



2019-2020 Annual Report

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Acknowledgment

Juniper acknowledges Aboriginal and Torres Strait Islander Peoples as Traditional Custodians of Country throughout Australia. We pay respect to their cultures, Elders past, present and emerging, and we commit to working together for our shared future.

Our Vision, Mission and Values

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 Values

Juniper embraces 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**.



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

Message from the Board Chair

“Juniper responded swiftly and proactively to the COVID-19 pandemic. An enormous amount of work has taken place over the last six months to ensure Juniper’s preparedness for COVID-19, and I thank the Executive Leadership Team and all staff for their ongoing focus in this area.”

Maree Arnason
Juniper Board Chair



In my first year as Board Chair, I am pleased to present Juniper’s Annual Report in what has been a year of significant change that has required even greater levels of support to older people in our care and much resilience from the aged care sector.

It has been pleasing to see Juniper has continued to deliver quality care and support to residents and clients, despite numerous challenges. We have an unwavering focus on our strategic intent to be Western Australia’s Provider and Employer of Choice aligned with our Vision, Mission and Values.

On 1 July 2019, Australia’s new Aged Care Quality Standards came into effect, including the welcome arrival of consumer directed care. These standards are rightly focused on achieving consumer outcomes, quality care and on promoting choice, flexibility, and engagement. Like all aged care operators, Juniper has not been without its compliance issues at some of our facilities this year. Our organisation continues to transition systems and focus on staff education particularly in clinical care and consumer engagement to more appropriately align with the new regulatory standards.

Notwithstanding this, three of our residential services – Juniper Hilltop, Juniper Cygnet and Juniper Carramar – successfully achieved scheduled reaccreditation this year. On behalf of the Board, I would like to acknowledge the hard work and diligence demonstrated by all staff involved to ensure these accreditation requirements were successfully met.

Juniper responded swiftly and proactively to the COVID-19 pandemic. An enormous amount of work has taken place over the last six months to ensure Juniper’s preparedness for COVID-19, and I thank the Executive Leadership Team and all staff for their ongoing focus in this area.

Juniper is committed to strong corporate and clinical governance and has in place a qualified and effective Board and management structure to ensure the organisation is well governed and run, and able to deliver quality care and services.

The Board and Executive Leadership Team have focused on consolidation of Juniper’s operations, with priority being given to quality of care, financial sustainability, compliance, and risk.

Juniper has continued to meet its prudential requirements under the aged care legislation. The Board is closely monitoring

the financial position and, together with the Executive, is taking appropriate proactive and corrective action as required to ensure the future sustainability of the organisation.

In September 2019, Fred Boshart retired as Board Chair after serving on the Juniper Board for a total of 13 years (the last four as Chair). Juniper is deeply indebted and records its appreciation to Fred for the very significant contribution that he made during his tenure. I also sincerely acknowledge long serving Board member, John Jeffreys, who concluded 11 years of commendable and thoughtful service focused on mission, together with Tony Iannello who decided to step down from the Board in December 2019. During the year, we were very pleased to welcome two new board members, Karen Gullick and Barry Honey.

The Board continues to monitor the progress of the Royal Commission into Aged Care Quality and Safety. The Commissioners’ Interim Report was released at the end of October 2019 and we await the Commissioners’ conclusions and recommendations in their final report, due for release in February 2021. We hope there will be the Australian Government’s response very soon thereafter, inclusive of appropriate policy and funding support for the aged care sector.

I wish to acknowledge the significant contributions of my fellow Board members who have invested an enormous amount of time and energy during Juniper’s 70th year of care. On behalf of the Juniper Board, I thank our Chief Executive Officer, Chris Hall, his Executive Team and all Juniper staff and volunteers for their hard work and dedication.

