

2022 Annual Report



Home Care • Retirement Living • Residential Aged Care

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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.



This year we refresh

Building on our 70-plus years' history in Western Australia, this year we took the opportunity to refresh our Vision, Mission and Values to ensure Juniper reflects the needs and expectations of the community we serve.

Vision

A life well lived

Mission

To provide excellent care, accommodation and support services for older Western Australians

Values



Welcome

We are kind and caring



Respect

We put people first



Compassion

We listen to understand



Hope

We make the most of life



Courage

We pursue excellence

Why introduce Courage as a value?

Our new value of Courage was born out of recognising what is needed in this changing aged care environment. This year our staff and volunteers have shown courage as they remain the heart of Juniper and steadfast in their service for our residents and clients.

Courage is about going beyond what is expected, being creative and thinking differently about how we adapt to change. It is about doing everything to the best of our ability to ensure we deliver the highest quality services. As we step forward, we can draw on our courage to go where others won't or are unable.

Message from the Board Chair



On behalf of the Board, I am pleased to present Juniper's 2021-2022 Annual Report. This year marked another challenging and unprecedented time not only for Juniper, but the entire Australian Aged Care sector.

Juniper has faced challenges on multiple fronts but has been steadfast in positioning itself to ensure it can deliver on its mission to provide excellent care, accommodation and support services to older Western Australians and strive towards its vision of a life well lived.

This year, Juniper faced down the COVID-19 pandemic that finally arrived at Western Australia's doorstep. Simultaneously, the Aged Care sector faced reforms while juggling extraordinary workforce and financial constraints. Throughout this, Juniper remained ardent in its focus on providing quality care and support to older Western Australians.

Juniper encountered the first residential aged care home to report an outbreak of COVID-19 in Western Australia. The Board was proud to witness how the whole of the Juniper community responded to the outbreak, executing COVID-19 preparations while remaining agile and responsive to the changing nature of the pandemic.

The Board took decisions to dedicate human and financial resources towards meeting the very significant operational challenges of the pandemic. This has impacted our financial performance and delayed important strategic projects keenly anticipated for this year. However, we made the conscious decision that the priority must be the safety and wellbeing of our residents and clients for

whom we care, and our employees and volunteers who do the caring.

Juniper worked closely and was able to leverage support by partnering with the State and Federal Governments. Through these partnerships, Juniper maintained continuity of care and the safety of its residents, clients, employees and volunteers.

Based on feedback from across the Juniper community, the Board has reviewed and updated Juniper's Strategic Plan. This included refreshing Juniper's Vision, Mission and Values to ensure that they reflect the contemporary needs and expectations of the community we serve. The updated Strategic Plan, which will be reviewed and updated at least on an annual basis, articulates our key priorities under four strategic pillars being care, workforce, sustainability and capacity.

The first of the major reforms to be announced by the Commonwealth Government for Australia's Aged Care System in response to the Royal Commission into Aged Care Quality and Safety have begun to be implemented. In addition to responding and adapting to the reforms, the Board has already begun to reimagine Juniper's future, and the future of aged care and will continue to engage in more longer-term planning to strengthen Juniper's position as a leading provider of aged care in Western Australia.



The Board looks forward to continuing to guide Juniper through this exciting period of transformational change that is anticipated will invigorate, challenge and create opportunities.

The Board has continued to ensure that Juniper has in place appropriate corporate and clinical governance structures and systems to enable quality resident and client care. Further compliance, risk management and financial sustainability measures have again been implemented this year.

Our Buildings Strategic Asset Management Plan sets out to reshape our asset base to ensure sustainability and to continue providing quality care for older Western Australians. This year, we have already taken steps within our program of refurbishment to ensure all facilities are compliant and meet new standards. Juniper Annesley and Juniper St David's have had some refurbishment works completed and significant headway for room upgrades were made at Juniper Ngamang Bawoona in Derby. Further sites are scheduled for upgrades.

During December, Juniper was able to secure interim additional funding from the Commonwealth Government to assist with sustainability of our Kimberley operations.

During May, we decommissioned the Juniper Pilgrim Residential Aged Care Home in East Fremantle due to the age of the facility. The Board is pleased to report Juniper was able to continue providing care for almost all residents at other Juniper sites, as well as the redeployment of employees.

In mid 2022, Juniper's Chief Executive Officer, Chris Hall, announced his retirement. On behalf of the Juniper Board, I extend our thanks and appreciation to Chris for his outstanding contribution. Chris has not only been a compassionate and thoughtful leader for Juniper, but he also garnered country-wide respect across the human services' sectors for his lifetime of commitment and achievements. Chris' connection to employees and volunteers wherever he has led leaves an enduring legacy. The Board commenced a search mid-year for a new Chief Executive Officer to replace Chris in late 2022.

The Board extends sincere thanks to Chris, his Executive Leadership Team and all employees and volunteers for their extraordinary courage, resilience and dedication during what has been another incredibly challenging year.

There have been no changes to the Board's membership during the year and I would also like to thank my fellow Board Members for their valued contributions, dedication, commitment, and support over the year.

As we move into the 2023 financial year, we are excited about the opportunities for Juniper, so we can continue to provide the compassionate and excellent care older Western Australians deserve.

Maree Arnason
Juniper Board Chair



Message from the Chief Executive Officer



In what has been yet another challenging year, I could not be prouder of the grit, compassion and courage shown by all Juniper's employees and volunteers. Together as an organisation, we had the courage to do what was right to keep our Juniper community of residents, clients, employees and volunteers safe.

The most significant challenge this year has been the COVID-19 pandemic. Juniper Cygnet in Bentley was the first Residential Aged Care home in Western Australia to report a COVID-19 outbreak. Juniper's COVID-19 response was set up as a crisis management 'Command and Control' structure including a COVID-19 Command Centre and a COVID-19 Response Team.

Through careful measures we were able to keep resident hospitalisations and deaths due to COVID-19 to a minimum and bring down the average duration of outbreaks in our Residential Aged Care homes. We worked with our residents to help keep them connected with their loved ones and worked to decrease the psycho-social impacts associated with visitor requirements.

In our Home and Community Care services, employees stepped up to become COVID-19 Champions ensuring we could continue to deliver essential services to our clients in isolation. We also supported residents in our Retirement Living.

As we neared the end of this financial year, Juniper has transitioned to a business-as-usual COVID-19 response, taking many positive learnings from our outbreaks.

I would like to thank families and representatives for their support during the pandemic. Without them, in a quickly

changing environment, we wouldn't have achieved such positive results. Two-way communication has been a vital key to our collective success.

In response to the aged care reforms resulting from the Royal Commission into Aged Care Quality and Safety and the changing needs of the community, we reviewed our asset base, undertook further work on refining our approach to care and investigated systems to ensure we can not only meet, but exceed, future changes in the aged care sector.

While Juniper welcomes the Australian Government's funding commitments to most of the Royal Commission's 148 recommendations, we continue to be concerned about the increasing levels of compliance and reporting associated with the reforms. These can take essential resources off frontline services and increase costs to deliver expanding care needs in a challenging environment of sector-wide workforce shortages.

