

Keep
being
you





Artwork by Ena Graham.

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.

Contents

Message from the Board Chair	4
Message from the CEO	6
How to read this report	9
Juniper manifesto	10
Highlights	12
Strategic achievements	12
Year in review	14
Our future	17
Customer experience	
Customer Experience Survey	18
Keep being you: Ken	20
Keep being you: Mara	22
Keep being you: Robin	24
Growth and impact	
Transition Care Program	26
Keep being you: Elizabeth	27
Innovation and excellence	
A new way forward	29
Partnerships	
Falls prevention	32
Aboriginal cultural safety	33
Celebrating our staff	
Our workforce	34
Juniperks	36
Volunteers	37
Keep being you: Pamela	38
Governance	
Financial summary	41
Board	42
Executive	45
Services and locations	46

Keep being you.

It’s a simple statement, but a very important one here at Juniper. We are all about individualised care keeping customers connected to the people, passions and places they’ve always loved.

Keep Being You is our central theme for this year’s Annual Report. We wanted to show the myriad of ways our support, care, accommodation, programs and leadership all work towards supporting our customers to keep connected to the things they’ve always lived for.

This connection is as individual as the customers we serve.

You’ll see it throughout this report. It’s support for Ken so he can stay independent at home to paint until his heart is content. It’s providing Mara the platform to explore her love of music. It’s providing the right program so Elizabeth can reach her goal of getting back to lawn bowls.



It’s entering a Memorandum of Understanding so we can work towards providing culturally-safe care and spaces for Aboriginal people. It’s expanding Home Care into the regions so older people can stay in their beloved community.

There are many ways we support people to keep being their brilliant selves. And we can’t wait to do more.

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.

Message from the Board Chair



During the 2024 financial year, the aged care sector continued to experience considerable regulatory and funding changes and uncertainty. Facing these challenges, Juniper emerged with a rewarding year as significant inroads were made to achieving our strategic goals.

We embraced several important reforms resulting from the Royal Commission into Aged Care Quality and Safety. These changes have set higher benchmarks for quality care across the sector, which can only be a positive outcome for older Australians. In response to these reforms, our focus has been on not just meeting, but continuously improving in all aspects of care delivery.

This year, we saw good progress by the Federal Government in response to the need for better funding to ensure the sustainability of the aged care sector. Australia's aged care system requires fundamental, structural reform to ensure its financial sustainability, while guaranteeing high-quality care, a skilled workforce, and an equitable distribution of services.

Whilst this is a good start, we note at the time of writing that the Government appears to have stalled further fundamental improvements in financing aged care. This is not only disappointing and may also lead to a delay in growing aged care services at a time where demand is steeply growing.

The full effect of the Australian National Aged Care Classification (AN-ACC) funding reforms this year has been a key development, and we were also able to implement the Fair Work Commission's final decision on Stage 2 of the Aged Care Work Value Case, which increased wages for direct care workers. As we await Stage 3, it's encouraging to see progress toward fair remuneration and recognition for our dedicated and irreplaceable frontline staff.

Our strong connection with the Uniting Church and active role within the UnitingCare Australia network has allowed us to support initiatives that call for better aged care. We remain committed to advocating for social justice and human rights for older people.

On a Federal level, Juniper was active in informing UnitingCare Australia's submission on the exposure draft of the proposed Aged Care Act, in our shared ambition for improving the aged care system and putting the rights of older people first with this once-in-a-generation reform. By providing a roadmap with a phased approach to reforms, we want to ensure the best possible outcomes for older Australians, their families, aged care providers, aged care workers and the sector at large.

I want to express my sincere gratitude to Maree Arnason, the former Juniper Independent Board Chair, from whom I assumed the role on 29 February 2024. Maree, who retired after a distinguished decade, has left a lasting legacy.

Her leadership was pivotal during Juniper's most challenging periods, including overseeing the COVID-19 pandemic, funding uncertainties, two CEO transitions, and sector-wide changes. Under her leadership the organisation prioritised quality service delivery, strengthened governance, sustainability, agility and leadership capability for the organisation.

As a Board, it is our responsibility to continue this legacy. We fully support Juniper CEO Russell Bricknell, who began his role in December 2022, in establishing a strong foundation and achieving clarity in our strategic objectives.

I also want to extend my appreciation to my fellow Board members for their dedication and insights as we navigate the evolving aged care landscape. We also recognise our dedicated staff and volunteers for their skill and compassion in caring for our customers. Most importantly, we recognise those who have entrusted us the opportunity to look after them or their loved ones – we are so privileged and take this honour most seriously – our aim is to deliver the care you expect not just the care you need – to enable you to “keep being you”.

As we reflect on the past year, we look ahead with great optimism in achieving a sustainable aged care sector where all older Australians can access high quality care.

Grant Robinson
Juniper Board Chair

Message from the Chief Executive Officer

This year was characterised by optimism as Juniper underwent transformative change as we made progress in implementing our strategic imperatives.

During 2023-24, we progressed numerous major projects whilst implementing and preparing for Aged Care reforms and advocating for older people across Federal and State Government levels.

Our financial performance remained robust, posting our first operating surplus for a number of years as a result of funding adjustments and ongoing operational improvements. The Australian National Aged Care Classification (AN-ACC) funding reforms, coupled with increased residential occupancy and improved Home Care performance, positively impacted our financial results. Our surplus was also increased due to acquisitions of Waratah Lodge Residential Aged Care Home and the City of Bayswater's aged care assets and valuation increases in our Retirement Village portfolio.

These results allow Juniper to reinvest for the betterment of our current and prospective customers. A strong financial performance means we can refurbish existing ageing assets and explore new residential aged care and retirement living options to meet the growing demand from older Western Australians.

Our commitment to regional Western Australia and ensuring all older Western Australians can age in-place, saw negotiations underway to expand our Home Care services in the Great Southern and Goldfields regions.

However, our ability to support more Western Australians in living independently at home has been affected by the Federal

Government's decision not to release an adequate number of new Home Care Packages. While the Federal Government's 2024-25 Budget promises 24,100 new packages nationwide, a significant gap remains for the 6,000 and growing Western Australians currently waiting on an assessment or an aged care package.

At the State level, we collaborated with the Government to enhance efficiency between Aged Care and hospitals. This year, our successful tender for Transition Care Program (TCP) placements with the WA Department of Health is a testament to these efforts. The expansion of our TCP is part of a broader initiative to alleviate pressure on public hospitals and support older Western Australians in regaining independence and improving their quality of life.

Our TCP, along with a new vacant beds portal for hospitals and a digital consult system between St John paramedics and Residential Aged Care homes, has led to a decrease in admissions and better outcomes for our customers.

The aged care sector continues to face the long-term challenges of attracting people to consider a career in aged care, particularly prevalent in our regional and remote locations. I was privileged this year to be appointed chair of The Aged Care Workforce Remote Accord leadership group as we tackle this issue.

Juniper's commitment to equitable access to aged care services, especially for vulnerable individuals facing cultural

or financial barriers, was central to our Affordable Housing Strategy which was developed this year. We aim to develop a sustainable approach during the current financial year so that we can commence this new service stream.

We were proud to have signed a Memorandum of Understanding (MOU) alongside three other aged care organisations with Aboriginal Community Controlled Organisation and Stolen Generations Advocate, Yokai. The MOU signifies a commitment to improve culturally appropriate services for Aboriginal customers.

This year, we launched a refreshed brand focused on individualised care, keeping our customers connected to the people, passions, and places they love. This new brand positioning reflects our customer feedback, research, and our core values. Understanding our customer and their desire to keep being themselves is why "Keep Being You" was chosen as our central theme for this year's Report.

