



# 2014-2015 ANNUAL REPORT





# WELCOME

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

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

## 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 reflect 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

## STATEMENT OF STRATEGIC INTENT

Juniper will respond to community need by doubling its capacity to deliver services over the 10 years from 2013 to 2023.

# HIGHLIGHTS

*Our response to community need progressed this year with significant growth in care, services and support.*

## FUTURE OF RETIREMENT LIVING

Contemporary retirement options were revealed in April at the opening of our latest over 55s' community, Juniper Elimatta Retirement Living.

Located in Menora, the project features adaptive design principles to give residents the independence and flexibility to age comfortably in their own homes, with easy access to facilities that promote an active and connected lifestyle.

Our first 17 villas and central Clubhouse have proved highly popular and further stages are planned subject to demand and approvals.



## HOME CARE EVOLUTION

Tackling one of the biggest changes to how home care is delivered was a major achievement.

The transition to Consumer Directed Care started early and advanced from an initial trial in 2014 to successfully implementing the new system for all our home care clients in July 2015.

Juniper remains very well placed to deliver personalised home care and support while enabling clients to have choice and flexibility in the types of care and services they can access.



## NEW CLIENT FOCUS

This year we created Juniper Access, a 'one stop shop' for people wishing to access Juniper Residential Care.

Our goal is to improve customer service and conduct focused needs assessments to better match applicants' needs to our facilities. The team exceeded expectations within the first year of operations.



# HIGHLIGHTS

## SUPPORTING THE REGIONS

From 1 July 2014 Juniper assumed full responsibility for Frontier Services' aged care operations in the Kimberley region, comprising Ngamang Bawoona and Numbala Nunga in Derby, Marlgu Village in Wyndham and Kununurra Community Care.

The new arrangements reflect Juniper's state-wide reach and, importantly, our commitment to providing local services so people enjoy wellbeing, independence and connection to their community and culture.



## JUNIPER SIMULATION CENTRE BEST IN WA

The pioneering Juniper Simulation Centre in Bentley provides high quality clinical learning experiences for aged care and health professionals of the future. It received the prestigious Innovation in Clinical Supervision Award at the WA Clinical Supervision Awards 2015 and, in October, was the Clinical Supervision winner in the WA Health Excellence Awards.

## EMPLOYER OF CHOICE AWARD

Juniper's efforts to maximise workforce potential as well as work to attract, train and retain skilled employees throughout WA was recognised when we won Aged and Community Services WA's Employer of Choice Award. Our employee-focused leadership and development programs and efforts to promote a positive workplace culture were stand-outs.



### A LIFETIME OF GIVING

Juniper Rowethorpe resident Mrs Betty Fairclough has made an exceptional contribution to the community.

Presented with the Lifetime Contribution to Volunteering award at the 2015 Volunteering Awards, Mrs Fairclough, at 90 years of age, is an outstanding example of a selfless individual who has given nearly 30 years of service to older people and the wider community.



# MESSAGE FROM THE BOARD CHAIR

The reporting period has seen significant progress with the Board's ongoing efforts to refine its governance focus.

The Board has put effort into defining their information needs to be assured that operationally the organisation is on track. Having a mature subcommittee structure to evaluate the reports from management gives the Board freedom to move into a more strategic and forward thinking space.

I thank my fellow Board members for their ongoing support in this my first full year as the Chairman of Juniper. I also welcome Mary-Ellen King who joined the Board early in 2015.

In January 2015 the Board came together with the Executive Team and an external facilitator for a one day planning workshop with a future focus.

In that process it became even more apparent that burgeoning community need for services at the same time as increasing regulatory burdens present both opportunities and challenges to organisations like Juniper. The Board affirmed the growth imperative contained in our

*I am proud of Juniper's efforts both to secure its own workforce and to contribute to the training and upskilling of the aged care and health care workforce generally.*

Statement of Strategic Intent and subsequently agreed on a set of broad goals. The Executive Team has the task of developing strategies and performance measures to bring our plan to life.