I am pleased to report that nine of our residential services successfully achieved their scheduled re-accreditation under the Aged Care Quality and Safety Commission, meaning all our residential services have been re-accredited under the current re-accreditation round.

To meet the reforms across the aged care sector and implement Juniper's refreshed Strategic Plan, Juniper revised its organisational structure to ensure we have the necessary skills and expertise.

In August, Jo Wilkinson was welcomed to the new role of Executive Director Community Business Development, combining Home and Community Care, Retirement Living and Business Development to ensure priority is given to help keep older people living at home independently for longer.

In October, Dan Norgard was welcomed in the new role of Executive Director Residential overseeing a portfolio of services that comprise Western Australia's largest not-for-profit provider of residential aged care.

Philippa Wharton was internally appointed Executive Director Governance and Quality Improvement in November, bringing the crucial functions of clinical governance and quality together.

We farewelled Sheryl Carmody in her role as Executive Director Mission. Sheryl made an enormous contribution to advancing the Mission of Juniper in many ways and successfully led Juniper's engagement and reconciliation journey with our First Nations Peoples, as well as various transitional arrangements. I extend my deep appreciation to Sheryl.

Aligned with other health and aged care employers, Juniper continued to experience workforce shortages. These challenges were particularly amplified in regional and remote communities where we operate. This has had financial implications with the increased use of Agency workers to ensure we can continue to provide uninterrupted services.

In response to workforce challenges, Juniper has implemented a raft of recruitment

and retention initiatives, including being provisionally approved by the Department of Foreign Affairs and Trade to access the Pacific Australia Labour Mobility (PALM) scheme. We eagerly await improved pay and conditions for aged care workers resulting from the decision by the Fair Work Commission and the Australian Government's commitment to funding. Increases to award wages will place the sector in a better position to attract and retain a skilled and sustainable workforce.

We are in a period of significant transformation and transition as the aged care sector embraces reforms stemming from the Royal Commission. As we work through the challenges these changes bring, we are excited about the opportunities that arise.

I continue to be inspired by the compassion and dedication displayed by our Juniper employees and volunteers. I extend my deepest gratitude and admiration to each and every one of them. I remain grateful for the strong leadership and governance of Juniper by the Board, led by Maree Arnason and I express sincere thanks to the members of Juniper's Executive Leadership and Management Team who have led with distinction in extraordinary times.

Having announced my retirement with effect from the end of 2022, I wish my successor the very best in this exciting time for aged care. By seizing opportunities in a highly dynamic environment, we can go above-and-beyond what is expected to provide excellence in care, accommodation and support services for older Western Australians. As we step forward, we can draw on our new value of courage and seek to be bold in our creative thinking, agile in our response to change, and strive for excellence in all we do.

Chris Hall AM
Chief Executive Officer



Highlights of our year

1560

seniors called our **Residential Aged Care** home

440

residents called our **Residential Aged Care** home in **regional areas**, stretching from the Kimberley down to the Great Southern



464

residents used our **Transitional Care**

59

residents used our **Respite** services

1796

seniors across Western Australia continued to live independently with support from our **Home Care** team via the Commonwealth Home Support Programme



526

clients were supported by our **Home Care** team to continue living in their own homes via Home Care Packages

541

people living at our **Retirement Living** communities



Training to keep safe

280 family members and representatives were trained to become Partners in Care

56 staff were trained as PPE Champions

16 additional residential clinical staff were trained to upskill to become Infection and Prevention Control Leads

341 staff across Western Australia participated in two rounds of COVID-19 Cleaning Workshops

144 Home and Community Care staff underwent COVID-19 PPE training

Reconciliation Action Plan

This year, Juniper completed its Reflect Reconciliation Action Plan and moved towards endorsement of its Innovate RAP with Reconciliation Australia, focussing on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in Reconciliation, and developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

Strategic Direction

Juniper released its new Strategic Plan with the intent to be Western Australia's Provider of Choice for Aged Care and Employer of Choice in Aged Care. The Strategic Plan builds a foundation of financial stability and works towards excellence across care, workforce, sustainability and capacity.





Responding to COVID-19 with courage

Without a doubt, the biggest challenge of the past year has been the presence of COVID-19 within the Western Australian community. Juniper's response to this challenge has been one of our greatest achievements in keeping residents and clients safe.

In February 2022, Juniper Cygnet had Western Australia's first case of COVID-19 in a Residential Aged Care home. The Juniper team pulled together to draw upon reserves of our core value of courage as we worked together to keep our Juniper community safe.

We developed new ways of working so our mission, to provide excellent care, accommodation, and support services to older Western Australians, could continue. It was a time that saw our community strengthen in their unwavering commitment and care for one another.

Our Response

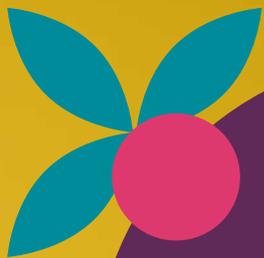
Throughout the pandemic, we implemented a range of actions, plans, policies, procedures, and training to enhance our protection against COVID-19 so we could continue to provide the best quality care for our residents and clients.

Juniper was ready for the opening of Western Australia's borders having applied the lessons learnt from the Eastern States to our planning and preparation. We followed the WA Safe Transition Plan which encompassed State and Commonwealth Department of Health advice and directions set for Aged Care. This included our entire workforce being vaccinated against COVID-19. It was a tremendous effort by everyone to roll up and do everything possible to protect some of the most vulnerable people in our community.

In the first wave of outbreaks in 2022, we welcomed support from the Commonwealth Government through the deployment of the Australian Defence Force at several locations, including at Rowethorpe campus in Bentley and in Fitzroy Crossing. The ADF worked alongside our Juniper team providing general support with activities such as logistics, inventory, visitor access, entry and exit and assistance with infection control arrangements.

Juniper established a crisis management team made up of a COVID-19 Command Centre to lead the initial stages of our response, and the COVID-19 Response Team, whose priorities and function were to support services and staff during the pandemic and minimise the spread of the virus.

Juniper also created COVID-19 management plans unique to our different service areas to ensure we were following best practices in Infection Prevention and Control measures. These plans were continually reviewed and updated, adapting to changing Government and community requirements, and making improvements based on our lessons learned. This continuous improvement allowed us to provide the best care possible to our community of staff, volunteers, residents, and clients.



**Providing
connection and
quality of life in
the pandemic**





**Courage to
adapt and
innovate**

A number of additional measures were implemented to support staff, residents and families such as:

- **Partners in Care** (read more on page 13)
- **Mask Fit Testing** and checking to ensure staff, volunteers and visitors were safe, and were provided with education and training on how to correctly wear a mask.
- **Establishing an Emergency Workforce Team** made up of specially trained staff who were available to be deployed to sites responding to COVID-19 to provide their skills and support teams in the home.
- **Juniper Connect** (read more on page 14)
- **Online visitor bookings** for Residential Aged Care homes to monitor visitor requirements.
- **Increased PPE training for staff** across Home and Community Care, including safe and effective PPE training and support for COVID-19 Champions, and support for staff and clients who were required to isolate.
- **We strengthened pre-screening calls** with Home and Community Care clients before each service.
- **Supporting Retirement Living residents** who were isolating due to COVID-19 with meal and food deliveries, and wellbeing calls and communicating with up-to-date information.
- **Communication with family and representatives**, including phone calls, written updates and pastoral care support.
- **The Family Support Program** was designed to support families of residents with COVID-19 or had a loved one within a home. So residential staff could remain on the frontline, calls were taken by staff with access to the appropriate information to speak with family members and representatives. Available 24/7 when required, program staff prioritised empathy, taking the time to listen and were trained in escalation protocols.

