have also introduced the External Areas Project. This will see upgrades to our gardens and courtyards at our residential homes, to improve the sense of arrival, enablement and enjoyment of our outdoor areas.



Music Pharmacy

Brightwater’s Music Pharmacy program uses music as a tool to support health and wellbeing across our aged care services. The program aids communication and reduces anxiety and has been rolled out across eight residential care sites to date, including Brightwater’s SDCP, one transitional care site, and includes a weekly music therapy group for Brightwater at Home clients.



The program includes group music therapy, jam sessions, personalised playlists, serene strings (playing a unique instrument, the Reverie Harp) and move and groove programs. Importantly this program is focused on developing organisational wide capacity to embed healthy and intentional uses of music into every day care. To do this all Brightwater staff are trained using a music therapy skill-sharing model – we call this approach ‘Waltz Into Life’. To date more than 300 Brightwater staff are ‘Waltz Into Life’ competent.



Palliative Care Model

The Palliative Care Research Project was completed in 2019 and in 2020/21 we will embed the Palliative Care Model across Brightwater. The study involved an extensive review of policies and literature to determine evidence-based and contemporary practice, and a critical review of palliative and terminal care processes and experiences at Brightwater, including a survey of staff, clients and families.



-  12 residential aged care sites
-  Capacity for 750 people
-  1,200 staff



Brightwater at Home

With a team of highly professional and experienced Allied Health, clinical and support workers, we provide a range of support services to help people over the age of 65 live with greater independence, promote their optimal wellbeing and assist them to remain at home for as long as they are able.

Empowering our clients in the decision making process

Our clients have a broad range of services to choose from and we work side-by-side to discover the right plan for them. This includes assistance around the house, physiotherapy and non-conventional therapies such as reflexology and music therapy.

This year we have been focused on making sure our clients understand and use their allocated funding. Together, we've been evaluating recent package trends to better understand the driving forces behind each client decision and service request.



Brightwater at Home continues to uphold our strong commitment to act as industry leaders and embed new quality standards, innovations and financial frameworks into our practices, ensuring that our clients receive the best level of care possible. After much planning and an extensive review of our at-home care protocols, we implemented the new Aged Care Quality Framework and a new pricing framework, successfully meeting all requirements under the Aged Care Quality Standards and Government Legislation. The updated pricing structure clearly outlines our services and price of service delivery, providing consumers easy access to clear information. This gives them the power to make a more informed decision with a greater level of choice available to them across all competitors.

A catalyst for change



The limitations brought on by COVID-19 to see clients face-to-face, became an instigator for change. This change provided us with opportunities to explore different ways to maximise our productivity and provide our clients with services that are still effective and valuable. These innovations included an increased use of technology; video meetings and pre-recorded exercises for clients; and more online training for staff.



Looking ahead

In the year ahead, we see more opportunities to increase our service and staffing efficiencies, including the implementation of the Client Portal which is designed to improve real time interaction, incorporate client feedback, schedule changes, access to information, and client and family self-management.



796 Brightwater at Home clients



Disability Services

We operate six houses in the community offering supported independent living for people with an Acquired Brain Injury (ABI), two specialist accommodation homes for people living with Huntington's disease, accommodation for transitional care after a hospital stay for people with a disability and a rehabilitation program for people with an ABI.

Oats Street

Approaching 30 years of operation, our Transitional Rehabilitation Program at Oats Street has seen many successful client journeys.

A staged approach to rehabilitation

The client rehabilitation program is centred on independence, encouragement, support and care. The 43 bed, therapist led facility provides a transitional slow stream rehabilitation service for people with an ABI. Its unique built environment includes different houses that reflect our clients' different stages of ability. This staged approach to rehabilitation motivates clients to work towards their identified goals and be empowered to pursue their independence.



Expanding our capability

The first step towards expansion at Oats Street has been progressed, with Brightwater purchasing three properties adjoining the site. This will see more clients able to receive services at different stages of rehabilitation.

beds added with the opening of our Rottnest House. This home will be used as a shared independent living unit for clients who are in the later stages of their rehabilitation journey.



