

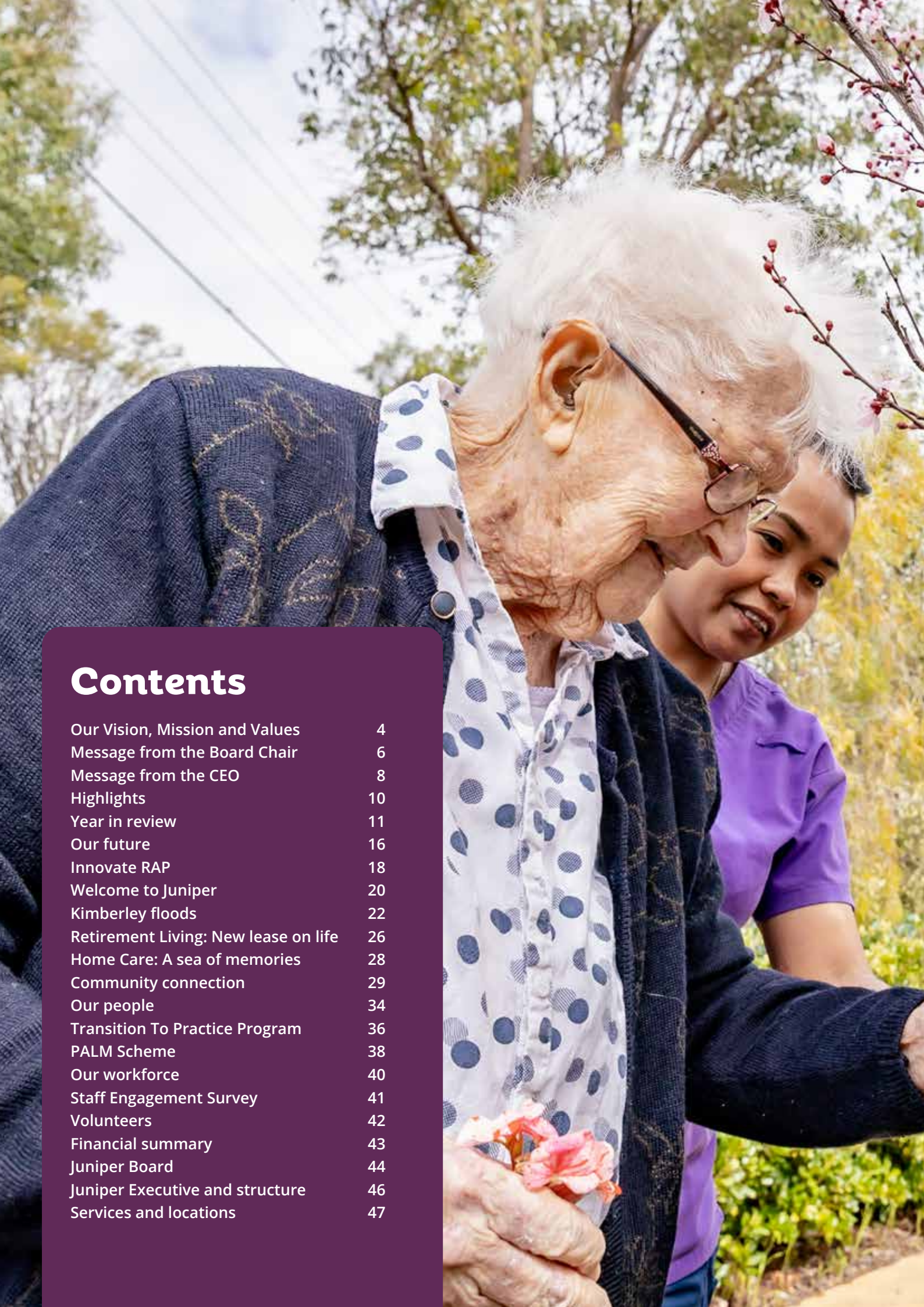


2023

Annual Report



Home Care • Retirement Living • Residential Aged Care



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A warm welcome to Juniper.

We're all about individualised care where older Western Australians are connected to the people, passions and places they've always loved.

We partner with older people providing support services and accommodation. Spread throughout Western Australia, we have one of the largest care footprints in the state.

Our community of carers wear our values with pride – we are welcoming, respectful, compassionate, hopeful and courageous.

As a not-for-profit agency of the Uniting Church in Western Australia, our roots reach back to 1949 where we provided a home and care for older women left behind by war. We have deep roots in caring for those in the Western Australian community that need us most.

We believe older people have the right to be themselves, feel valued and live a fulfilled life.



Welcome

We have chosen welcome as the central idea of our Annual Report. It's a value we hold close, and one that featured throughout 2022-23.

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.



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.



Kuwakaribisha

Muntha

**Jen Pa
Leg Sho**

Mabuhay

Swagatam

Welcome. Wandjoo.

Welcome comes in many forms at Juniper.

It's a hello and chat to a staff member on their first day. It's picking just the right buddy to team a new resident with in their first week. It's celebrating Diwali and NAIDOC. It's providing opportunity for retirees to join the resident's shed or craft group. Welcome is about treating each other with kindness and respect and connecting with each other.

Welcome was evident in so many ways in 2022-23. And, this year we wanted to shine a spotlight on our value of welcome. On that note, a warm welcome to Juniper's 2022-23 Annual Report.



As a value.

We are kind and caring. We are gracious to one another, fostering connection among all who are involved in Juniper, while respecting independence and choice.



In culture.

We welcome and celebrate our diversity. Remarkably, three quarters of our staff were born overseas bringing a rich fabric of experience and culture to our organisation. So, mabuhay from Philippines, jen pa leg sho from Bhutan, swagatam from India, kuwakaribisha from Kenya, muntha from Kununurra and wandjoo from Perth!



Message from the Board Chair

This year Juniper made significant strides forward, putting behind it several challenging years marked by regulatory and financial uncertainties and the global pandemic.

On behalf of our Board, we welcome the reforms enacted this year following the findings of the Royal Commission into Aged Care Quality and Safety. These reforms are critical in upholding the rights and voice of older people and recognise the fundamental position Aged Care holds within our community. It bolsters the benchmark for quality care across the sector which can only be a positive outcome for older Australians.

Valuing the care of senior Australians and ensuring the Aged Care sector remains sustainable continues to be of crucial importance. We have seen some positive movement with funding models and the focus on the care economy - ensuring that this sector can operate effectively and our care workers are recognised and valued.

Juniper has over 2,300 staff and volunteers, our facilities and services are located in metropolitan, regional, rural and remote Western Australia. We serve over 4,000 older people. As an organisation, we met the challenge of COVID-19, focused on our sustainability, pursued growth,

implemented key reforms, and actively contributed to shaping Commonwealth Government policies impacting older Australians.

Together with CEO Russell Bricknell, who brought his wealth of leadership experience and passion for aged care to Juniper upon his appointment in December, we have built our Strategic Plan to position Juniper's future in a reformed Aged Care sector. With the customer at its heart, this strategy will provide the organisation with a blueprint through to 2027. It empowers Juniper to step forward with confidence.

