







Compassion is caring for others and responding to need using the highest standards to provide comfort and enable healing



Juniper is a Christian, values driven, community benefit organisation that excels in social enterprise for the benefit of the whole Western Australian community

### **Our Vision**

A good life for all our people

### **Our Mission**

To enhance the independence, spiritual fulfilment and enjoyment of life of older people through care, accommodation and support services

### **Our Core Values**

Juniper embraces core values that are based on the ethos of the Uniting Church and direct our actions as we care for older Western Australians:

**Welcome** is being warm, friendly, gracious, empathetic to all, and open to new ideas

**Respect** is valuing people for their uniqueness and being just and honest in our dealings

**Compassion** is caring for others and responding to need using the highest standards to provide comfort and enable healing

**Hope** is looking forward with confidence and expectation





JUNIPER



# Welcome

At Juniper, you will find a warm, welcoming and friendly environment where we deliver the highest standards of care and support.

We believe in enjoying and celebrating life, and enabling choice in how you wish to live it.

Our dedicated staff deliver care and services to enable older people to live independently, or with support at home, or in one of our residential care facilities.

Whatever your circumstances, you can be assured that your physical, emotional, social and spiritual needs will be respected and supported.

At Juniper we're dedicated to our Vision, proud of our heritage and look to the future with confidence and hope.









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Our presence in regional Western Australia has been maintained for almost as long as the organisation itself.

## About us

Since welcoming our first residents in 1949, we have grown to be one of Western Australia's leading providers of respite, health, retirement housing, home and residential aged care services.

Our 1,500-plus employees and 500 volunteers deliver some of the most modern and forward-thinking services available so we can make a positive difference to the lives of more than 4,000 older people.

We welcome all people, regardless of their background, beliefs, means or requirements. Juniper is proud to provide individual choice, freedom, support and the highest possible quality of care and services.

Our presence in regional Western Australia has been maintained for almost as long as the organisation itself. And we continue to extend much needed care in the Kimberley, Mid West, Wheatbelt, Metropolitan, South West and Great Southern regions.

Because we are a not-for-profit organisation, there are no shareholders and we invest any surplus funds from our operations for the benefit of the whole community.

As a member of UnitingCare, we have access to an Australia-wide care and support network.

Juniper builds on our predecessors' foresight and dedication to bring fresh approaches and a strong commitment in responding to older people in Western Australia.

For more than 60 years Juniper has provided a good life for all our people.





## Message from the Board Chair

Having been a member of the Juniper Board for eight years under the leadership of Lindsay Wolfe I feel privileged to be called upon to serve as Chairperson and to present this report for the financial year to 30 June 2014.

In reflecting on our reports over recent years I was struck by the recurring influences of an ageing population, increasing complexity of the care needs of many aged people, uncertainty in the world and Australian economies, the need for regulatory change, the slow pace of the Australian Government in implementing necessary change, and the increasing regulatory burdens across many fronts, not just aged care.

A great deal of effort has been applied by the Executive team and through them the Finance and Risk Management Committee (FARM) and Board to understand and prepare for the aged care reforms initiated by the Federal Labor Government.

Following the 2013 election the Federal Coalition administration honoured their commitment to continue the reforms.

The reporting year also saw the passing of new Retirement Villages legislation in WA.

The first tranche of change was implemented from 1 April 2014 with more change foreshadowed once consistent regulations can be drafted.

A common theme of much new legislation is the 'empowerment' of consumers.

Synod 2013 saw the retirement of Helen McMillan and Bruce McFarland from the Board, and soon after Shirley In't Veld and Maree Arnason were appointed.





Decisions put into place in 2012 to revise the Board's subcommittee structure are continuing to make improvements to the Board's governance processes.

The FARM developed an additional focus on risk management, the Building Assets and Infrastructure Committee worked on strategic asset management and project approval processes, the Client Care Committee developed a clinical governance framework and a short-term OSH Working Group worked on OSH reporting and key indicators.

Collectively this work assists executive staff in effectively and efficiently providing the Board with the information it needs to properly exercise

its governance role, freeing up time to focus on strategic leadership.

We are entering into an interesting and no doubt challenging period for this dynamic organisation.

I thank Lindsay for his role in leadership over the last eleven years in which: the revenue of the organisation more than doubled; we 'rebranded' to Juniper to help maintain our relevance to an increasingly diverse community; and governance frameworks were strengthened.

This leaves a wonderful springboard for the future of Juniper.

I feel sure I speak for all Board members, the Chief Executive Vaughan Harding,

the Executive team, and management and staff at all levels, in saying we look forward to the next steps of Juniper in its journey of responding to needs in the Western Australian community.

**Fred Boshart**





## Chief Executive Message

Once again I am in the happy position of reflecting on another successful year for Juniper. We are a diverse organisation and this Annual Report provides a snapshot of the range of activities that Juniper has undertaken across our large State over the past 12 months.

We are also an organisation in transition as we strive to give life to our Strategic Intent to double our capacity to respond to community need in the period 2013 through to 2023. With growth arises challenge and risk and you will see in this report mention of renewed governance structures and improved business systems, all designed to respond to change and increasing demand. You will also see renewed focus on the needs of our workforce because capable dedicated staff are the key to any organisation's success, particularly in labour intensive human services like aged care.

In my other role as President of Aged and Community Services Australia (ACSA), the peak

industry body representing the interests of church and charitable aged care providers across the country, I have also been dealing with the challenges of change and the prospect of exponential increases in demand for services from its members – community service aged care organisations across Australia. Peak bodies have no lesser need to reconfigure their resources to enable the leadership necessary to deal with a challenging future on behalf of members.

At a personal level this report also acknowledges the huge contribution of Lindsay Wolfe, Juniper's longest serving Chairperson. The working relationship between the

Board Chair and the Chief Executive is an important one. Lindsay's easy personal style, enquiring mind and strong sense of fairness has allowed our professional relationship to flourish and grow and has served the organisation well over the past decade. Thank you Lindsay for the huge contribution that you have made to the life of Juniper.







