

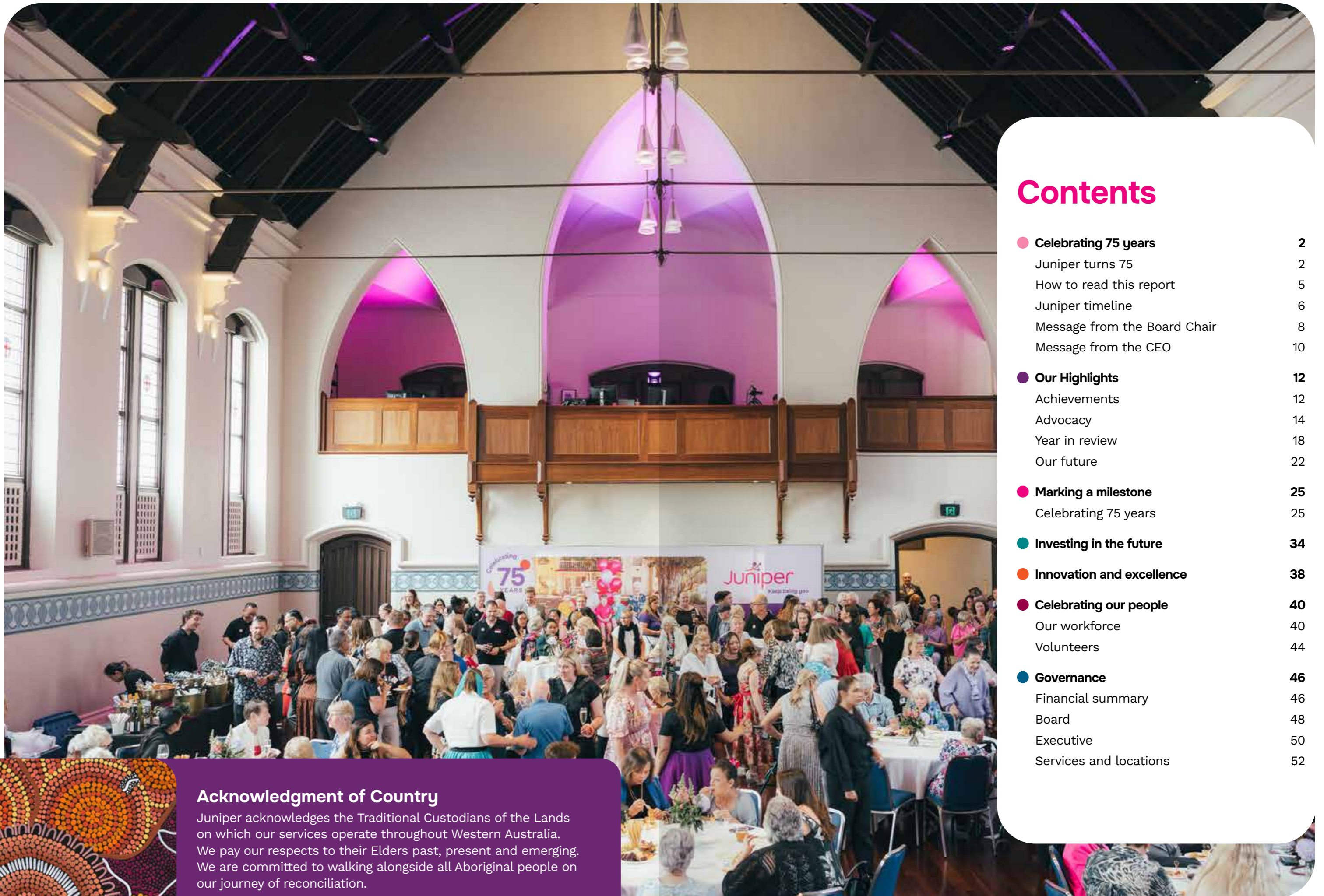
Celebrating

**75**  
YEARS

 Juniper



**2025**  
**Annual Report**



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### 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.

Artwork by Ena Graham.

## Juniper turns 75

In 2024, Juniper reached an incredible milestone - 75 years as one of WA's largest non-profit aged care providers. Since we opened our doors in 1949, our passion for enabling older Western Australians to live well has been the foundation of our success and we are proud to have become part of the WA fabric.

Juniper now employs more than 2,400 people to deliver Home and Community Care, Residential Aged Care, Transition Care and Retirement Living to more than 5000 customers throughout metropolitan, regional and remote areas.

The breadth of our geographic footprint in WA is unmatched in the state, extending from the Great Southern to the Kimberley.