This year Juniper's financial results have been positively influenced by changes in funding models and receipt of COVID-19 related grant payments. We successfully implemented the Australian National Aged Care Classification (AN-ACC) funding model, have increased our staffing levels to meet Care Minute and Registered Nurse (RN) 24/7 requirements ahead of schedule, and have stabilised our workforce and operations, particularly in regional centres. Furthermore, working with the



Commonwealth, we have stabilised our multiple services in the Kimberley assuring the continued provision of quality and culturally-appropriate care in remote communities.

In early December, we farewelled former CEO Chris Hall who announced his retirement earlier in 2022. Chris was a compassionate and thoughtful leader for Juniper who also garnered country-wide respect across the human services sector for his lifetime of commitment and achievements. Chris' connection to employees and volunteers wherever he has led leaves an enduring legacy.

During April, we farewelled independent board member Mary-Ellen King after eight years. Mary-Ellen brought to the Board extensive experience in aged care and advisory work, providing invaluable industry knowledge. We recognise her tireless dedication and commitment to Juniper's mission. Post this reporting period, we welcomed new independent board member Ben Edwards, and we look forward to his contribution in the coming years.

During the year, Juniper received and welcomed additional Commonwealth funding to support salary increases in line with the Fair Work Commission determination on an Aged Care Award wage case. Aged Care workers have historically not been recognised for the value of their contribution due to funding constraints imposed by the Government.

I would like to take this opportunity to sincerely thank my fellow board members for their time and commitment as we have continued to navigate changes in this highly regulated sector. We also acknowledge our dedicated staff and volunteers for their adaptability and unwavering commitment in caring for our valued clients.

As we look forward, Juniper is well positioned to execute on our strategy and we are confident we will achieve our mission by expanding care opportunities that are viable, sustainable and most importantly, meet our customer's needs.

Maree Arnason
Juniper Board Chair



Message from the Chief Executive Officer

It's not often that there is the opportunity to contribute to the transformation of an entire sector. For Juniper, that opportunity is now as the Aged Care Sector undergoes transformational change. During 2022-23, we took confident steps to implement Aged Care reforms, advocate for the interests of older people across Government policy, and proactively pursue opportunities to expand and improve our care and services.

This year, Juniper was able to grow our Home and Community Care, allowing us to extend our support to more Western Australians to maintain their independence in their own home. We continued to create thriving communities in our Retirement Living villages; and we pursued quality accommodation and care in our Residential Aged Care homes whilst demonstrating agility in adapting to a wide ranging reform agenda.

The Royal Commission into Aged Care Quality and Safety triggered substantial reforms across Residential Aged Care and Home Care this year, fundamentally reshaping the aged care landscape in Australia. Reforms implemented included funding reforms in Residential Care, the introduction of an industry code of conduct for all staff, Residential Care staffing requirements, Home Care pricing reforms, and enhanced reporting and accountability requirements to Government for providers. The response of our Board, leaders and

staff to the rapid pace of reforms, all while maintaining a steadfast commitment to the quality of care for our customers, is commendable.

In the last year we have implemented the AN-ACC funding reforms in our Residential Care services, expanded our incident response system to meet new Serious Incident Response Scheme arrangements for Home Care, adopted several governance related reforms, recruited sufficient Registered Nurses to meet the RN 24/7 requirements ahead of their 1 July implementation, and expanded our clinical indicator reporting to enable reporting aligned with the nation quality indicator reporting regimen.

Our organisation continued to manage COVID-19 to the highest standard ensuring our Infection Prevention and Control measures protected our customers from adverse outcomes as a result of the pandemic. In the second half of the year, we have seen the reduction in outbreaks and



decline in impact of COVID-19 infections on our services and customers. We are now able to manage COVID-19 outbreaks in a similar manner to outbreaks of other infectious diseases. This has been possible due to the diligence of our staff.

During the year we launched our second Reconciliation Action Plan (RAP). Our 'Innovate' RAP represents an ambitious and forward-thinking approach to reconciliation. It goes beyond the traditional framework of recognition and respect, and seeks to actively create opportunities for Aboriginal and Torres Strait Islander peoples to participate, contribute and thrive within our organisation.

Aligned with Government policy and funding priorities, Juniper set ambitious growth targets for Home and Community Care, surpassing these thanks to the exceptional leadership and dedication of our staff.

This year, seven of our Residential Aged Care homes underwent re-accreditation, with all homes receiving the maximum three-year re-accreditation. This remarkable achievement stands as a testament to the quality of care provided by our dedicated teams each and every day.

The impact of workforce shortages was felt across various sectors in Western Australia, maybe none more so than in Aged Care. Juniper prioritised recruitment, retention, and remuneration in the latter half of the year, resulting in significant progress in expanding our skilled workforce and improving retention rates. This enabled us to continue expanding our business and provide accommodation and care to a growing number of customers.

I am continually inspired by the empathy and courage our staff and volunteers exhibit in the face of significant change. I extend my heartfelt thanks to our dedicated staff, the selfless volunteers, the strong leadership demonstrated by our Executive team, and the wise governance provided by the Juniper Board, led by Maree Arnason.

With a strong year behind us, I eagerly anticipate the opportunities and growth that lie ahead as we continue to support the lives of older Western Australians.

Russell Bricknell
Chief Executive Officer

Highlights of our year



3125

customers continued living independently in their own homes with support from our **Home and Community Care** team

752

customers were provided accommodation and/or support in **regional areas**, from as far south as Albany to as far north as Kununurra



1575

seniors called our **Residential Aged Care** home



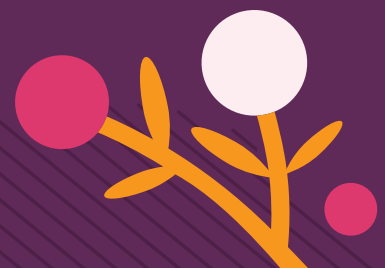
427

customers used our **Transition Care**



561

people called our **Retirement Living** communities home





Year in review

Juniper is one of Western Australia's largest not-for-profit Aged Care organisations. We care for people in their own homes, within our retirement communities and in residential care. We have the largest geographical spread of services in the State, ranging from Wyndham in the Kimberley to Albany in the Great Southern. As an organisation, we have met challenges and achieved much across four key pillars of Reform, People, Growth and Renewal in the past year.

Reforms

This year saw reforms come into effect following the extensive findings of the Royal Commission into Aged Care Quality and Safety during February 2021, designed to improve the care of older Australians.

These reforms have required extensive planning and changes at an organisational level and Juniper staff have shown agility and adaptability in bringing the reforms to life on the frontline for our customers.

As the sector worked to implement wide ranging reforms, Juniper actioned and implemented the following this year:

Governance Reforms

- Introduction of strengthened requirements for aged care provider's governing bodies and their key personnel. Collection of information for Provider Operations annual reporting by October 2023 delivering greater provider accountability and transparency.
- Introduction of publicly available 'Star Ratings' for aged care providers comprising Quality, Compliance, Customer Experience and Staffing measures.