As we continue to grow and improve, our focus remains on those we serve. I extend my heartfelt thanks to our dedicated staff, wonderful volunteers, leadership team, and the Juniper board, led this year by Maree Arnason and Grant Robinson. I eagerly anticipate the next year, as we head into our 75th anniversary, confident that our collective efforts will continue to provide excellent care and support to older Western Australians.

Russell Bricknell
Juniper Chief Executive Officer





How to read this report

Within the work we do each day we strive towards fulfilling our vision and mission.

To understand how our everyday work, programs and innovations contribute towards this, we have included easy-reference graphics that point back to how we are fulfilling our Strategic Plan pillars.



Customer

At the very heart of our strategy is our customer. Our Care Model will focus on the customer; we will improve customer navigation and support; and we will build care and accommodation continuums.



Quality

We will provide consistent, safe, effective, personal and connected care with robust organisational quality systems; attracting and retaining customers backed by fit-for-purpose organisational business processes and systems that are efficient and effective.



People

We will lead and deliver a customer service culture and grow an engaged workforce.



Finance

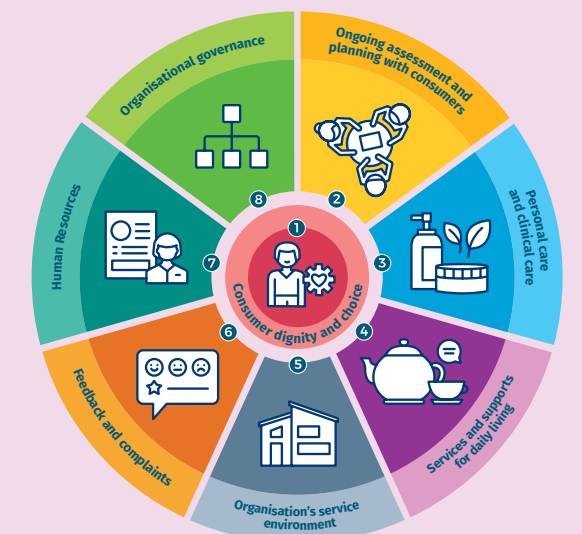
We will optimise our earning with responsible financial and responsive asset management.



Mission

We will achieve our mission by expanding opportunities to offer choice of accommodation with services in multiple locations; sustainable service and business; and we will be skilled at expanding our impact.

How our care complies with the Aged Care Quality Standards is illustrated in each of our customer stories. These standards are currently being strengthened as part of the proposed new Aged Care Act and regulatory model. This financial year Juniper had to ensure it met current Quality Standards, whilst preparing for the upcoming new Standards. You'll see in each of our feature stories how our care and support provided a positive outcome against a standard.



Hello, we're Juniper.

We're an aged care provider, but we don't think that age should define you. You define you.

We believe that getting older doesn't mean you should stop doing what you love or stop being who you are.

At Juniper we keep you connected to the people, passions and places that have always brought you joy.

From enjoying your favourite meals to spending time with loved ones, or doing hobbies that light up your soul, we're here to support you, with care that's entirely unique to you.

As one of WA's biggest non-profit aged care providers we understand the importance of community and culture and being a part of both. So no matter if you celebrate Christmas or Passover, or are a proud member of the Miriwoong & Gajerrong mob, we work hard to keep you in touch with your roots.

We're not just carers; we're your partners in helping you keep the unique bits of who you are and we do this through expertise, compassion and kindness every step of the way led by our values of welcome, respect, compassion, hope and courage.



We want you to keep being you, and that's not just something we say. It's a promise.



Highlights of our year



2058

Home and Community Care customers continued living independently in their own homes with clinical, home and social support



704

Regional customers were provided accommodation and/or support from as far south as Albany to as far north as Kununurra



461

customers benefitted from our **Transition Care**



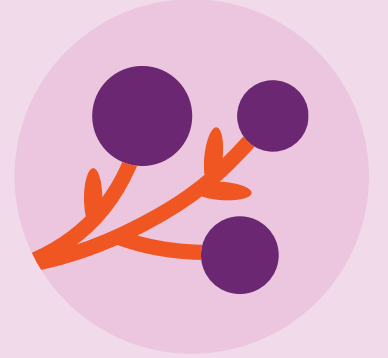
584

Retirement Living customers called our Retirement Living communities home



1669

seniors called our **Residential Aged Care home**



Strategic Plan Focus Areas: Achievements

Customer

- A new model for an innovative Transition Care Program was introduced, along with work to develop an opportunity for a new small house model at Karrinyup.
- Juniper launched a refreshed brand focused on individualised care, keeping customers connected to the people, passions, and places they love. The new brand positioning and strategy is a reflection of customer feedback, research, what Juniper stands for and our purpose.
- Juniper's Care Model principals and concept defined to be focused on the customer.

Mission

- Work continued into Juniper's offering of accommodation, including addressing affordable housing for those most at financial and social risk.
- Juniper selected as one of three providers to offer services previously provided by the WA Country Health Service (WACHS) in the Great Southern and Goldfields regions, with services to commence in the new financial year to allow us to expand our impact.
- Expanded services with the successful acquisition of City of Bayswater aged care assets and Waratah Lodge Residential Aged Care Home in Wagin, cementing our commitment to regional Western Australia.

People

- A values and behaviours program incorporated into a new-look Corporate Induction to promote a customer service culture.
- Volunteer and student placement program reviewed to ensure delivery of quality care and embedding a customer service culture.
- Launch of Juniperks to recognise, attract and retain our workforce.

Quality

- New applications were identified for key organisational processes, including commissioning AvantCare to develop a software solution for Home Care Customer Relationship Management.
- Information and Communication Technology Strategy and Digital Strategy developed and approved.
- Aged Care Reforms implemented including introduction of Care Minutes, 24/7 Registered Nurse requirement, expansion of National Quality Indicator Program, and establishment of a Consumer Advisory Group.
- Achieved accreditation across the Aged Care Quality Standards and National Disability Insurance Scheme.

Finance

- Occupancy across Juniper's 11 Retirement Living villages was lifted to 98% at year end.
- Earnings optimised in Residential Aged Care with an increase in occupancy and changes to AN-ACC funding.
- Preventative maintenance program developed and significant refurbishment projects approved to ensure responsive asset management.
- Staff Housing Strategy for regional and remote areas developed.





Our year in review



Growth

Juniper officially acquired ownership of City of Bayswater's aged care assets - City of Bayswater Hostel, Carramar Residential Aged Care, Carramar Retirement Living Village, Salisbury Retreat Retirement Living Village, and Noranda Retirement Living Village. Juniper had been managing and operating the assets for the past 18 years.

We extended our reach into regional locations with the acquisition of Waratah Lodge Residential Aged Care home in Wagin and was selected as a provider to support Commonwealth Home Support Programme (CHSP) customers in the Great Southern and Goldfields, commencing July 1, 2024.

An innovative Transition Care model was introduced with a focus on reablement and offering customers a choice of settings in their recovery following a hospital visit. This led to an increase from 60 to 80 Transition Care Program placements.



Renewal

Juniper undertook a comprehensive review of its assets, including a condition report to evaluate prioritisation of asset renewal. As a result, several sites underwent major and minor refurbishments through the year to enhance customer safety and comfort.