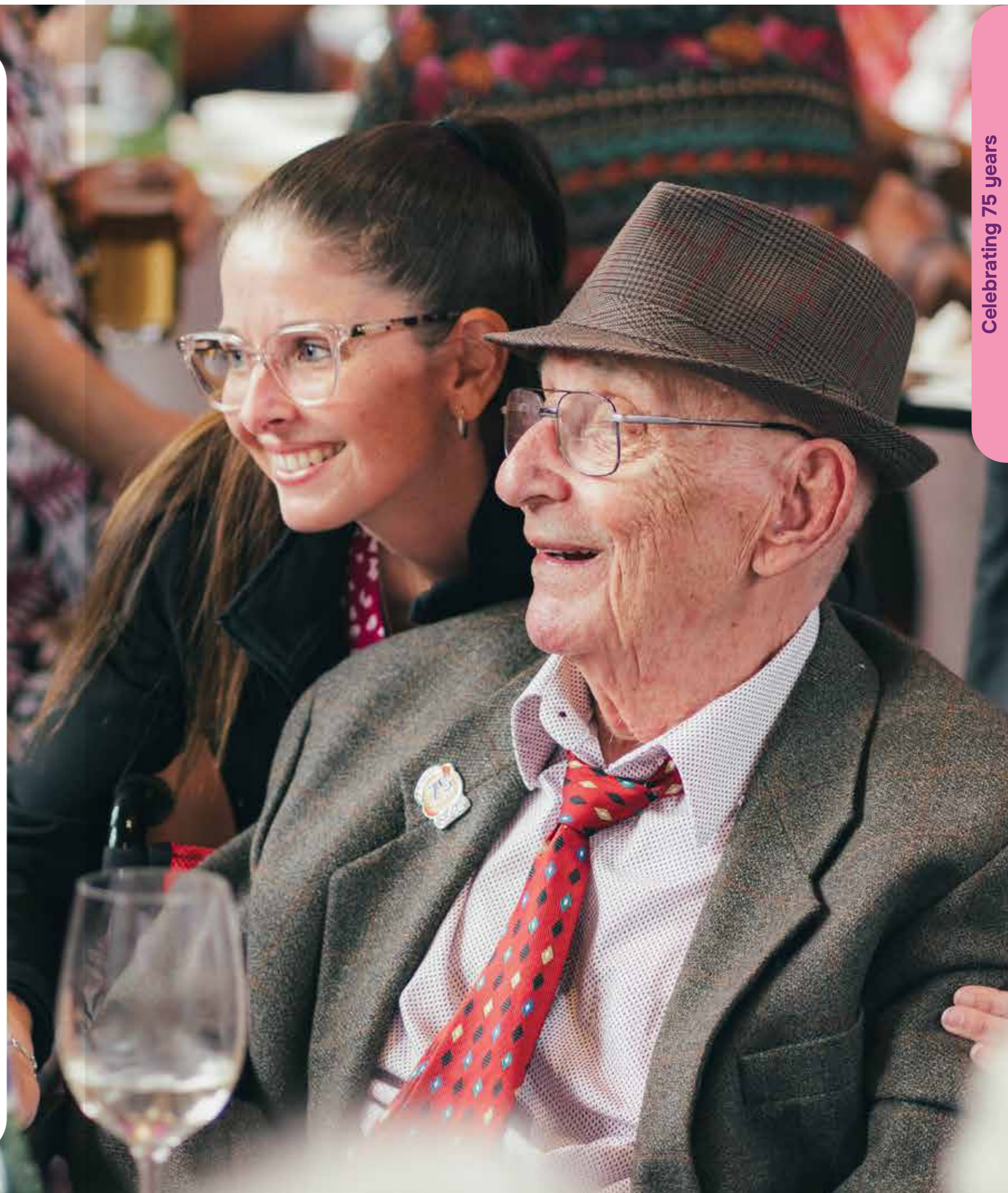
We are also proud to serve some of the state's most remote communities, including caring for Aboriginal people in places like Kununurra, Wyndham, Derby and Fitzroy Crossing, where we are often the only aged care provider.

At Juniper, we champion individualised care that keeps customers connected to the people, passions and places they've always loved.

It's our mission to empower all older Western Australians to hold onto their independence and identity as they journey into old age and support them to take pleasure in a life well lived.

To mark our 75th year, we chose to celebrate the people at the heart of everything we do – our customers.

Their stories, their voices have shaped who we are, so we made them the centrepiece of our celebrations, honouring their experiences and this journey we've shared together through research, art and inviting them to join us for one big party!



“It's our mission to empower all older Western Australians to hold onto their independence and identity as they journey into old age and support them to take pleasure in a life well lived.”