Maree Arnason
Juniper Board Chair

Message from the Chief Executive Officer

This past year has been quite unlike any other I have experienced in the aged care sector. There has been significant change and reform with the introduction of Australia's new Aged Care Quality Standards, followed by times of excitement and achievement as Juniper rounded up its 70th year celebrations, and then of course unprecedented challenges presented by the unforeseen arrival of a global pandemic and its social and economic impacts.

The provision of quality care and support for our residents and clients has been the primary focus of our continued implementation of the many initiatives under Juniper's refreshed Strategic Plan. We have also sought to attract and develop capable people as part of our workforce, to excel in governance and management, and to meet and exceed community expectations.

Whilst there have been many positives for Juniper in the 2020 financial year, some of which I set out below, unfortunately, our financial outcomes have not been one of them. We have been adversely impacted by major sector reforms, escalating compliance costs including from the sanctioning of one of



our facilities, declining residential care occupancies and COVID-19 pandemic. However, our organisation is not alone in this regard, as all operators in the Aged Care Sector have been similarly impacted and challenged by current economic conditions, declining income levels, Commonwealth funding arrangements which are no longer fit for purpose, and changes in funding and equity arrangements.

Amid the challenges there have been many highlights. Juniper officially opened two new residential care facilities: Juniper Chrystal Halliday in Karrinyup and Juniper Korumup in Albany, providing additional quality accommodation, care and services to communities in metropolitan Perth and the Great Southern Region. Juniper Chrystal Halliday was opened by the Premier of Western Australia, the Hon Mark McGowan MLA and both buildings were blessed by the Moderator of the Uniting Church in WA, Rev Steve Francis. Key stakeholders attended a special event to celebrate Juniper's 70th anniversary.

In this same year, our services at Juniper Hayloft in Martin and Juniper Gerdewoonem in Kununurra, marked their first anniversaries, both celebrating a very successful year of operation.

I'm pleased to report Juniper's ICT transformation project, Care-On-the-Go was successfully rolled out, embracing the flexibility of technology and improving the way our staff partner with residents to provide personalised and inclusive care. This project delivered Wi-Fi connectivity to all Juniper residential care homes across the state, equipping staff with mobile devices to better engage with residents regarding their personal care needs and interests anywhere and at any time.

Juniper's Home and Community Care services have expanded despite the challenges associated with the pandemic. Resetting of the Home and Community Care Management Team, coupled with a focus on executing key improvement initiatives, has primed the service area to achieve future operational sustainability, continued growth and most importantly, improved client outcomes.

While a challenging real estate market has impacted sales of our retirement living units, there are signs of improvement as we move forward in the next financial year. I'd like to thank Juniper's retirement living residents for their support and vigilance as we implemented necessary changes to their communities as a result of COVID-19.

This year, we completed the re-structure of Juniper's Executive Leadership Team, designed to help us achieve our strategic goals to become a Provider of Choice and Employer of Choice. Two new directorates were established with Eve Currie appointed to the role of Executive Director Planning and Strategy, and Sheryl Carmody as Executive Director, Mission. We also welcomed Yasmin Naglazas to Juniper as Executive Director Operations and farewelled her predecessor Michael Preece. I acknowledge and thank Michael for his significant contribution to the growth and development of our organisation during his time with us.

Much has been achieved in Juniper's key area of Aboriginal Engagement, Reconciliation and our Kimberley Strategy. We closed the year with the near completion of Juniper's first Reconciliation Plan which will be submitted to Reconciliation Australia for its endorsement.

As the threat of COVID-19 swept across our nation in early 2020, Juniper in line with advice from Federal and State health authorities and in cooperation with our colleagues across the aged care sector, implemented a range of measures to ensure the safety and well-being of our residents and clients. During a period of restricted visitation, I was extremely proud of our staff and their creative efforts working in partnership with residents, clients and their families to keep loved ones connected with each other.

I am exceptionally grateful for the resilience, dedication and compassion demonstrated by all Juniper staff and volunteers during this eventful year. I also extend my deepest thanks to our Executive Leadership Team and the Juniper Board for their hard work, guidance and tireless support as we navigated our way through new and unpredictable circumstances.

