



JUNIPER ANNUAL REPORT 2018-2019



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 each individual wishes to live it.

Our **Vision** is a good life for all our people

Our **Mission** is 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

Strategic Intent

To achieve our Vision and Mission Juniper will strengthen its capacity to respond to community need by being WA's **Provider of Choice for Aged Care** and **Employer of Choice in Aged Care**.

MESSAGE FROM THE BOARD CHAIR



This reporting year has been highly significant on a number of fronts, no less when in 2019 we marked the 70th anniversary of the establishment by our antecedents of Juniper's first services to older Western Australians.

Our journey began in 1949 when accommodation was provided to a small group of older women in need at a converted Edwardian house in Mount Lawley bequeathed to the Uniting Church by Sara Hardey.

During seven decades of change, Juniper has advanced to become a modern future focused provider of quality services with the dual goal of being a Provider and Employer of Choice in Aged Care for WA.

This past year has been notable for the elevation of public and media attention towards aged care, notably with the introduction of new Aged Care Quality Standards from 1 July 2019 and the commencement in December 2018 of the Royal Commission into Aged Care Quality and Safety.

Juniper welcomed these developments, for they are about the future, and what kind of future we want for older people and society.

In August 2018 we welcomed Mr Chris Hall AM, who as Chief Executive Officer assumed leadership of a strong

organisation and culture, predominately developed these past 29 years by former Chief Executive Mr Vaughan Harding OAM.

To carry the organisation forward, earlier this year Juniper refreshed its Strategic Plan to consolidate and better articulate our preferred future and the work to achieve this objective is well advanced.

In addition, a restructure of the Juniper Board committees was completed to provide stronger governance and effective oversight of Juniper's operations.

This Annual Report is my final as Board Chair and I take this opportunity to acknowledge and thank Vaughan and Chris together with my Board colleagues, including new members Arthur Criddle and Grant Robinson, for their support over the years.

I thank all Juniper staff and volunteers for their dedication, which is of great value to the WA community and the people and families we all serve as a modern, future focused Christian community benefit organisation.

Fred Boshart
Board Chair

“ To serve as a Board member and Chair of Juniper has been a humbling experience. To be able to be part of this fantastic organisation has personally been greatly fulfilling for me. The commitment and values expressed by our people will be my fondest memory of my time with Juniper. ”

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Juniper continues to invest significantly in caring for older people throughout Western Australia. In our 70th year, Juniper has continued to develop its existing services and establish new services across the State.

Juniper's 70th anniversary provided a wonderful opportunity to celebrate with our residents and clients, and to pay tribute to the outstanding dedication and commitment of our employees and volunteers, and to our many supporters, both past and present.

Navigating the considerable changes to aged care has not been easy and the enormous amount of work completed in just these past 12 months is testament to the efforts and accomplishments of all Juniper's employees and volunteers.

A number of important reviews of operations during the last year have helped guide and focus the work of the organisation with the intent to better meet the growing and changing needs of the West Australian community.

A reorganisation of our Executive Leadership Team arrangements, creation of a number of new support staff positions, together with new appointments of staff to key leadership and management roles has enabled us to take this work forward.

During the year, all of our resident and client services were brought together with the aim of better integrating these services. We did similar with our corporate service areas. We farewelled outgoing executive staff Chris Oldfield and Mick Burke and thank them for their combined many years of dedicated service with Juniper. At the end of this reporting period, we are recruiting to fill two newly established executive roles in planning and strategy, and mission development.

Seventy years of care reminds us of our obligations to some of the most vulnerable people in our community, the frail aged and in particular, people living in remote and very remote areas in WA.

Amongst many new initiatives, we have established new senior management roles to help advance Juniper's Aboriginal Reconciliation Journey. We have reviewed and put in place plans for the further development of our services across the Kimberley Region. We have begun to examine what will be involved to expand Juniper's already considerable footprint in the provision of affordable housing for older people.

I acknowledge and thank the members of Juniper's Executive Leadership Team who have led the organisation with great dedication and commitment and have provided me with tremendous support. I also thank the members of Juniper's Board for their strong guidance and unwavering support.

In his capacity as a Juniper Board member and more recently as Board Chair, Fred Boshart contributed an immense amount of his time and expertise to the betterment of the organisation. After 13 years, including the past four years as Chair, Fred recently announced his retirement from his service to Juniper, effective at the end of September 2019.