Juniper rolls up

The Roll-up for Juniper campaign was implemented in September 2021 in response to the mandatory COVID-19 vaccination Government requirement for residential aged care workers.



On 1 February 2022, a Juniper-wide policy was implemented whereby COVID-19 vaccinations were mandatory for any individual who carried out work in person at any Juniper location for or on behalf of Juniper. We continue to ensure all staff and volunteers are fully vaccinated, and maintain this through evolving requirements. Adding to this, the majority of our residents and clients are also vaccinated. We continue to offer convenient ways to maintain protection and access vaccination.

Moving forward

As a result of the reduction in community cases towards the end of the financial year, and our experience in managing COVID-19 Juniper has embedded our COVID-19 response into operational practice. This has seen a step down from the crisis response led by the Command Centre to an Executive-led Steering Committee. Lessons learnt over the period continue to be embedded in daily practice and will inform Juniper's future responses to residential and community virus and influenza outbreaks.



Partners in Care

In March 2022, Juniper launched Partners in Care, a program based on the Aged Care Quality and Safety Commission and HammondCare's innovative model.

The program enables person-centred care in our Residential Aged Care homes and supports companionship, care, and connectedness between our residents, their families, and the other significant people in their lives during times of adjusted visiting arrangements.

Keeping our residents connected is crucial in maintaining their emotional and mental well-being. Partners in Care enabled families to continue to visit our Aged Care homes as safely as possible during a pandemic. It proved successful during COVID-19 responses.

Under the program, Juniper provided complimentary online and face-to-face Infection Prevention and Control training and onsite support to over 280 individuals, who became Partners in Care, across Western Australia.

Once trained, our Partners in Care could visit their loved one in person and helped:

- support the daily routines of those living in our Residential Aged Care homes
- keep families together to support each other in times of need
- decrease the psycho-social impacts associated with visitor restrictions, and sustained social isolation including loneliness, anxiety, boredom, fear and depression, and cognitive decline.

Families learned and improved their knowledge and skills around Infection, Prevention and Control practices and other caring skills.

280 people were trained to become Juniper Partners in Care



Brian and Denise

Brian's story

For many, winning the lotto means winning millions of dollars, but for Brian, winning the lotto was finding Juniper John Bryant for his wife, Denise, and being able to continue to visit during COVID-19.

Denise was diagnosed with early-onset dementia at 56 years of age, but despite her diagnosis, she knows exactly what makes her happy – her husband and dancing – and Brian could not bear the thought of not seeing her.

“As soon as I arrive, Denise's face lights up,” Brian said.

Thanks to Juniper's Partner in Care program, Brian was able to maintain his special bond with his wife throughout the COVID-19 visitor restrictions.

“My favourite part of the day is visiting Denise, and thanks to the Partners in Care program, I was able to continue my visits after work every day. It meant a lot to us both.”

Juniper champions connection

Recognising the importance of maintaining connections amidst implementing public health measures, Juniper responded to feedback from families and loved ones with an easy-to-use technology solution.

With a backdrop of the COVID-19 pandemic evolving in Western Australia, we introduced Juniper Connect from late March to allow families to connect more easily and regularly with their loved ones, even during visitor restrictions. The new booking system was evolved from the success of the previous program we used in our homes, Amazon Chime.

The initiative was trialled with feedback from families informing its development. Roll out was progressed across several of our Residential Aged Care homes so our Juniper community could continue to connect in the face of any visitor restrictions, changing government regulations and across distances. We had great success connecting families across the globe.

To ensure easy accessibility, the freely available Microsoft Teams video calling application, available on both computers and mobile devices, was chosen.

Families were able to easily schedule a video call via a simple web-based booking system, allowing time for a chat and catch-up. Whilst minimising time spent by frontline staff managing the bookings, the system meant our Juniper staff could ensure residents were comfortable and ready for the call.

A reassurance

During April, Juniper Carramar Residential Aged Care Home in Morley was one of the first sites to roll out Juniper Connect. While a few families adopted the program quickly, take-up accelerated when families and friends were unable to visit due to isolation requirements or feeling unwell.

“The program has been really important to the wellness of residents, particularly for those living with dementia as they are able to see their family members on the screen, enabling them to connect easier and act as a calming influence,” Carramar Residential Manager Kim Macdonald said.

“Feedback from families has been that it has enabled them to feel connected more often, and it was a great reassurance that their loved one was all ok.”

While Carramar had used video calls during previous visitor restrictions throughout the pandemic, Juniper Connect allowed for a smoother system as families were able to book times in to call.

Families still use the program weekly, and feedback has been positive for useability.

7

of our homes had gone live on Juniper Connect at year-end with further homes to be brought online in the future.

Family connection

For Elena, who's 91-year-old Mum Ida has been a resident at Juniper Ella Williams in Noranda for the past 18 months, Juniper Connect proved to be a great way for the entire family to keep in contact.

"Mum was good about the pandemic and she understood about the lockdown restrictions, however, she did feel quite isolated during this time. Juniper Connect did assist to alleviate those feelings," Elena said.

"Using video calls, with support from the physiotherapists at Ella Williams to set it up each time, was really great for Mum as she has difficulty utilising a mobile phone.

"While I could physically visit because I had completed my PPE training through Juniper's Partners In Care program, my Dad Ben lives with dementia so the training wasn't an option for him. Juniper Connect was a way for him and my Mum to continue to still see each other.

"For my Dad, with his dementia, he is there for the now. While he would forget the call happened an hour later, at the time when he saw Mum it was uplifting for them both.



Above: Ben and Ida.

Below: Ida and Elena.



"It was also a wonderful way for my two teenage boys to see their Nonna and my husband was happy he could still talk to his mother-in-law! We would call from our home every two weeks with my husband and children and that way they got to see Mum, but more importantly she got to see us all. Even the dog joined in on the call from time to time."

It takes a team

Behind the scenes, Juniper's Information and Communications Technology team were designing, building, testing, investigating security, and lending their technical expertise to get the booking system and team calls system up and running. They were also on the ground organising kick-off, training, implementation and go-live meetings with the first sites, organising iPads to be setup for the system and offering post go-live support and assistance.





Bonding in Fitzroy Crossing

New cultural awareness training with frontline staff has been introduced at Juniper Guwardi Ngadu in Fitzroy Crossing which has allowed staff to connect more deeply and quickly with residents.

“Since we introduced simple cultural awareness training many of our residents have reported back positive engagement with new staff. From the resident’s point of view, they were able to form a bond more quickly,” Juniper Guwardi Ngadu Residential Manager Belinda Storer said.