We have seen a shift in referrals from hospitals for clients with complex support needs, in the form of referrals being made in shorter periods since their respective injuries. This changing nature of referrals has resulted in Oats Street adapting two houses to accommodate clients with increasingly complex support needs. There has also been an additional two



Mental health specialists

Our team of professional Allied Health and Clinical Support Workers provide exceptional care and create programs that inspire our clients to get involved.



We have successfully introduced our new Mental Health Nurse and a Neuropsychologist Registrar to the team, ensuring high standards of psychology services for our clients.

Brightwater and Bassendean Junior Cricket Club recognised by Cricket Australia

Cricket Australia and the Western Australian Cricket Association (WACA) awarded Bassendean Junior Cricket Club the Community Initiative/Partner of the Year, for their volunteer partnership with Brightwater. A group of three Oats Street clients volunteered with the Bassendean Junior Cricket Club, working in the canteen on weekends, serving patrons and interacting with club members and families. The program was developed to assist young adults with an ABI to learn important skills for returning to work and enabling them to engage with the local community. Each client held a specific role in the canteen to focus on including customer service, calculations, communication and safety awareness.



29 years of Oats Street



2 new beds added at Oats Street

Transitional Accommodation Program

Marangaroo's Transitional Accommodation Program supports clients transitioning from extended hospital stays back into the community. Our clients often have a newly acquired disability or additional health and mental health complexities.

Transitioning to a single program

Part of our Marangaroo site is our legacy program at Endeavour House, which has been providing 24 hour support for people with an ABI or neurodegenerative conditions. In the past year, Marangaroo staff have worked closely with clients and families on their journey to community integration.

As part of this journey, we created a new Program Manager role to oversee the transition and we have been supporting our Endeavour House clients to successfully create individual National Disability Insurance Scheme (NDIS) plans. These plans assist them in choosing providers who will deliver the various support services they need to live their best lives and be closer to their family and community connections.



Once our transition to a single program is complete, we will have 23 beds at Marangaroo, all dedicated to the Transitional Accommodation Program.



23 beds at Marangaroo

Capacity Building

Our Capacity Building Program provides therapeutic and skills-development-based services to people with a disability living in their own home or in some form of supported living. We provide our Capacity Building Program services across all Perth metropolitan suburbs.

Individually set goals

We work with our clients to identify their personal goals, and together we focus on increasing their confidence and ability to participate in the community. By working with our clients in a one-on-one setting, we can tailor each program specifically to their needs with services such as psychology, occupational and speech therapy, direct skills development and equipment prescriptions. We work collaboratively with a range of service providers, including within Brightwater to achieve our clients' goals.

Supporting our clients through change

With many of our clients transferring across to the NDIS in 2019 and 2020, we have been providing support to ensure each person has the best plan suited to them through NDIS funding. As recognised leaders in this field, we have seen an increase in referrals and this growth is anticipated to continue according to NDIS service demand data.

We also welcomed to the Capacity Building Program our Ellison House Allied Health team, who specialise in Huntington's disease, communications, swallowing techniques for clients and end of life support.



Supporting approximately 394 client packages



The client service mix currently delivered is a mix of 55% Therapy and 45% of other

(Other includes: the expansion of Support Coordination and Specialist Support Coordination)



Average package size (\$6,400-\$8,500)

Supported Independent Living

Brightwater's supported independent living homes, provide 24/7 accommodation and support services for adults with an ABI and Huntington's disease. Our eight supported independent living homes range from low to high care and are located in the Perth metropolitan area from Balcatta to Warnbro. Our clients are supported to live as independently as possible, to embrace employment opportunities and to access the community. Clients' care plans include a range of providers in accordance with their interests and needs.



A review of Ellison House

To ensure we deliver the best care possible for our clients, we commenced the review of our home for adults with late stage Huntington's disease, Ellison House. Our comprehensive review included commissioning an external consultant; seeking stakeholder feedback; undertaking an evaluation of our care plans and support requirements; and consulting with international Huntington's disease specialists. In the next year, we will work to incorporate the outcomes from our review to inform the development of a contemporary Huntington's disease Service Model.

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

In the last year, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability commenced its hearings. Although the Commission has not formally sat in Western Australia yet, we are actively preparing to participate and will continue to inform our clients and families.

Introducing the Weekend Entrepreneurs

An innovative gardening initiative called the Weekend Entrepreneur Project has successfully engaged clients since the project was introduced in March 2020.