As we move forward, towards a future largely shaped by our response to COVID-19 and the outcomes of the Royal Commission into Aged Care Quality and Safety, I am confident that together, we are well prepared to continue to meet the needs and expectations of our residents, clients and their families.

Chris Hall AM
Chief Executive Officer

2019-2020 at a glance



1,467

In-Home Care Clients



1,139

Permanent Residential Residents across **26** Residential Aged Care facilities



82

Respite Residents



573

Retirement Living Residents across **14** Retirement Villages



438

Transition Care Program Residents



Provided **employment to 1,930 people** across WA.



1,801 staff completed a total of **21,993** Juniper iLearn online training modules. **14** staff members graduated from the Juniper Leadership Program.



450 volunteers supported residents, clients and staff.



Collaborated with Curtin University and a range of other training providers to promote working in aged care as an attractive and sustainable career path for nurses, carers and allied health workers.



The Board endorsed Juniper's revised **Environmental Policy**. An **Environmental Footprint Working Group** is being established to oversee continuous improvement in eight key areas including energy use, water use and waste management.

Juniper's first **Reconciliation Action Plan** was developed and the Juniper Board endorsed it.



Residential Care Highlights

Replaced bus fleet thanks to bequest donation

Juniper residents were thrilled with the arrival of eight new Mercedes Sprint buses, made possible by the generous bequest donation from active Uniting Church member, Myra Ethne Barclay, known as 'Ethne'.

The buses were custom fitted to ensure ultimate comfort and safety including features such as high roofs, spaced seating, purpose-built side steps with handrails, adjustable arm rests and tray tables.



Official Opening of Juniper Chrystal Halliday

We combined our 70th anniversary celebrations with the grand opening of our new residential care facility in Karrinyup, Juniper Chrystal Halliday.

The stunning 120-bed coastal facility with sweeping ocean views, was officially opened by the Premier of Western Australia, the Hon Mark McGowan MLA.



Bringing quality aged care services to the Great Southern

Juniper Korumup in Lockyer, Albany was officially opened in September, bringing 100 new aged care places to the Great Southern region. The award-winning residential care home was officially opened by Board Chair, Fred Boshart, CEO Chis Hall and blessed by Uniting Church WA Moderator Rev Steve Francis.

In-Home Care and Retirement Living Highlights



Supporting more people with a brand new Day Therapy Centre

Juniper's Day Therapy Centre for the northern suburbs relocated to a brand new, larger and purpose-built premises in Karrinyup. The relocation of this service is allowing Juniper to grow in the Allied Health space and provide more clients with important services such as podiatry, physiotherapy, occupational therapy and even group exercise classes.



Juniper Retirement Living Resident named ANZAC of the Year

We congratulated Juniper Elimatta Retirement Living resident and retired Army Lance Corporal, David Scott, who was the WA recipient of the prestigious 2020 ANZAC of the Year Award. Community spirit remains strong throughout our retirement communities with many busy bees and social events taking place throughout the year.

Aboriginal Engagement

With our commitment to reconciliation, Juniper has made significant progress with fostering Aboriginal Engagement via our Reconciliation Action Plan (RAP) and Kimberley Strategy.

Our Reconciliation Journey

Foundations were laid for our organisation's Reconciliation journey, including the development of Juniper's Acknowledgement of Country guide used by staff across the organisation.

To celebrate Country and Aboriginal culture, artwork was commissioned for Juniper's Central office to reflect the Noongar six seasons, coupled with an information card to engage and educate staff, building their appreciation of Aboriginal culture. Local Aboriginal artwork was also purchased for two of our regional Residential Care Facilities in Albany and Kununurra, honouring the local Aboriginal communities.