Retirement Living

At Rowethorpe Retirement Living in Bentley, several projects were completed to enhance our customers' living experience. The Terrace Café was refurbished to improve the dining experience. We commenced an electrical audit focusing on infrastructure upgrades for enhanced safety, including a solar lighting upgrade to increase nighttime safety and reduce our environmental footprint. Additionally, refurbishment plans for the Rowethorpe Bowling Clubhouse were approved, and the irrigation system was repaired to maintain adequate water coverage.

At Boronia Court in Albany, 24 units, including 12 in partnership with the Department of Communities, were refurbished to provide updated living spaces and staff accommodation.

The upgrades were part of a broader strategy for Retirement Living, emphasising communication, customer feedback, and customer choice and control.

Residential Aged Care

Juniper Sarah Hardey undertook a 5-stage refurbishment to enhance its living spaces. The project involved renovations to the entrance and café area, as well as a full refresh of the home with new flooring, painting, and lighting. This initiative, partially supported by a generous \$500K bequest, aims to deliver transformative improvements that will greatly benefit both current and future residents.

In Fitzroy Crossing, we completed flood remediation work and began planning new staff accommodation.

The Residency in Northam saw the refurbishment of decks to enhance outdoor spaces.



Reforms

Juniper was able to successfully adapt its workforce to meet the new 24/7 Registered Nurse and Australian National Aged Care Classification (AN-ACC) Care Minutes requirements in residential care, exceeding mandated targets.

New provider governance requirements were introduced, such as the establishment of the Consumer Advisory Group and mandatory public reporting through Provider Obligations Reports and Quarterly Financial Reports on the My Aged Care portal.

Juniper established a Quality Consumer Advisory Group (QCAG) in November 2023 in response to legislated requirements. The group serves as a vital channel for customer feedback, providing the Juniper Board of Directors with insights into the care and services offered.



Working with HealthConsult, Juniper was selected to engage with the Department of Health and Aged Care to inform the expansion of the National Aged Care Mandatory Quality Indicator Program for In-home Aged Care. Juniper commented on the Quality Indicators suitability in a home care setting, providing data, clinical expertise and practical application insights.

In preparation for the reforms across our services, Juniper launched a Reform Hub, to ensure staff could be kept up-to-date and access resources ahead of the strengthened quality standards.

Quality Care

Juniper's new Enterprise Quality and Risk Management Framework (EQRMF) integrates quality and risk management activities into a unified framework designed to enhance Juniper's approach to continuous improvement. Over the next 12 months these practices will be embedded into everyday operations. The EQRMF aims to strengthen our commitment to quality and ensure effective risk management across the organisation.

Extensive work on a Continuous Improvement pilot to identify and implement improvements in our care and service offering was progressed this year to draft policy and procedure stage.

Food and dining

To enhance the care experience for customers Juniper remained dedicated to enriching the dining experience in Residential Aged Care through our Dignity In Nutritional Excellence (DINE) program.

Our in-house chefs prepare fresh, nutritionally balanced, and seasonally inspired meals daily, ensuring that each dining experience was enjoyable and fulfilling.

To further elevate our dining services, we introduced innovations like meal tastings, kitchen tours, and freshly baked morning teas, actively involving residents in menu decisions. Trials such as 24-hour snack buffets and buffet breakfasts were positively received.

ICT

This year marked the first of a three-year Information and Communication Technology Strategic Plan. The plan aims to drive innovation, enhance operational efficiency, and support digital growth and competitiveness.

The key initiatives include Cyber Security Implementation, Managed Detection and Response services, and digitising business processes. Additionally, several significant projects have been initiated, such as the Advance Care Nurse Call Upgrade, CCTV and Intercom System Upgrades, and the establishment of a Data Governance Framework.

Accreditation success

- Reaccreditation for the National Disability Insurance Scheme (NDIS).
- Home and Community Care underwent a Quality Review against the new Aged Care Quality Standards.
- Reaccreditation was achieved by Residential Aged Care homes Annesley, Hilltop, Carramar, Ella Williams, City of Bayswater, Chrystal Halliday, Korumup, Guwardi Ngadu, Riverslea and Elimatta.



Our future

Plans for a new bowling club house and green at Rowethorpe Retirement Living village in Bentley.

With a clear strategy extending to 2027, Juniper will continue to strengthen its core before expanding boundaries to see through a three horizons approach. We will equally pursue mission and service expansion opportunities in a viable, sustainable manner that meets customers' needs.

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

Aligned with our mission to provide excellent care, accommodation and support services to older Western Australians, we believe all older people have the right to access high quality care. That includes some of our most vulnerable in society facing cultural and financial barriers. Our recently endorsed Affordable Housing Strategy aims to develop a sustainable approach to supporting those at risk.

Attracting and retaining a skilled workforce will continue to be a challenge with increasing demand from a growing population. To address this, we will continue to enhance our recruitment, induction, and retention programs to ensure the continued delivery of quality care.

Building on this year's successful acquisitions, we will continue to evaluate opportunities as they arise, expand our Home Care services in regional areas, and assess the optimal use of our existing assets.

Refurbishment work will continue as per our Strategic Asset Review, with major refurbishments planned for Cygnet, John Bryant, Ella Williams, and Trinity Residential Aged Care Homes. These initiatives aim to provide safer, more efficient, and comfortable living environments for our customers.

The Transition Care Program will evolve with the opening of a small home model in Karrinyup and newly refurbished, dedicated rooms at Annesley Residential Aged Care Home.

Additionally, plans are underway for a new bowling club house and green at Rowethorpe Retirement Living village in Bentley.





THE CUSTOMER EXPERIENCE

Customer Experience Survey

At Juniper, our commitment to delivering exceptional care and service is at the forefront of everything we do. We want to keep our customers connected to the people, passions and places they've always loved.

To ensure we continue to meet and exceed the expectations of our customers and their families, we conducted a Customer Experience Survey.

This survey provides invaluable insights into the experiences and satisfaction levels

of those we serve, guiding our continuous improvement efforts.

Juniper's staff's exceptional performance has been met with an overwhelmingly positive response. Some of the key findings from the survey are:



87%

believe **we have friendly and caring staff**



85%

believe **we treat customers and their families with respect**



80%

believe **we help older people live a safe and full life**

Home and Community Care

80%

of customers **are satisfied with Juniper**, and **82% of home care relatives** share the same sentiment.

83%

of customers express that **we have met their expectations**.

90%

people feel that **Juniper understands their individual needs and situations well**.

80%

customers **feel valued, finding Juniper easy to deal with**.

Residential Aged Care

87%

of customers believe that **Juniper has met or exceeded their expectations** in the last 12 months.

91%

of customers' relatives feel **Juniper understands their individual needs/situation well or extremely well**.

87%

of customers feel that **Juniper values them**.

90%

of customers **find it easy to deal with Juniper**.

87%

of customers agree that **Juniper supports them to get the best out of each day**.

Retirement Living

63%

of customers say that **Juniper has met or exceeded their expectations**.

68%

of customers **feel valued**.

66%

of customers **find it easy to deal with Juniper**.

61%

of customers agree that **Juniper follows through on their commitments**.

70%

of customers agree that **Juniper supports them in making the most out of each day**.





Keep
being
you

“I’ve got an army of Juniper people... it all means we are able to stay at home and I can keep painting a picture a day.”

“I remember when I was about eight years old squatting in the assembly room at school on Empire Day and they showed us a film that said ‘come to Australia’. From then, I always knew I would go.”

Upon retiring, Ken and Vanda restored a derelict cottage in Darlington and were involved in the community through the Darlington Arts Festival. Seeking a smaller property, the couple moved into a retirement village and upon advice from his GP, sought a Home Care Package with Juniper.