A core and recurring challenge for Juniper, the aged care 'sector' and the community as a whole is workforce. Increasing longevity and an ageing of the population is surely something to be celebrated as a positive achievement for the whole community. However, we also need to contend with the consequences of a smaller proportion of the population participating actively in the workforce, while at the same time the ageing cohort increases net demand for care and services.

I am proud of Juniper's efforts both to secure its own workforce and to contribute to the training and upskilling of the aged care and health care workforce generally.

It is also gratifying to have those efforts recognised by others by way of the awards noted in this report.

Juniper is well prepared for the challenges ahead. We have a body of dedicated and values driven care staff and management team with a strong focus on customer service, an executive team that is capable and well connected with the drivers of change in the sector and through the government and an excellent working relationship between Vaughan Harding, the Chief Executive, and the Board which provides the bridge between governance and management.

We have also established a strong financial position through prudent management over many years and have the resources to enable the essential work to be undertaken confidently.

**Mr Fred Boshart**



# MESSAGE FROM THE CHIEF EXECUTIVE

During this reporting period Juniper has stepped up to the challenge of responding to an ageing society with a whole variety of initiatives ranging from core mission driven activity through to innovations that will produce the skilled leaders required in the years ahead.

The centrepiece of the mission driven activity was Juniper's move to take responsibility for the continuation of the aged care services previously operated by Frontier Services in the Kimberley region. I am very proud of the smooth transition that was achieved through the dedication and commitment of many Juniper staff.

The implementation of our new Pastoral and Spiritual Care service model and the increased resources that came with that was also a highlight of this reporting period. This service has continued to grow with the use of trained volunteers and places Juniper in a strong position to meet the diverse spiritual needs of an ageing society.

The creation of Juniper Gardens and its ability to meet the needs of frailer older West Australians and

people with disabilities is also a highlight. The healing and therapeutic power of a garden are considerable and this large creative space is poised to improve year upon year as our residents, clients, staff and volunteers nurture this garden to achieve its full potential.

Workforce is the most significant challenge facing our ageing society and Juniper has taken a number of initiatives to help prepare for the changes ahead. These include:

- The creation of a Simulation Centre to provide the learning opportunities to prepare tomorrow's workforce
- Establishing a Juniper leadership program to help prepare our future frontline leaders
- Commencement of a succession management program to support senior management and executive development.

I note with some pride the external acknowledgement of Juniper's efforts by attracting the Employer of Choice category awarded by ACSWA and the Clinical Supervision Award in the WA Health Excellence Awards.

Other highlights involved:

- The creation of Juniper Access as a one stop shop for accessing Juniper care facilities

- The successful accreditation of all care facilities with the maximum period of three years
- The opening of stage 1 of the Juniper Elimatta Retirement Living centre
- The completion of four new state of the art villas at Rowethorpe
- The successful implementation of the first tranche of aged care reforms and preparation of the next tranche commencing 1 July 2015.

I have only touched on some of our activities during this reporting period but I am acutely aware that sitting behind the highlights is the love and attention that our staff and volunteers provide to the needs of people every day, 365 days of the year and I thank them for their commitment and extraordinary service. I would also like to acknowledge the significant voluntary contribution of members of the Juniper Board now ably led by Fred Boshart as chairman. And I would like to thank my executive team who have supported me through frequent absences on ACSA business and thank them for their spirit of collegiality.