- Work towards strengthening Provider Advisory bodies requirements to give customers a greater voice.
- Quality Indicators Program in Residential Aged Care expanded to include activities of daily living, incontinence care, hospitalisation, workforce, consumer experience, and quality of life indicators.
- Complied with increased unannounced audits conducted by the Aged Care Quality and Safety Commission on Food, Nutrition and Dining, and Infection Prevention and Control.
- In recent months we have established a Quality of Care Advisory Group to advise our Board and management on the quality of care provided to our customers in all our service delivery settings. This is an exciting development which marks our ongoing commitment to improving in all we do for older people.

Workforce Reforms

- Introduction of an Aged Care Code of Conduct and regulators were given greater powers to ban workers who breach the codes.

- Work towards the requirement of mandated care minutes per resident per day in Residential Aged Care, commencing in October, 2023.
- Work towards the requirement for a registered nurse in every Residential Aged Care Home 24 hours a day, 7 days a week, from 1 July, 2023.

Financial Reforms

- Change to the Australian National Aged Care Classification (AN-ACC) funding model in Residential Aged Care.
- Quarterly Financial Reporting introduced, including reporting on care minutes, food and nutrition in Residential Aged Care.
- Capping of administration and management charges for Home Care Packages.

Clinical Reforms

- Stricter requirements around the use of Restrictive Practices in Residential Aged Care.

- Serious Incident Reporting Scheme extended to Home and Community Care and flexible care customers improving accountability for the protection and care of Home Care customers.



Juniper employs more than 2,100 people in a wide variety of roles. During the past year, we have made significant progress in improving the attraction, retention, recognition and remuneration of our employees.

Award Increase

During May, the Federal Government announced it would fund a 15 per cent pay increase to award wages for direct aged care workers. The value of work for our aged care workers has now been recognised by Government supporting a view long held by the Sector and its workforce. The increase recognised not only the passion and dedication of our staff, but also





acknowledges the valuable and essential services they provide to older people and the wider community.

Juniper passed on the dollar value of the increases determined by the Fair Work Commission to all eligible staff including Registered Nurses, Enrolled Nurses, Personal Care Workers, Chefs and Cooks. We have also passed on an increase to all other employees covered by our Enterprise Agreements (EA).

Workforce Growth

This year marked significant growth in Juniper's workforce, with 2,127 employees across the organisation as of 30 June, with compelling upswings in nursing and direct care staff within our Residential Aged Care Homes and Home and Community Care services as our customer base grows.

To negotiate Western Australia's acute skills shortage, particularly in regional and remote areas, Juniper joined the Federal Government's Pacific Australia Labour Mobility (PALM) scheme and the East Kimberley Designated Area Migration Agreement (EK DAMA) to fill positions at our Kimberley and Great Southern Residential Aged Care homes. These agreements and the staff we have employed have made a valuable contribution to meeting workforce shortages at our remote sites.

To further bolster attraction and retention of staff in the Kimberley we introduced a district allowance, over and above the normal EA rate.

Roving Workforce

Drawing on the advantage of multiple sites across metropolitan Perth, Juniper bolstered its Roving Workforce initiative offering staff flexibility and better servicing of our customers. Staff have the option of working across multiple sites to suit their availability and gain experience in different workplaces. This flexible approach enabled Juniper to meet the new 24/7 Registered Nurse requirements and ensure staff-customer ratios were met.

A Kimberley Recovery Team was also fundamental in supporting our Fitzroy Crossing team as it faced a once-in-100-year flood during December this year. Whilst our homes were not flooded we coordinated the evacuation of residents requiring medical care to our Derby homes for an extended period of time. Our Fitzroy Crossing team were supported by volunteers from Juniper who flew in to provide relief for our local teams.



As our population ages the number of people needing services from Juniper increases. This year has seen our organisation grow across the board.

Home Care

Home and Community Care grew to support 3,125 customers across the Perth metropolitan area and Peel region, the Wheatbelt from its Northam hub, and in the Kimberley from its Kununurra and Wyndham Day Centres.



Through innovative solutions, including assessment centres to streamline and expedite recruitment of support workers, the Home and Community Care team was able to support current customers and grow to meet demand for new Home Care Packages and the Commonwealth Home Support Programme.

To reflect the focus on Home Care, ensure staff can deliver best-practice support specific to community care, and face the challenges posed by a mobile workforce operating within people's homes, the team designed and implemented Home and Community Care specific learning and development programs. The purpose-built training has helped grow the skills base of staff and empowered them on the frontline, backed by the expertise of the clinical leadership team.

There was a focus to build our Allied Health team which grew significantly to offer in-house physiotherapy, occupational therapy and podiatry to ensure great communication and collaboration, better efficiency to refer internally, and continuity of care for the betterment of customers. This year the team continued to build its focus on reablement, with time-limited, targeted interventions to achieve

customers' goals, providing support that empowered customers to continue to enjoy meaningful quality of life.

Alongside defining clear goals and outcomes in partnership with customers and regular check-ins to ensure care plans were responsive to changing needs, Juniper's Home and Community Care team continued its path to define quality Home and Community Care in Australia.

Residential Aged Care

Our Residential Care services, in addition to receiving increased funding, grew our direct care compliment this year. We were delighted to meet the 24/7 Registered Nurse requirement ahead of schedule and have met the average of 200 minutes of care per resident per day a month earlier than the October, 2023, deadline.

Commencing in May and concluding in the current fiscal year, we negotiated and acquired Waratah Lodge in Wagin. Waratah Lodge provides Residential Care for people in Wagin, the Wheatbelt and northern reaches of the Great Southern region. This service complements our Bethshan service in nearby Katanning and continues Juniper's ongoing commitment to providing services in regional and rural locations.

Renewal

As one of Western Australia's largest not-for-profit providers of Aged Care, Juniper holds a large fixed asset base. Refurbishment and maintenance of this base is a fundamental pillar in ensuring we continue to provide quality accommodation and care across the state. This year refurbishments and repurposing of assets took place across Juniper's Residential Aged Care homes and Retirement Living villages.

Boronia Court

The Albany community reaped the benefits Juniper's investment to refurbish Juniper Boronia Court Retirement Living Village to ensure the site continues its long history of providing an affordable home for those that choose to call Albany home.

Rowethorpe

At Rowethorpe Retirement Living in Bentley, the Terrace Café started renovations to ensure retirees, as well as Residential Aged Care residents and

their families, had access to comfortable surrounds to connect. The Catering Centre at Rowethorpe, which services five Residential Aged Care homes, received equipment upgrades.

Residential Aged Care

Across Residential Aged Care, our Hilltop home in Bentley was refurbished with works designed to improve the amenity of the home for residents. Also, in Bentley our Annesley home's common area flooring was upgraded; and in Fitzroy Crossing, Department of Health funding was secured to renovate rooms at our Guwardi Ngadu home.

In Karrinyup, a Northern Hub was created to serve as a Home and Community Care Office and give customers easy access to allied health services.