“Part of feeling welcome is giving new staff the cultural knowledge during orientation, which we modelled on the wonderful work specific to the Fitzroy Valley done by Nindilingarri Cultural Health Services.”

Located in the heart of the Kimberley, Fitzroy Crossing is located 400km east of Broome within the larger Fitzroy Valley, home to 45 Aboriginal communities.

The rich culture of the area is made up of five main Aboriginal language groups - Bunuba, Walmatjarri, Gooniyandi, Nyikina and Wangkatjungka - each with their own distinct language and customs.

With about 80 percent of the population Aboriginal in the Fitzroy Valley, all our residents at Juniper Guwardi Ngadu Residential Aged Care Home are Aboriginal, making respect and understanding of culture paramount for Juniper staff.

With regional staffing shortages impacting the Kimberly, Juniper supports Guwardi Ngadu residents by supplementing local teams with staff working on a rotational fly-in, fly-out basis.

Staff fly from Perth to Broome before commuting another 400km to Fitzroy Crossing. Orientation packs are given to new staff members for the drive and before they start their first supported shift with a colleague.

“Our orientation is not only ensuring staff provide culturally safe and responsive care, comply with clinical care and governance and align with Juniper’s values and work standards, it also plays an important part in making people feel welcome and part of the team,” Belinda said.

“Since doing this we have had such positive feedback from new staff that have never had the opportunity to work in Aboriginal communities.”

Building on the success of welcome packs, Belinda plans to add tourist information of local sites to support staff to enjoy the stunning Kimberley, as well as some welcome gifts.

“Staff often come such a long way and they don’t have their family here. In line with the Juniper values of respect and welcome, our orientation packs are a way for us to say welcome and make them feel at home,” she said.

Connection to country

Recognising the deep connection to country and the importance of family, during COVID-19 visitor requirements the Juniper Guwardi Ngadu team introduced several new initiatives to ensure residents could maintain those connections.

A dedicated Facebook account served as the conduit for families to send through photos, video and Facetime each other to maintain connection with family and country.

Outdoor family movie nights were held on the lawn during restrictions, giving our families the opportunity to see their loved ones safely outside of the home.

“These sorts of initiatives help support resident connection to family and recognise the importance of family to our resident’s own identity,” Juniper Guwardi Ngadu Residential Manager Belinda Storer said.



Going floral

Guwardi Ngadu resident Margaret Green favourite flower is the vinka. They abound on her patch of garden which she waters and tends to each day.

“Margaret directed me on exactly which flowers she wanted planted and where. We made sure her spot was alongside an accessible path

and now she waters her patch every day,” Juniper Guwardi Ngadu Residential Manager Belinda Storer said.

“We’ve done a lot of work this year in our gardens which has been completely driven by the residents. Each of our residents now have their own special area to delight in and connect to.”



Margaret Green.



Peter Mold.

Home is where the heart is

For over 42 years, Peter Mold has called the Western Australian Wheatbelt home and his local community his family.

The 88-year-old retired priest has spent years turning his old stone house into a home and has one wish, to remain living there for as long as he can.

“Home is my happy place. I live on an acre of land, I have built a painting studio where I work on chipboards, I have a beautiful garden, and I am close to town.”

It was not until Peter fell ill and ended up in hospital in Perth that he had to think about his future living alone.

“I came home from the hospital, and everything started to sink in. I do not drive, and all my appointments were in Perth. This is when my local doctor referred me to Juniper,” Peter said.

Juniper’s Community Support Workers now drive Peter to and from his appointments in Perth and always ensure that they make a fun day out of the trips.

“My Community Support Worker takes me to all my medical appointments and then lets me choose somewhere in Perth that I want to visit. They are so generous with their time; I am so lucky to have their support.”

Peter is on a Level 4 Home Care Package that has been tailored to his needs and preferences, so he can continue to live independently at home.

“Not only does Juniper drive me to and from my medical appointments, but they also created a care plan that supports me during

the week with my shopping, cooking, and cleaning. It is so nice to be surrounded by such good people who will do anything for me. I no longer worry about living alone," added Peter.

Peter refers to his team of carers at Juniper as his real-life angels and wants other Western Australians to know that you do not have to live in distress at home, there is help.

"Prior to Juniper, I felt like I was constantly begging people to come and help me. I felt so bad because I noticed that as I got older, I was asking for more and more help from the community, but there is only a limit to what they could do to help me."

Angie Slater, Director of Home Care and Retirement Living said asking for support to live in the home and accessing the community can initially feel difficult, at Juniper we believe everyone should be supported to live their best life.

"Each day, Juniper assists hundreds of people with everyday tasks like showering, housework, shopping, nursing, allied health care and more. We celebrate the unique differences in every individual. That is why we offer a range of care and support services to achieve your personal goals," Angie said.



**Driving
100km round
trip to support
Michael?**

**Yes.
Our Juniper
Home and
Community
Support Workers
will do that.**

Every Tuesday and Friday Community Support Workers Bill and Rosina travel to client Michael to provide respite and social support. They don't bother with Google Maps, that will land them 30km stray on the other side of Michael's farm.

They navigate a combination of bitumen and gravel country roads to make sure Michael receives the support so he can continue living at home. It's all part of our commitment to keep older people in the Wheatbelt living in the place they call home.

From a Northam base, Juniper supports clients with community support workers, allied health and nursing in towns and on farms out to Wongan Hills, Dowerin, Tammin, Beverley, York and everything in between.

The service allows older people in the region to remain living in their own homes longer, often in the same place they have lived most of their lives.



Empowering
older Western
Australians
at home



A strong foundation

This year thought-leaders with a proven track record joined Juniper Home and Community Care to build a strong foundation for future growth and quality service to continue living independently, connected to their community, at home for longer.

“For us, a life well lived is defined differently for each client. We strive to be great at getting to know and understand our clients so we can put strategies in place to reach their goals to enable them to stay at home for as long as possible,” Juniper Home Care and Retirement Living Director Angie Slater said.

A continuum of care experience is at the forefront of the team’s approach.

“For a client, it shouldn’t matter who they speak to at Juniper, they should feel that their care needs and the support and service provision they are getting is unique to them,” Angie said.

Significant inroads were made in breaking down silos across the assessment experience to provide clients with a seamless journey.

“We know what happened last week, or last month and so on and that needs to be considered when we are engaging with people, so they don’t feel the need to retell their story each time,” Angie said.

A year of growth

Home and Community Care underwent significant growth this year.

Package coordination support, administration and scheduling teams all doubled in size to support growth in demand for Commonwealth Home Support Plans and Home Care Packages, and to underpin quality in service delivery.

Processes were streamlined and the leadership team across administration, package coordination support, staff, rostering and clinical were brought together to work closely to achieve quality service.

Significant roads were made into building connections across the Kimberley with National Aboriginal and Torres Strait Islander Flexible Aged Care Program (NATSIFAC) funding secured for Home Care.



Reablement approach

An advocate for reablement, this year Angie brought her award-winning work and passion to Juniper.

“A decade ago, the thought was the more you do for people the longer they can stay at home. The evidence now suggests the opposite. ‘Doing for’ means we are taking away from someone so support needs to be approached with a very different mindset,” she said.