“Juniper has been brilliant to us, absolutely brilliant.”

“I’ve got an army of Juniper people because while my mind is active, the feet don’t always follow the mind. It all means we are able to stay at home and I can keep painting a picture a day.”



Scan the QR code to watch a video about Ken.

Ken’s story

“I go to bed knowing the next day is going to be the best day I ever had because I get to paint,” said Ken Rich, who continues to bring contagious enthusiasm and humour to his 90 years.

Ken’s been painting his whole life. Starting school from the front room of a house amidst the chaos of a World War II London, he can remember loving art.

Ken applies a no limits philosophy to his art. He dabbles in pencil, water colour and acrylic across nature, architecture, caricatures and portraits. He always likes to inject comedy into his work.

“Cat’s faces, dog’s faces, bird’s faces, people’s faces. It doesn’t matter what I do, it’s always fun to add that comedy, after all, humour is what makes the world tick over.”

Ken and his wife Vanda, described by Ken as being in “a 65-year romance,” arrived in Australia over half a century ago.



“Ken is a great artist and an amazing inspiration for anyone. He knows how important it is to keep moving as it allows him to continue painting and enjoying the company of his lovely wife in the comfort of his home. We share our art views and have a good laugh while we exercise. Time flies at every therapy assistance visit!”

– Jenny Garcia Pineda,
Juniper Therapy Assistant

Ken’s story is a great example of:
Standard 4 | Services and supports for daily living

Services and supports for daily living assist each consumer to do the things of interest to them.



Mara's story

Self-proclaimed “chatterbox” and golden oldie music aficionado Mara is using a lifetime of talents to bring the community radio experience to her fellow residents at Juniper Korumup Residential Aged Care Home in Albany.

Mara has launched her own community radio for residents, scheduling a weekly slot beside the fireplace at the visitors lounge to play her selection of golden oldies from a box of 45 records.

“I’m music mad,” she explains, regularly peppering the conversation with the who’s who of songs from the 50s, 60s, and 70s. “I play the music but next week I might introduce a bit of gossip, interview one of the residents about their life, and talk about the stories behind the music – tidbits about the music as you go along” she said.

Mara isn’t short on stories and she’s got the experience to back up her newest venture. She spent several years on Albany Community Radio presenting a breakfast show then “mouldy oldies” on Saturday afternoons.

“That’s more or less where I started. It was great, it was fun. When I used to walk down the street listeners would say ‘Mara, it’s wonder you are still there, you sail close to the wind.’”

And Mara certainly hasn’t lost that naughty streak, which she brings with zeal to Korumup.

Mara started life in Bavaria, Germany, coming to Australia as a six-year-old. She now calls herself an Albanite, having lived in the Great Southern city for 55 years.

One of her favourite stories was when a young Ross Ryan, then an Albany local before he went on to become a music legend – including his hit single “I am Pegasus” – came to sit with her and a group of friends at the pub.

As well as Ross Ryan, Mara plays for other residents the likes of Wanda Jackson “Let’s Have A Party”, and Christie Allen “He’s My Number One”.



Mara's story is a great example of:
Standard 4 | Services and supports for daily living

Services and supports for daily living assist each consumer to do the things of interest to them.

“After moving into Residential Aged Care Mara was feeling lost. I found out through Mara she used to do community radio. This was something she thought she wouldn’t be able to do again living in a home. She had the skills, so we set her up to do the weekly sessions, and it’s given her a sense of purpose. Her fellow residents love making requests and it gives her a real pleasure to see others enjoying her music.”

– Merinda Rigoll, Juniper Residential Manager



Keep
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“What I learnt very early in life is, when you retire, if you don’t keep yourself busy and do what you love, you shorten your life.”

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Robin’s story

Robin Johnson’s earliest memories of woodwork stem back to his childhood, where he was kicked out of his class for being “too small and weak” to complete his tasks.

But that moment came full circle many years later when Robin found himself teaching woodwork at the prestigious Hale School for some 30 years.

As a sixth-generation carpenter on his father’s side and a seventh-generation teacher on his mother’s side, Robin was destined to bring the two together.

“What I learnt very early in life is, when you retire, if you don’t keep yourself busy and do what you love, you shorten your life,” Robin said.

Robin’s love of woodwork has never faltered.

From tinkering around in his home shed to joining local men’s sheds, Robin continued to brandish the skills he had taught for most of his working life.

Moving into Juniper Rowethorpe’s close-knit retirement living community in Bentley, word got around about Robin’s talents, which led him to be invited to join the on-site residents’ shed.

Together with a fellow resident, the pair worked together to clean up the shed and quickly garnered a reputation as the ‘on-site’ handymen that residents could go to help fix or restore their furniture.

Robin’s story is a great example of:

Consumer dignity and choice

Standard 1 | Requirement (3)(a)

Each consumer is treated with dignity and respect, with their identity, culture and diversity valued.





GROWTH AND IMPACT

Juniper expands Transition Care Program

This year Juniper expanded its Transition Care Program (TCP) in partnership with the WA Department of Health with a unique offering to alleviate pressure on public hospitals.

TCP offers short-term care for up to 12 weeks, providing essential support for individuals transitioning from hospital to home.

Juniper secured a new contract for 80 TCP places, offering customers a variety of settings to recover, including receiving support in their own home, in a dedicated TCP space in residential aged care and a planned introduction of a small house model.

TCP was offered from our Juniper Hayloft Residential Aged Care Home in Martin and expanded to support regional customers from Juniper Korumup Residential Aged Care Home in Albany.

Planned refurbishments at other homes, such as Juniper Annesley Residential Aged Care Home, were also underway, along with the introduction of the innovative small house model in Karrinyup.

Our care plans utilise a strength-based approach tailored to each customer's unique goals. Delivered by expert multi-disciplinary teams, our reablement strategy focuses on maintaining or improving a person's function through targeted interventions, enhancing overall quality of life.

Our collaboration with the WA Department of Health underscores our commitment to alleviating pressure on public hospitals while achieving excellent outcomes for our customers. By focusing on individual goals and preferences, we ensure that customers can recover in environments that are meaningful to them.



Customer: Care model will focus on the customer; build care and accommodation continuums.



Mission: Offer choice of accommodation; services provided in multiple locations.

Elizabeth's story

A love of lawn bowls and a burning ambition to return to the green was a great motivator for Juniper Transition Care customer Elizabeth Jackson in her recovery from hospital.

"I was itching to get back to playing bowls," said Elizabeth, who plays with the North Beach Bowling Club. "It's my social outlet".