Into the new year refurbishments across a number sites are planned, as well as a comprehensive audit of building assets to enable use of lifecycle analysis to plan maintenance at all sites.





Our future

With a clear blueprint through to 2027, Juniper is well positioned to deliver on both mission and service expansion opportunities in a viable and sustainable manner.

At the very heart of our strategy is our customer. Our future, decisions, systems and frontline service delivery revolve around our customer and supporting them to access care and services that meet their changing needs.

We are focused on building strong foundations that empower our values-driven workforce, through efficient and effective processes and systems, easy-to-navigate service delivery and a human-rights based care model.

We articulate our key priorities under five strategic pillars: Customer, People, Mission, Quality and Finance. Each of these intents are the building blocks that will ultimately allow frontline staff to deliver excellent care and, support that meets customer's changing needs.

Looking ahead to 2027, we have adopted a 'three horizons' approach. This year we prioritised our Basecamp, the core foundation for our three horizons as we addressed our model of care, customer service and engagement framework; workforce model, and we are establishing what is required for our system and process requirements.

As we move into the new year we will climb to horizon one where we strengthen our core as we strive to deliver on being a truly customer-centric organisation.





Strategic Plan Focus Areas

Customer

- Care model will focus on the customer
- Improve customer navigation and support
- Build care and accommodation continuums

People

- Lead and deliver a customer service culture
- Grow an engaged workforce

Mission

- Offer choice of accommodation
- Services provided in multiple locations
- Sustainability underpins service and business
- Skilled at expanding our impact

Quality

- Provide consistent, safe, effective, personal and connected care
- Customer attraction and retention
- Robust organisational quality systems
- Improved business processes
- Systems and applications support business needs
- Data analytics used to inform decision making

Finance

- Optimise our earnings
- Responsible financial management
- Responsive asset management



WELCOME TO OUR INNOVATE RAP

Coming together

During October we launched our Innovate Reconciliation Action Plan (RAP) as part of our ongoing commitment to fostering a culture of reconciliation and inclusion within our organisation.

Our commitment to reconciliation and cultural safety is deeply rooted in our values of respect, compassion and courage.

Together, we can make a tangible difference, not only within our organisation but also in the lives of those we serve. We are committed to building bridges, fostering understanding, and creating a future of reconciliation, cultural safety, and inclusivity.

About the artwork

This painting titled "Coming Together" represents just that, this is all people from all language groups coming together on a journey of life and in the centre something great is created. The river is a healing place for us all and the brown swirls in this painting represent this.

The large circles travelling beside the river connected by the white dots and lines represents the journey we take, from being young to old. No matter where



*When we come together at the centre,
something great is created.*

we end on country, in community or in aged care home we all need family to connect and look after each other. The centre of the painting is where we unite to keep our culture strong to look after all old people at the end of that journey.

The smaller yellow circles represent life's journey as we gather in meeting places sitting around the fire, yarning about many things, hunting and gathering, spending time with family and friends. Surrounding all of us is the dreamtime in the stars, the pink dots in the painting represent each story big and small, no matter who we are or where we come from everyone has an important story to tell.



Ena Graham with
Russell Bricknell.

About the artist

Ena Graham is a proud young Gooniyandi and Wongi woman. Growing up in Moongardie Community, Ena nurtures her talent by studying art at TAFE. She draws inspiration from her culture and the country she grew up on. It's at home on country that Ena feels truly connected to culture and country. She expresses her stories through painting on boab nuts she finds locally and on canvas. Art is no stranger to Ena's family with talent abounding with her Great Grandmother Dora Cox and Grandmother Elizabeth Gilligan, both Gooniyandi women from Moongardie, and Grandfather Dwayne Graham Senior, a Wongi man.



WELCOME TO JUNIPER

Welcome to our new CEO

On 2 December Juniper welcomed new CEO Russell Bricknell.

“Since my appointment as CEO in December 2022, I have had the privilege of experiencing the core value of ‘welcome’ throughout Juniper,” Russell said.

“In my visits to our various services across the state, I have been warmly received and deeply impressed by the unwavering commitment to our customers’ well-being, supporting them in expressing their individuality and remaining connected to the people, passions, and places they’ve always loved.”

Welcome our new neighbourhoods

As Juniper continued to expand its reach of Home and Community Care Services, we have been able to support more older Western Australians to continue living in the comfort of their own homes connected to their community.

The expansion included opening a new hub during October in Karrinyup to respond to the growing need for quality home care services in Perth’s northern suburbs, including a growing number in the City of Stirling, Joondalup and Wanneroo.

The new hub has provided a central point for Juniper clients who live north of the river to access multiple allied health services, including new health and wellness programs, physiotherapy, exercise groups, podiatry, and occupational therapy, as well as a new meeting point closer to home for many staff.



North Therapy Day Centre opening.

Welcome St Simeons

Juniper warmly welcomed the customers and staff at St Simeon Healthcare after its decision to discontinue home care services in WA.

CEO, Russell Bricknell said the partnership would help Juniper provide high-quality care to more people across Western Australia.

“Both Juniper and St Simeon Healthcare are values-driven with a shared commitment to delivering high-quality person-centered care,” said Russell.

To ensure everyone was welcomed and to bridge language barriers, Juniper offered both Serbian Latin and Serbian Cyrillic translated communications. Recognising the importance of familiar faces and trusted relationships, and to maintain the continuity of care, Juniper offered St Simeon Healthcare staff the opportunity to join its Home and Community Care team.



(L-R) Executive Director Community Business Development Jo Wilkinson, Director Home Care and Retirement Living Angie Slater, Home Care Operations Manager Leanne Plowright, Executive Director Corporate Services David Fisher.



WELCOME TO COMMUNITY SPIRIT

Kimberley floods showcase community resilience and strength

In December 2022, the Kimberley region of Western Australia experienced a once in a 100 year flood after Tropical Cyclone Ellie brought days of torrential rain and wind.

Juniper Guwardi Ngadu Residential Aged Home, Fitzroy Crossing, faced the full brunt of the storm and was completely cut off from the community, and the rest of Western Australia. The extensive flooding and major road damage to highways also made Juniper Numbala Nunga, Derby inaccessible from the rest of the state.

As an organisation, we honour the dedication of our staff, the resilience of our residents, and the support from the community that made it possible to continue our mission of providing the highest quality care to our residents, even in the most adverse circumstances.



“As a mother and Juniper Guwardi Ngadu Residential Manager, I learned that our strength lies in our ability to overcome challenges and the kindness and solidarity we extend to one another. These experiences have left a mark on my heart, reminding me that our community is our greatest asset, and together, we can weather any storm.”

— Belinda Storer, Juniper Guwardi Ngadu Residential Manager



December

- Ex-Tropical Cyclone Ellie hits the Kimberley region of Western Australia.