“Reablement is about time-limited, targeted interventions to achieve a goal, but it is also about thinking about how we can adapt support to empower a client to continue to enjoy a meaningful quality of life”.

“For example, a client may want to continue getting out in the community but have lost their confidence physically. In a case like this, we look at the barriers to their social connectiveness.

“You could go down the path that restricts that person’s options – offering transport only during service times. Or we can investigate and see their confidence may be down getting on and off the bus. We can then get their Support Worker to accompany them on the bus and build their confidence to a point where eventually they can do it independently. That way they can maintain their social connectedness and have choice and control over their movements.”

Angie said it was critical to put in place the correct supports that the Juniper team partner with clients and their carers to understand their journey so supports are planned, less reactive and not allowing a client to reach crisis point.

Holistic care

Holistic care is an important philosophy for the Juniper Home and Community Care team.

“We want to be known for viewing the holistic care needs of a client, rather than a narrow approach of simply servicing a referral,” Angie said.

“We may have a client that comes to us with a referral for domestic assistance so you could simply just look at that. But we want our people to be all-rounded, holistic thinkers that are always striving to keep people in their home and connected to their communities.”

Identifying small changes early, implementing the correct targeted support and approaching care that looks at the whole person – physical and mental wellbeing – is intrinsic to holistic care.

“We couple this with an interdisciplinary team that is responsive to needs. An interdisciplinary team places a person’s needs and goals at the centre and works towards them with evidence-based decisions regardless of what discipline they come from,” she said.

“We put the client at the centre of our decisions. Their experience and level of care needs to be exactly the same as what we would want for our own relatives.”



The strength of community

A sense of community, of belonging, is the foundation of Juniper's retirement living locations across Perth.

Community has been nurtured by the residents of our retirement living, from forming social clubs, forging friendships, and possessing that care and compassion to look out for one another.



Rose-Mary Lockwood.



Community spirit drawcard at Elimatta

Visiting Juniper Elimatta Retirement Living Complex and not wanting to leave has become a very common occurrence for visitors.

For Rose-Mary Lockwood, it was her husband who spotted the 'Villas Available' sign that drew them into the village.

"My husband was on his morning bike ride, and he rode past the entrance and told me that he found the perfect place for us to live," Rose-Mary said.

The next week, Rose-Mary and her husband viewed a three-bedroom villa and 24-hours later they applied.

"Our house was getting too hard to manage, and as soon as we stepped through the doors at Elimatta we felt at home. The complex was beautiful, and it had an amazing community spirit," she said.

"The people here are so nice and caring; we are like one big family. I now live alone, and my neighbours always look out for me. I feel so grateful. I know I am safe and secure here too, which means a lot to me as I get older."

For Gail and Reg Kerridge, it was love at first sight when they viewed Juniper's stylish new Orana apartments within the same complex.

"We came and viewed the apartments with our friends and we both ended up moving here. Everyone was so friendly, and we were blown away by how much was on offer within the facility, and how good the location was. It is all we wanted and more," Gail said.

Gail and Reg are also deeply involved within the Juniper community and participate in exercise classes, lawn bowls, walking groups, and games nights, and Reg is now the Pool Volunteer.

"It's a dream living here. It's also so easy for us to go on holiday, all we have to do is lock up and leave. We no longer have to worry about security, everything is so secure. Also, happy hour goes for four hours here!" said Reg.





Social at St David's

For Juniper St David's retirement living residents, the Social Club provides the glue for their community.

"Socialising helps cement the feeling of community," according to St David's retirement living resident and former Social Club organiser Brenda Stubbs.

"We have a real sense of community here at St David's with monthly functions that everyone can join in."

"For some people, they aren't able to get out-and-about so the Social Club activities are their social life. While other residents realise that while they are able to get out now, there will come a time when they will be less mobile but they will have a friendship base here."

The Social Club organises fortnightly chat rooms to discuss current affairs and special interest subjects, a bingo club and a book group to discuss books, TV and film. Throughout the year the Club hosts special events from high teas to Christmas dinner.

"I feel comfortable and safe here. We are in a great location and St David's is not too big. We get to know most residents and can socialise or not, whatever we choose. When

we close our own front door, we are in our own home. I have lots of outside activities but always feel glad to get back here," Brenda said.

For Lyn Neacy, who took over organising duties of the Social Club from Brenda, community and continuity of care were a major drawcard of St David's.

"The sense of community living has been a great experience for us. We've only been here twelve months but we have gained much by joining in and offering to be involved and by chatting with all residents as we meet them," St David's retiree Lyn Neacy said.

Lyn and husband Tom, moved to St David's with a view to settling permanently with easy access to ongoing care that would support Tom's health and complication due to diabetes.

"I feel that if one or the other of us require additional care, it will be available and we feel very comfortable with this. St. David's is now our home," Lyn said.

Juniper Rowethorpe a happy ending for Perth grandparents

After losing everything they owned in a scam, Joy and Bruce were worried about their future. It was not until they stepped through the doors at Juniper Rowethorpe that they found hope.

"I called Juniper Rowethorpe to come and have a look at one of their apartments and I burst into tears, it was all I had dreamed of. It had three bedrooms, one bathroom, and a balcony and they offered it to us that day," Joy said.

Joy and Bruce were living in community housing when Bruce was diagnosed with Dementia and his specialists recommended they plan for their future and start looking at residential aged care homes.

Juniper Rowethorpe is a multi-service site with four residential homes, retirement living options, respite facilities, pharmacy, medical centre and a Day Therapy and Living and Learning Centre.

Joy and Bruce both moved into their Rowethorpe apartment in March 2021, and a year later, Bruce moved across to Juniper Annesley Residential Aged Care.

"All my prayers were answered when we were offered a place at Rowethorpe. They had everything we needed right on our doorstep and a beautiful friendly community. Our family, especially our grandkids love coming to visit."

"Living here meant I could walk to see Bruce every day and that our future was secure. After everything we had been through, it was like the light at the end of a tunnel," Joy added.

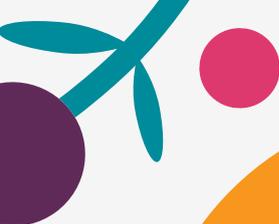
Joy also receives Juniper Home Care services to help her continue to live independently in the comfort of her own home.

"The Juniper Home and Community Care team helps me once a week with my cleaning and shopping. It helps me keep my independence and gives me more time to spend with Bruce."





Joy and Bruce at Juniper Rowethorpe.



Courage to
strive for
excellence
in all we do





Our People

1832 employees

262 Full-time

1178 Part-time

373 Casual

19 Contract



199

volunteers

contributed their valuable time and expertise



88% identify as female

12% identify as male



Executive leadership group is

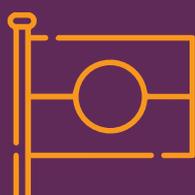
43% female

57% male

4.7% workforce growth year-on-year



76% of Juniper employees were born overseas



1.3% of our workforce identify as Aboriginal or Torres Strait Islander

185 staff celebrated a significant service milestone this year:



96 staff marked **5 years**

60 staff marked **10 years**

15 staff marked **15 years**

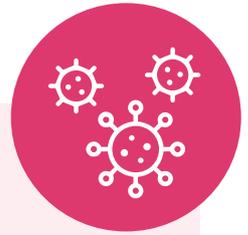
6 staff marked **20 years**

8 staff marked **25+ years**

0.5% of our employees identify as living with a disability



*Statistics as of June 30, 2022.