Clients from our Hamilton House, Manning and Bentley supported independent living homes have been spending their weekends potting succulents and preparing them for sale. Clients immersed themselves in the project and feel a sense of pride and accomplishment in their creations.



With change comes innovation, our experience during COVID-19

COVID
19

Across our disability homes and services, COVID-19 brought immediate changes to the way we delivered care, interacted with our clients and worked with external stakeholders.

Many of the changes we implemented were to ensure that clients could still interact with loved ones, feel part of the community and still receive valuable services. As a result we have increased the use of technology, with clients using iPads to communicate with friends and family and the use of video services for telehealth appointments.

The ability to use technology to communicate in this way has helped identify new opportunities to deliver services into the future, and these will be explored further as our contemporary care models are developed this year.



Within our homes, staff made incredible efforts to keep clients engaged in activities. These activities included a staff concert at Oats Street, gardening groups, language lessons, social distancing dance parties, art and crafts and musical groups. Many of the activities introduced during this period have been so popular with clients, they will continue for the foreseeable future.



71 clients in supported independent living

Brightwater and the NDIS

The NDIS works with partner organisations including Brightwater to deliver services to Australians with disabilities. At Brightwater we understand that people with complex support needs access many services and our team has been assisting clients to plan for the NDIS and the other supports they need.



As part of the Australia-wide roll out of the NDIS to all States and Territories, we have been working with our clients who are eligible for NDIS in the final stages of their transition to the scheme. This will see majority of our clients funded by the NDIS.

Throughout this transition we have increased our engagement and collaboration with families to inform them on all NDIS plans and selection of service providers, ensuring that client activities and supports are aligned with their independent choice and control.



We will continue to support the implementation of NDIS plans and accessing services for those who have recently transitioned to the NDIS.

NDIS Quality and Safeguards

Western Australia's transition to the NDIS Quality and Safeguards Commission will come into effect from December 1, 2020. This transition will see Western Australia join the other Australian States and Territories in complying with the Commission's National Quality and Safeguards requirements.

Brightwater has a dedicated project team working alongside all areas of Brightwater to prepare for the transition. This has included the rolling out of mandatory NDIS worker training for our staff; a full review of our processes and gap analysis against the new system to ensure compliance with NDIS legislation; the development of new policies and procedures for incident management, complaints and restrictive practices for our disability clients and NDIS participants; and adjustments to our software systems to ensure all relevant data is captured.



The NDIS Quality and Safeguarding Framework provides opportunity for growth of the program, particularly in the provision of the Behaviour Support Practitioner service. This service is a crucial part of the framework that aims to uphold the human rights of people with a disability and the elimination of restrictive practices.



Retirement

Brightwater operates one retirement village, Kingsway Court in Madeley.

Kingsway Court features 168 independent homes with 14 different floor plans and a mix of two and three bedrooms. At the heart of Kingsway Court, the community centre offers a range of social opportunities in its craft and games room, extensive library, lounge area, outdoor barbeque area, restaurant and function room. Kingsway Court is also home to an indoor pool, gymnasium, lawn bowling and putting greens.





Celebrating 15 years at Kingsway Court

In this financial year we celebrated 15 years of Kingsway Court. Throughout the year, 11 homes were re-leased, with the external painting of all our homes and the community centre revitalising the retirement village, making Kingsway Court even more vibrant and appealing.

A community that is there for each other



COVID-19 impacted day to day life at Kingsway Court but it also reinforced that being part of a community is an incredibly important aspect of life. When residents were not seeing family and friends as frequently, the community banded together. Residents set up smaller activities such as walking groups (whilst maintaining strict COVID-19 safety protocols) and some residents took turns to call those in the community who live on their own or may have been isolated. Brightwater also introduced an on-site influenza vaccination clinic and a frozen meal service for residents to offer some convenient solutions when restrictions were in full force.



Congratulations to Janine

This year Brightwater's Village Manager, Janine Thompson, was nominated as a finalist in the LASA Village Manager of the Year and also named a Kleenheat Community Hero, after being nominated by the residents of Kingsway Court.



168 homes



Average age of residents: 83 years old



109 singles and 56 double occupancies



Commercial Services

We offer two commercial services – Catering and Linen. These services assist in growing revenue to support our core business.