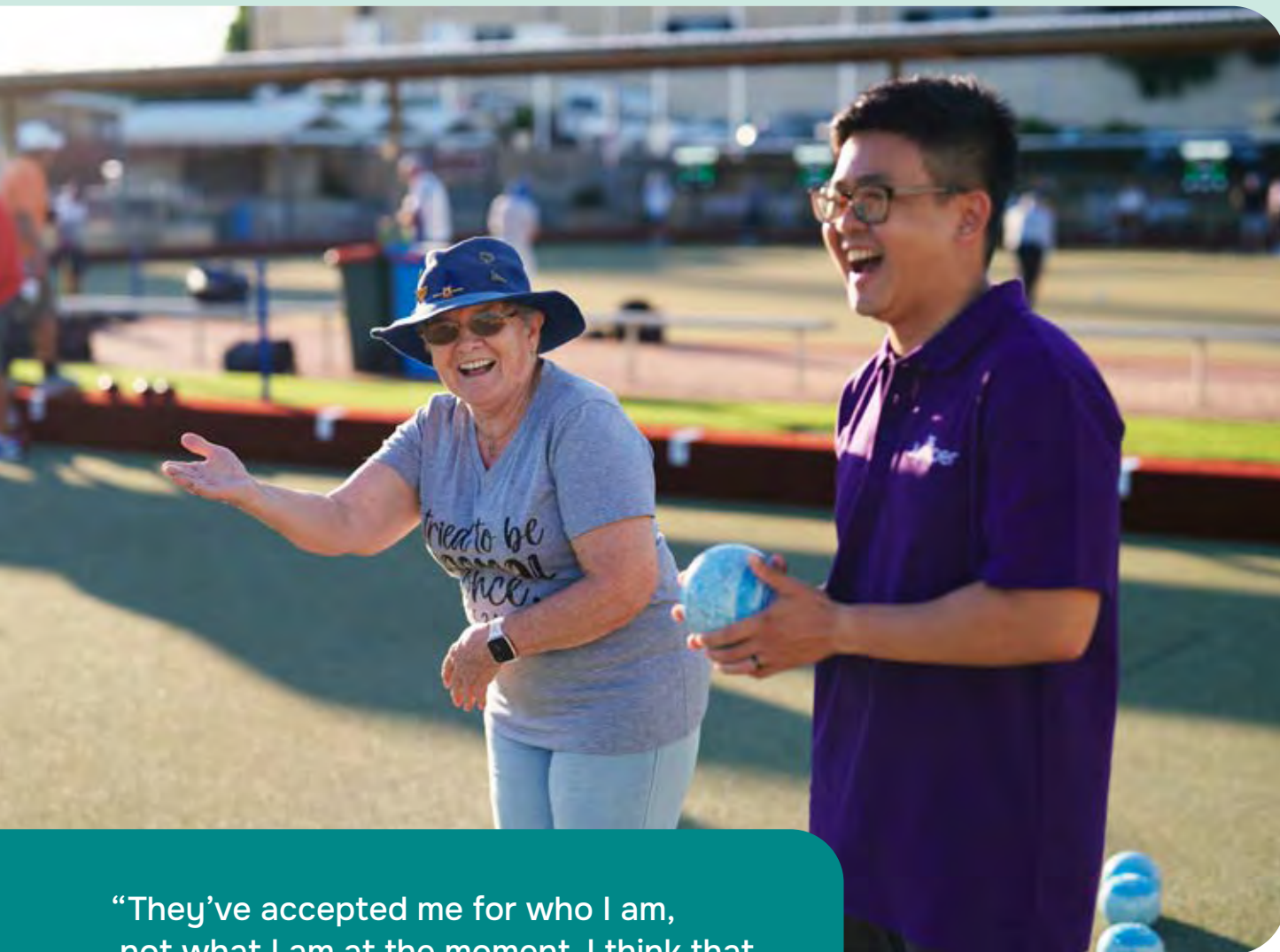
The 76-year-old spent nine weeks in hospital after she sustained a painful fracture of the femur.

"I went from being fully independent around the home to needing supervision," Elizabeth said. "It was a bit of a shock to the system."

Thanks to Juniper's Transition Care Program, which provides short term care for up to 12 weeks for customers needing additional support at the end of a hospital visit, Elizabeth had a clear pathway to get back on the green.



Keep
being
you



“They’ve accepted me for who I am, not what I am at the moment. I think that has gone a long way to my rehabilitation.”

“I am very independent and have my own way of doing things and this allows you to be an individual in your own home while getting the support you need.”

Physiotherapy, which included hydrotherapy sessions, personal care and support in her own home, meant Elizabeth was able to hit stepped goals in her recovery.

“Even though they know I’m independent, they have allowed me to be independent but watch. They haven’t tried to take over.”

“They’ve accepted me for who I am, not what I am at the moment. I think that has gone a long way to my rehabilitation.”

Elizabeth’s story is a great example of: Ongoing assessment and planning with consumers

Standard 2 | Requirement (3)(e)
Care and services are reviewed regularly for effectiveness, and when circumstances change or when incident impact on the needs, goals or preferences of the consumer.

Scan the QR code to watch a video about Elizabeth.



INNOVATION AND EXCELLENCE

A new way forward

Juniper embarked on a raft of innovative projects and pilots this year as we explore new and better ways to expand and continuously improve the care and services we offer older Western Australians. Each of these projects ultimately work towards empowering customers to keep being themselves.

New Juniper website makes aged care easier

Juniper launched its vibrant new website with a focus on making information about aged care more accessible to everyone.

The website features the Juniper Journey, which enables customers to answer a few questions for tailored information and advice on the services that may benefit them the most.

Development of the new website followed Juniper’s research that indicated people needing aged care services often had limited experience or knowledge in the area.

An integral part of the new website is the introduction of storytelling, featuring relatable stories that celebrate the experiences of both Juniper staff and customers.



Customer: Improve customer navigation and support.



Quality: Customer attraction and retention.

Scan the QR code to check out our new website.



Improving end-of-life care

Juniper was proud to participate in a successful pilot program focused on enhancing palliative care and end-of-life support for older Australians in Residential Aged Care homes.

Launched in January 2023, the Palliative Care Pilot, commissioned by the WA Primary Health Alliance (WAPHA) and funded by the WA Department of Health under the National Partnership Agreement, spans across eight Residential Aged Care homes, including Juniper's Hayloft Residential Aged Care Home in Martin and Juniper Sarah Hardey Residential Aged Care Home in Kelmscott.

The pilot aims to enhance the quality of life for individuals with life-limiting illnesses by promoting better collaboration among aged care services, health providers, residents, and their families.

It has already created positive outcomes, demonstrating significant improvements in end-of-life care quality and providing enhanced support for staff involved in this care. WAPHA reported since the pilot's inception, 97 percent of residents across the participating homes had their preferred place of death recorded, and 95.7 percent had their preferences met.



This collaborative initiative highlighted a holistic and compassionate approach to end-of-life care, and addressed medical needs, whilst it also prioritised the emotional, social, and spiritual well-being of patients and their families.

Through coordinated care, Juniper has enhanced the quality of end-of-life support for residents and provided valuable assistance to loved ones, staff, and the broader care system.

By integrating these care practices, we aim to transform palliative care, ensuring every individual receives the respect, empathy, and dignity they deserve during this critical time, while setting new standards for quality and compassion in aged care.

Managing diabetes in the Kimberley

Diabetes is a major health challenge in the Kimberley region, particularly among Aboriginal communities, where numbers exceed the national average. This issue is intensified by a shortage of specialised healthcare professionals and geographic isolation, which makes it difficult to access consistent and effective diabetes management.

In response to these challenges, Juniper has launched an innovative telehealth diabetes management program.

The daily Telehealth sessions aim to address these barriers by bringing expert care directly to the communities. These sessions are designed to mitigate risks, adhere to best clinical practices, and provide ongoing clinical support for our customers.

Juniper Community Support Workers (CSWs) transport customers to Juniper Wyndham Day Centre, where nurses conduct Telehealth sessions to confirm blood sugar levels, assess overall well-being, and verify insulin dosages with the CSWs.

Improving health care with Telehealth roll out

Juniper Aged Care home residents in Perth and regional areas have benefitted from the rollout of new telehealth carts.

As part of a state-wide program, the WA Primary Health Alliance (WAPHA) commissioned telehealth technology provider Visionflex to deploy telehealth carts to homes across Western Australia, as well as training to staff and health care providers.