Executive Director Mission, Sheryl Carmody, attended the National Reconciliation Conference held in Perth in October 2019 and has worked closely with Reconciliation Australia for guidance in the preparation of Juniper's first RAP, which has been endorsed by the Juniper Board and is currently awaiting final endorsement from Reconciliation Australia.



Artist: Neta Knapp, Elder Noongar Goreng language group



Our Kimberley Strategy

Juniper progressed the development of a comprehensive strategy for our services in the Kimberley region, addressing cultural security, financial sustainability, workforce retention and development and improving engagement with traditional custodian groups and Aboriginal organisations.

Kimberley Services Development Manager, Janine Dureau and Executive Director Mission Sheryl Carmody worked together to:

1. Progress an Aboriginal Workforce Strategy to increase Aboriginal employee numbers in Juniper.
2. Develop Aboriginal leadership, organisational and community engagement in the Kimberley.
3. Build cultural safety and security in Juniper's Kimberley Services.
4. Ensure Juniper's Kimberley Strategy has a self-determination approach with a long-term view.

A key achievement this year was the launch of Juniper's Aboriginal Workforce Action Plan, distributed widely throughout the Kimberley region and receiving strong positive feedback.

Employee Highlights



Helping residents stay connected

As we navigated the challenges of COVID-19, including the requirement to implement restricted visiting arrangements, Juniper staff worked hard to help residents stay safely connected to loved ones through a number of popular initiatives including welcome windows, care packages, pen pal programs and video calls. Our wonderful therapy teams also facilitated a steady stream of fun, creative activities to provide residents with many happy moments during this challenging time.

Improving our care with technology

Embracing the flexibility of technology, Juniper's Information, Communication & Technology (ICT) team worked with Residential Care employees to successfully roll out the Care on the Go project across the state delivering Wi-Fi connectivity to all residential sites. Staff are now equipped with mobile devices, improving the way staff and residents engage, allowing them to connect with residents on their care needs, wherever they feel most comfortable.

Care on the Go is also helping residents to stay better connected to their world, enabling easier access to online communication with family and friends and the option to access streaming services such as Netflix.



Learning and Development

We continue to invest heavily in staff training and development, maintaining our reputation as a learning organisation. In addition to rolling out comprehensive COVID-19 related training initiatives for all Juniper staff members, a series of Development Days were held for nursing and therapy staff, promoting best practice and aligning with the Aged Care Quality Standards, further improving our clinical governance.



Juniper Awards for Excellence

Congratulations to the recipients of the 2019 Juniper Awards for Excellence. Our Awards for Excellence program recognises and rewards high achievement across Juniper's workforce in four distinct categories.



