



# 2020-2021 Annual Report

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## Acknowledgement

*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 & Values



Juniper is a leading provider of care, accommodation and support services for older Western Australians. We are a values driven, not-for-profit agency of the Uniting Church in Western Australia.

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

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**Our Mission** is to enhance the independence, spiritual fulfilment and enjoyment of life for older people through care, accommodation and support services.

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## Our Values



**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.

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## 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

On behalf of the Board, I am pleased to present Juniper's 2020-2021 Annual Report, as we close yet another extraordinary year for Juniper and the Australian aged care sector. Faced with the challenges of a global pandemic, reforms of the aged care system, workforce and financial constraints, Juniper remains focused on providing quality care and support to older West Australians.

Western Australia, as indeed the whole world, continued to face the challenges of COVID-19. It was pleasing to see Juniper's teams effectively manage the various visitor and infection control arrangements necessary to protect the safety and well-being of our staff, residents and clients. I am pleased to report that to date, no Juniper resident, client, staff or volunteer has tested COVID-19 positive. The volume and quality of work undertaken by Juniper's teams with regards to COVID-19 planning and preparedness is truly impressive and the Board is confident the organisation remains well positioned to respond as needed.

The Royal Commission into Aged Care Quality and Safety came to a close in February with the final report released to the public in March. This was followed by the Australian Government's response in the form of the Federal Budget announcement in May. The final report contained 148 recommendations to not only improve but transform Australia's aged care system. The Australian Government has committed to improve funding and tackle issues that have impacted the sector for years with the announcement of an historical \$17.7 billion funding reform package over five years.

Among the many reforms put forward by the Government, is the promise of a new Aged Care Act, replacing the current

Act that has been in place since 1997. This new legislation is expected to underpin the changes that are essential to reform Australia's aged care system. Under the new Act, it is anticipated that consumers will benefit from greater choice, more transparency and a system that focuses on their individual needs. Aged care providers expect to see a new funding model, clearer quality standards and less red tape.

The Board looks forward to continuing to guide Juniper through this period of transformational change that will undoubtedly create a much brighter future for older Australians.

I am pleased to report that five of our residential services in Western Australia successfully achieved their scheduled re-accreditation this year - Juniper Ella Williams, Juniper Annesley, Juniper Chrystal Halliday, Juniper Korumup and Juniper Riverslea. Two of these - Chrystal Halliday in Karrinyup and Korumup in Albany, are also Juniper's newest residential care facilities, both marking their one-year anniversaries since opening.

The Board has continued to focus on ensuring Juniper has in place robust and responsive corporate and clinical governance structures and systems to ensure quality resident and client care. Further compliance, risk management and financial sustainability initiatives also have been implemented. The Board is taking important steps to ensure that Juniper continues to meet its prudential requirements under the Aged Care Legislation. This included the development and implementation of Organisational Sustainability and Budget Repair Strategies.

On behalf of the Juniper Board, I extend our heartfelt thanks to Juniper's Chief Executive Officer, Chris Hall, his

Executive Leadership Team and all staff and volunteers for their continued professionalism, compassion and resilience during these times of ongoing challenges and unprecedented circumstances.

I'd also like to thank my fellow Board Directors for their valued contributions and commitment over the last 12 months. It has been a demanding time requiring heightened commitment of time by all Board members. This year, in the only change to the membership of the Juniper Board, we welcomed new board member, Helen Cook. Helen brings extensive executive experience with over 25 years as a Director and Chair of numerous organisations in the commercial, government and not-for-profit sectors.

All Australians deserve an aged care system that allows them to live well, with dignity and choice. As we move into the 2022 financial year, I am hopeful the coming aged care reforms and promise of improved funding announced by the Australian Government will provide many exciting opportunities for Juniper to continue to grow and innovate.

**Maree Arnason**  
Juniper Board Chair



# Message from the Chief Executive Officer

The aged care sector has endured another challenging year as we continued to face the ever-present threat of COVID-19, multiple community lockdowns and ongoing funding and workforce challenges. Our world has changed, and the entire Juniper community worked hard to adapt to the unpredictable nature of a new normal. I open this year's message by acknowledging the resilience and perseverance of our hard-working teams. I am proud of the unwavering commitment of our staff and volunteers to ensuring our clients and residents remain safe and happy in our care.