Linen

Brightwater's Linen service not only provides our facilities with fresh linen, it provides commercial laundry management and linen supply services to companies across Perth and Western Australia, including hotels, hospitals, restaurants, care facilities and the mining sector.



Adapting to a new environment

COVID
19

Despite the challenging impact COVID-19 has had on our Linen services, our team has been able to retain a strong client base and welcome new clients in this financial year, with a focus on expanding services within the mining and hotel industries.

The industry has seen disruptive change this year due to COVID-19, with the volume of services decreasing, particularly due to the lack of occupancy in Perth's hotels. As a result, our Linen business applied innovative thinking to adapt to a new environment, with many of our Linen staff being redeployed to other areas of the business including our residential aged and disability homes. These staff placements have been a valuable asset as our residential homes required more staff to keep up with our new process for visitor bookings, as well as increased infection control and cleaning services.

We have also utilised our laundry space as a Personal Protective Equipment (PPE) store. This has ensured we have a centralised store of PPE in case of a COVID-19

outbreak, and this has provided an opportunity for a PPE centralisation model moving forward.



33 staff redeployed during COVID-19



143 clients in the hotel and healthcare industries



33 clients in the mining industry

Catering

Brightwater Catering provides healthy meals to our residential aged care homes and to our external clients such as Meals on Wheels and other aged care providers.



Reimagining the Meal Experience

This year we placed a strong focus on reinventing how our food is prepared and how these meals are served to residents through the 'Reimagining the Meal Experience' initiative. The project has a strong emphasis

on better understanding the nutritional requirements for our clients on an individual basis, including those with co-morbidities and chronic disease. The new program will give clients more choice when it comes to what they would like to eat at mealtimes, and make the experience more social and enjoyable between clients and staff.

Trials have been conducted at selected homes and our team have observed positive outcomes from the increased client interaction and engagement when meals were prepared and served. There has also been consultation with Brightwater Speech Therapists and Dietitians to ensure new menu items meet required standards. Alongside the project, new software 'SoupedUp' will be introduced, which will enable easier processing for menu changes and a more customer friendly experience at a site level.

Catering to the changing needs of our clients



During the COVID-19 pandemic our catering business was proactive in preparation for site restrictions and isolation periods. Catering produced eight weeks' worth of frozen meals for our residential aged care homes and commercial processing facilities. The sales of frozen meals also increased at this time, with residents from our retirement village, Kingsway Court, and the Banksia Tourist Park, ordering meals.



20 staff



18 clients



590,000 meals made or 270,000 kg of food



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 supported solutions for our clients. 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 benefits 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 and outcomes.

Scholarships

Each year the Research Centre awards two scholarships to Brightwater employees for a program or initiative that can positively impact Brightwater clients and the wider community. These scholarships were awarded at the November 2019 Annual General Meeting.



2019 Don Hutchison Scholarship

The Don Hutchison Scholarship recipient, Gap Tshering, created a project called The Weekend Entrepreneur.

The project engages Brightwater disability clients on weekends to volunteer in potting and decorating plants, ready for sale. The aim was to help clients derive a sense of purpose and accomplishment from engaging in practical activities.

2019 Peter Lane Scholarship

The Peter Lane Scholarship recipient, Curtis Reddell, created the Return to Work Readiness Project, which developed a framework for Brightwater to partner with community clubs to support clients with a disability. Part of the project was to investigate the effects of this experience on functional work related skill sets (specifically cognitive, social and communication) and community integration for people recovering from an Acquired Brain Injury (ABI). In 2020, the project won the Western Australia Cricket Association award and the National Community Cricket awards.