January

- The Fitzroy River rises to 15.75 meters, about 1.8 meters above the previous record.
- Juniper connects with the Fitzroy Crossing Local Emergency Management Committee to respond to the flood crisis.
- Heavy rainfall causes significant damage to the kitchen, rooms, and ceilings at Juniper Guwardi Ngadu.
- Flooded roads make it impossible for staff to reach work. Makeshift campsite created, with 15 staff members transported by boat to Juniper Guwardi Ngadu. Dedicated staff remain on site for 10 days until the roads become accessible, to ensure residents receive the highest level of care.
- Fitzroy Crossing is completely isolated by the floods. The town experiences significant damage to its infrastructure, including the Fitzroy River Bridge which serves as a crucial transportation link for the Great Northern Highway.
- Fitzroy Crossing and Derby only have a few days of gas supply left to run their power station.



January (continued)

- Diesel generators are barged into Derby and freighted to Fitzroy Crossing to keep the town's power connected. The barge system becomes a lifeline as supplies are now unable to be flown.
- Prime Minister Anthony Albanese and Premier Mark McGowan visit the Kimberley Region.
- Two residents on dialysis are flown out on the Royal Flying Doctor Service to Port Hedland Renal.
- Two more residents are relocated to Juniper Numbala Nunga, Derby after their family was evacuated, reducing the number of residents on site due to room damage.
- WA Minister for Emergency Services, the Hon Stephen Dawson, alongside the Australian Defence Force, access the home to ensure it is safe and conduct structural engineering reports.
- Juniper CEO Russell Bricknell visits Fitzroy Crossing to assess and support the site, meet with community members, and assess the damage.
- 29 Juniper staff members volunteer to be deployed to the Kimberley Region and join Juniper's Kimberley Recovery Team.



February

- Marra Worra Worra Aboriginal Corporation starts providing crucial transport support. Food and fuel are airlifted to Fitzroy Crossing, and Marra Worra Worra delivers crucial supplies to the home.
- Helicopters are used to transport emergency vehicles, supplies, and service providers across the river via the Great Northern Highway.

March

- Water levels allow a barge system to be created to ferry goods and vehicles across the Fitzroy River and reconnect the East and West Kimberley.

April

- Residential Manager Belinda Storer visits residents who were relocated to Juniper Numbala Nunga, Derby with Easter gifts and spends time updating them and sharing photos of back home.
- Two residents on dialysis return from Juniper Numbala Nunga to Juniper Guwardi Ngadu.
- Priority repairs start at Juniper Guwardi Ngadu after water damage.
- Fitzroy Crossing experiences flooding once again, which has led to the closure of the low-level causeway that connects the Great Northern Highway.

June

- Two residents at Juniper Numbala Nunga, Derby return home to Juniper Guwardi Ngadu, Fitzroy Crossing.



WELCOME TO RETIREMENT LIVING

New lease on life for Albany local



Many people know Don Titterton for his friendly smile, his involvement within the local community, and his board game. Yet the 79 year old claims he owes his happiness to one highly regarded community – Juniper Boronia Court.

The local Albany resident said that when he was offered a unit at Juniper Boronia Court a decade ago, he was at the lowest point in his life.

“My marriage of 27 years ended, I was nearly bankrupt, and I lost my family home. As a result of everything, I was hospitalised and had a few close calls,” said Don.

“Once I was able to leave the hospital, a friend took me to see Boronia Court, and luckily for me, there was a vacancy.”

Ten years later, Don said the welcome, support, and companionship he received from the Juniper community helped him turn his life around and find joy again.

“Juniper gave me a second chance at life. When I initially moved to Boronia Court,

I was highly stressed, and I was taking Blood Pressure medication morning and night. Today, with the guidance of my GP, I managed to reduce it to just one pill a day, and soon, I’ll be completely off it,” Don said.

“Three key factors—security, good food, and the community—played a crucial role in bringing me to this point in my health journey. I was so busy and engaged in the things I love to do, and I owe this all to Juniper. Thank you.”

Originally founded in the 1950s, Juniper Boronia Court, located in Albany, provided affordable living for locals, including some homes in partnership with the Department of Communities.





“Juniper gave me a second chance at life.”

— Don Titterton,
Retirement Living resident





Elaine and Ken at City Beach.



WELCOME BACK TO THE BEACH

A sea of memories

For 94 year old Ken, his greatest memory as a teenager was catching the bus to City Beach. Eighty years later, he is celebrating an even greater milestone at the same beach thanks to the support of a Juniper Community Physiotherapist.

“City Beach was my second home growing up. One of my favourite memories was from when I was 15. I watched a beautiful young lady step off the bus, and she caught my attention instantly. I remember exactly what she was wearing, and she ended up being my wife,” said Ken.

Ken and Elaine have been happily married for over 70 years and live at Juniper Rowethorpe Retirement Living in Bentley.

“The beach was my number one love, up until I met Elaine. But unfortunately, we have not had the opportunity to go for more than 15 years,” said Ken.

Through Ken’s Home Care Package with Juniper Home and Community Care and thanks to the support of Juniper

physiotherapy, Ken now has the strength to walk in the sand to put his feet in the water.

Ken started the Good Life with osteoArthritis: Denmark (GLAD:D) program at the Juniper Rowethorpe Day Centre, to help develop skills to self-manage his osteoarthritis and build confidence.

“Age will never stop me! I have been very active my whole life and it has been very hard for me to slow down. Thanks to physiotherapist Robert, I am staying active and regaining my confidence. He set up a personalised program for me that I do twice a week, and I am feeling great,” said Ken.

WELCOME TO COMMUNITY CONNECTION

Craft group recognised

Contributing to their local community in countless ways over the past 12 years saw Juniper craft group Hugs and Stitches nominated in the 2022 Community Citizen of the Year Awards.

Hugs and Stitches was nominated for the City of Stirling's Active Citizenship Award, which recognises a group that has done outstanding work in the community over the past year.

Founded in 2010 by former Juniper employee Robyn Edwards – a former hairdresser at Juniper Chrystal Halliday for more than three decades – Hugs and Stitches initially began as a way for Robyn's mum to make new friends at Juniper Chrystal Halliday Retirement Living Village.

“Being part of Hugs and Stitches craft group has enriched my life.”

– Robyn Edwards, Hugs and Stitches founder



(L-R) Hugs and Stitches members Elita, Alison and Cavelli.

“We wanted to make a difference in the lives of these residents who sometimes struggled to ‘smell the roses’ due to their limited mobility.”

— Janet Spellissy, customer’s family



WELCOME TO COMMUNITY CONNECTION

Garden blooms from collaboration

Thanks to collaborative efforts of Bunnings and the Lion Club of Noranda, Residents at Juniper Carramar Residential Aged Care Home in Morley can enjoy a new garden installation designed to provide an accessible space for residents with mobility challenges.

The idea was born when Janet Spellissy, the daughter of Juniper Carramar resident, Elsie Smith, noticed many residents faced challenges in experiencing the joys of gardening due to mobility issues caused by walkers and wheelchairs.

After approaching her local Bunnings, the company offered funding and volunteered to help with installation, with the Lions Club of Noranda pledging to fund and paint the home's outdoor gazebo.