Juniper responded to three COVID-19 community lockdowns this year, efficiently implementing government directed restrictions and a range of COVID safe measures across our sites and services, often with very little warning. I continue to be extremely impressed by the way our Juniper teams work in partnership with our residents, clients and families during these times of restrictions, not only to ensure everyone's health and safety but to also keep families and loved ones in our care connected and reassured.

After two and a half years of investigation and interim findings, the Royal Commission into Aged Care Quality and Safety delivered its final report to the Australian Government on 26 February 2021 and it was made public on 1 March 2021. It was pleasing to note that Juniper was already in compliance with many of the Commissioners' recommendations.

Juniper welcomed the final report findings and united with the Australian aged care sector, to urge the Australian Government to take action, particularly to address critical funding and resourcing issues that are vital to improving the quality and safety of the aged care system.

In the lead up to the May Federal Budget announcement, Juniper actively supported the 'It's Time to Care About Aged Care' national campaign led by the Australian Aged Care Collaboration, inviting all Australians to sign a petition and support the need for big picture aged care reform.

On 11 May 2021, the Australian Government announced an additional \$17.7 billion commitment to the aged care sector

over five years, agreeing to implement most of the Royal Commission's 148 recommendations. Aged care in Australia must be viable and sustainable and this announcement certainly presents a more promising future for our sector. Juniper will continue to contribute to discussions and support the changes required to deliver high quality, safe and sustainable aged care for all Australians.

This past year saw a determined focus on improving Juniper's financial situation which, like many other aged care providers, had suffered the effects of COVID-19 leading to declining occupancy rates and increased compliance costs, not to mention inadequate Commonwealth funding arrangements we ended the year in a better than expected position. I thank everyone at Juniper for their flexibility and cooperation during this challenging time.

Like so many other organisations across the nation, we faced ongoing workforce challenges this year, particularly throughout our regional and remote services. We implemented new recruitment strategies and rostering efficiencies and with the promise of increased government funding, we hope to see improved pay and conditions for aged care workers, so we can attract and retain a skilled and sustainable workforce.

As detailed later in this report, Juniper's commitment to a journey of reconciliation and engagement with Aboriginal and Torres Strait Islander peoples continued. Among many other achievements in this space, Juniper's Reconciliation Action Plan, Reflect, received final endorsement by Reconciliation Australia in September 2020.

Another highlight this year was the successful implementation of Juniper's Dignity in Nutritional Excellence (DINE) program. Rolled out across all Juniper residential aged care facilities, DINE dramatically improved the dining experience for our residents, with decorative table settings, improved seasonal menus providing more choice and flexibility at mealtimes and collaboration with residents to ensure tastes and preferences are catered for. The DINE program has been very well received by residents and families and our talented catering team are to be congratulated for their achievements.

In May, we conducted our Juniper Staff Engagement Survey, giving employees the opportunity to provide feedback on working for Juniper and the organisation's strategic direction. It was good to see a strong response rate to this survey which has provided useful information to help us identify key areas of focus for the coming months.

The dedication and sheer hard work of all Juniper's staff and volunteers continues to inspire. I extend my deepest gratitude to every one of you for your remarkable care and support of our residents and clients.

I am grateful for the ongoing leadership and governance of Juniper by the Board, led by Maree Arnason. I express sincere thanks to the members of Juniper's Executive Leadership Team. In May, we farewelled Yasmin Naglazas, Executive Director of Operations. During her time with us, Yasmin led the achievement of full compliance with the Aged Care Quality Standards across all Juniper residential services and I extend my thanks to Yasmin for her strong leadership and significant contributions to Juniper.

Now that we have come through the Royal Commission and Federal Budget, we are starting to see a clearer picture of the future of aged care and I'm pleased to say, it looks positive. Juniper is well-positioned to respond to the Australian Government's aged care reforms, and we anticipate there will be some exciting opportunities for us moving forward. Following a difficult period for the sector as a whole, I am confident of a much brighter future for aged care, and I look forward to times of positive change in the year ahead.