I would also like to welcome Fred Boshart our new Board Chair to this important role. Fred has a long and distinguished history as a Director of Juniper and we look forward to Fred bringing his own mix of skills and personality to this leadership role.

As I prepare this message I am aware that our valued staff are working hard to meet the everyday needs of thousands of people in our care. This work continues 24/7 regardless of government reform programs, accreditation activity or organisation strategic priorities. I am

particularly pleased therefore to have been able to deliver pay and conditions that are the best in the country to the majority of our workforce. This response has only been possible due to careful stewardship of Juniper's resources in previous years.

I would also like to acknowledge the huge contribution of our executive management team, our 70 and more managers, our 1500-plus staff, the Directors of our Board and our 500 volunteers. It is clear that Juniper thrives due to the collective efforts of hundreds of dedicated people. And this

is what we are about – people. This is the right focus for a church-based agency reflecting God's love for the world through deed.

Our community has a huge appetite for the services that we have to offer.

Our future is both exciting and challenging.

**Vaughan Harding**





## A tribute to former Chairman Lindsay Wolfe, Juniper Board

The rising of the Uniting Church Synod in September 2014 saw the end of Lindsay’s term as the Chair of the Juniper Board.

Lindsay came to this role following his return to Perth after spending most of his working life with the International Monetary Fund based in Washington DC. After taking up worship at the Floreat Uniting Church Lindsay was quickly targeted by Beryl Grant, who was then serving on the Juniper Board, resulting in him attending his first meeting in March 2002. The following year he was appointed as Chairperson and chaired his first meeting in November 2003.

During his term Lindsay has consistently exercised an inclusive leadership style, always open to the views of fellow Board members and seeking to draw out their contribution.

He has also displayed a gentle resolve in the face of many matters which were not quickly or easily settled, not least being the project to rebrand UCH. This work which commenced in early 2007,

took nearly five years of work before we could launch the Juniper brand in 2012.

Under his leadership the organisation was able to provide well developed plans concerning its direction; ride-out the effects of the GFC virtually with impunity; improve our financial performance and provide the resources necessary to undertake a large and significant rolling program of renewal, including the building of Juniper Annesley, progressing the Rowethorpe Masterplan; the complete refurbishment and extension of the Juniper Hillcrest facility in Geraldton, and redevelopment of Juniper Elimatta in Mt Lawley to name a few. The crowning glory of Lindsay’s time was the acquisition of the Kimberley services referenced elsewhere in this report.

Lindsay has always maintained a keen focus on good corporate governance and his recent work to revitalise the

committee structure has led to advances in Juniper’s strategic asset management, care governance, risk management and oversight of workplace safety.

Despite his major commitment over so many years, Lindsay has graciously agreed to continue as a Board member to make his knowledge of Juniper and its recent history available during the transition to new leadership.

He leaves an enduring legacy in the life of Juniper, but when he eventually retires from this work he will be remembered fondly by his Board colleagues and senior staff mostly for his personal qualities.

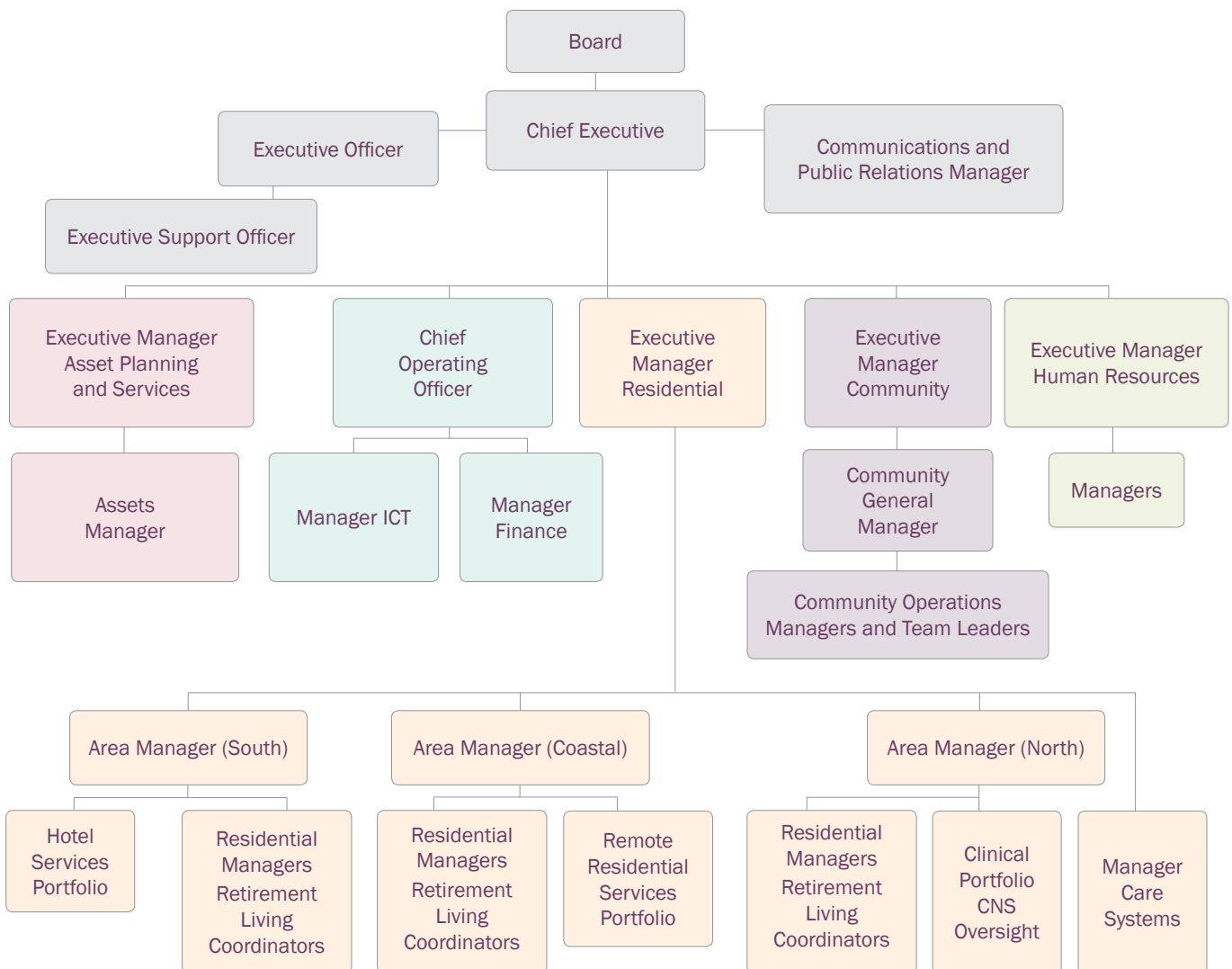
The whole Juniper organisation is very grateful for and proud of the contribution of Lindsay Wolfe.