Research at a glance

16 Studies across the following topics:

- Resilience and ageing
- Depression and ageing
- Client wellbeing and nutrition
- Food, behaviour and dementia
- Palliative care
- Supporting families
- Cognitive and sensory impairment in the elderly
- Medication complexity in residential aged care
- Complexity of clients with an acquired brain injury
- Co-morbidities and acquired brain injury
- Continence, independence and acquired brain injury
- Quality of life after brain injury

17 Higher Degree Research Students

- Occupational Therapy – Honours 9
- Medicine – Doctor of Medicine 1
- Psychology – PhD 5
- Speech Pathology – PhD 1
- Nursing – Masters 1

29 Publications and Presentations

- Publications 14
- Presentations 15

Research in focus**An intervention to support children and youth impacted by a parent with an ABI or Younger Onset Dementia.***Funding from Lotterywest*

Currently, children and youth who have a parent diagnosed with an ABI or Younger Onset Dementia have unmet needs. These vulnerable children and youth are not routinely provided with opportunities to develop an understanding of their parent's diagnosis and support to manage the changing relationships within their family unit. Young people do not receive targeted emotional and developmental support and if young people struggle to cope with their changing family situation, they are directed towards non-specific mental health services. This study will develop and implement a targeted intervention for these young people, offering a service where none currently exists. The intervention will be developed through a process of co-design with children, parents, families and health and education professionals, ensuring the intervention is targeted and sustainable.

Assessment of food and mealtime satisfaction in residential aged care*Funding from Brightwater*

Assessment of food and mealtime satisfaction among people living in residential aged care is not customary, but is an essential stepping stone for reviewing their nutrition status and quality of life. Such assessments support a key area identified by the 2019 Royal Commission into Aged Care Quality and Safety: Food provision. This study evaluated the level of food and mealtime satisfaction in residential aged care facilities, including the influence of length of stay, diet texture, country of birth and residential aged care site.

Food additives and severe dementia in the elderly: Effect on agitation*Funding from Brightwater*

Drinks that are rich in food additives (artificial colours and preservatives) are commonly offered in residential aged care facilities to increase oral fluid intake and to prevent dehydration. However, food additives have been linked to adverse behavioural effects and hyperactivity, with most studies being conducted in children. It was unknown whether drinks with artificial food colours and other additives (AFCA) adversely affect behaviour in elderly people with dementia, in whom agitation and hyperactivity are frequently encountered problems. This study investigated the effects of additive-rich drinks with AFCA on behaviour in elderly people with dementia. This study found that the elimination of additive-rich drinks with AFCA reduces agitation in people with severe dementia. This may be a simple and affordable non-pharmacological measure to support this population in residential aged care facilities.



Investigating the use of assistive technologies for continence and toileting to improve independence and reduce cost of care for people with an ABI

Funding from the Insurance Commission of Western Australia



Problems with continence are common in people with an ABI. This project aimed to investigate, review, and trial assistive devices to support people with an ABI to toilet more independently, improve quality of life and dignity, and reduce the cost of care. This study concluded that managing continence-related problems in the ABI population with assistive devices is effective at reducing the need for staff intervention and cost, as well as improving functional independence, wellbeing and dignity. Consistent with previous research, current practice in continence management can be improved to provide client-centred and evidence-based care using a multidisciplinary team approach. The findings have wide-ranging policy implications and should be taken into consideration when planning treatment and rehabilitation services, and in the preparation and funding of care plans.

The role of the Nurse Practitioner in managing medication complexity

Funding from The Western Australian Nurses Charitable Trust



Residents of aged care facilities use increasingly complex medication regimes due to high numbers of administered medications (polypharmacy), numerous administration times, and the use of multiple or complicated dose formulations. This study investigated the prevalence of polypharmacy across Brightwater sites and reviewed the role of Nurse Practitioners in medication management in residential aged care, with a focus on developing strategies to support Nurse Practitioners in reducing polypharmacy.

Time between ABI and admission to community-based rehabilitation: Differences on cognitive and functional gains

Funding from Brightwater

This study determined the differences in rehabilitation gains made by people with an ABI undergoing staged community-based brain injury rehabilitation (SCBIR) at different times between injury and admission. The study concluded that more than two years after injury, people are able to make improvements in participation and functional independence following rehabilitation.

Governance

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

The role of The Board

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

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

Brightwater’s members are primarily responsible for the election of Directors. 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), General Manager Residential (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 Council); 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
Sädleir

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



Anna
Dartnell

BA, GAICD



Karen
Fleischer

**BJuris, LLB,
GAICD**

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

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

Paul joined the Board of Brightwater in November 2010.

Special responsibilities:

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

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

In addition to her role with Brightwater, Anna is General Manager of Aurizon (ASX: AZJ) Bulk Operations in Western Australia and is a Non-Executive Director with the Kimberley Ports Authority. She has previously served on the Board of Spare Parts Puppet Theatre (including Board Chair from 2015-2018) and the National Association of Women in Operations.