**Chris Hall AM**  
Chief Executive Officer



2020 – 2021

# Year at a Glance



Juniper's **first Reconciliation Action Plan** received final endorsement by Reconciliation Australia in September 2020


 **205**  
Volunteers

 **1,767**  
Employees across WA

 **1,873**  
In-Home Care Clients

 **1,649**  
Permanent Residential Residents across **26** Residential Aged Care facilities



 **474**  
Transition Care Program Residents

 **577**  
Retirement Living Residents across **14** Retirement Villages

## Economic and Social Contribution of the WA Aged Care Sector Report


In December 2020, a group of 10 Western Australian aged care providers (including Juniper) engaged ACIL Allen to prepare a report highlighting the important economic and social contribution of the Aged Care Sector to the WA economy and society more broadly.

In their report (released in March 2021), ACIL Allen found that while the positive contribution of the Care

Economy is appreciated by those that benefit from the care and support provided by the Aged Care Sector, its economic contribution to the WA economy is not well understood.

The economic contribution of the Aged Care Sector generates opportunities for employment, suppliers of goods and services, additional taxation revenues, assists in reducing healthcare costs and most importantly it improves the quality of life for elderly West Australians and their families.

In total, the Aged Care Sector generates \$3.9 billion to the Gross State Product (GSP) through direct and indirect economic contribution. ACIL Allen also developed and applied a Social Return on Investment framework that shows that in 2019/20 the Sector generated \$5.3 billion in gross benefits. This translates to every \$1.00 invested in the Aged Care Sector an estimated \$2.11 is returned in social and economic benefits.

 To read the full report [click here](#)

# Royal Commission

## The Royal Commission into Aged Care Quality and Safety was established on 8 October 2018 with a comprehensive Terms of Reference.

Essentially, the Commission's mandate was to undertake a substantial inquiry into the quality of aged care services provided to Australians and how best to deliver aged care services to all people in need of residential care and support. The future challenges of the sector were also included in the inquiry, together with how to ensure that aged care services are person centered, allowing greater choice, control and independence.

The inquiry took almost two and a half years to complete with the Commissioners delivering their final report and 148 recommendations on 1 March 2021.

Community and sector expectations were high, the interviews and reporting during the Royal Commission highlighted systemic failings in some areas of the sector and was difficult to witness.

The lack of funding from successive governments was clearly articulated and has meant that many Australians have missed out on the care they deserve.

Of the 148 recommendations the Grattan Institute's report highlighted four areas that stand out as fundamental to reform, these are:

- A new rights-based Aged Care Act that reforms the delivery model
- New Governance that provides transparency
- A qualified and appropriate paid workforce
- A significant reform of the funding and financing model

Juniper is working with the Australian Government and the aged care sector to implement the Royal Commission's recommendations that are critical to improving the quality and safety of the aged care system and building a national culture of respect for ageing and older persons in Australia.

We will continue to contribute to discussions and support the changes required to help create high quality, safe and sustainable aged care for all. We are committed to implementing the changes required and to further improving our services.

Juniper is working with the Australian Government and the aged care sector to implement the Royal Commission's recommendations.



A summary and a copy of the full Royal Commission final report can be found at [www.agedcare.royalcommission.gov.au](http://www.agedcare.royalcommission.gov.au)

# Juniper's COVID-19 Response

**On 30 January 2020, the World Health Organisation (WHO) declared COVID-19 as a public health emergency of international concern.**

This is WHO's highest level of alarm with a further announcement that COVID-19 was now a pandemic declared on 11 March 2020.

By April of that year over one million cases of COVID-19 had been confirmed worldwide which included Australia.

On 15 March 2020, the Western Australian Government declared a State of Emergency, enabling it to enact its Emergency Management Act and procedures.

Unprecedented measures were now in place, our borders locally and nationally were shut, quarantine was now mandated for returning Australians, lockdowns were in place, schools closed early for the holidays and visits to aged care facilities were restricted to exceptional circumstances.