Soul work

Perth charity Soul Gestures banded together with local community groups to raise enough money to create 20 activity boxes that are designed specifically for older people living with dementia at our Juniper Hayloft Residential Aged Care Home in Martin.

From polishing shoes to organising haberdashery, the activity boxes are designed to enhance cognition and fine motor skills, keep residents engaged through mental stimulation and sensory activities and provide a range of purposeful activities.



—
“It’s so important to retain an older person’s sense of self, while occupying time, and this is exactly what these boxes do.”

– Kirsty Ibbitson, Hayloft Residential Manager



Building connections and confidence

To encourage social engagement and participation, as well as build new skills for male residents who once earned a living with their tools or spent time tinkering away in their shed, Juniper Chrystal Halliday Residential Aged Care Home started up a regular men's shed group.

Run by our wonderful volunteer, Rod, with help from our dedicated therapy staff, the group provides meaningful activities that residents can relate to, which has increased engagement as well as improving well-being and reducing the risk of social isolation.

“Many of our male residents earned a living with their tools or spent their leisure time tinkering away in their shed, so having the opportunity to revisit these skills and hobbies has bought back great memories for many of them.”

— Danielle Martin, Occupational Therapist

Trishaw rides bring joy

Juniper Hilltop residents have experienced boundless joy and a renewed sense of adventure through coastal trishaw rides, thanks to Motion by the Ocean Inc.

Starting from Sorrento Beach, the ride takes residents along the undulating coastline where they can enjoy the beautiful ocean views and feel the refreshing sea breeze on their faces.

The trishaw rides have become an integral part of the Juniper community, fostering a sense of freedom, connection, and appreciation of WA's natural wonders.



“I love being able to see the sea, and the water is absolutely lovely. It's a truly peaceful experience.”

— Robin Pitman, Hilltop resident



Geraldton locals give back

Geraldton locals generously donated to Juniper Hillcrest Residential Aged Care Home to help fund the construction of a much-needed garage for the home's bus.

John and Nola Patience donated \$14,000, and other locals anonymously donated thousands to ensure residents can continue to enjoy enriching outings and activities.

The significance of John and Nola Patience's donation comes from the couple's personal connection to the home, with both John and Nola's mothers being residents at Juniper Hillcrest.

“This garage will keep the bus in good condition, so residents can continue to use it and enjoy their life.”

— Nola Patience, customer's family

Safe and found

In a bid to safeguard our more vulnerable customers living in the community, in January, Juniper implemented the award-winning Safe & Found as part of the Home and Community onboarding process.

A partnership between the WA Police Force and Australian Medic Alert Foundation, the Safe & Found initiative is designed to support people living with dementia, autism or a cognitive impairment who may be at risk of being lost or reported missing by providing Police with immediate access to critical information needed during a search operation.

The initiative operates across Perth and country WA, including in remote areas.

“Not only are initiatives like Safe & Found reassuring for the person's family members, carers and loved ones, but it also provides more opportunity for our clients to live independently in their own home for longer.”

— Angie Slater, Home Care and Retirement Living Director



Juniper Executive Director
Community Business Development
Jo Wilkinson.

Our people

“I like to welcome our new families, residents and staff to make them feel part of our Juniper family.”

- Terri Vuleta, Residential Manager

“The staff are really good to me and have made me feel very welcome.”

- Rosario Bunag, Hayloft volunteer

“It’s a great feeling when a client really welcomes you into their life.”

- Shaun Lee, Home Care Allied Health Manager





Joyce Ashworth.



Juniper ‘golden girl’ celebrates 50 years

This March, Juniper’s ‘golden girl’ Joyce Ashworth marked an incredible 50 years of service.

Starting out at Juniper in her twenties, Joyce has worked across five different Juniper homes where she has ticked off being a carer, cook, laundry assistant, occupational therapy assistant, supervisor, administration assistant, and volunteer.

“I don’t plan on retiring any time soon, I want to work forever,” Joyce said.

Joyce has made many lifelong friends working at Juniper and has many happy memories to look back on.

“My close friends have all come from Juniper, they are my family, and they are my life,” said Joyce.

Not only is Joyce Juniper’s longest-serving staff member, but she is also Juniper’s longest-serving volunteer.

Joyce volunteers on her days off when she is not working part-time as the ‘friendly admin lady’ at Juniper Chrystal Halliday Residential Aged Care Home.

“I’ve taken people shopping, to weddings, to social events, to garden shows, to pretty much anywhere they needed,” she said.

Three decades of service for Cheryl

This December, Juniper celebrated one of our longest-serving employees, Cheryl Lipari, who marked an incredible 30 years of service.

During her time Cheryl has stepped into a variety of roles – she was even pivotal in helping produce Juniper’s very first policy procedures.

Having worked across several Juniper sites, including at our original head office in South Perth, Cheryl is currently a Quality and Risk Officer at our Juniper Central Office in Balcatta.

“What’s kept me here at Juniper all these years are the people, and the dynamics of the job – no two days are the same,” Cheryl said.



Cheryl Lipari.



WELCOME TO LEARNING

Juniper's Transition To Practice Program

Western Australia has faced a severe skills shortage, perhaps nowhere more evident than in nursing. With new reforms to ensure 24/7 Registered Nursing coverage in Residential Aged Care and growing demand for nursing in Home Care, Aged Care providers have competed within the sector and more broadly for nurses.

To be able to attract nursing graduates into aged care and build capacity within our own workforce, during February we launched our Transition To Practice Program with eight Juniper staff.

The 12-month program was designed to support graduates and nurses new to aged care to specialise in aged care nursing and build on lifelong learning. Participants are enrolled in in the University of Wollongong Transition to Practice learning that is self-directed, online to support achievement of relevant Aged Care competencies.

The course covered an extensive range of clinical, administration and leadership learning from wound care, end of life care, dementia, nutrition and dysphagia, and use of pumps for enteral feeding to documentation and team leadership.

On site participants are supported by an experienced team of mentors, clinical nurse leads and clinical nurse supervisors, managers and colleagues and contribute to the interdisciplinary team delivering safe and quality clinical care.

Bandy's path

Bandhana 'Bandy' Prasad joined Juniper as a multiskilled carer 17 years ago before fulfilling her long harboured desire to become a Registered Nurse two years ago.

Practicing at Juniper Ella Williams, she applied for Juniper's Transition to Practice Program to further build her skills and passion in aged care this year.

"It's been really wonderful to join this program, I've already got so many ideas," she said.

"Now I can understand it more, because I not only have the work experience, but it's a very practical way of learning.

"And it's fantastic to meet other nurses, we share our experiences with one another, and sometimes that's how we learn new techniques and new ideas."



Bandy Prasad.



Learning and Development



19,264 iLearn modules completed

75% of our courses are clinical

23 new education materials introduced

16,129 practical or in-person modules completed

100% of staff completed some form of training



WELCOME PALM SCHEME

Bula to Fijian workers

As part of the Pacific Australia Labour Mobility (PALM) scheme, Juniper welcomed three cohorts of Fijian nationals across four months from April.