# Organisational chart



# Our services

At Juniper we believe that life should be celebrated and enjoyed. We take a personalised approach in meeting your needs and have a full range of accommodation, care and support services to help you secure a fulfilling and happy life.

We strive to provide the best response should you seek short-term respite, a new retirement living lifestyle, help at home or extra care at a Juniper residential care facility.

Our services are adaptable to your circumstances and, as your requirements change, the right kind of housing, care and support are available.

## Juniper Residential

Juniper brings quality aged care delivered with compassion and respect to all of our welcoming residential care facilities.

We strive to positively respond to our residents' needs and at our centres you will find trained dedicated and friendly staff who work to deliver the highest levels of care and support so our people can live life on their own terms.

Residents enjoy their own spaces, shared gardens, recreation rooms and can participate in many activities that enrich their lives.

Together, our residential facilities cater for the full continuum of care, from low to high care and dementia-specific services.

Select sites have short-term respite options to give residents or carers a helping hand or a much needed break.

We offer personal and clinical care and a range of therapy and activity programs, based on an assessment of each person's requirements.

## Juniper Housing

Our Juniper Housing residents enjoy companionship, community spirit and security at our independent living communities, which can be found at 14 coastal, inner-city, suburban and regional locations.

Quality living options for over 55s come in a range of housing configurations with many amenities and support services available from Juniper and beyond.

Juniper's forward-looking approach to independent living means much of Juniper's Housing features adaptable design principles, giving residents the flexibility to age successfully in their own homes.



*Mrs Margaret Gibbons and daughter Mrs Patricia Somers.*

## Juniper Community

We understand quality of life is important and we appreciate support in the home may be a new direction for some, so our promise is to help older people live the life they choose.

Our home care package options include such services as nursing, physio, podiatry, social, domestic and personal assistance so individuals can be independent and connected to their family, friends and the community.

And our personalised HACC services include domestic and social support so clients can maintain their lifestyle with assistance when required.

To maintain health and independence, our Day Therapy Centres have many fun activities as well as offering physiotherapy, podiatry and occupational therapy delivered by our skilled staff.

## Juniper Respite

We understand people deserve a rest from time to time, especially if you are providing care to someone else.

Juniper offers short-term residential respite care at a number of our residential care facilities.

Juniper Hakea in Bentley has secure dementia accommodation and services for clients delivered by our experienced care staff and day respite is available at Juniper Bethavon in Northam.

Residents enjoy the many services and activities on offer while their carers take a well-deserved break.

## Juniper Health

Juniper provides excellent primary health care services to the Juniper Rowethorpe campus and the community from our medical centre in Bentley.

Our professional GP team, supported by a practice nurse and practice manager, delivers general medical services to residents, clients, families and the wider community.

Co-located at Juniper Rowethorpe is the Acacia Pharmacy which has all regular pharmacy services available.







# A bright future

Improvements in life expectancy means Australia's population aged 70 and over will increase from around 2 million in 2010 to around 3 million in 2020.

Perth's population also has grown 7.4 per cent a year since 2005, with a steady increase in the 65 years and older age group.

Demand for residential and community care services and facilities will also continue to surge as our population ages.

And creating the workforce of the future to respond to these developments is a significant undertaking.

Juniper is responding to these challenges as we work to double our capacity to meet older people's needs.

Our strategic response has been expressed through a range of employee initiatives, new State-wide retirement living, community and aged care services, facilities and amenities.

## Accreditation and quality standards

Juniper Residential Care Facilities have consistently achieved three year accreditation, the maximum awarded, since the scheme was introduced in 1998.

During the 2014 calendar year 19 of our 23 facilities were due for reaccreditation.

Accreditation ensures ongoing government funding for operations and management and staff at each site work very hard to achieve the best outcomes.

All audited sites achieved excellent results following assessment by the Aged Care Quality Agency, the Commonwealth body responsible for monitoring aged care quality.

As this report goes to print Bethshan, St Andrews, The Residency, Riverslea, Sarah Hardey and Marlgu Village were preparing for visits from the Agency in September, October and November.

Accreditation is a team effort with all staff at Juniper sites involved and supported by corporate services teams based in Balcatta.

Auditors praised our sites' management teams and staff, and have been impressed by the glowing feedback from residents and their families on the care provided.

Congratulations to all on this fantastic achievement.



“Juniper is looking forward to an exciting future in continuing to deliver quality services to people in the Kimberley.”

### New regional focus

This year Juniper entered a new era of care as we assumed operations for services supporting older people in the Kimberley region.

From 1 July 2014 residential and community care services operated by Frontier Services

in the Kimberley were transferred to Juniper.