At Juniper, our COVID-19 Response Team swung into action. Communication to our staff, residents, clients, volunteers and families was paramount. We continued to care for those we support both in residential aged care and in the homes of clients receiving our services. We enhanced our infection control measures in our operations that included mandatory masks and hand sanitiser during

lockdowns and in our planning with regular testing of our COVID-19 Outbreak Management Plan. We implemented working from home arrangements for our office-based staff and implemented visitor restrictions in line with government directions at our residential aged care facilities. Vaccinations have been well received by our residents, clients and staff. All the necessary precautions were taken and our infection control measures were tested – successfully. Juniper remains COVID-19 free.

Since the declaration of the pandemic WA has recorded 1086 confirmed cases (including hotel quarantine) with nine deaths. 18 months on from the pandemic declaration we are all still finding our way to the 'new normal' with vaccinations now at the forefront of our mind and operations.

With two vaccines (and soon to be a third) available in Western Australia, Juniper's focus now turns to vaccinations, providing assistance to our residents and clients who want to be vaccinated and encouraging as many of our staff to become vaccinated as possible.



All the necessary precautions were taken and our infection control measures were tested – successfully. Juniper remains COVID-19 free.

## **Update November 2021**

In response to the WA Health Public Health Order, that all people working in residential aged care must receive a COVID-19 vaccination, Juniper launched its 'Roll Up for Juniper' campaign. This campaign provides information, support and vaccination locations to all staff working across our organisation. As of November 2021 100% of Juniper's residential aged care workforce have received two doses of a COVID-19 vaccination.



## Dignity in Nutritional Excellence

# DINE

**Juniper's residential aged care residents across the entire state, enjoyed a transformed dining experience this year, with the roll out of the Dignity in Nutritional Excellence (DINE) program.**

Developed and executed by Juniper's talented Hospitality team, with input from our residents, the DINE program elevated the residential care dining experience to ensure meals were of the highest quality and designed to suit all tastes while also catering to specific nutritional and care needs. Juniper Chefs received specialised training to carefully design delicious and seasonal menus in collaboration with residents.

DINE also delivered decorative table settings with stylish crockery and cutlery that is functional and safe, improved meal presentation and more choice and flexibility for residents at mealtimes.

Feedback from residents has been overwhelmingly positive and the Juniper Hospitality team will continue to review and refine the DINE program to ensure these high standards are maintained into the future.



# Aboriginal Engagement

**Juniper has a strong commitment to an intentional journey of reconciliation and engagement with Aboriginal and Torres Strait Islander peoples and the organisation has made significant progress in this area.**

## Our Reconciliation Journey

Juniper's Reflect Reconciliation Action Plan (RAP) received final endorsement by Reconciliation Australia in September 2020.

Guided by our RAP, a number of key activities and initiatives were successfully delivered across the organisation:

- Provision of three-hour Cultural Awareness training sessions to Juniper corporate employees, including the Executive team and the Juniper Board, with participants providing highly favourable feedback.
- Inclusion of Juniper's commitment to Aboriginal engagement and the Reconciliation Action Plan journey in staff orientation sessions.
- Development of an Aboriginal Employment Action Strategy.
- Engagement and promotion of National Reconciliation Week and NAIDOC Week.
- Active relationship building with Aboriginal Elders, leaders and community members, particularly in the Kimberley region.

## Our Kimberley Strategy

Considerable work took place this year to articulate the long-term strategic commitment, vision and actions for Juniper in the Kimberley.

Some of the key achievements relating to Juniper's services in the Kimberley include:

- Development of a working framework for progressing Juniper's commitment to self-determination principles.
- Progression of Aboriginal leadership engagement, including formal presentations by Juniper's Executive Director Mission, Sheryl Carmody, at Kimberley AGM forums in November 2020 and the Kimberley Women's' Roundtable in May 2021.
- A continued focus on increasing the number of Aboriginal employees using Juniper's Aboriginal Workforce Strategy Action Plan as a key guiding reference.
- A Pilot Work Readiness Program in the East Kimberley was delivered for job entry roles.
- A new innovative role was created for Juniper's Kimberley services in the form of Cultural Navigator positions to enhance cultural safety for residents, families and employees.