The PALM scheme is designed to fill gaps in labour across regional and rural areas in Australia by providing employers access to reliable and productive workers, while also providing Pacific and Timor-Leste workers the opportunity to develop their skills and earn an increased income.

Juniper utilised the PALM scheme to fill a skills shortage across our regional and remote sites. Recruitment and retention of workers in regional areas, in particular remote areas like the Kimberley region, remains a challenge for organisations.

A total of 24 Fijians were sponsored on 403 Visas to work at three of Juniper's Residential Aged Care homes in Derby, Fitzroy Crossing and Albany in a variety of roles that ranged from cooks to carers.

Upon arriving in Australia, the Fijians were provided with an orientation at Juniper's head office in Balcatta, where there was also opportunity to meet members of the Executive Leadership team.

As part of their welcome, all new workers were provided with uniforms, mobile phones and a goody bag for life in Western Australia's very north and south.

All workers were provided with accommodation and training to help develop and build their skills.

While adapting to life in regional locations and in a new country has come with the usual challenges, the new staff have proven to be a good cultural fit, with a deep respect for older people which has shone through in the compassionate care they have provided for Juniper customers.

Establishing connections with the local community has also shone through in Fitzroy Crossing and Derby, with the Fijian workers actively engaging with locals by sharing their culture through cooking traditional meals in a lovo (earth oven) for locals, volunteering at the local fire brigade and performing cultural songs and dances.

Derby

9

9 PALM scheme participants joined the team at Juniper Numbla Nunga Residential Aged Care Home.

10

10 PALM scheme participants joined the team at Juniper Guwardi Ngadu Residential Aged Care Home.

Fitzroy Crossing

5 PALM scheme participants joined the team at Juniper Korumup Residential Aged Care Home.

Albany

5



Our workforce

2127 employees

- 309** Full-time
- 1469** Part-time
- 319** Casual
- 30** Contract



191

volunteers

contributed their valuable time and expertise



86% identify as female

14% identify as male



Executive leadership group is

43% female

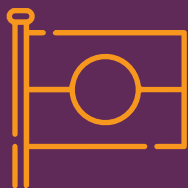
57% male

1045 new staff joined Juniper

16% workforce growth year-on-year



74% of Juniper employees were born overseas



1.03% of our workforce identify as Aboriginal or Torres Strait Islander

174 staff celebrated a significant service milestone this year:



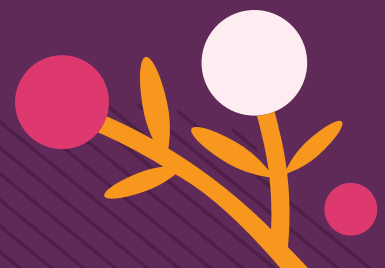
67 staff marked **5 years**

43 staff marked **10 years**

28 staff marked **15 years**

36 staff marked **20+ years**

0.47% of our employees identify as living with a disability



Staff Engagement Survey

How does it feel to work at Juniper?

Our top three attributes



33%
Friendly



30%
Supportive



26%
Respectful

This year we asked staff what it was like to work at Juniper through the 2023 Staff Engagement Survey. The survey was designed to take the pulse of how we are going as an organisation, how staff feel, how we're caring for our customers, and how we can improve.

The survey received a 63% response rate (1288 staff members) returning overall positive results, and in most cases an improvement on our previous survey in 2021.

Amongst the key positives from the survey was the role Juniper's positive environment and culture play in retaining staff. Friendly, supportive, respectful, and caring were named as our top attributes.

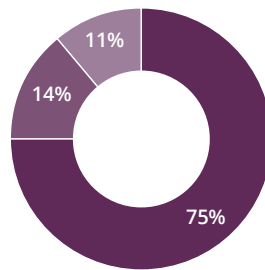
Amongst the areas of improvement were staff engagement, resourcing and being recognised.

Results were broken down by topic, with each topic result was derived from several questions calculated to provide an overall score for that topic. Here are some highlights.

● Favourable ● Neutral ● Unfavourable

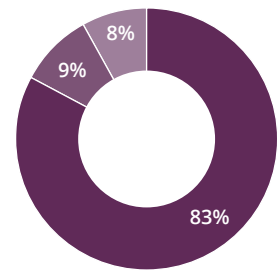
Do I feel part of the Juniper family?

Engagement



↑ 6% from 2021 survey

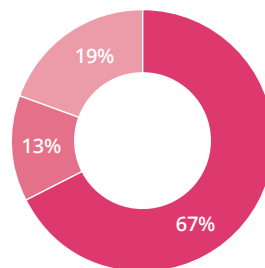
Job Satisfaction



↑ 4% from 2021 survey

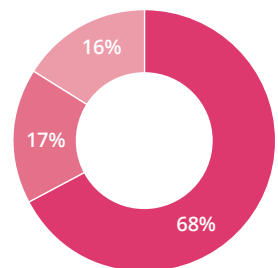
Do you value me?

Compensation & Benefits

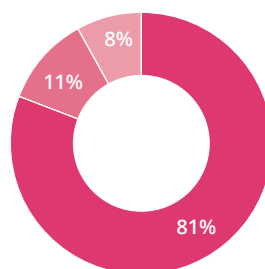


↓ 4% from 2021 survey

Recognition

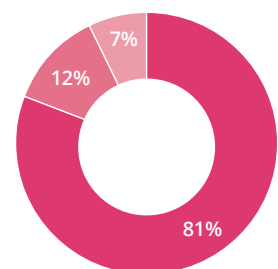


Growth & Development



↑ 2% from 2021 survey

Performance Management



WELCOME VOLUNTEERS

Chats, coffee and music

Volunteers make a valuable contribution with their time and skills to our customers across our Juniper community.



(L) Jessica Fisher.

Coffee with Jessica

Volunteer Jessica Fisher runs the in-house kiosk at Juniper Ella Williams Residential Aged Care Home in Noranda.

"I wanted to serve others in a way that felt meaningful, and make genuine human connections with people I might not usually meet on a daily basis.

"I also wanted to contribute to the older adult community that has done so much for me.

"Personally, I get to have conversations with some really interesting and important people, and I know that they look forward to seeing me, too."

Time with Rosario

A former nurse, volunteer Rosario Bunag brought her skills in building relationships to the residents at Juniper Hayloft Residential Aged Care Home in Martin.



(R) Rosario Bunag.

"I just love talking to the residents and hearing their stories. Some of them have families who can't visit them regularly, so I make sure I go and talk to them and sit down with them one-on-one.

"I just get so much personal satisfaction from volunteering. There is something so rewarding about it and it makes me feel so fulfilled knowing that I can help others."

Strumming with Marie

A retired aged care professional, volunteer Marie Watts brought her ukelele prowess to residents at Juniper Korumup Residential Aged Care Home.

"When my mum needed residential care and it really dawned on me how important it was to provide a fulfilling experience for residents.