COVID-19

We launched the Juniper COVID-19 Hub to ensure staff had up-to-date information to inform their COVID-19 response.

Hosted on a secure intranet site, the COVID-19 Hub published daily updates and latest news. It also housed COVID-19 Resources, resources for health and wellbeing, COVID-19 Outbreak Management Plans and site-specific information.

The Hub served as a one-stop-shop for all COVID-19 related communications, fact sheets, downloads, directions and regulations, and advice.

Juniper’s Employee Assistance Program delivered by Benestar was on-hand for staff and volunteers to access confidential counselling and aid wellbeing during a stressful time.

50 staff members put their hand up to be part of a emergency workforce to be deployed if and where required in response to the COVID-19 pandemic.

1448 staff were mask fit tested to ensure individuals could independently and correctly use a respirator to achieve an effective seal and ensure mask matches facial features to provide an effective seal.

470 contractors, students, Partners in Care and others were mask fit tested.

The next generation

Juniper runs a comprehensive and far-reaching Student Placement Program in a significant contribution to educating and training the next generation of health workers in Western Australia.

“We view student placements as a professional responsibility that ensures the continued education of the allied health workforce. It also allows Juniper to identify great talent in the students coming through and offer them a career path, which in turn benefits our residents and clients,” Volunteer and Student Placements Coordinator Sam Barrie said.



“The clinical and administrative site staff are proud to offer a quality learning experience, which has led to Juniper’s placements being in high demand. Juniper provides the perfect opportunity for students to put theory into practice, develop relationships with industry professionals, get exposure to real life situations and gain experience in the different roles that exist in Aged Care.”

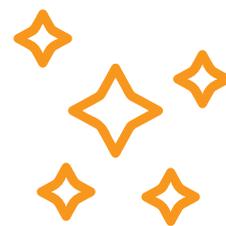
489 students completed their placements at Juniper this year despite COVID-19 restrictions.

57,818 placement hours were contributed by students.





Celebrating excellence



Recognising and celebrating the excellent work of our Juniper staff was central to the Juniper Awards for Excellence program.

The annual recipients were recognised for high achievement across the categories of Innovation, Team, Supervisor/Manager and Employee at a small, relaxed event.

Annual recipients were selected from quarterly round award recipients who had already been recognised with a gift card and certificate.

Innovation: Deb Turner, Clinical Governance Team, Juniper Central

Ticking off improvement, increased efficiency and benefiting health and wellbeing, Deb Turner's Flash Card program proved a great concept for Juniper. Developed at Juniper Annesley Residential Aged Care Home in Bentley in partnership with the Curtin University student team, the Flash Card system was introduced so staff could have a quick and easy reference point when implementing the new international dietary requirements for residents.

Developed as a pilot at Annesley, this educational tool was rolled out across all Juniper Residential Aged Care sites.

Team: Juniper Riverslea Catering Team

Teamwork, collaboration and improving residents' wellbeing were the hallmarks of the Catering Team at Juniper Riverslea Residential Aged Care Home in Mount Lawley.

The catering team demonstrated person centred care and championing individual choice in the way they provide meals to residents. The team sought regular feedback and input from residents and implemented that feedback by adjusting menus. One resident, who is Coeliac, commended the team on their ability to accommodate her individual needs whilst maintaining meaningful variety.

The team met regularly with the Juniper clinical team to implement strategies to improve weights, supplements and diet support, leading to a significant improvement in resident wellbeing.

Supervisor or Manager:
**Eileen Newland, Juniper Home and
Community Care**

A cool head under stress and an ability for practical solutions led to Eileen Newland being recognised for her leadership. Managing more than 100 Community Support Workers, Eileen consistently went above-and-beyond to ensure they had everything required to perform their roles.

During the awards an example of Eileen's efficiency was given, epitomising her performance under pressure. Preparing for an interview with a job applicant with five minutes to go Eileen's phone rang. It was a support worker whose car had broken down on the way to a client's home and they were stranded on the side of a main road. Eileen calmed the panicked staff member, organised a replacement Community Support Worker and arranged assistance for the stranded staff member – all within five minutes. Eileen quickly turned around a stressful situation by putting practical solutions in place, and amazingly still managed to conduct the job interview on time.

**Employee: Vanessa Malone,
Juniper John Bryant Residential
Aged Care Home**

Vanessa Malone's ongoing contribution to the quality of care to John Bryant residents as a Physiotherapist has been invaluable. Vanessa established excellent rapport with staff, residents and family members and always strived to provide exceptional care.

Vanessa was dynamic in her thinking, a fountain of physiotherapy information and displayed unwavering enthusiasm and energy when seeking ways to improve the quality of care to residents. Vanessa's efforts resulted in best practice pressure care management that has made a tangible improvement to the wellbeing of the residents for whom she cares.



L-R: Eileen Hordern (for Deb Turner), Eileen Newland, Chris Hall, Vanessa Malone, John Persic and Angela Jacomelli.

Reducing our environmental footprint

Steps focused on management of waste and diverting from landfill were made throughout the year as part of Juniper's Environmental Sustainability plan.

Launched in early 2020, our Environmental Sustainability Policy commits Juniper to ensuring environmental principles, standards and practices are incorporated into its culture and operations.

While the operational demands of managing COVID-19 this year have slowed progress, Juniper was able to take introduce several initiatives.

Rowethorpe Campus Pilot highlights:

Organic waste collection taken to Richgrow and turned into mulch.



Collection of E-waste, with recycling of light globes.



Green waste collection Containers for Change bins installed



Other highlights



Single use plastic disposable containers and cutlery have been removed. A new range of sustainable containers and cutlery has been sourced.



Juniper has reduced the use of chemical cleaners and introduced a water saving alternative by introducing the i-Mop.



Desk bins eliminated and colour coded kitchen bins employed at Juniper Central, expecting to divert more than 70 percent office waste from landfill.



New photocopier fleet using a vendor that manages paper usage, empty cartridge collection and recycling. They also run a Plant a Tree program.

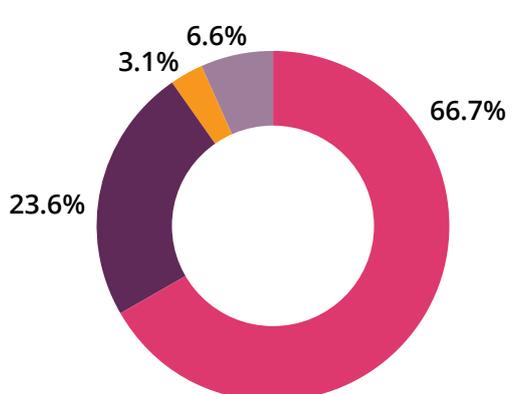


Juniper now sources 100% of its electricity from renewable energy sources. Juniper's positive contribution towards this initiative is 10,631,508kWh per annum.