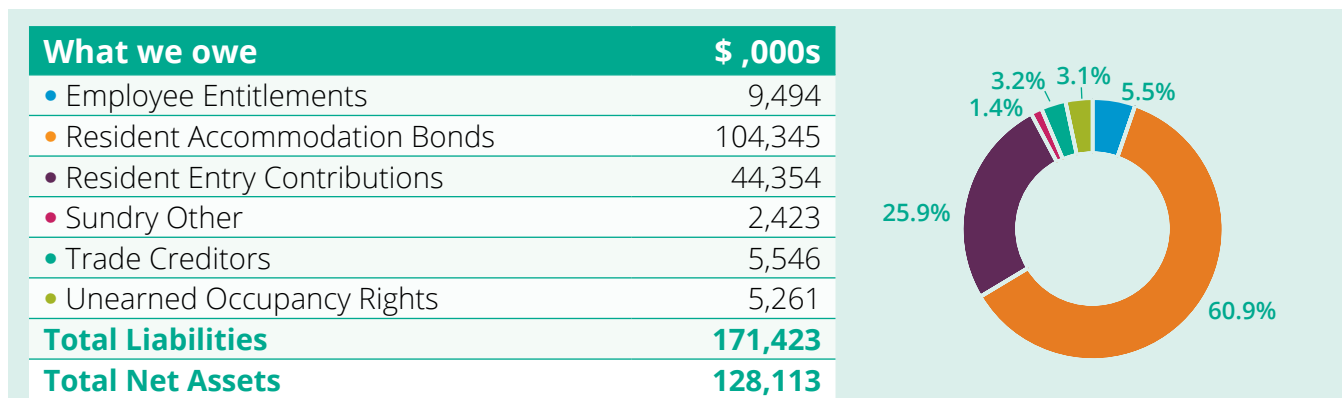
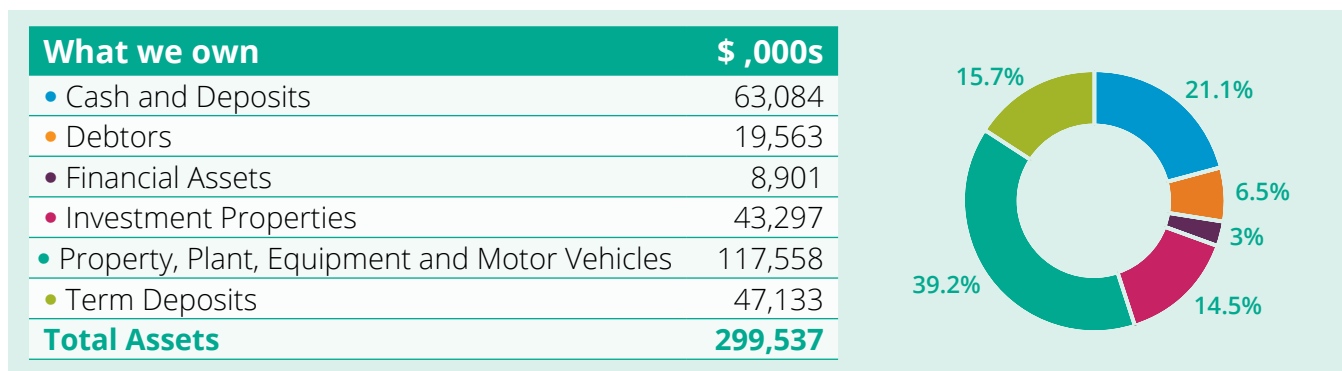
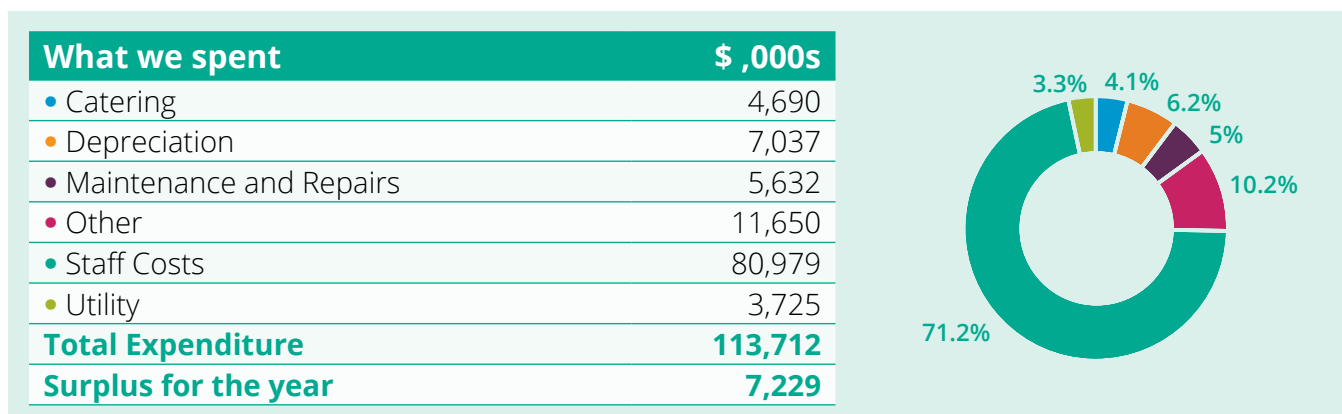
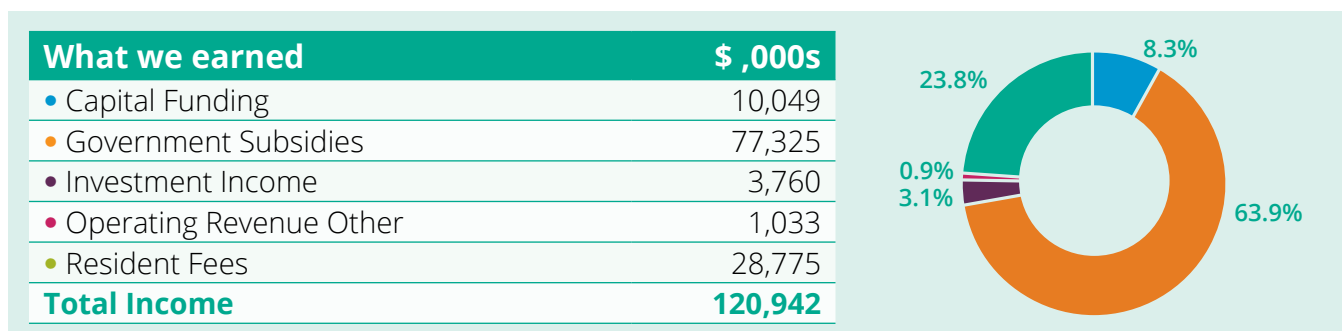
Juniper is well placed for another exciting year ahead.