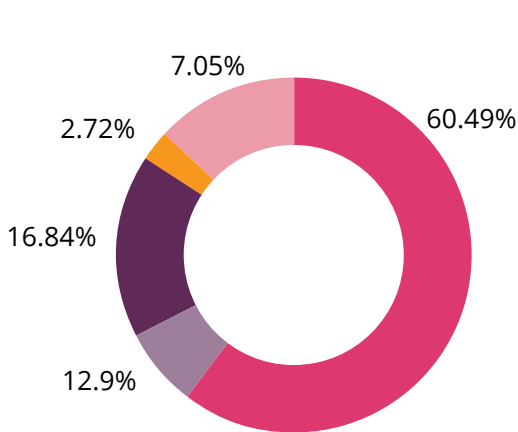
"I saw how my mum flourished being in residential care, it gave her a sense of community and support. I think we need to remember that the people who live in those homes are part of our community as well, so for me, this is my way of giving back.

"I wanted to do something within aged care and I thought music was a great way to do it."

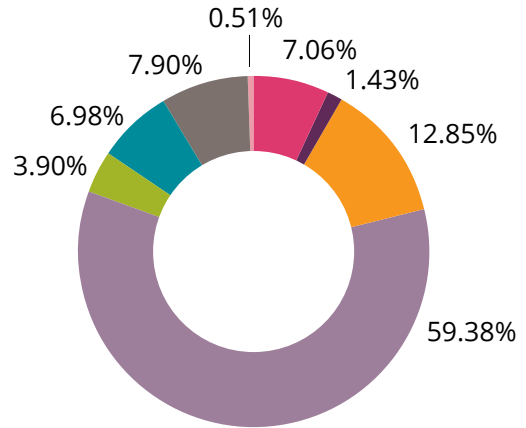


Marie Watts.

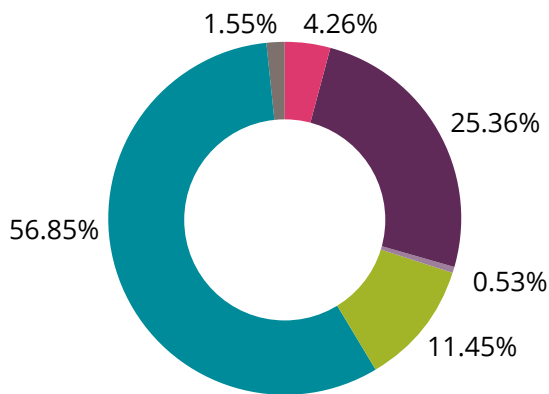
Financial summary



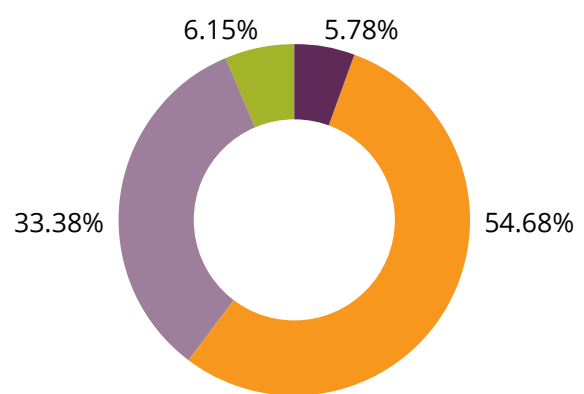
What we earned	\$ '000s
Accommodation Revenue	5,302
COVID-19 Expense Reimbursements	13,717
Other Income	25,106
Resident Contributions	32,788
Subsidies and Grants Received	117,757
Total Revenue	194,670



What we spent	\$ '000s
Administration	13,569
Claimable COVID-19 Expenses	2,756
Depreciation	24,703
Employee Expenses	114,178
Interest	7,492
Occupancy Expenses	13,426
Other	15,186
Resident Direct Expenses	987
Total Expenditure	192,297
Net Surplus	2,373



What we own	\$ '000s
Cash & Cash Equivalents	16,373
Investment Properties	97,470
Other Assets	2,043
Other Financial Assets	44,000
Property, Plant and Equipment	218,471
Trade and Other Receivables	5,951
Total Assets	384,308



What we owe	\$ '000s
Interest Bearing Liabilities	7
Provisions	14,204
Resident Accomm Bonds	134,291
Resident Entry Contrib	81,967
Trade and Other Payables	15,106
Total Liabilities	245,575
Net Assets	138,733

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.

Committee Responsibilities: Board Chair; Nomination and Remuneration Committee Chair

Board meetings attended: 11 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.

Committee Responsibilities: Finance and Property Development Committee.

Board meetings attended: 9 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.

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

Committee Responsibilities: Care and Clinical Governance Committee

Board meetings attended: 11 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.

Committee Responsibilities: Care and Clinical Governance Committee Chair, Audit and Risk Committee

Board meetings attended: 9 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.

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

Board meetings attended: 9 of 9

Leave of absence approved for 2 meetings.



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.

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

Committee meetings attended: 10 of 11



overseeing operations in Australia, the United Kingdom, Ireland, and New Zealand.

Prior to this role, Russell held several senior executive and CEO roles in not-for-profit and faith-based aged, disability and community services organisations in Queensland, NSW and Victoria. Russell has worked in the aged and community services sector since 2001.

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

Board meetings attended: 6 of 6

Grant Robinson

Independent Board Member

Date Appointed: August 2018

Qualifications: B.Com
UWA, FCA, FAICD

Experience: 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.

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

Committee meetings attended: 11 of 11



Chris Hall AM

Outgoing Chief Executive Officer and Ex-officio Board Member

Date Appointed: August 2018 to December 2022

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

Experience: Over 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.

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

Board meetings attended: 5 of 5
Chris retired December 2022.



Russell Bricknell

Chief Executive Officer and Ex-officio Board Member

Date Appointed: 2 December 2022

Qualifications: MBA; BSc; Dip Ed; FAICD

Experience: Russell has an extensive background in the aged care and community services sector. He was previously the Chief Executive of a faith-based aged care provider serving metropolitan and regional Western Australian communities.

Prior to this role, Russell was Chief Executive of an Aged Care education provider,



Mary-Ellen King

Ex Independent Board Member

Date Appointed: June 2015 – April 2023

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.

Committee Responsibilities: Care and Clinical Governance Committee

Board meetings attended: 5 of 6

Mary-Ellen concluded her term with Juniper on 20 April 2023.



Executive



Pictured (L-R):

Executive Director Corporate Services **David Fisher**

Executive Director People and Culture **Bill McDonald**

Executive Director Governance and Quality Improvement **Philippa Wharton**

Chief Executive Officer **Russell Bricknell**

Executive Director Community Business Development **Jo Wilkinson**

Executive Director Planning and Strategy Support **Eve Currie**

Executive Director Residential **Dan Norgard**



*Chris Hall AM was
Chief Executive Officer
until December 2022.*

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	●○●●
North Day Therapy Centre	●
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	●
Wagin	
Juniper Waratah Lodge	●
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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ABN 15 360 992 349

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-  @JuniperAgedCare
-  @JuniperAgedCare
-  @JuniperCares

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.