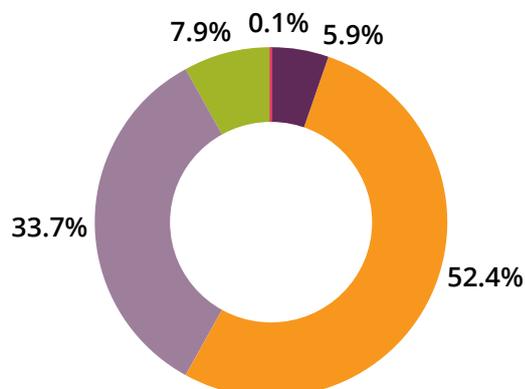
83 trees

Juniper's contribution towards the **Plant a Tree** program this financial year

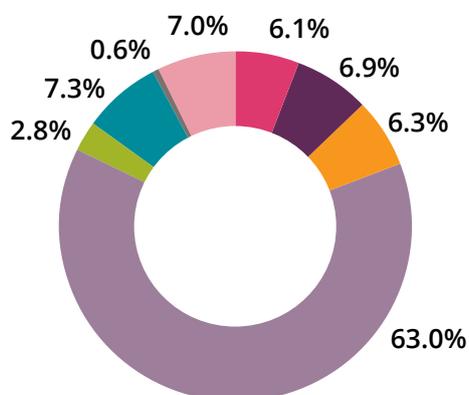
Financial Summary



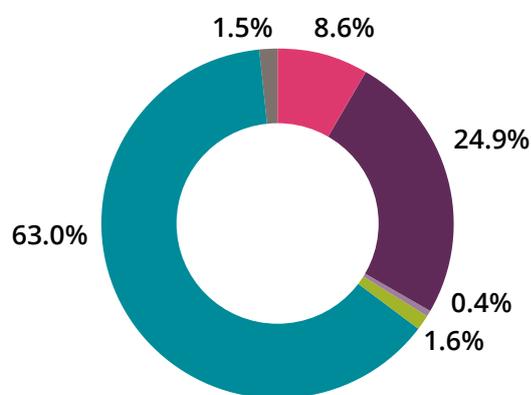
What we earned	\$ '000s
Subsidies and Grants Received	98,569
Resident Contributions	34,931
Accommodation Revenue	4,585
Other Income	9,811
Total Revenue	147,896



What we owe	\$ '000s
Interest Bearing Liabilities	188
Provisions	13,790
Resident Accomm Bonds	123,297
Resident Entry Contrib	79,387
Trade and Other Payables	18,697
Total Liabilities	235,359
Total Net Assets	136,360



What we spent	\$ '000s
Administration	10,339
Claimable COVID-19 Expenses	11,682
Depreciation	10,684
Employee Expenses	106,299
Interest	4,650
Occupancy Expenses	12,231
Other	1,011
Resident Direct Expenses	11,853
Total Expenditure	168,749
Deficit for the year	(20,854)



What we own	\$ '000s
Cash & Cash Equivalents	32,090
Investment Properties	92,440
Investments	-
Other Assets	1,335
Other Financial Assets	5,915
Property, Plant and Equipment	234,361
Trade and Other Receivables	5,578
Total Assets	371,719

(After depreciation, impairment and claimable COVID-19 expenses)

Board

Maree Arnason,
Independent Board Chair



Date Appointed: March 2014
(Chair October 2019)

Qualifications: BA, FAICD

Experience: Over 30 years in the resources, energy and manufacturing sectors and active contributor to the non-profit sector for over 25 years. 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.

Juniper Responsibilities:
Board Chair; Nomination and Remuneration Committee Chair.

Board Meetings Attended: 11 of 11

Helen Cook,
Independent Board Member



Date Appointed:
October 2020

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

Experience: Over 25 years' experience as a Director and Chair on numerous organisations in the commercial, Government and Not-for-Profit sectors.

Juniper Responsibilities: Finance and Property Development Committee; Audit and Risk Committee.

Board Meetings Attended: 10 of 11

Dr Arthur Criddle,
Independent Board Member



Date Appointed: July 2018

Qualifications: MBBS, FRACP

Experience: General Physician and Geriatrician over 30 years' experience looking after people with acute and complex medical problems.

Juniper Responsibilities: Care and Clinical Governance Committee Chair; Audit and Risk Committee.

Board Meetings Attended: 10 of 11

Rev David de Kock,
Independent Board Member



Date Appointed: February 2018

Qualifications: Bcom, MBA,
BTh, GAICD

Experience: Years of experience in the banking and finance sector before obtaining a Bachelor of Theology. Presently the Principals' Chaplain for YouthCARE in the Eastern Wheatbelt and Goldfields regions.

Juniper Responsibilities: Finance and Property Development Committee.

Board Meetings Attended: 10 of 11

Karen Gullick,
Independent Board Member



Date Appointed: April 2020

Qualifications: MSc(Nsg), RN,
FACHSM, GAICD

Experience: Over 40 years' experience in the health industry working in both public and private hospitals and previously in the education sector. Presently Director of Clinical Services at Hollywood Private Hospital.

Juniper Responsibilities: Care and Clinical Governance Committee.

Board Meetings Attended: 10 of 11

Barry Honey,
Independent Board Member

Date Appointed:
December 2019

Qualifications: BBus, FCA

Experience: 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: Finance and Property Development Committee Chair; Audit and Risk Committee.

Board Meetings Attended: 9 of 11



Grant Robinson,
Independent Board Member

Date Appointed: August 2018

Qualifications: B.Com UWA, FCA, FAICD

Experience: Former partner with KPMG in the Audit, Assurance and Risk Consulting division with a focus in the health, ageing and human services sector. Presently the Assistant Auditor General Financial Audit at the Office of the Auditor General in Western Australia.

Juniper Responsibilities: Audit and Risk Committee Chair; Finance and Property Development Committee; Nomination and Remuneration Committee.

Board Meetings Attended: 9 of 11



Mary-Ellen King,
Independent Board Member

Date Appointed: June 2015

Qualifications: MBA, GAICD

Experience: 30 years' experience in a range of senior management and governance roles, including more than 11 years in executive roles with non-profit aged and community services organisations.

Juniper Responsibilities: Care and Clinical Governance Committee.

Board Meetings Attended: 9 of 11



Chris Hall AM,
Chief Executive Officer and Ex-officio member

Date Appointed: August 2018

Qualifications: BA(Psych), BSW, GradDipBus, FAIM, FIPAAWA, CF, GAICD

Experience: Over 40 years in the Australian not-for-profit sector and local government industry at national, state, and local levels. Chris has worked in the community services, health, mental health, disability, and aged care sectors.

Juniper Responsibilities: Care and Clinical Governance Committee; Finance and Property Development Committee.

Board Meetings Attended: 11 of 11



Penny Knight,
Independent Board Member

Date Appointed:
September 2017

Qualifications: Bcom, MBA, GAICD

Experience: Over 25 years' experience in organisation analysis and strategic planning and is presently the Managing Director of consulting firm, BaxterLawley.