**Mr Vaughan Harding**

# A GOOD LIFE FOR ALL OUR PEOPLE







### TOP 5 FINANCIAL PERFORMANCE INDICATORS

1. Government Subsidies increased by 14.8% due to higher resident care needs and growth in home care packages and acquisition of services
2. 81.7% (prior year 78.5%) of Operating Revenue was generated from Residential Care Facilities
3. 77.4% (prior year 74.3%) of Operating Revenue was allocated to staff costs
4. Staff costs increased by 17.4% (prior year 10.5%)
5. Total assets increased by 16.5 % compared to liabilities which increased by 11.9%



# THE JUNIPER BOARD



## **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.



## **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).



## **Ms Maree Arnason**

Maree is an experienced director and senior executive whose career has spanned 30 years in a diverse range of industries from resources, energy, transport and manufacturing, including directorships of listed and private companies. She is a Graduate Member of the Australian Institute of Company Directors; a Trustee, Committee for Economic Development of Australia (CEDA) and was awarded life membership of the Australia China Business Council in 2015. Maree is a member of the Juniper Building Assets and Infrastructure Committee.



## **Dr Christopher Etherton-Ber**

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 Hacket**

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 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 five 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.



### Ms Mary-Ellen King

Mary-Ellen has 30 years' experience in a range of senior management and governance roles, including over seven years in executive roles with not for profit Aged and Community Services organisations. She has an MBA from the Melbourne Business School and is a Graduate Member of the Australian Institute of Company Directors. Currently working in a management consultancy, Mary-Ellen has served on a range of community boards and government advisory panels and is a Director with the Australia Council for the Arts and the Perth International Arts Festival.



### 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.



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Supporting older Western Australians since 1949