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

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

Karen currently works as a Senior Lawyer for one of Australia's largest private investment groups that invests in a diverse range of businesses across agri-food, energy, resources, property, hospitality, sport and entertainment. Prior to this Karen has worked as General Counsel of a global resources company and 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 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 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'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**Brian
Roche**B.Bus, M.Mgt**Richard
Thomas**BA (Hons), ACA,
retired member of
ICAEW, CAANZ and IIA.**

John is currently the Executive Director of ACIL Allen Consulting, which is Australia's largest independent economics, public policy, and strategy advisory firm. John is highly respected across business and government, with more than 20 years' experience as an economist, policy leader and senior executive working at the Commonwealth and WA Treasuries and the Chamber of Commerce and Industry of WA.

John was educated at the University of 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 is the Public Trustee of Western Australia.

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

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

Brian is a General Councillor of HBF Health and Trustee of the Give2Good Charitable Foundation.

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 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



Bret
Campbell

Chief Financial Officer



Elizabeth
Lawton

**General Counsel and
Company Secretary**



Danyelle
Lituri

**General Manager
People Services**

Parental leave



Alice
Manners

**General Manager
Customer**



Deva
North

**General Manager
People Services**



Libby
Simpson

**General Manager
Residential**



Janet
Wagland

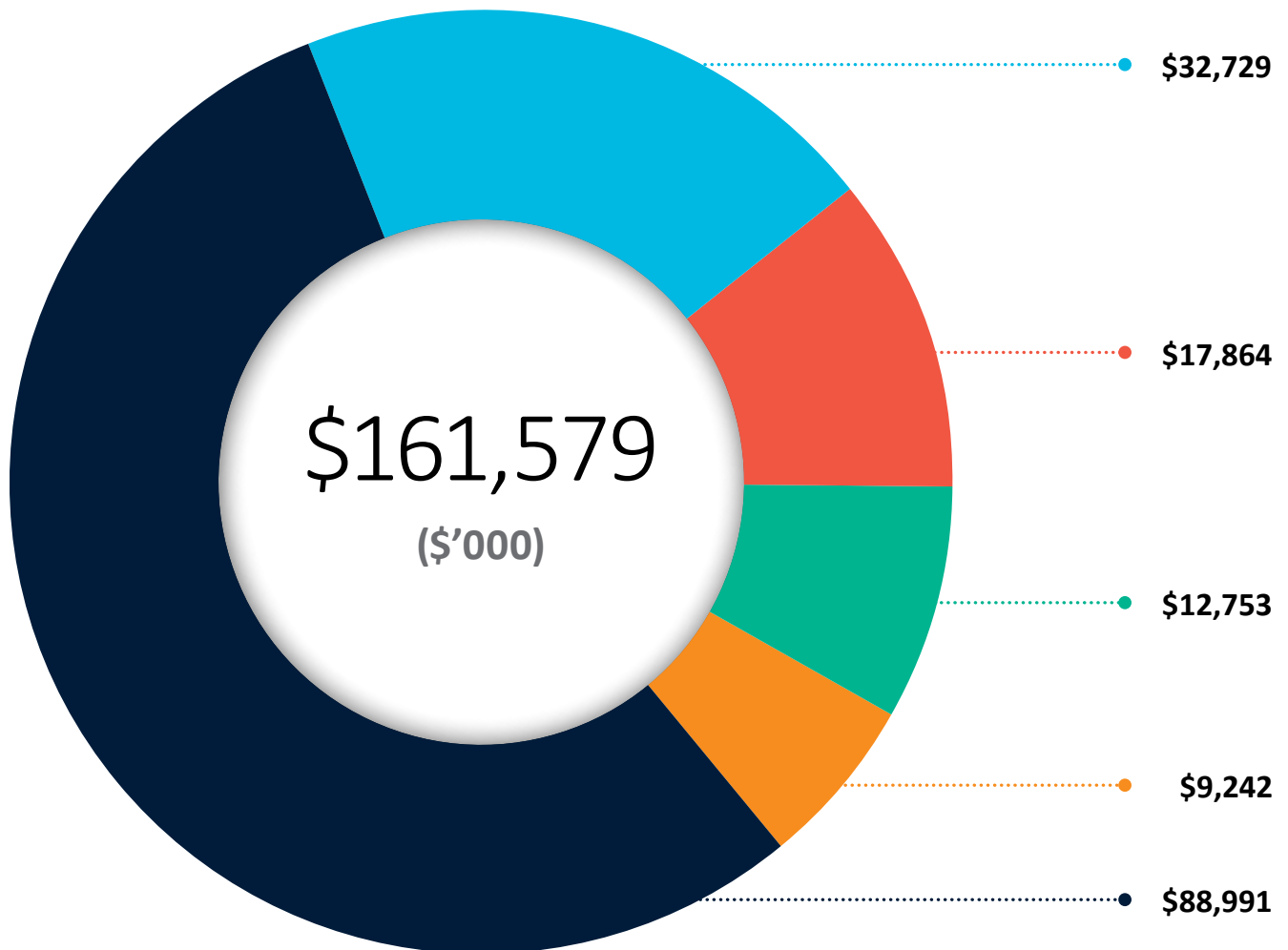
**General Manager
Community**



Darren
Woolcott

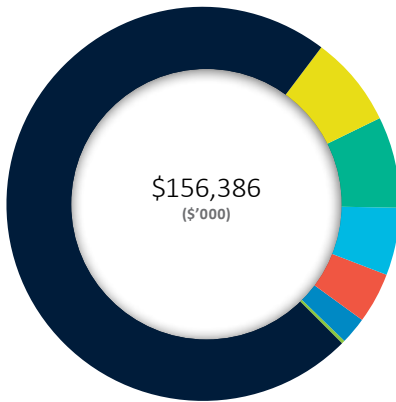
**General Manager
Commercial Services**

Financial performance



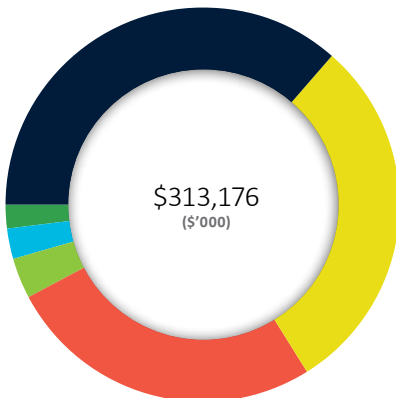
What we earned

	Amount	(\$'000)
• Residential aged care	\$88,990,997	\$88,991
• Disability services	\$32,729,303	\$32,729
• Brightwater at Home	\$17,863,893	\$17,864
• Commercial	\$12,753,023	\$12,753
• Other	\$9,241,660	\$9,242
Total	\$161,578,876	\$161,579



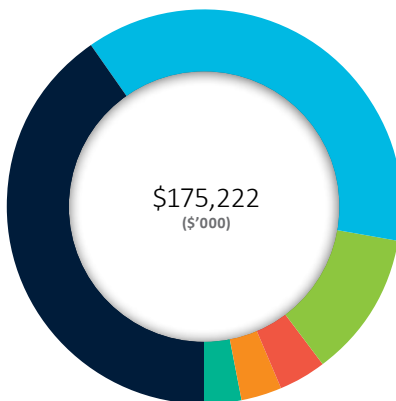
What we spent

	Amount	(\$'000)
• Employees	\$114,233,570	\$114,234
• General and administrative	\$11,728,430	\$11,728
• Depreciation, amortisation and impairment	\$11,533,633	\$11,534
• Rent, utilities and maintenance	\$8,559,081	\$8,559
• Materials and supplies	\$6,625,391	\$6,625
• Care products, consumables and travel	\$3,536,144	\$3,536
• Other	\$169,946	\$170
Total	\$156,386,195	\$156,386