In his role as Chair of the Aged Care Workforce Remote Accord, Juniper Chief Executive Officer, Chris Hall AM, played a significant advocacy role for recognition of the unique circumstances and requirements for aged care services in remote locations. This included increased and flexible funding and workforce support initiatives reflected in the 2021 Federal Budget.



# Our Commitment to Environmental Sustainability

**As an organisation providing on-site and mobile services from the Far North of Western Australia though to the Great Southern, Juniper is committed to an environmentally sustainable future. Over the past year, we worked to implement a number of initiatives outlined in our Environmental Sustainability Policy.**

An Environmental Sustainability Workforce was formed in August 2020, to progress actions and initiatives. Achievements in this area include:

- The installation of solar panels at our residential care homes in Fitzroy Crossing and Derby as well as our retirement community in Menora.
- A comprehensive review of Juniper's waste management portfolio and development of a range of strategies to improve in this area.
- The consolidation of Juniper's waste management contracts to one company, providing streamlined information on Juniper's waste streams and better waste management outcomes.
- Working with partners who are environmentally responsible such as CorpCloud, our IT support provider, who ensures the recycling of packaging and E-waste.



# Juniper's Highlights

## Staff Engagement Survey

In May, we conducted a Staff Engagement Survey, providing all Juniper employees with the opportunity to provide feedback on how they feel about working with Juniper and also identify areas for improvement. The survey received a good response rate of 65% and results were collated and shared with all staff in June. Leaders are working with their teams to act on suggestions for improvement so we can ensure Juniper is the best workplace it can be.

## Juniper Riverslea

Following its initial makeover in March 2020, Stage 2 refurbishments at Juniper Riverslea were completed this year. As part of Stage 2, the Mount Lawley residential care home received upgrades to the dining room and popular 'River Room' among other areas, with improvements including new air conditioning systems, new flooring, internal painting, lighting improvements and the installation of a new Smart TV and fish tank.

## Compliance

In March 2021, Juniper proudly achieved full compliance with the Aged Care Quality Standards across all Juniper sites.

Five Juniper residential care homes were successfully re-accredited this year:

- Juniper Ella Williams
- Juniper Annesley
- Juniper Chrystal Halliday
- Juniper Korumup
- Juniper Riverslea

## Juniper's inaugural Modern Slavery statement

Juniper is committed to building and fostering a culture in which diversity is valued and providing a workplace that is safe and respectful. We welcomed the introduction of the Modern Slavery Act (2018) and have taken positive steps to address modern slavery risks within Juniper and our supply chains.

Juniper was proud to submit its inaugural Modern Slavery Statement in March 2021, further demonstrating the organisation's commitment to respecting and promoting human rights and eradicating modern slavery.

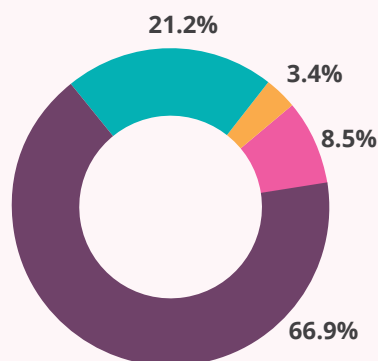
As an Employer of Choice, Juniper recognises the inherent dignity of its staff and each person's right to freedom, justice and fair working conditions. As an organisation we look forward to delivering further actions and initiatives that promote human rights and celebrate diversity.



# Juniper's Financial Summary

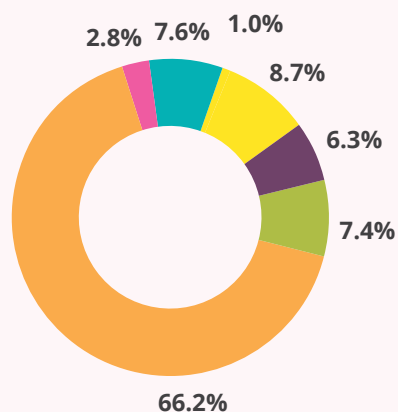
## What we earned \$,000s

Subsidies and Grants Received	98,123
Resident Contributions	31,167
Accommodation Revenue	12,407
Other Income	4,957
<b>Total Revenue</b>	<b>146,654</b>