Employee Award
Brooke Witheridge



Supervisor/Manager Award
Mary Mews



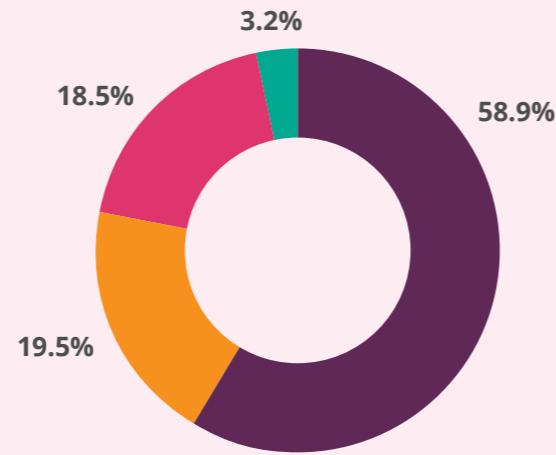
Team Award
Juniper Hillcrest



Innovation Award
Juniper Elimatta

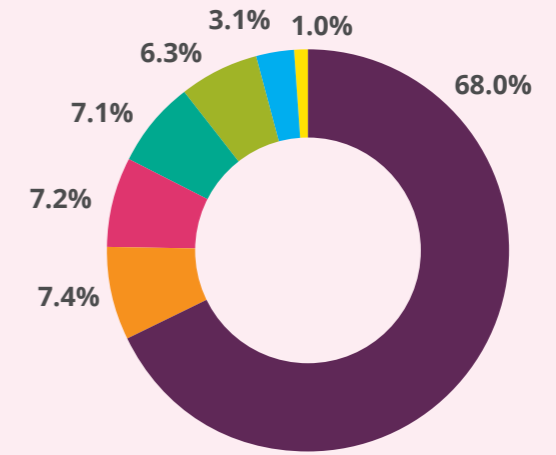
Income **\$,000s**

• Subsidies and Grants Received	94,422
• Resident Contributions	31,179
• Other Income	29,639
• Accomodation Revenue	5,056
Total Revenue	160,296



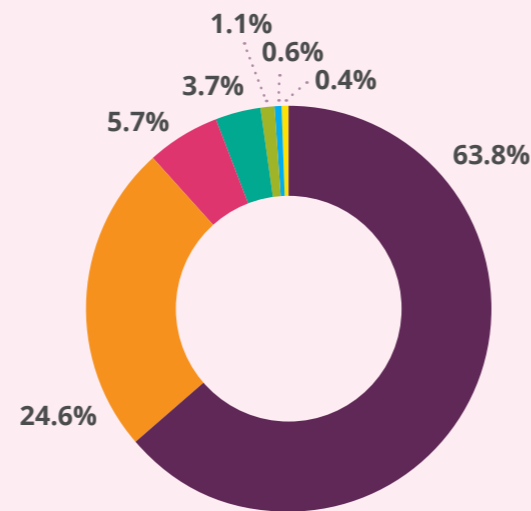
Expenditure **\$,000s**

• Employee Expenses	105,820
• Occupancy Expenses	11,555
• Resident Direct Expenses	11,209
• Depreciation	11,074
• Administration	9,732
• Interest	4,808
• Other	1,510
Total Expenditure	155,708
Surplus for the year	4,588



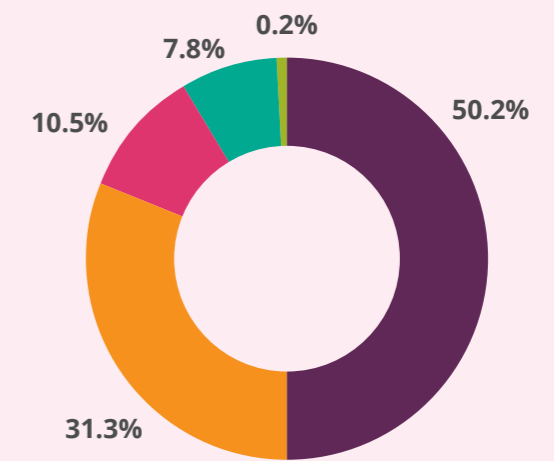
Assets **\$,000s**

• Property, Plant and Equipment	244,973
• Investment Properties	94,273
• Other Financial Assets	21,903
• Cash and Cash Equivalents	14,343
• Investments	4,252
• Trade and Other Receivables	2,391
• Other Assets	1,562
Total Assets	383,697



Liabilities **\$,000s**

• Resident Accommodation Bonds	107,646
• Resident Entry Contributions	67,117
• Trade and Other Payables	22,417
• Provisions	16,742
• Interest Bearing Liabilities	527
Total Liabilities	214,449
Total Net Assets	169,249



Top 5 Financial Performance Indicators

- 1 Total Revenue increased by 6% - as new Care Facilities were commissioned and due to the revaluation of investment property for new accounting standards.
- 2 Employee Expenses as a % of revenue increased by 13.64%.
- 3 Staff costs increased by 10.5% (prior year increase 4.2%), as a result of the establishment of new facilities, increased compliance and COVID-19.
- 4 Total assets increased by 10.6% compared to liabilities which increased by 17.6%. Due to new care facilities.
- 5 Total Expenditure increased by 3.5% more than Total Revenue.