We sincerely thank Fred for his dedication to the life of Juniper and its people. He has made a highly significant contribution during his time with us, overseeing a period of major growth and development which has seen Juniper further cement its position as a leading provider of aged care services in WA, with one of the largest geographical care footprints in the nation.

This year has been one of great change and I look to the future with confidence, hope and excitement.

Chris Hall AM
Chief Executive Officer

We refreshed our strategic plan to be the provider and employer of choice in aged care in Western Australia.



future CARE
Delivering the highest standards of care



future WORKFORCE
Attracting and developing people



future SUSTAINABILITY
Excelling in governance and management



future CAPACITY
Exceeding community expectations

Established more than **360 additional residential aged care beds** across Western Australia, from Kununurra to Albany.

Opened **4 new services** in WA since May 2018.

Invested significantly in WA as a not for profit provider.

855 CHSP clients	700 DTC clients
272 Home Care Package clients	741,797 KM Kilometres travelled by Community staff during 2018

We invested over \$105 million (\$94M self-funded) in capital costs comprising construction and fit out for residential care:



Juniper Hayloft
\$25M, 100 beds



Juniper Chrystal Halliday
\$34M, 120 beds



Juniper Korumup
\$32M, 100 beds



Juniper Gerdewoonem
\$14M, 40 beds



Creation of additional employment and career opportunities in aged care, Juniper has grown from **1600** staff in **2017** to more than **1800** staff in **2019**.

Research has confirmed the majority of residents and clients are likely to recommend Juniper. To help achieve our strategic goals and build our Brand, our emerging customer experience strategy aims to **increase** this during the next three years.

Juniper has strong partnerships with key university, training organisations, peak bodies and suppliers in Western Australia.



Our collaboration with Curtin University is promoting aged care as an attractive and viable career for carers and allied health workers.



Through our latest capital projects, we have injected nearly \$10M into the WA economy through supply and services, where we source local.



We have employed hundreds of contractors and subcontractors to deliver our projects.

HIGHLIGHTS 2018-2019



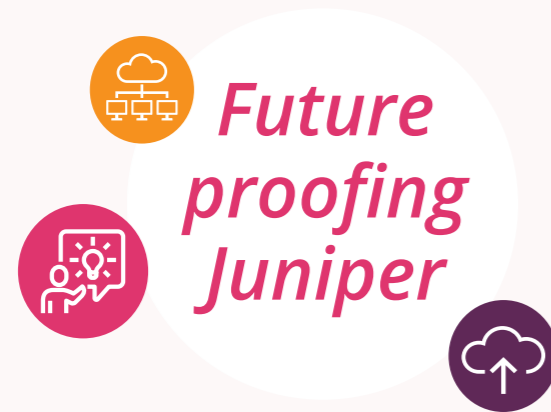
Celebrating 70 years of care

2019 marked 70 years since the establishment of first services in Mount Lawley by our predecessors. Our staff, residents, clients and volunteers enjoyed many activities through the year to celebrate this milestone.



Boost for care in the Kimberley

A \$300,000 Commonwealth grant enabled Juniper to deliver much needed staff accommodation at Juniper Numbala Nunga in Derby.



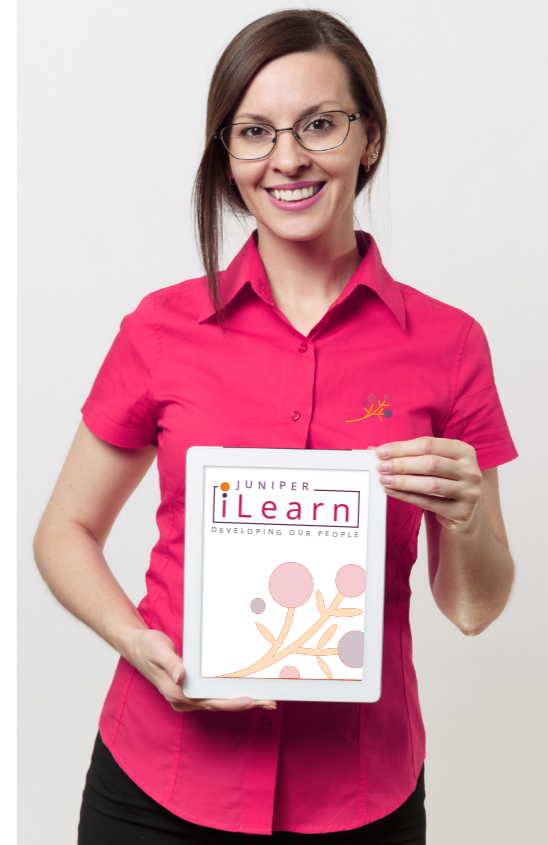
To meet changing resident and client needs and government standards for aged care, Juniper commenced a wide range of reviews and moved to appoint skilled and experienced staff to key roles.