## What we spent \$,000s

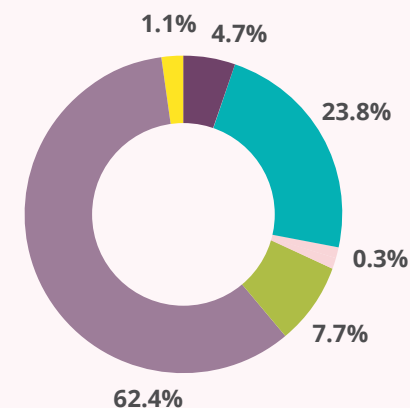
Employee Expenses	105,173
Resident Direct Expenses	13,810
Depreciation	12,054
Occupancy Expenses	11,731
Administration	10,068
Interest	4,491
Other	1,581
<b>Total Expenditure</b>	<b>158,908</b>



**Deficit for the year** (after depreciation) **(12,254)**

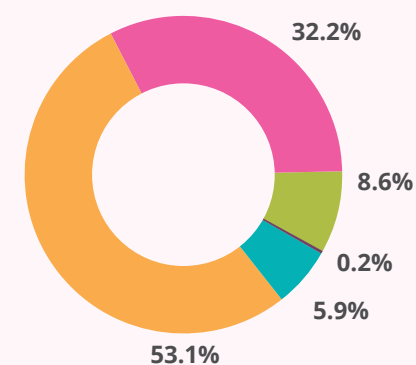
## What we own \$,000s

Property, Plant and Equipment	240,594
Investment Properties	91,763
Other Financial Assets	29,690
Cash & Cash Equivalents	18,163
Trade and Other Receivables	4,343
Other Assets	1,308
<b>Total Assets</b>	<b>385,861</b>



## What we owe \$,000s

Resident Accommodation Bonds	121,462
Resident Entry Contributions	73,595
Trade and Other Payables	19,773
Provisions	13,431
Interest Bearing Liabilities	387
<b>Total Liabilities</b>	<b>228,648</b>
<b>Total Net Assets</b>	<b>157,213</b>



# Juniper Board



**Maree Arnason**  
*Independent Board Chair*

BA, FAICD

**Date appointed:** March 2014

**Date appointed Chair:** October 2019

**Experience:** 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 Gold Road Resources Limited and a Co-Founder/ Director of Energy Access Services, who operate an independent Western Australian-focused digital wholesale gas trading platform. Maree has experience in the start-up, commercialisation and innovation space and was recognised as one of the Top 100 Global Inspirational Women in Mining in 2018. An active contributor to the not-for-profit sector for 25 years, Maree serves on the Australian Securities and Investment Commission (ASIC) Corporate Governance Consultative Panel, is a Fellow of the Australian Institute of Company Directors (AICD) and is an AICD WA Divisional Councillor.

**Juniper responsibilities:** Chair of Nomination and Remuneration Committee.



**Helen Cook**  
*Independent Board Member*

BSc UWA, Grad Diploma Applied Finance  
FINSIA, CPA (Honorary), Member CEW, FAICD

**Date appointed:** October 2020

**Experience:** Helen is a former KPMG Partner with extensive executive experience and has over 25 years experience as a Director and Chair on numerous organisations in the commercial, government and Not for Profit sectors. She is a Deputy Chairman of the Minerals Research Institute of WA, Councillor of the National Gallery of Australia, WA Divisional Councillor of the Australian Institute of Company Directors, a member of Australia Council's Finance and Governance Panel for all its Multi Year Partnerships and Advisory Panel member for UWA's Centre for Energy and Natural Resources Law.

**Juniper responsibilities:** Member of the Finance and Property Development Committee. Member of the Audit and Risk Committee.



**Dr Arthur Criddle**  
*Independent Board Member*

MBBS, FRACP

**Date appointed:** July 2018

**Experience:** Arthur is a retired Physician in geriatric and general medicine. He was formerly head of the Department of Rehabilitation and Aged Care at Sir Charles Gardiner Hospital. He has served as a policy advisor to the WA state health department in aged care. His clinical practice focused on acute care and rehabilitation of the elderly.