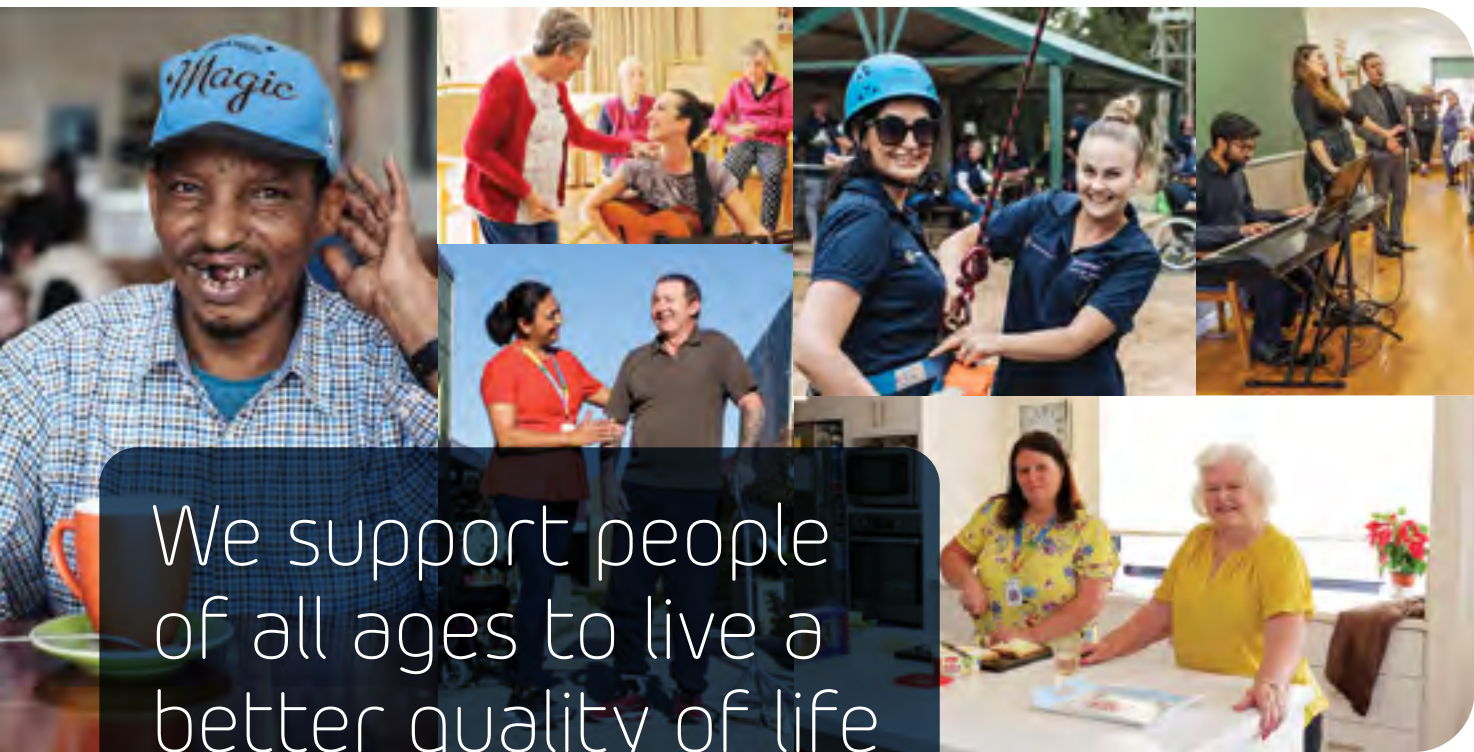
What we own

	Amount	(\$'000)
• Property, plant and equipment	\$113,962,138	\$113,962
• Cash, deposits and investments	\$93,098,043	\$93,098
• Investment property	\$82,332,311	\$82,332
• Receivables and prepayments	\$10,372,442	\$10,373
• Other assets	\$7,468,294	\$7,468
• Financial assets	\$5,943,414	\$5,943
Total	\$313,176,642	\$313,176



What we owe

	Amount	(\$'000)
• Retirement Village resident obligations	\$70,640,000	\$70,640
• Accommodation bonds, RADs and RACs	\$65,870,120	\$65,870
• Employee benefits	\$20,723,272	\$20,723
• Deferred income	\$7,183,618	\$7,184
• Trade and other payables	\$5,668,811	\$5,669
• Other liabilities	\$5,136,500	\$5,137
Total	\$175,222,321	\$175,222









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
-  Become a corporate partner or sponsor
-  Make a gift in your will
-  Make a donation in memory of someone
-  Become a volunteer
-  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

brightwatergroup.com

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