The services joining Juniper comprise Community Care services in Kununurra and Wyndham and residential care facilities located in Derby (Numbala Nunga and

Ngamang Bawoona) and in Wyndham at Marlgu Village.

Staff, management and Juniper's Executive team worked very hard before and after the handover of services to ensure a smooth transition; and work continues to support our new regional services.









## New garden projects

Providing opportunities for older residents to enjoy themselves in stimulating and interesting environments has always been a priority for Juniper.

Two projects in Balcatta have emerged this year that demonstrate our commitment to older people, their families, friends and the wider community.

### Garden blooms for St Andrew's residents

Opened in December 2013, Juniper St Andrew's Serenity Garden brings an inviting space for families to visit and encourages interactions between the generations, and combined with activity and exercise, boosts our residents' general health and wellbeing.

Supported by a \$47,000 Lotterywest grant and donations from local suppliers an underutilised space at Juniper St Andrew's was transformed into an interactive, therapeutic garden featuring lawn areas for bowls, golf and bocce, raised vegetable beds, a men's shed, walking bars, musical drums and water features.

## Juniper's Community Garden

Another innovative project progressed significantly during the year with planning approval granted by the local government authority and some funding support received from Lotterywest.

Aimed at providing an interactive environment for young and older people, when complete the Juniper Community Garden plans feature seasonal, perennial and food producing gardens, a children's play area, safe places for people with dementia and outdoor barbecue facilities.

Located next to Juniper St Andrew's the garden's first structures and beds are expected to be completed in early 2015.

## Juniper Annesley

During the year Juniper Annesley in Bentley reinvigorated an underused courtyard into an inviting space which residents have been enjoying immensely.

The benefits to older people from meaningful activity stemming from these opportunities are great and can include increases in sense of pride and self-worth, reduction of anxiety and agitation, better mobility and reduction of fall risk, and reduced pain related to periods of prolonged sitting and inactivity.

## Juniper community gears up for CDC

From July 2015 new arrangements for home care packages come into effect called Consumer Directed Care (CDC).

CDC is a model of care delivery that enables clients to have greater choice and flexibility in the types of care and services they can access.

While this is a new direction in home care in Western Australia, Juniper will continue as it has done successfully for many years, providing

services and support to enable individuals to make the choices required to meet their needs and live a good life.

Recently some Community clients have participated in a pilot program to enable

Juniper to prepare for implementation of CDC.

The pilot is part of a number of initiatives Juniper is undertaking to help ensure a smooth transition to the new arrangements.

### JUNIPER COMMUNITY CLIENTS

	Perth metro	Regional WA
Level 2 package	79	23
Level 4 package	173	32
HACC	557	70









In February we opened Juniper Ron Wilson House, a key project in our response to the need for more affordable accommodation for older West Australians.

### Responding to housing need

In February we opened Juniper Ron Wilson House, a key project in our response to the need for more affordable accommodation for older West Australians.

The \$6.6 million facility in Bentley brings much needed affordable rental units.



### First residents move in

In 2014 we welcomed our very first residents to Juniper Ron Wilson House, Des and Noell Hinton, who were among the first to apply for an apartment.

“As we have gotten older, our needs have changed and we can now really appreciate the advantages of community living,” Des said.

In line with our forward thinking approach to independent living, adaptable apartment design features in all 16 units to enable residents to enjoy their home as they age and their requirements change (also known as “ageing in place”).

The building is also the main office for Juniper Community, our division which provides assistance and support for more than 1,800 people living in their own homes.



“It has everything we need, it’s really secure and our neighbours are lovely. We have excellent public transport services at our door and it is great not to have to worry about maintenance.”





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## New development projects

Ageing in place principles are at the core of our latest independent retirement living community now taking shape at Juniper Elimatta in Menora.

Planned for completion in late 2014, Stage 1 features 17 modern villas around a contemporary clubhouse that brings a new level of retirement living to Perth's inner northern suburbs.

Design work is well underway for our Stage 2 apartments that are configured to appeal to a range of price points.

Our renewal of Northam's Uniting Church Hall building will secure the future of one of the town's treasured historic buildings.

The project has been supported by \$107,000 in Lotterywest heritage funding that will see the building restored and new training facilities created for the benefit

of Juniper staff and the wider community.

This year, plans were produced for approval by the local authority before works commence in coming months.

Juniper and UnitingCare West successfully received Council approval for a master plan for our development in Lockyer near Albany.

Juniper currently manages a number of Independent Living Units for aged people at the site, and the plan for the first stage includes a community centre for the whole community.

To meet future needs for aged care services in other areas, work has progressed to identify the right mix of services and facilities in Bentley, Karrinyup and the outer metropolitan areas with future projects commencing subject to a range of approvals.

## Celebrating aged care in 2014

On 20 June 2014 we participated in the first Aged and Community Services Australia (ACSA) National Open Day.

We threw open our doors at several metropolitan and country residential care facilities and invited residents, relatives, friends and the community to enjoy activities and learn more about the great work of our aged care sector.

Guests enjoyed a variety of activities with staff and residents and gained greater insights to the types of support available to those in need.



## Renewed dimension in care

Juniper has long had a commitment to providing pastoral care support to our clients and staff expressed through the deployment of full-time Chaplains.

Over recent years there has been a huge increase in diversity in belief systems within the Australian community and among our residents, clients and employees.

In 2013/14 we expanded our service in range and scope to ensure the most effective use of resources in meeting the pastoral and spiritual care needs of our people.

Our new Pastoral and Spiritual Care Team, led by Adrienne Inch includes Norman Grandin, Adele Robinson, Chris Carrie, Maree Cherubino, Corina Van Oostende and Sue Talbert.









# Our people

We are a diverse organisation where success is recognised and celebrated as we strive to provide a good life for all.