**Juniper responsibilities:** Chair of the Care and Clinical Governance Committee. Member of the Audit and Risk Committee.



**Rev David de Kock**  
*Independent Board Member*

BCom, MBA, BTh

**Date appointed:** February 2018

**Experience:** David is currently the Principals Chaplain for YouthCARE (Churches Commission on Education) in the Eastern Wheatbelt and Goldfields Regions providing independent support to 96 Principals and Deputy Principals. He is also a Member of the Governance Committee of the National Safe Church Unit of the Uniting Church in Australia. He recently retired as the General Secretary of the Uniting Church in Western Australia. David is an ordained minister and has served the church in this role in Southern Africa and Australia. David is a Graduate of the AICD Company Directors Course.

**Juniper responsibilities:** Member of the Finance and Property Development Committee.

# Juniper Board



**Karen Gullick**  
*Independent Board Member*

*MSc(Nsg), RN, FACHSM, GAICD*

**Date appointed:** April 2020

**Experience:** Presently Director of Clinical Services at Hollywood Private Hospital, 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. She is a member of the Nursing and Midwifery Board of Western Australia. Karen has a master's degree in Nursing and is a Fellow of the Australasian College of Health Service Managers, graduate of the Australian Institute of Company Directors and Council member, WA Branch ACHSM. She holds Adjunct Associate Professorial positions with both Edith Cowan University and Curtin University of Technology.

**Juniper responsibilities:** Member of the Care and Clinical Governance Committee.



**Barry Honey**  
*Independent Board Member*

*BBus, FCA*

**Date appointed:** December 2019

**Experience:** An experienced board director, Barry is a Chartered Accountant whose roles have included chairing HBF Health Limited, The Bethanie Group Inc., and Bethanie Housing Ltd and Churches of Christ in WA. He was a board member with Plan B Group Holdings Limited, Plan B Trustees Ltd, HBF Insurance Pty Ltd, Westcare Incorporated and major not-for-profit sports associations. Barry currently sits on various committees of the Uniting Church in Australia, the board of The Finance Brokers Association of Australia Limited and is a Governor of the Ron Tough Yachting Foundation. Formerly a partner in the Corporate Recovery Division of KPMG, 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 and Member of the Audit and Risk Committee.



**Mary-Ellen King**  
*Independent Board Member*

*MBA, GAICD*

**Date appointed:** 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. 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.

**Juniper responsibilities:** Member of the Care and Clinical Governance Committee.



**Penny Knight**  
*Independent Board Member*

*BCom, MBA, GAICD*

**Date appointed:** 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 establish a database business. Penny has over 25 years experience in organisation analysis and strategic planning and is currently the Managing Director of consulting firm, BaxterLawley. She is a Research Fellow at the University of Western Australia, where she is also undertaking PhD studies in governance and reporting. She has 15 years' experience as a board director and is currently also serving on the board of Trinity Residential College.

**Juniper responsibilities:** Member of the Care and Clinical Governance Committee. Member of the Finance and Property Development Committee. Member of the Nomination and Remuneration Committee.

# Juniper Board



**Grant Robinson**  
*Independent Board Member*

*B.Com UWA, FCA, FAICD*

**Date appointed:** August 2018

**Experience:** Grant presently is the Assistant Auditor General - Financial Audit at the Office of the Auditor General in Western Australia. 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. He is currently a board director of Bethesda Health Care. He also has relevant experience as a previous board member of numerous organisations, including the North Metropolitan Health Service, Zoological Parks Authority 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.

**Juniper responsibilities:** Chair of the Audit and Risk Committee. Member of the Finance and Property Development Committee. Member of the Nomination and Remuneration Committee.



**Chris Hall AM**  
*Ex-officio Board Member and Chief Executive Officer*

*BA(Psych), BSW, GradDipBus, FAIM, FIPAAWA, CF, GAICD*

**Date appointed:** August 2018

**Experience:** 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.

**Juniper responsibilities:** Member of the Care and Clinical Governance Committee. Member of the Finance and Property Development Committee.





# Juniper Executive



**Chris Hall AM** · BA(Psych), BSW, GradDipBus, FAIM, FIPAAWA, CF, GAICD · *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.