This year saw the development of our ICT, governance and compliance systems to further future proof the organisation.

Greater focus was applied to our regional and remote services including the development of a strategy for the Kimberley region targeting Aboriginal employment and community engagement.

New learning system launched

Providing our employees and volunteers with flexible access to professional development was a priority this year. The ability to continuously develop workforce skills came to life when we launched the online system Juniper iLearn.



HIGHLIGHTS 2018-2019



New residential care delivered in Martin

We delivered 100 much needed high-care places for Perth's growing south east. Juniper Hayloft was officially opened in July by Board Chair Fred Boshart with the Minister for Aged Care and Indigenous Health, Hon Ken Wyatt AM MP and was dedicated by Uniting Church WA Moderator Rev Steve Francis.

Joyce receives highest award

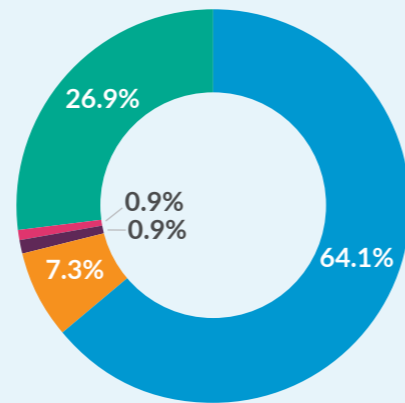
Fifty years of service, dedication and passion was recognised when Multiskilled Carer/Supervisor Joyce Ashworth was named Australia's Aged Care Employee of the Year in Sydney on 5 September 2018. Serving 45 continuous years with Juniper, Joyce has always cared for others and inspires her colleagues as a mentor and volunteer.



FINANCIAL SUMMARY

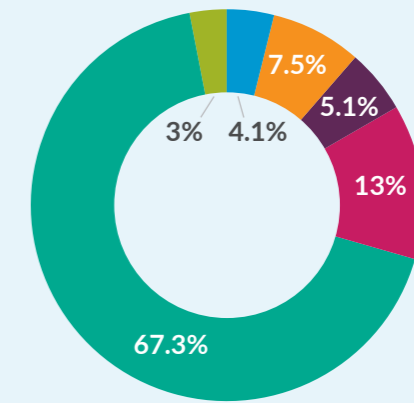
Income \$,000s

Subsidies and Grants Received	96,869
Capital Grant Received	11,000
Investment Income	1,312
Operating Revenue Other	1,304
Resident Collections	40,665
Total Revenue	151,150



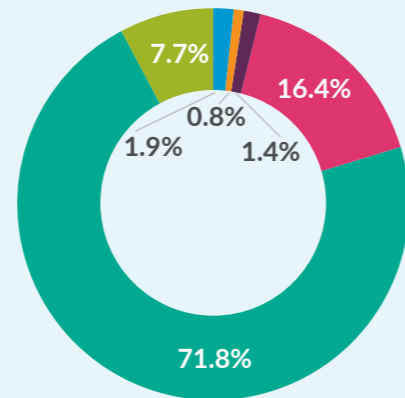
Expenditure \$,000s

Catering	5,808
Depreciation	10,622
Maintenance and Repairs	7,269
Other	18,468
Staff Costs	95,787
Utility	4,221
Total Expenditure	142,175
Surplus for the year	8,975