The 2013/14 year saw challenges and celebrations as we continued our response to meeting the needs of Western Australia's ageing population.

An award winning team

Juniper's dedication and skill in caring for older people was recognised with significant awards bestowed during the year.



*Trainee award finalists Eileen Newland and Johanna Russ with Vaughan Harding.*

## JUNIPER EMPLOYEES

Region	Number
Perth Metropolitan area	1290
Kimberley	67
Geraldton	83
South West & Great Southern	30
Wheatbelt	95
<b>Total</b>	<b>1565</b>

## ACSWA Organisation of the Year

Aged and Community Services WA (ACSWA) presented the Aged Care Organisation of the Year Award to Juniper in 2014.

The award recognised achievement in the not-for-profit aged and community care sector through innovation and excellence that improves the lives of older people.

Several Juniper initiatives attracted praise from the

judging panel including the Teaching Residential Aged Care Services project (TRACS); state-of-the-art education and training facilities created at the Juniper Simulation Centre in Bentley; the new 20-bed high care Abrolhos Wing at the Juniper Hillcrest residential care facility in Geraldton and additional residential and community aged care services in the Kimberley.



“We place great importance on the safety, health and welfare of all our employees and this award recognises the robust culture of empowerment, consultation and communication at Juniper.”

### WorkSafe WA Platinum Award

In 2013/14 we were awarded the prestigious WorkSafe Western Australia Platinum Certificate for Occupational Health, Safety and Injury Management Systems.

Juniper has always applied significant time and effort to its health, safety and injury management systems and practices to achieve the highest performance across a range of health and safety criteria.

The award was a significant achievement for the whole organisation and firmly places Juniper as a top-ranked



workplace in terms of health and safety practices and systems.

These impressive results are the product of dedicated teamwork involving management, the occupational health and safety team, training staff, and all staff who have worked hard to implement and maintain our OSH systems.

### Volunteering WA Awards

We warmly congratulated Fran Rafferty for winning WA Volunteer of the Year Award – Excellence in Volunteer Management.

As Juniper’s Volunteer Coordinator Fran oversaw a 500-strong volunteer workforce who help deliver services to thousands of older people throughout Perth and regional WA.

Juniper’s volunteers undertake many different activities, from office work at Juniper Central to home visiting and companionship; driving and gardening; and therapy and activity assistance.

The award acknowledges Fran’s major achievement in the establishment of a Corporate Volunteers Program at Juniper in partnership with Volunteering WA.

Her initiative, skill and professionalism led to the creation of the program from its inception to delivery of ongoing volunteerism from some of Perth’s largest companies.



*His Excellency Malcolm McCusker AC CVO QC, Fran Rafferty and Suzanne Sherry, St John of God Subiaco Hospital.*



## Staff engagement survey

As part of our commitment to continuous improvement the 2014 Juniper Staff Engagement Survey was undertaken in May and June with 869 individuals (nearly 60 per cent of employees) participating.

The web-based survey comprised 59 questions, which participants rated using a five-point scale. Results were shared with all employees through briefings at each workplace.

The survey results were highly encouraging. The Employee Engagement score jumped from 69.3% to 75.1% – a score that puts Juniper in the “Best in Class” category of the top 25% of organisations across Australia. The greatest improvements were made in the following areas: staff believing they are paid fairly (up 20.6%), the senior leadership team communicating a vision of the future that motivates staff (up 15.4%), and staff being satisfied with the benefits they receive at Juniper (up 12.2%).

## Enterprise Bargaining

In March 2014, following several months of negotiations, a new Enterprise Agreement covering approximately 1,000 residential care staff was approved by the Fair Work Commission.

This landmark agreement resulted in our care staff becoming the highest paid in Australia.

By successfully concluding negotiations, Juniper sought to recognise and reward our employees’ hard work, as well as improving our capacity to attract and retain the best people to care for our residents.

As we go to print, negotiations are underway for a new Enterprise Agreement for Community Support Workers.

While this agreement is normally negotiated directly with employees, this time a number of employees asked for United Voice and the Australian Nursing Federation to be party to bargaining discussions.

## Staff reward and recognition

We seek to recognise the fantastic contribution our workforce makes every day.

Our staff reward and recognition strategy was progressed in 2013/14 with Juniper Chrystal Halliday piloting an online program that enables peer acknowledgment of high performance.

If a team member sees a colleague doing their job over and above normal, they can immediately recognise this by awarding reward points that can be used to select items from a catalogue.

The pilot was based on criteria that Juniper encourages staff to display such as excellence in care and teamwork as well as our Core Values.

Launched in April 2014, the pilot concluded in September and feedback received from staff indicated this particular scheme would not suit Juniper.

Work continues to identify a suitable vehicle for staff reward and recognition.

“Following a thorough induction program for new staff, ongoing training includes occupational safety and health skills for carers and support workers, management training for supervisors, frontline and senior managers; and traineeships give staff access to further qualifications.”

## Investing in our people

We believe our employees are our greatest asset and this year we maintained a highly proactive approach to staff development and training.

To enhance our frontline supervisors and coordinators, the Juniper Leadership Development Program has been introduced.

The program includes more than two dozen training outcomes including mentoring, coaching, tackling negativity, negotiation skills, innovation and change management.

In addition to financial and business skills, participants will also learn about marketing and communication.



# Partnerships

Juniper has forged very successful partnerships with organisations and has supported many worthy initiatives that help deliver the best outcomes for older people.

Noteworthy examples of our partnering includes the Teaching Residential Aged Care Services (TRACS) project and the Juniper Simulation Centre both of which have flourished due to our association with Curtin University in Bentley.

To acknowledge individual and group contributions to excellence in aged care and community services, Juniper also supported a number of organisations and awards during the year.