**Sheryl Carmody** · *Executive Director Mission*

Sheryl commenced with Juniper in 2019 in a newly created role as Executive Director Mission. She has tertiary qualifications in social work and theology and has four decades of working in faith-based organisations in the not-for-profit sector in Western Australia, with 23 of these years in an executive role. Sheryl has contributed to social policy and service provision in many sectors, including Aboriginal, youth, homelessness and social housing, mental health, refugee and asylum seekers and aged care. In recent years her leadership roles have specialised in organisational mission ethos, culture, values and ethical development.

Sheryl has a considerable understanding of spirituality in an organisation's life. She has extensive experience in progressing Aboriginal engagement, reconciliation and partnerships as well as a strong orientation to embracing diversity, creating an inclusive culture. Sheryl has a belief and commitment that all organisations need to address climate change and the environmental impact of their operations towards sustainability.



**Eve Currie** · MBA · *Executive Director Planning and Strategy*

Eve commenced with Juniper in November 2018 and was appointed to the role of Executive Director Planning and Strategy in August 2019. Eve has a Masters in Business Administration and over 20 years' experience working in the not-for-profit sector in Aged Care, Health Care and Community services in middle management and executive roles. Eve has extensive experience working with leadership teams and boards, facilitating strategic planning and organisational reviews. She has successfully led several significant organisational change management initiatives and is an effective team leader, motivator and communicator with skills in project management, business planning and process improvement. At Juniper, Eve oversees the ICT Projects, Quality & Risk and Marketing & Communications teams and is responsible for business performance, organisational strategy, planning and reporting.

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**David Fisher** · BCompt(Hons), CPA(SA), GIA(Cert), MAICD · *Executive Director Corporate Services*

David commenced with Juniper in an executive role in 2007. He is a highly innovative, results driven and achievement orientated Executive Director.

With over 25 years of post-graduate experience in business, he has demonstrated a track record of success in small to large organisations across Property Management, Intellectual Property, Information Technology and Aged Care. His role focuses on Juniper's commercial and strategic business objectives, by ensuring that operational executives and managers have the resources to deliver services to residents and clients and by providing strong commercial and financial leadership. He analyses the organisation's business and information needs and develops systems, processes and procedures to meet those needs, all in a highly regulated environment with funding constraints and increasing demand for services.

David holds a Bachelor of Accounting Science (Honours), various other qualifications recognised by CPA Australia, and is a member of the Governance Institute of Australia.



**Bill McDonald** · BBus, MBA, MWIM & OR · *Executive Director People and Culture*

Bill commenced with Juniper as an executive in 2010. He holds a Bachelor's Degree in Human Resource Management and Industrial Relations, a Master's Degree in Workplace Injury Management and Occupational Rehabilitation and a Master of Business Administration. With over 25 years of experience in all things worker-related, Bill's strengths in the areas of people development, leadership and employee relations have helped Juniper's workforce grow significantly. He has a hands-on leadership style that encourages communication and consultation at all levels.

Bill has been pivotal in driving cultural change that has led to a more engaged workforce. Through leading a team of HR professionals in areas such as learning and development, health and safety, employee relations, payroll and recruitment, Bill has helped to establish Juniper as an employer of choice in Western Australia.



**Yasmin Naglazas** (*Resigned May 2021*) · BSc(Nursing), RN, AFCHSM, MAICD

Yasmin assumed the role of Executive Director Operations on 24 February 2020, following her recent employment with Juniper leading its compliance and transformation program. She brings a high level of strategic management, proven leadership skill and the ability to lead large teams in times of great change and opportunity.

Yasmin has worked at an executive level in the aged care/health services sector since 1994, and most recently as the CEO in the private health sector. During her career, she has delivered a people-centric approach to strategic leadership including the development and implementation of plans to ensure the value of stakeholders is respected. In her past three executive roles with two large aged care groups and a private hospital, she has made a significant contribution to each organisations' growth, future sustainability and reputation for superior care outcomes.

Yasmin is a registered nurse and holds a Bachelor degree in Science (Nursing) from Curtin University and is an Adjunct Professor at Curtin University and an Adjunct Lecturer at Edith Cowan University.



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