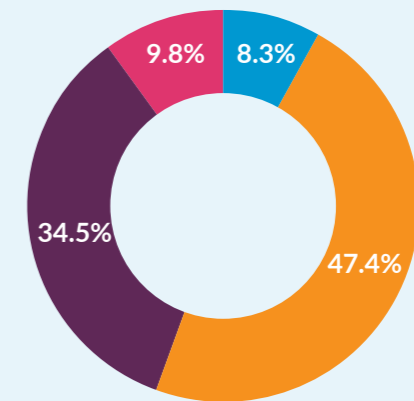
Assets \$,000s

Cash and Deposits	6,524
Debtors	2,815
Financial Assets	4,718
Investment Properties	56,898
Property, Plant, Equipment and Motor Vehicles	249,154
Term Deposits	26,829
Total Assets	346,938



Liabilities \$,000s

Employee Entitlements	15,139
Resident Accommodation Bonds	86,441
Resident Entry Contributions	62,892
Trade and Other Payables	17,806
Total Liabilities	182,278
Total Net Assets	164,660



Top 5 Financial Performance Indicators

- Subsidies and Grants increased by 5.8% as a result of an increase in bed numbers due to the opening of new facilities.
- 69.6% (prior year 68.2%) of Operating Revenue was allocated to staff costs.
- Staff costs increased by 7.9% (prior year increase 4.2%), as a result of the establishment of new facilities.
- Total assets increased by 5.3% compared to liabilities which increased by 4.8%
- Investment in Property, Plant and Equipment was \$66.9M

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 Chair of the Nomination and Remuneration Committee. He provides advice to the Board on accounting, technical matters in relation to building and development, and the Perth property market. Fred retired from the Juniper Board in September 2019.



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 Non-Executive Director of ASX-listed Sandfire Resources and a Co-Founder/Director of Energy Access Services, who operate a WA-focused digital wholesale gas trading platform. An active contributor to the not-for-profit sector for 25 years, Maree serves on CEDA's WA State Advisory Council and is an AICD WA Division Councillor. She is the Chair of Juniper's Nomination and Remuneration Committee and a member of the Audit and Risk Committee.



Dr Arthur Criddle

Arthur is a General Physician and Geriatrician with more than 30 years of experience in looking after people with acute and complex medical problems. He is involved in student training at Notre Dame University and in post graduate physician training. He worked as a Consultant Physician for many years in the Department of Rehabilitation and Aged Care at Sir Charles Gairdner Hospital, where he served as Head of Department and was a Clinical Services Unit Co-director for the hospital. He currently works at Hollywood Private Hospital. He is Chair of the Care and Clinical Governance 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 in South Africa and Australia. He was appointed as General Secretary of the WA Synod of the Uniting Church in Australia in 2016 and is a Graduate Member of the Australian Institute of Company Directors. 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 Finance and Property Development Committee and the Care and Clinical Governance Committee.



Mr Tony Iannello

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



Ms Mary-ellen King

Mary-ellen has 30 years' experience in a range of senior management and governance roles, including more than 11 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 AICD. Currently working in a management consultancy, Mary-ellen has served on a range of community boards and government advisory panels and has been a director with the Australia Council for the Arts and the Perth International Arts Festival. She is currently a Director of Lost and Found Opera. She is a member of the Care and Clinical Governance Committee.



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 a member of the Care and Clinical Governance Committee.



Mr Grant Robinson

Grant has a wealth of experience across a range of industries, including as a partner with KPMG in the Audit, Assurance and Risk Consulting division with a particular focus in the health, ageing and human services sector. He also has relevant experience as a board member of numerous organisations including presently the North Metropolitan Health Service, Bethesda Health Care, Zoological Parks Authority, Perth Festival, and Netball WA. Grant's skills in financial analysis, compliance, governance and risk management along with his sector experience are of great value to Juniper. He is Chair of the Audit and Risk Committee and a member of the Finance and Property Development Committee.



Mr Chris Hall AM
Chief Executive Officer

Chris was appointed as Chief Executive Officer in 2018 and is an ex-officio member of the Board. He has held senior leadership and corporate governance positions for more than 30 years in the Australian not-for-profit sector and local government industry at national, state and local levels. He has worked in the community services, health, mental health, disability and aged care sectors. Chris has served on numerous advisory and consultative bodies and committees to federal, state and local governments and on the boards of various not-for-profit organisations. He has tertiary qualifications in business management, social work and the arts and is a Graduate of the Australian Institute of Company Directors, Fellow of the Australian Institute of Management, Fellow of the Institute of Public Administration Australia WA, and 2009 Churchill Fellow.



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