





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.

MESSAGE FROM THE BOARD CHAIR

Throughout the year the Board of Juniper maintained its support for our strategic intent to double our capacity to respond to community need in the 10 years to 2023. The Board increased its efforts to identify the operational goals and strategies to advance Juniper and secure our goals.

This year also presented many opportunities to celebrate our achievements with a range of new services opening across the State, overviewed in this report, and a special congratulations goes to Joyce Ashworth our Multi-skilled Carer/Supervisor who received the Aged and Community Services Australia state and national employee of the year awards.

In 2017-18 we undertook our biennial Juniper Staff Engagement Survey and it was very pleasing to note the high level of positive engagement employees have with Juniper and their support for the organisation, its Vision, Mission and Core Values.

Our senior management are creating greater ties with agencies of the Uniting Church, particularly the UnitingCare Network. Meeting in Kununurra and other places during the year, the group is making the most of this collaboration so we may share knowledge to the benefit of the people we serve.

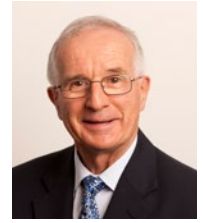
I thank Vaughan upon his retirement for his dedication to the life of Juniper and his work to improve its responses to the community.

Vaughan has been invaluable to the Juniper Board and in supporting my responsibilities as Board Chair. His leadership, spanning such a long period, has contributed significantly to the organisation. His visionary ability to foresee future change, coupled with a practical ability to assist the organisation to prepare for it, has firmly established Juniper as a successful organisation with the ability to respond flexibly as needs evolve.

Sincere thanks goes to our Board members for their unwavering commitment and dedication. We acknowledge the service of Dr Chris Etherton-Bier and Mr Jeremy Hudson whose terms concluded during the year and we welcome new members Ms Penny Knight, Rev David de Kock and Mr Tony Iannello.

These and many other achievements highlight the dedication and hard work of all at Juniper - our Board members, employees and volunteers as they go about ensuring a good life for all our people.

Fred Boshart
Board Chair



MESSAGE FROM THE CHIEF EXECUTIVE

This past year was remarkable in the pace of change experienced by the aged care sector as the nation continues to grapple with the demands of its ageing population.

You will see in this report the many highlights that showcase Juniper's efforts to remain relevant to the needs of our community in the 21st century.

As this is my last message as Chief Executive I would like to thank all of the people with whom I have come in contact over the years for their patience and forbearance.

From those very early times in the formative years of the agency, through to the years of consolidation followed by Juniper's growth and development to meet the needs of a rapidly ageing society, I have been blessed with the support of many really great people.

I will miss the interactions with residents and the close working relationships with hundreds of close work colleagues. I would also like to acknowledge the support of my executive staff over the years, board members and particularly Fred Boshart.

Fred is an incredibly positive person and a great mentor as I have worked through my desire to retire from this role.

Under new leadership I am very confident that Juniper will grow bigger and stronger and more relevant to the needs of our community.

God's grace and peace to each one of you.

Vaughan Harding
Chief Executive



HIGHLIGHTS 2017-2018

To realise our Vision and deliver our Mission, Juniper progressed many projects and initiatives during the year and we celebrated the achievements of all our people.



AUGUST '17

To help ease pressure on Perth's tertiary and acute hospital services, Juniper Charles Jenkins, our 60-bed transition care service, opened in Bentley. The project involved a complete revamp of the existing former hospital, enabling the best possible nursing and allied healthcare for older people.



NOVEMBER '17

Aged care in the Great Southern was further boosted with the revitalisation of the heritage Juniper Bethshan facility in Katanning. A significant investment by Juniper delivered major internal and external renovations so we may continue to provide much needed local services and accommodation.

DECEMBER '17

Works commenced on our new residential aged care service located next to the Beryl Grant Community Centre in Lockyer, Albany. When operational in mid-2019, the 100-bed facility will combine with existing community and retirement services to create a vibrant new caring community for the region.



OCTOBER '17

We paid tribute to Miss Beryl Grant AO OBE, former Juniper Board Chair and first female Moderator of the Uniting Church in WA, in naming Juniper Beryl Grant, in Albany. This exciting shared community facility continues to host a range of public and private functions and accommodates some of UnitingCare West's services to the region.