Equipped with state-of-the-art technology, telehealth carts allow for fast and efficient video consultations with GPs and other clinicians.

Helping reduce unnecessary hospital admissions, the mobile units include a digital stethoscope, blood pressure measurement, and a handheld examination camera.

Delivery and set up of the new resource have gone ahead at 12 metropolitan Juniper homes and nine regional homes. Staff training has continued over the course of the rollout and a standard procedure was developed on how to operate the units.

Along with improving access to care for Juniper Residential Aged Care customers and supporting our clinical staff, the



medical-grade carts will provide a connection for families to check in with a loved one following a specific event.

The innovation is enabling Juniper's clinical team members to contact external practitioners such as on call doctors, emergency department doctors and specialists to share real time vital observations.



Quality: Provide consistent, safe, effective, personal and connected care; systems and applications support business needs.



As a result, the first two participants have gained confidence in self-administering their insulin pens, and their long-term blood sugar levels (HbA1C) have improved, highlighting the program's positive impact.

The Telehealth diabetes management sessions have proven to be an effective addition to our services demonstrating the potential for broader application, opening new avenues for clinical support across the Kimberley region.

Enhanced care quality and empowerment through technology has enabled our customers to keep participating in their communities.



Quality: Provide consistent, safe, effective, personal and connected care; systems and applications support business needs.



UWA Research Assistant Josephine Umbella, UWA Professor Anne-Marie Hill, UWA Project Manager Vanessa Jessup, UWA Research Lead Dr Jacqueline Francis-Coad, Juniper Physiotherapy Lead Bernie Wong, Juniper Clinical Team Leader OT Kesha Logan, Juniper Physiotherapist Nick Archibald & Juniper Physiotherapist Ivy Kuan

OUR PARTNERSHIPS

Taking a stand with falls prevention

Juniper and the University of Western Australia teamed up for a community project to prevent the risk of falls at home for older people.

With falls a major cause of injury for older people being hospitalised or entering residential aged care, the project centres on training Home Care staff to deliver tailored falls prevention programs to Home Care customers.

Part of Juniper's focus to help customers stay at home longer, connected to the people and place they love, the project prompted close to 82 Juniper Home Care customers to express interest in taking part in assessments and tailored programs.

Funded by the HCF Research Foundation, the project uses a "train the trainer" modelled by a team of University of Western Australia researchers. Two Juniper Falls Champions then trained Juniper physiotherapists, therapy assistants and community support workers to deliver the program to Home Care customers.

Ultimately, the research team will measure the effectiveness of implementing the program through customer and staff satisfaction surveys, changes in customers' strength and balance, falls and injurious falls rates, together with an economic evaluation.

The project so far



- 82** Juniper customers express interest to participate
- 37** Juniper customers completed a tailored program assessment
- 16** Juniper customers started their tailored program
- 5** Juniper allied health professionals trained as program trainers to share training with fellow Juniper staff

Should the program prove successful, it could be rolled out on a wider scale, providing significant benefits for Juniper's customers when it comes to reducing the risk of falls and enhancing functional ability at home.



Quality: Provide consistent, safe, effective, personal and connected care.

Committed to Aboriginal cultural safety

In a positive step towards reconciliation, Juniper and three fellow aged care organisations signed a Memorandum of Understanding (MOU) with human rights organisation Yokai.

For many years, Yokai has supported Stolen Generation survivors and their families with the effects of ongoing trauma.

The signing of the MOU reinforces Juniper's efforts to be responsive, inclusive, and respectful of the diverse cultural backgrounds of our employees and the older people we support.

According to ABC News, of the First Nations people aged over 50 in the Perth metro area only 8.6 percent access aged care — the lowest rate of any capital city and well below non-Indigenous Australians. Juniper is determined to address this disparity through a culturally sensitive and trauma-informed approach.

Yokai is a Noongar call to action, a call Juniper can take to heart in our



Juniper CEO Russell Bricknell with Yokai CEO Jim Morrison

commitment to taking real steps to provide opportunities for Aboriginal people to access culturally aware and trauma-informed care and accommodation right across our services in every part of the State we operate.

The MOU signifies a shared commitment to creating a culturally safe environment where Aboriginal and Torres Strait Islander elders feel respected, understood, and supported.



Customer: Care model will focus on the customer.



Our workforce



2217 employees

362 Full-time
1561 Part-time
267 Casual
27 Contract



159 volunteers
contributed their
valuable time and
expertise



85% identify as female
15% identify as male



Executive leadership group is 50% female
50% male



665 new staff joined Juniper
4% workforce growth year-on-year



75.5% of Juniper employees were born overseas



1.13% of our workforce identify as Aboriginal or Torres Strait Islander



0.32% of our employees identify as living with a disability



218 staff celebrated a significant service milestone this year:



101 staff marked 5 years
50 staff marked 10 years
34 staff marked 15 years
33 staff marked 20+ years



CELEBRATING OUR STAFF

Our people

Juniper’s workforce grew 4 percent this year to 2217 employees, with growth in full and part time roles away from casual positions.

Our roving workforce continued to demonstrate its success through the year, with almost 30 full-time equivalent workers across roles of Clinical Nurse Manager, Multiskilled Carer, Registered Nurse, Therapy Assistant and hospitality services contributing about 38,000 hours across various Juniper locations.

The roving workforce, along with increasing employee retention and addressing acute skills shortages in regional and remote areas through Juniper’s participation in the Federal Government’s Pacific Australia Labour Mobility (PALM) scheme and the East Kimberley Designated Area Migration Agreement (EK DAMA), contributed towards decreasing the use of agency staff and improving quality of care.

Staff housing shortages and affordability were addressed in regional areas with the purchase of shared staff accommodation in Northam and six two-bedroom units in Katanning.

With women representing more than 85 per cent of Juniper’s workforce, CEO Russell Bricknell renewed Juniper’s commitment to CEOs for Gender Equity.



People: Grow an engaged workforce.

Student Program

355 students
42,829 placement hours completed
Students included nursing, sub-acute care, occupational therapy, speech pathology, Certificate III in Individual Support and Community Services
15,398 hours were completed by students at Annesley Residential Aged Care Home as part of the Juniper Interprofessional Practice Program (IPP) with Curtin University

Learning and Development

36,237 iLearn modules completed from all requirements
18,820 practical or in-person modules completed
115 new education materials introduced
100% of staff completed some form of training



Juniperks launched

To attract and retain the best staff, Juniper introduced its new Juniperks employee benefits and rewards program.

Juniperks offers staff a range of benefits, including extensive discounts, employee perks, wellness programs, and peer acknowledgements.

The program offers discounts at 450 retailers to help staff with the rising cost of living, while the peer-to-peer digital platform makes it easy for employees to appreciate each other's efforts.

Juniper regards the dedication of its employees its strongest asset and considers peer recognition a powerful way to celebrate great work and contribute to a positive work environment.

The platform is an avenue to reward employees. The You Rock! Award acknowledges the dedication, hard work, and commitment to Juniper's core values of fellow staff and teams. Nominees may go on to receive a quarterly \$300 Game Changer Award.

Juniperks
REWARD AND RECOGNITION

1600	staff have activated their Juniper account
\$16,888	saved in discounts
774	posts on our recognition wall
619	e-cards sent

With more than 2,200 dedicated staff spread across Western Australia, Juniperks represents a significant investment in Juniper staff and demonstrates a commitment to creating a workforce that feels valued, rewarded and recognised.



People: Grow an engaged workforce.



Quality: Systems and applications support business needs.