*Juniper Training and Development Manager Margaret Antonucci, Curtin University Vice Chancellor Debroah Terry and Juniper Board Chair Lindsay Wolfe.*



## Teaching Residential Aged Care Services (TRACS)

For the past two years Juniper has partnered with Curtin University and the University of Tasmania on the TRACS project that will ultimately see Juniper advance as a high performance organisation and our residential facility Juniper

Annesley in Bentley emerge as an aged care Centre of Excellence.

Work during the project involved a comprehensive joint analysis of our capabilities, structure and functions to inform development of an

overall action plan to drive positive organisational change.

A high quality clinical learning environment has also been created through interprofessional clinical placements at Annesley.

In 2013, 115 health science students from nursing/ midwifery, speech pathology, occupational therapy, physiotherapy and pharmacy disciplines completed clinical placements.

To enable the best learning outcomes Juniper created a learning centre for students, developed a core team of staff mentors to facilitate learning and strengthened relationships with Curtin's Schools. The outcomes have been positive for staff and residents.



Mentors: Brendon Hampson, David Keefe, Pauline Watson, Sharon Rodden and Sara Kaur (Kathy Owen and Duncan D'Costa not pictured).



## Simulation Centre opens

We are delivering state-of-the-art education and training in partnership with Curtin University through the Juniper Simulation Centre located at Juniper Ron Wilson House.

Both organisations celebrated the opening of the facility on 26 June marking the occasion with demonstrations of its technology which includes live video and audio recording and playback to facilitate learning.

Each year, more than 500 Curtin University students will use the facility which was supported by funding from Health Workforce Australia.

“As a forward thinking organisation, Juniper is working hard to meet community needs and having a skilled workforce is key to our – and the wider aged care sector’s – response.”

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### **ACSWA Excellence in Care Awards**

As well as being a recipient of the Organisation of the Year Award from industry peak body, Aged and Community Services WA, Juniper gives back in celebrating and recognising achievement across the not-for-profit aged and community care sector.

The Small Provider Award sponsored by Juniper acknowledges a provider that demonstrates leadership, innovation and excellence across a range of criteria including people management, training, technological advancement, customer service, environment, research and independent assessment.

This year, the award was presented to Armadale-based community and aged care provider Dale Cottages.

### **Senior of the Year awards**

Juniper is proud to partner with the Department of Local Government and Communities and the Council on the Ageing (COTA) to recognise high achievement among seniors.

This is the second year Juniper has supported the awards, sponsoring the Juniper 2014 WA Seniors Champion Award, which recognises an outstanding senior for their commitment to Western Australian communities.

Presented in November each year, this premier award for a senior who demonstrates outstanding service, commitment or achievement attracts many high quality nominations from seniors and groups throughout Western Australia.

### **TAFE Award Sponsorship**

In 2013/14 we were proud to sponsor the Central Institute of Technology's Education, Community and Children's Services Outstanding Achievement Award.

Presented in May to aged care student Camille Compton, the award acknowledges above average performance during training and a positive attitude for learning.

As a registered training organisation, the majority of our trainees attend the Institute which maintains a strong partnership with Juniper.



# The Juniper Board



## **Ms Maree Arnason**

Maree is a member of the Building Assets and Infrastructure committee. She is an experienced director and senior executive whose career has spanned 30 years in a diverse range of industries including resources, energy, transport and manufacturing. Following development of her senior executive career with companies such as BHP Billiton and Wesfarmers, her work during the past 10 years included directorships of listed and private companies. This encompassed peak industry and not-for-profit organisations, as well as executive roles leading strategic development and commercial projects. A National Director with the Australia China Business Council, Maree is Co-founder/Director of Energy Access Services, a private company who operate an independent gas trading platform for WA's wholesale gas market; a Graduate Member of the Australian Institute of Company Directors and a Trustee, Committee for Economic Development of Australia (CEDA).



## **Mr Fred Boshart (Chair)**

Fred is a Fellow Certified Practising Accountant, Associate of the Chartered Institute of Secretaries and a Registered Builder. He was appointed Chairperson in September 2014 and continues as a member of the Finance and Risk Management Committee. He provides advice to the Board on accounting, technical matters in relation to building and development and the Perth property market.



## **Dr Christopher Etherton-Beer**

Professor, Geriatric Medicine and Geriatrician and Clinical Pharmacologist at Royal Perth, Swan Districts and Mercy Hospitals and Royal Perth Stroke Service, Chris has served on the Australian Drug Evaluation Panel, WA Medication Safety Group and RACP Specialist Advisory Committee in Geriatric Medicine. Chris is also Chair of the Juniper Client Care Committee.



## **Mr Lance Hackett**

With a Bachelor of Commerce from UWA, Lance has practised as an Accountant and CPA, and has 20 years' experience in child care and retirement centres development and operations. He has served 12 years on Penrhos College Council and five on Penrhos Foundation Board (with four as President). A confirmed Uniting Church member, Lance is married with two adult daughters. He is a member of the Juniper Building Assets and Infrastructure Committee.



## **Mr Vaughan Harding (Chief Executive)**

Vaughan was appointed to the position of Chief Executive in 1992 and is an ex officio member of the Board. He holds formal qualifications in organisational development and industrial relations and has served on many industry boards and committees. He is the current President of Aged and Community Services Australia (ACSA).





**Mr Jeremy Hudson**

Jeremy is a solicitor and has experience in tenders and proposals, construction management, building and insurance. He has acted on behalf of a number of charities in test cases before the State Administrative Tribunal concerning the issue of whether residential living units for elderly people constitute a charitable use of land. He is a Chair of the Juniper Building Assets and Infrastructure Committee.



**Ms Shirley In't Veld**

Shirley has a Bachelor of Laws (Hons) and Bachelor of Commerce. She has held a number of senior positions with Alcoa, WMC Resources Ltd and BankWest, and for 5 years was Managing Director of Verve Energy. Currently Shirley is a non-executive director of Asciano Ltd, Duet Group, Perth Airport Pty Ltd and is a member of the CSIRO Board. She is also a member of the Advisory Council of the SMART Infrastructure Facility (University of Wollongong) and a Councillor with the Australian Institute of Company Directors (WA). She is a member of the Juniper Building Assets and Infrastructure Committee.