Juniper Responsibilities: Care and Clinical Governance Committee; Finance and Property Development Committee; Nomination and Remuneration Committee.

Board Meetings Attended: 11 of 11



Executive



Executive Director Corporate Services **David Fisher**,
Executive Director People and Culture **Bill McDonald**,
Executive Director Governance and Quality Improvement
Philippa Wharton, Chief Executive Officer **Chris Hall AM**,
Executive Director Community Business Development
Jo Wilkinson, Executive Director Planning and Strategy Support
Eve Currie, Executive Director Residential **Dan Norgard**.



Sheryl Carmody was Executive Director Mission until September 2021.

Our Structure

To meet impending reforms across the Aged Care sector, Juniper this year revised its organisational structure to ensure we have the skills and expertise to drive the organisation.

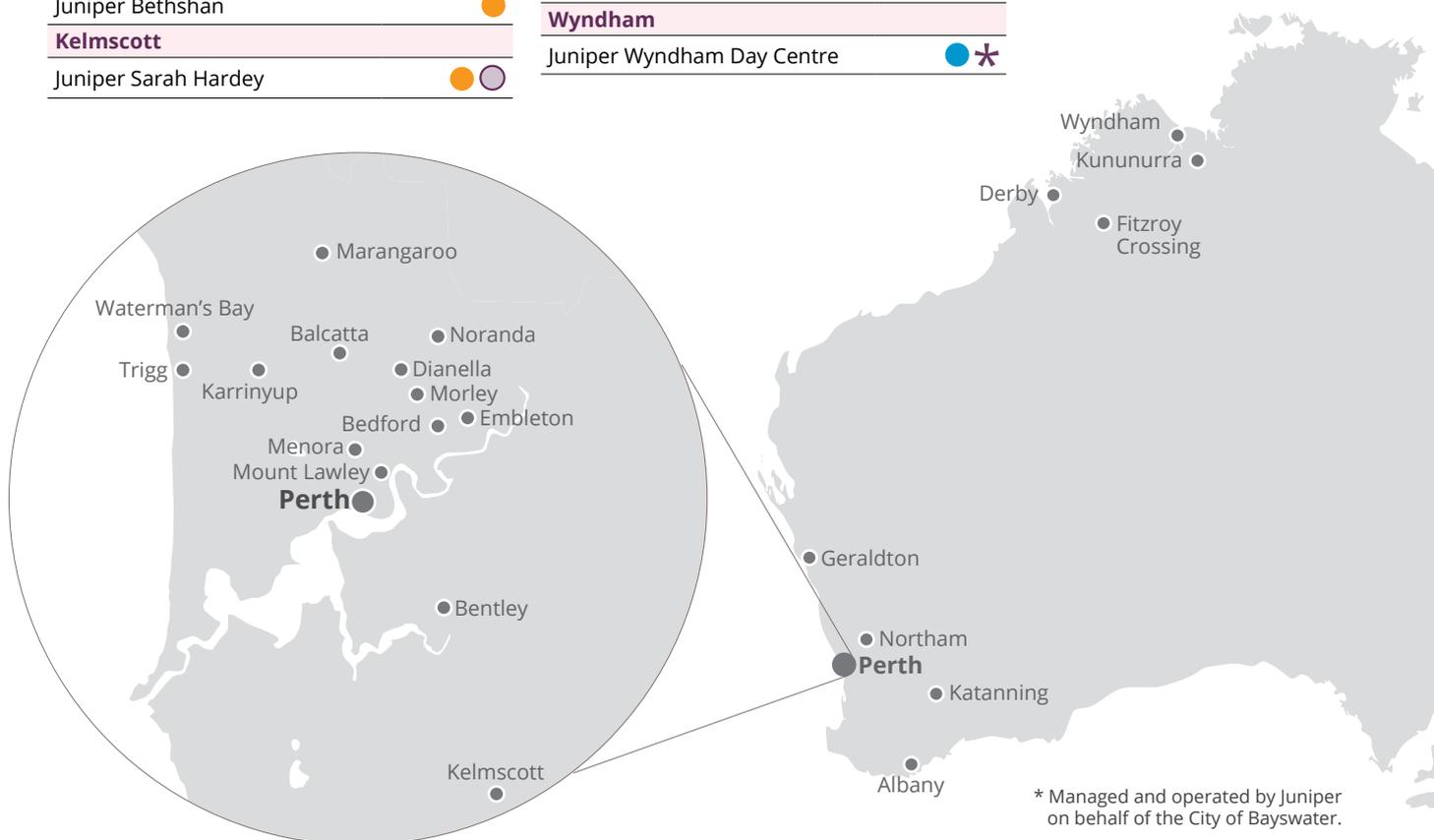


Our Services and Locations

Albany	
Juniper Boronia Court	●
Juniper Korumup	●○
Beryl Grant Community Centre	□
Bedford	
*Salisbury Retreat	●
Bentley	
Juniper Annesley	●○
Juniper Charles Jenkins	●
Juniper Cygnet	○
Juniper Hilltop	●
Juniper Rowethorpe	●▲●
Juniper Trinity	●
Derby	
Juniper Ngamang Bawoona	●
Juniper Numbala Nunga	●
Dianella	
Juniper RoseMount	●●
Embleton	
*City of Bayswater Hostel	●○
Fitzroy Crossing	
Juniper Guwardi Ngadu	●
Geraldton	
Juniper Hillcrest	●○
Karrinyup	
Juniper Chrystal Halliday	●○●●
Katanning	
Juniper Bethshan	●
Kelmscott	
Juniper Sarah Hardey	●○

Kununurra	
Juniper Gerdewoonem	●
Juniper Kununurra Day Centre	●✱
Marangaroo	
Juniper John Bryant	○
Martin	
Juniper Hayloft	●○
Morley	
*Carramar Village	●●
Mount Lawley	
Juniper St David's	●●●
Juniper Riverslea	●
Menora	
Juniper Elimatta	●●
Noranda	
Juniper Ella Williams	●○
*Noranda Village	●
Northam	
Juniper Bethavon	●
Juniper The Residency	●○
Wheatbelt Home Care (Northam office)	●▲
Perth	
Perth Metro Region	●
Trigg	
Juniper Chrystal Gardens	●
Waterman's Bay	
Juniper Euroka	●
Wyndham	
Juniper Wyndham Day Centre	●✱

LEGEND	
RESIDENTIAL	
●	Residential Aged Care
○	Enabling Dementia Care
●	Transition Care
RETIREMENT	
●	Retirement Living
●	Serviced Units
HOME CARE	
●	Home Care Region Home Care Packages and CHSP Services in your own home
▲	Home Care Office
✱	Day Centre
●	Allied Health Therapy Centre
□	Community Centre



* Managed and operated by Juniper on behalf of the City of Bayswater.

A life well lived.



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T 08 9240 0313 | **F** 08 9240 0329
ABN 15 360 992 349

 @JuniperAgedCare

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 @JuniperCares

Acknowledgment of Country

Juniper acknowledges the Traditional Custodians of the Lands on which our services operate throughout Western Australia. We pay our respects to their Elders past, present and emerging. We are committed to walking alongside all Aboriginal people on our journey of reconciliation.