Valuable volunteers

Volunteers continued to give their time, talents, sense of fun and compassion for the benefit of Juniper customers throughout this year.



"It gives me a lot of satisfaction seeing the enjoyment that volunteering can bring to residents."

- Brent Clifford, companion volunteer, Hillcrest Residential Aged Care Home, Geraldton



"If I can put a smile on someone's face, then I'm happy."

- Brenda Loxley, companion volunteer, Sarah Hardey Residential Aged Care Home, Kelmscott



"The residents absolutely adore her, she just loves coming here. She gets so excited every time we walk through the doors."

- Nikki owner of greyhound Mimco, companion volunteer, Sarah Hardey Residential Aged Care Home, Kelmscott



"Listening is key. I want each person I meet to feel valued and validated. That's my purpose, and I'll continue to fulfil it for as long as I can."

- Greta Vincent, Companion volunteer, The Residency Residential Aged Care Home, Northam



"I see how much it means to them to get out and about and feel the breeze on their face and the sun on their skin."

- Mark, bus driver volunteer, Riverslea Residential Aged Care Home, Mount Lawley



"Residents have a lot of life experience they can share with us, and we can give them some encouragement, and talk to them about what's on their mind."

- Ruth Lynam, companion volunteer, Korumup Residential Aged Care Home, Albany

“At university they talk about empathy, but it is just a word. What they don’t teach you is true compassion and kindness and how to express that.”



Pamela’s story

Juniper Registered Nurse and 2023 Excellence in Residential Care award recipient Pamela Njironga has been told ‘that’s crazy’ and ‘I don’t know how you do it’ when she explains that she works in aged care.

“As an RN in aged care – administrating medications, injections and all that goes with nursing – is part of the job.

It goes deeper than just nursing, Pamela said. “In aged care you need to be real, you need to be kind and take the time to truly understand someone.”

“At university they talk about empathy, but it is just a word. What they don’t teach you is true compassion and kindness and how to express that.”

Pamela joined Juniper St David’s Residential Aged Care Home as a multiskilled carer, studying to become an Enrolled Nurse, then Registered Nurse. She completed work placements, but aged care was her calling.

Keep
being
you

“In hospitals, when you knock off, you just go home. Aged care becomes your second home. Some of the residents at Juniper St David’s have been here since I started, and you become attached. In other places it’s like a conveyor belt of patients. I love that in aged care there is that connection, that attachment,” she said.



“It’s so important we take the time to get to know the residents so they feel comfortable. It’s really helpful to learn from them and their family about their cultural background so you can weave their stories into their person-centred care plan.”

Pamela’s mother was her inspiration to pursue nursing. A midwife in Zambia, she would often solo deliver six babies on nightshift. She proudly saw Pamela studying for her diploma before she passed away.

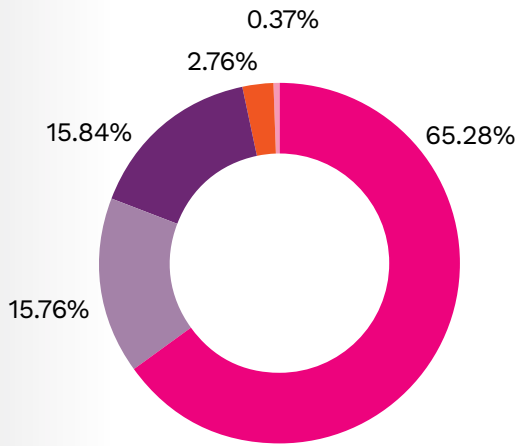
Pamela’s mother wasn’t far from her side when accepting her award at the WA Nursing and Midwifery Excellence Awards in October 2023, where in a serendipitous moment Pamela discovered her mum’s Zambian nursing registration card alongside the perfect earrings for the night.

“I tucked it in my purse and then when I accepted the award, a little part of her was with me,” Pamela said.

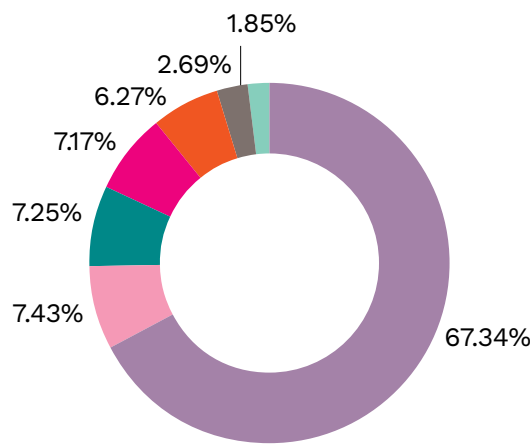
“The award has allowed me to believe in myself more. So many people have congratulated me, and some have said it’s inspired them to study nursing. I’m honoured and humbled and I really hope it does inspire people to take up nursing in aged care, just like my mother inspired me.”



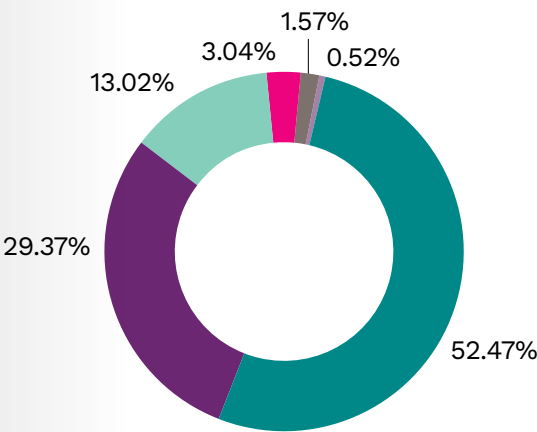
Financial summary



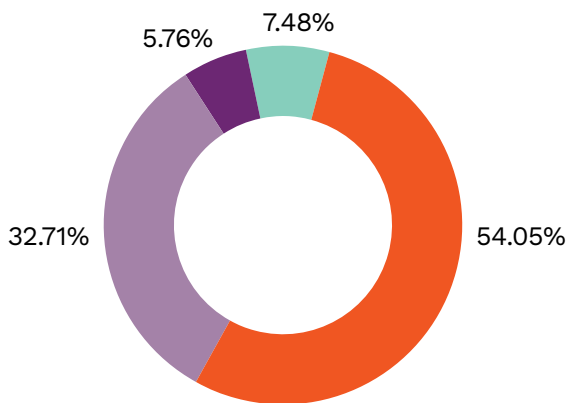
What we earned	\$ '000s
Subsidies and Grants Received	162,847
Other Income	39,308
Resident Contributions	39,522
Accommodation Revenue	6,885
COVID-19 Expense Reimbursements	912
Total Revenue	249,474



What we spent	\$ '000s
Employee Expenses	159,703
Resident Direct Expenses	17,625
Occupancy Expenses	17,189
Administration	16,998
Depreciation	14,862
Other	6,391
Interest	4,379
Total Expenditure	237,147



What we own	\$ '000s
Property, Plant and Equipment	233,771
Investment Properties	130,855
Other Financial Assets	58,000
Cash	13,549
Trade and Other Receivables	7,013
Other Assets	2,308
Total Assets	445,496



What we owe	\$ '000s
Resident Accommodation Bonds	159,156
Resident Entry Contributions	96,297
Provisions	16,972
Trade and Other Payables	22,011
Total Liabilities	294,436



Board

Maree Arnason Independent Board Chair

Date Appointed: March 2014 (Board Chair October 2019) to February 2024

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: 7 of 7

Grant Robinson Independent Board Chair

Date Appointed: August 2018 (Appointed Board Chair February 2024)

Qualifications: B.Com UWA, FCA, FAICD

Experience: Grant has a wealth of experience across a range of industries, previous and current experience on a number of boards and is presently the Assistant Auditor General Financial Audit at the Office of the Auditor General in Western Australia.