Preparing for the future of the Juniper Rowethorpe campus in Bentley progressed with a master plan released for public comment. It guides the site's long-term direction and planning, and key goals include the creation of a socially sustainable village which maximises spaces and connections with others while providing for future accommodation and services.



MARCH '18

We warmly welcomed the announcement by the Juniper Board appointing Mr Chris Hall AM as CEO in August 2018. With more than 35 years in aged care, local government, health, community services and disability sectors, Mr Hall is a strong advocate for aged care, and a force for social justice and mission-based change.

MAY '18

Featuring the latest apartments for life designed to promote 'ageing in place', Juniper Orana is completed in Menora. Stage 2 of the site's evolution comprising 40 modern self-contained units opened by WA's 30th Governor, Dr Ken Michael with Juniper Board Chair Mr Fred Boshart.



JUNE '18

Elder Agnes Armstrong welcomed community members to the official opening of Juniper Gerdewoonem ('Juniper among the boab trees') in Kununurra. Created in consultation with locals, the purpose-built facility combines residential and community care services within a modern building designed for our residents' individual requirements and regional conditions.



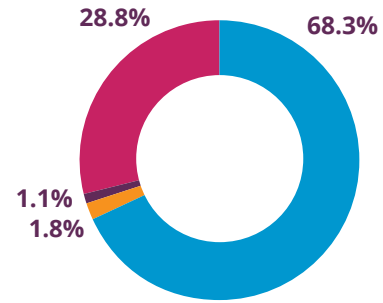
Our work responding to growing community need progressed with more residential aged care services taking shape this year. Redevelopment of Juniper Chrystal Halliday in Karrinyup will deliver a contemporary new home for 120 residents in 2019 and a further 100 beds are nearing completion in Lockyer in Albany.



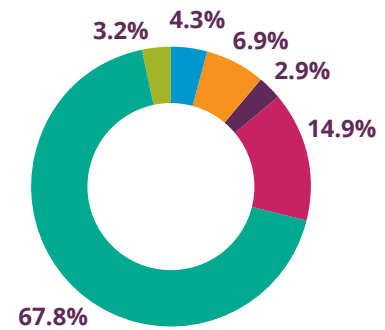
Two new enterprise agreements for our registered nurses, allied health and administration staff were completed during the year and Juniper was able to increase wages in line with the State average, despite difficult funding challenges.

FINANCIAL SUMMARY

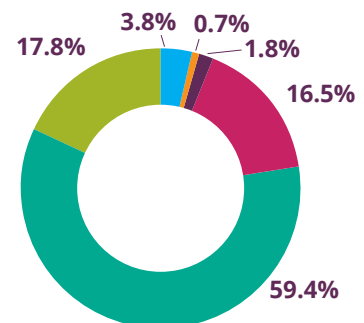
Income	\$,000s
• Subsidies and Grants Received	91,532
• Investment Income	2,356
• Operating Revenue Other	1,489
• Resident Collections	38,537
Total Income	133,914



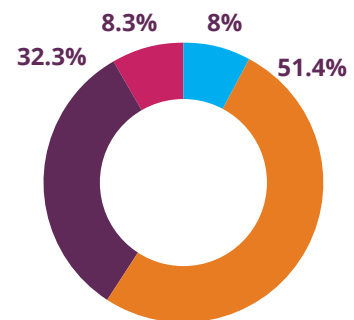
Expenditure	\$,000s
• Catering	5,681
• Depreciation	9,080
• Maintenance and Repairs	3,832
• Other	19,408
• Staff Costs	88,733
• Utility	4,138
Total Expenditure	130,872
Surplus for the year	3,042



Assets	\$,000s
• Cash & Deposits	12,585
• Debtors	2,448
• Financial Assets	5,974
• Investment Properties	54,194
• Property, Plant, Equipment and Motor Vehicles	195,544
• Term Deposits	58,806
Total Assets	329,551



Liabilities	\$,000s
• Employee Entitlements	13,866
• Resident Accommodation Bonds	89,395
• Resident Entry Contributions	56,228
• Trade and Other Payables	14,378
Total Liabilities	173,867
Total Net Assets	155,684



Top 5 Financial Performance Indicators

1. Subsidies and Grants decreased by 1.9%, despite the loss of income due to the closure for redevelopment of Juniper Chrystal Halliday
2. 68.2% (prior year 68.5%) of Operating Revenue is allocated to staff costs reflecting changes in CDC Home Care budgets
3. Staff costs increased by 4.2% (prior year decrease 0.9%), as a result of the establishment of Juniper Charles Jenkins Transition Care Program
4. Total assets increased by 1.3% compared to liabilities which increased by 0.9%
5. Investment in Property, Plant and Equipment \$64,8K compared to prior year of \$14,1K.