**Mr (Frederick) John Jeffreys**

John is the Country Representative on the Juniper Board. John lives in Bunbury and has formal qualifications and teaching experience in economics and statistics. He is the retired deputy principal of the Bunbury Cathedral Grammar School. John is a member of the Finance and Risk Management Committee. He and his wife Kerry are members of St. Augustine's Uniting Church, Bunbury.



**Mr Geoff Parnell**

Geoff has more than 30 years' experience in banking, marketing, consulting, building and facilities management. He is a Graduate Member of the Australian Institute of Company Directors, Associate fellow of the Australian Institute of Management, and Life Member of the Facilities Management Association of Australia. He has significant experience and skills in strategic business planning, risk management and change management. Geoff is a member of the Juniper Client Care Committee.



**Mrs Gillian Swan**

Gill is former Deputy Principal of John XXIII College and continues to be involved with the education sector through work with Edith Cowan University and as member of the Presbyterian Ladies College Council. Gill is a member of the Juniper Client Care Committee.



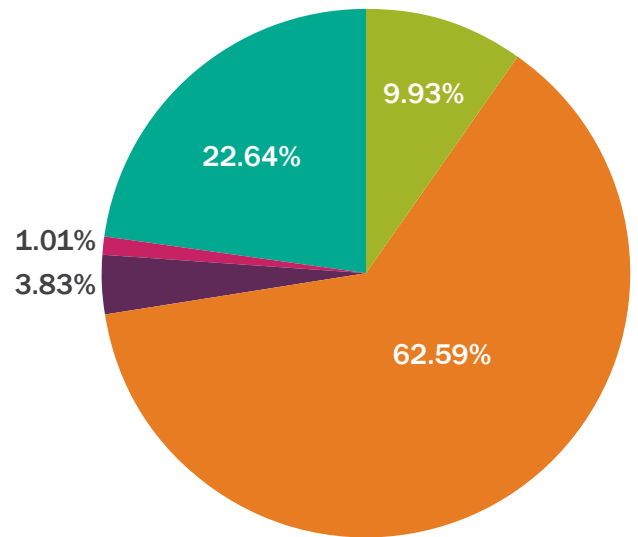
**Mr Lindsay Wolfe**

Lindsay has spent more than 20 years working in the United States and Europe with the International Monetary Fund where he was the Finance Director. He served as the Board Chair until September 2014 and is member of the Finance and Risk Management Committee. He is member of the Uniting Church Floreat.

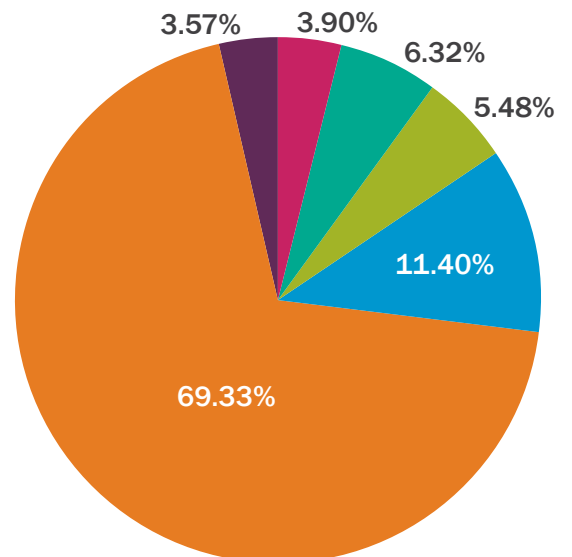


# Financial Summary

<b>What we earned</b>	<b>\$ ,000s</b>
• Capital Funding	10,688
• Government Subsidies	67,380
• Investment Income	4,123
• Operating Revenue Other	1,084
• Resident Fees	24,375
<b>Total Income</b>	<b>107,650</b>

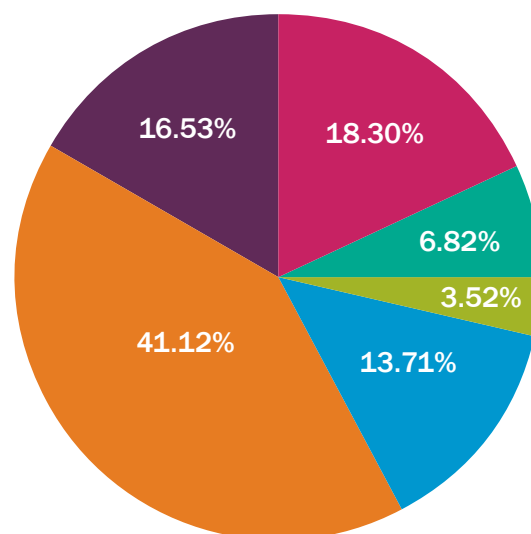


<b>What we spent</b>	<b>\$ ,000s</b>
• Catering	3,877
• Depreciation	6,290
• Maintenance and Repairs	5,453
• Other	11,345
• Staff Costs	68,965
• Utility	3,547
<b>Total Expenditure</b>	<b>99,477</b>
Surplus for the year	8,173