Committee 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), 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 (appointed Chair February 2024)

Board meetings attended: 9 of 11

Dr Arthur Criddle Independent Board Member

Date Appointed: July 2018

Qualifications: MBBS, FRACP

Experience: Retired General Physician and Geriatrician with 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

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. Former General Secretary of the Uniting Church in Western Australia until retiring in 2021.

Committee Responsibilities: Finance and Property Development Committee.

Board meetings attended: 11 of 11

Ben Edwards Independent Board Member

Date Appointed: August 2023

Qualifications: BA

Experience: Over 20 years' experience in senior leadership roles focused on the healthcare sector. Currently Group Chief Operating Officer for a large private healthcare provider.

Committee Responsibilities: Care and Clinical Governance Committee.

Board meetings attended: 9 of 10

Karen Gullick Independent Board Member

Date Appointed: April 2020

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

Experience: Over 40 years' experience in the health industry working in both public and private hospitals and previously in the education sector. Completed a ten-year appointment to the Nursing and Midwifery Board of Western Australia in 2021.

Committee Responsibilities: Care and Clinical Governance Committee, Nomination and Remuneration 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.

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

Board meetings attended: 8 of 10

Leave of absence approved for one meeting.

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.

Board meetings attended: 11 of 11

Russell Bricknell Chief Executive Officer Ex-officio Board Member until January 2024

Date Appointed: December 2022

Qualifications: MBA; BSc; Dip Ed; FAICD

Experience: Russell has held several senior executive and CEO roles in not-for-profit and faith-based aged care, disability and community services organisations and is currently the CEO of Juniper.

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

Board meetings attended: 11 of 11

Championing Juniper's mission and values, our Executive Leadership Team provides leadership and guidance to staff and oversee operations to ensure Juniper delivers the best possible care and services to our customers.



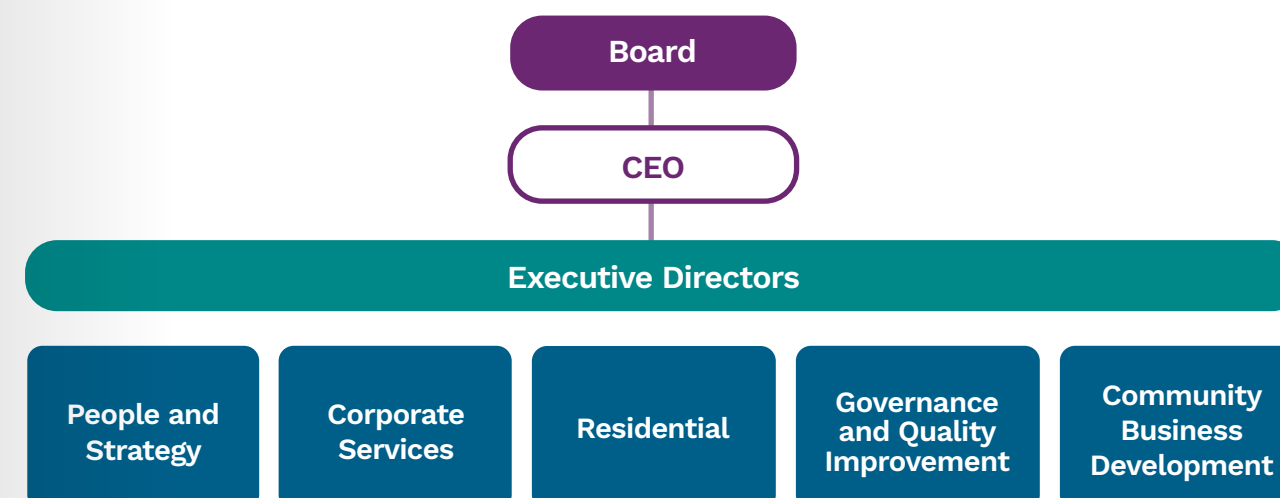
Executive team



Pictured (L-R):
Executive Director Corporate Services **David Fisher**
Executive Director Governance and Quality Improvement **Philippa Wharton**
Chief Executive Officer **Russell Bricknell**
Executive Director Community Business Development **Jo Wilkinson**
Executive Director People and Strategy **Eve Currie**
Executive Director Residential **Dan Norgard**

Bill McDonald was Executive Director People and Culture until October 2023.

Our structure



Our services and locations

Whether it's in a customer's home or one of ours, we're here to keep our customers connected to the people, passions and places that have always brought them joy. Across WA, we provide exceptional care, accommodation and support services, so customers can get on with their life.

Retirement Living

Albany	Juniper Boronia Court
Albany	Beryl Grant Community Centre
Bedford	Juniper Salisbury Retreat
Bentley	Juniper Rowethorpe
Dianella	Juniper Rosemount
Karrinyup	Juniper Chrystal Halliday
Morley	Juniper Carramar Village
Mt Lawley	Juniper St David's
Menora	Juniper Elimatta
Noranda	Juniper Noranda Village
Trigg	Juniper Chrystal Gardens
Waterman's Bay	Juniper Euroka

Home and Community Care

Juniper offers Home Care services right across Perth, within parts of the Peel, Wheatbelt, Great Southern and Goldfields regions, and in the Kimberley from our Day Centres in Kununurra and Wyndham.

Offices and day therapy centres:

Bentley	Juniper Ron Wilson House
Bentley	Day Therapy Centre South
Karrinyup	Day Therapy Centre North
Kununurra	Juniper Kununurra Day Centre
Wyndham	Juniper Wyndham Day Centre
Wheatbelt	Juniper Northam Home Care

Corporate

Balcatta	Juniper Central
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Transition Care

Juniper Home and Community Care - **East, North and South Metropolitan Perth.**

Albany	Juniper Korumup
Bentley	Juniper Charles Jenkins
Martin	Juniper Hayloft

Residential Aged Care

Albany	Juniper Korumup
Bentley	Juniper Annesley
Bentley	Juniper Cygnet
Bentley	Juniper Hilltop
Bentley	Juniper Trinity
Derby	Juniper Numbala Nunga
Embleton	Juniper Karinya <i>(formerly City of Bayswater Hostel)</i>
Fitzroy Crossing	Juniper Guwardi Ngadu
Geraldton	Juniper Hillcrest
Karrinyup	Juniper Chrystal Halliday
Katanning	Juniper Bethshan
Kelmscott	Juniper Sarah Hardey
Kununurra	Juniper Gerdewoonem
Marangaroo	Juniper John Bryant
Martin	Juniper Hayloft
Morley	Juniper Carramar
Mt Lawley	Juniper St David's
Mt Lawley	Juniper Riverslea
Menora	Juniper Elimatta
Noranda	Juniper Ella Williams
Northam	Juniper Bethavon
Northam	Juniper The Residency
Wagin	Juniper Waratah Lodge



Keep being you



313 Main Street, Balcatta, WA, 6021

PO Box 810, Balcatta, WA, 6914

T 08 9240 0313 | F 08 9240 0329

ABN 15 360 992 349

 @JuniperAgedCare

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At Juniper we are proud to be one of Western Australia's biggest non-profit, local aged care providers, championing individualised care that keeps our customers connected to the people, passions and places they've always loved. We are a values-driven, not-for-profit agency of the Uniting Church in Western Australia.