THE JUNIPER BOARD

Mr Fred Boshart (Board 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, and Building Assets and Infrastructure Committee. He provides advice to the Board on accounting, technical matters in relation to building and development and the Perth property market.



Mr Tony Iannello

After a successful career as a senior executive and CEO in financial services and energy, Tony has taken on a number of non-executive directorships, in a broad range of industries and with companies from family owned to listed ASX. Tony's skills in strategic leadership, change management, governance and risk management are invaluable to Juniper. He is a member of the Finance and Risk Management Committee. Term commenced May 2018.



Ms Maree Arnason

An experienced director and senior executive, Maree's career has spanned 30 years in the resources, energy and manufacturing sectors. Maree is a NED of ASX-listed Sandfire Resources and MZI Resources and a Co-Founder/Director of Energy Access Services, who operate a WA-focused wholesale gas trading platform. An active contributor to the not-for-profit sector for 25 years, Maree is a member of ASIC's Director Advisory Panel, CEDA's WA State Advisory Council and Chair of the Building Assets and Infrastructure Committee.



Mr (Frederick) John Jeffreys

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 and his wife Kerry are members of St. Augustine's Uniting Church, Bunbury. He is a member of the Finance and Risk Management Committee.



Rev David de Kock

David has Bachelor of Commerce and Master of Business Administration qualifications and worked in the banking and finance sectors before obtaining a Bachelor of Theology and serving as a Minister of the Word. He was appointed as General Secretary of the WA Synod of the Uniting Church in Australia in 2016 and has since completed the AICD Company Directors qualification. David's relationships with the Uniting Church and his practical grasp on contemporary governance makes his contribution to the Juniper Board particularly valuable. He is a member of the Building Assets and Infrastructure Committee. Term commenced February 2018.



Ms Mary-Ellen King

Mary-Ellen has 30 years' experience in a range of senior management and governance roles, including more than 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 including the Australia Council for the Arts and the Perth International Arts Festival. She is a member of the Client Care Committee.



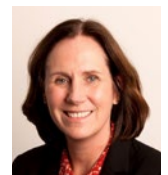
Dr Christopher Etherton-Ber

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 Client Care Committee. Term ended June 2018.



Ms Penny Knight

Penny has worked as a Principal Consultant with KPMG London and PWC Hong Kong before returning to Perth to work with the State Treasury and establish a database business. She is currently the Managing Director of consulting firm, BaxterLawley, and the Research Manager of Curtin University's not-for-profit initiative. Penny's recent projects include the Disability Services Funded Sector Report, a review of costing and pricing for National Disability Services and an evaluation of the State Government's reforms in regard to procurement from the not-for-profit sector. She is Chair of the Finance and Risk Management Committee. Term commenced September 2017.



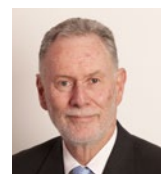
Mr Jeremy Hudson

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 Chair of the Building Assets and Infrastructure Committee. Term ended December 2017.



Mr Vaughan Harding

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.





Juniper Central

313 Main Street
Balcatta WA 6021
08 9240 0313
juniper@juniper.org.au

Juniper Community

Home care services and support
1300 313 000
homecare@juniper.org.au

Juniper Housing

Retirement living
08 9240 0313
housing@juniper.org.au

Juniper Residential

Aged care accommodation and services
1300 313 000
access@juniper.org.au

Juniper Health

Primary health care medical centre
Hilltop Drive, Juniper Rowethorpe
4-10 Hayman Road, Bentley WA 6102
08 6363 6315
RowethorpeMC@juniper.org.au

www.juniper.org.au

Supporting older Western Australians since 1949