Maree Arnason
(Board Chair)

Date appointed as Board member: March 2014.
Date appointed as Board Chair: October 2019.
Experience: An experienced director and senior executive, Maree's career has spanned 30 years in the resources, energy and manufacturing sectors and is an active contributor to the not-for-profit sector for over 25 years.
Juniper responsibilities: Chair of Juniper's Nomination and Remuneration Committee. Member of the Audit and Risk Committee until 1 April 2020.



Barry Honey

Date appointed as Board member: December 2019.
Experience: Barry is presently a partner at Chartered Accountants Honey & Honey. Barry brings a high level of governance and financial analytical skills as well as expertise in the oversight of aged care undertakings in a 'for-purpose' environment.
Juniper responsibilities: Chair of the Finance and Property Development Committee from 1 April 2020. Member of the Audit and Risk Committee.



Penny Knight

Date appointed as Board member: September 2017.
Experience: 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 is currently the Managing Director of her own consulting firm, BaxterLawley.
Juniper responsibilities: Member of the Care and Clinical Governance Committee. Member of Finance and Property Development Committee (acted as interim Chair from January 2020 to March 2020). Member of the Nomination and Remuneration Committee from December 2019.



Fred Boshart
(retired in September 2019)

Date appointed as Board member: October 2007.
Date appointed as Board Chair: September 2014.
Experience: Fred is a Fellow Certified Practising Accountant, Associate of the Chartered Institute of Secretaries and a Registered Builder.
Juniper responsibilities: Member of the Nomination and Remuneration Committee.



Tony Iannello
(retired in December 2019)

Date appointed as Board member: May 2018.
Experience: Tony is a former senior executive and CEO in the financial services and energy sectors.
Juniper responsibilities: Chair of the Finance and Property Development Committee until December 2019. Member of the Audit and Risk Committee. Member of the Nomination and Remuneration Committee.



Rev David de Kock

Date appointed as Board member: February 2018.
Experience: David 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 before being appointed as General Secretary of the WA Synod of the Uniting Church in Australia in 2016.
Juniper responsibilities: Member of the Finance and Property Development Committee. Member the Care and Clinical Governance Committee until 1 April 2020.



Dr Arthur Criddle

Date appointed as Board member: July 2018.
Experience: Arthur is a General Physician and Geriatrician with more than 30 years of experience in looking after people with acute and complex medical problems.
Juniper responsibilities: Chair of the Care and Clinical Governance Committee. Member of the Audit and Risk Committee from 1 April 2020.



(Frederick) John Jeffries
(retired in September 2019)

Date appointed as Board member: September 2008.
Experience: John has formal qualifications and teaching experience in economics and statistics and is a retired deputy principal.
Juniper responsibilities: Member of the Finance and Property Development Committee.



Grant Robinson

Date appointed as Board member: August 2018.
Experience: 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 focus in the health, ageing and human services sector.
Juniper responsibilities: Chair of the Audit and Risk Committee. Member of the Finance and Property Development Committee. Member of the Nomination and Remuneration Committee.



Karen Gullick

Date appointed as Board member: April 2020.
Experience: Karen has more than 40 years' experience in the health industry working in senior roles in both public and private hospitals and previously in the education sector.
Juniper responsibilities: Member of the Care and Clinical Governance Committee from 1 April 2020.



Mary-ellen King

Date appointed as Board member: June 2015.
Experience: 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.
Juniper responsibilities: Member of the Care and Clinical Governance Committee.



Chris Hall AM
(Chief Executive Officer and Ex-officio member)

Date appointed as Board member: August 2018.
Experience: Chris 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.
Juniper responsibilities: Member of the Care and Clinical Governance Committee. Member of the Finance and Property Development Committee.



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Juniper
A Uniting Church community