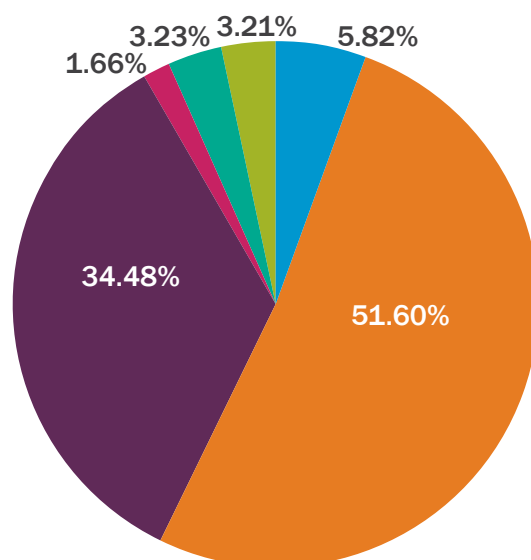




<b>What we own</b>	<b>\$ ,000s</b>
• Cash and Deposits	47,064
• Debtors	17,532
• Financial Assets	9,066
• Investment Properties	35,265
• Property, Plant, Equipment and Motor Vehicles	105,732
• Term Deposits	42,500
<b>Total Assets</b>	<b>257,159</b>



<b>What we owe</b>	<b>\$ ,000s</b>
• Employee Entitlements	8,909
• Resident Accommodation Bonds	79,017
• Resident Entry Contributions	52,795
• Sundry Other	2,538
• Trade Creditors	4,953
• Unearned Occupancy Rights	4,913
<b>Total Liabilities</b>	<b>153,125</b>
<b>Total Net Assets</b>	<b>104,034</b>



### Top 5 Financial Performance Indicators

1. Government Subsidies increased by 8.1% due to higher resident care needs and growth in home care packages
2. 78.5% (prior year 83.5%) of Operating Revenue is generated from Residential Care Facilities
3. 74.3% (prior year 72.9%) of Operating Revenue is allocated to staff costs
4. Staff costs increased by 10.5% (prior year 9.7%)
5. Total assets increased by 7.4 % compared to liabilities which increased by 6.9%



# Where we operate

**Balcatta**  
St Andrew's

**Bayswater\***  
Mertome Village

**Bayswater**  
Tranby

**Bedford\***  
Salisbury Retreat

**Bentley**  
Annesley

**Bentley**  
Cygnet

**Bentley**  
Hakea

**Bentley**  
Hilltop

**Bentley**  
Rowethorpe

**Bentley**  
Trinity

**Derby**  
Ngamang Bawoona

**Derby**  
Numbala Nunga

**Dianella**  
RoseMount

**East Fremantle**  
Pilgrim

**Embleton\***  
City Of Bayswater Hostel

**Geraldton**  
Hillcrest

**Karrinyup**  
Chrystal Halliday

**Katanning**  
Bethshan

**Kelmscott**  
Sarah Hardey

**Kununurra**  
Kununurra Community Care

**Lockyer, Albany**  
Boronia Court

**Marangaroo**  
John Bryant

**Morley\***  
Carramar

**Mount Lawley**  
St David's

**Mount Lawley**  
Riverslea

**Menora**  
Elimatta

**Noranda**  
Ella Williams

**Noranda\***  
Noranda Village

**Northam**  
Bethavon

**Northam**  
Cottage Homes

**Northam**  
The Residency

**Trigg**  
Chrystal Gardens

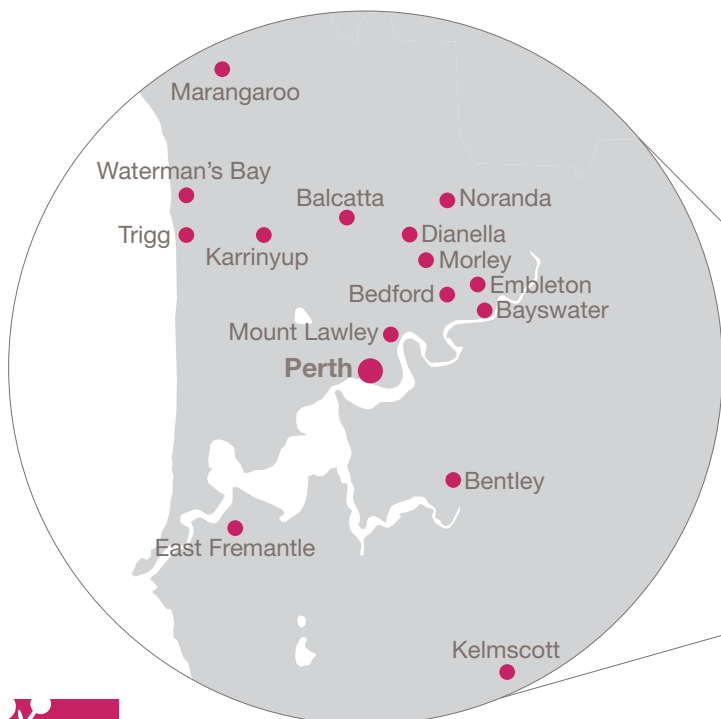
**Waterman's Bay**  
Euroka

**Wyndham**  
Marlgu Village

**Wyndham**  
Wyndham Home and  
Community Care

**Juniper Community**  
Day Therapy and Home Care  
Packages L1-4, and HACC  
Services (including Busselton)

\* Managed and operated by Juniper on behalf of the City of Bayswater







**Juniper Central**

313 Main Street  
Balcatta WA 6021  
t: 08 9240 0313  
f: 08 9240 0329  
e: juniper@juniper.org.au

**Juniper Community**

Ground Floor  
Juniper Ron Wilson House  
1 Centenary Drive  
Bentley WA 6102  
t: 08 6363 6324  
f: 08 6363 6323  
e: community@juniper.org.au

**Juniper Residential and Housing**

t: 08 9240 0313  
f: 08 9240 0329  
e: resident@juniper.org.au

**Juniper Health**

Hilltop Drive, Juniper Rowethorpe  
4-10 Hayman Road, Bentley WA 6102  
t: 08 6363 6315  
f: 08 9358 2821  
e: RowethorpeMC@juniper.org.au

[www.juniper.org.au](http://www.juniper.org.au)

*A good life for all our people*