# 75 years of care and community

Celebrating 75 years is our central theme for this year's Annual Report. A significant milestone for Juniper, we wanted to celebrate in a way that would benefit older Western Australians and the wider community. Throughout this report you will see the ways in which we did this, along with the achievements and challenges of a seminal year.



## 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.



# How to read this report

In everything we do each day, we're working towards Juniper's vision and mission. To show how our daily efforts, programs and innovations contribute, we've included simple graphics that link back to the pillars of our Strategic Plan.



## Customer

At the very heart of our strategy are our customers. Our Care Model focuses on the customer; we improve customer navigation and support; and build care and accommodation continuums.



## People

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



## Mission

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



## Quality

We provide consistent, individual, safe, effective 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.



## Finance

We optimise our earnings with responsible financial and responsive asset management.



# Through the years



1949

## 1949

The origins of Juniper started when the Central Methodist Mission opened Hardey Lodge as a 12-bed hostel in Mount Lawley to care for older women widowed by World War II. In 1915, welfare advocate Sarah Hardey donated funds to buy the house.

## 1955

Bethshan in Katanning and St David's in Mount Lawley started operations by re-purposing former residential homes.

## 1956

Pilgrim House opened in East Fremantle and was founded by the Congregational Church.

## 1961

The first stage of Rowethorpe in Bentley was opened by CMM Homes, which offered 21 duplex cottages.



1962

## 1963

Works to provide 22 cottages in Mount Lawley, which would become Elimatta and flats opened at Rowethorpe. Claudia Hicks Lodge opens at Rowethorpe the following year.

## 1965

Hilltop Lodge opened at Rowethorpe.

## 1967

Charles Jenkins Hospital opened at Rowethorpe to provide nursing home services.

## 1969

Numbala Nunga started operations in Derby.

## 1976

Chrystal Halliday Aged Care Home opened in Karrinyup.

## 1977

Formation of the Uniting Church in Australia by bringing Congregational, Presbyterian and Methodist churches together.



1995

## 1982

Riverslea in Mount Lawley and Trinity Lodge in Bentley opened.

## 1986

It's a big year with the opening of Hillcrest in Geraldton and Bethavon in Northam, along with a major expansion of St David's in Mount Lawley.

## 1992

The Uniting Church combined its resources to form Uniting Church Homes (UCH).

## 1993

Rosemount Retirement Village in Dianella reaches completion. UCH begins trial programs offering Home Care.



2018

## 1996

John Bryant opened in Marangaroo, including dementia-specific beds.

## 1999

UCH becomes a not-for-profit aged care organisation and in the same year, opens St Andrew's in Balcatta. Ella Williams House in Noranda opened the following year.

## 2001

Sarah Hardey Lodge opened in Kelmscott to replace the original Hardey Lodge in Mount Lawley.

## 2005

Work starts on a major redevelopment of the entire Rowethorpe precinct, which ultimately takes more than a decade to complete. Juniper purchased The Residency in Northam.



2019

## 2007

Annesley House opened at Rowethorpe.

## 2009

UCH acquires Albany Cottage Homes, later to become known as Boronia Court.

## 2012

UCH rebrands as Juniper.

## 2015

Acquisition of Guwardi Ngadu flexible care service at Fitzroy Crossing goes ahead.

## 2018

A big year for openings, including the residential homes: Juniper Korumup in Albany, Juniper Hayloft in Martin and Juniper Gerdewoonem in Kununurra, as well as retirement living at Juniper Elimatta in Menora.



2024

## 2019

Marking its 70th anniversary, Juniper officially opened the \$34M self-funded Juniper Chrystal Halliday.

## 2022

Juniper opened the Home and Community Care Hub in Karrinyup.

## 2023

After managing City of Bayswater aged care assets, Juniper acquires its two residential aged care homes and three retirement living villages.

## 2024

Juniper celebrated 75 years of caring for older Western Australians.

## Message from the Board Chair

As I look back on my first full year as Juniper's Board Chair, I feel both humbled and proud. This year was a truly special one as we marked Juniper's 75th birthday in a milestone that celebrates our long history of caring for Western Australians and our deep connection to the Uniting Church and community.

Seventy-five years ago, people with great foresight and compassion began Juniper's journey of caring for older Western Australians. Today, we continue to honour that legacy by staying true to our mission and growing to meet the needs of an ageing population. It has been a privilege to celebrate this milestone in a way that honoured our heritage, recognised our customers, and amplified the voices of older Western Australians.

Over the past year, I've had the pleasure of visiting Juniper sites. These visits reminded me how much joy our people take in their work, how well they deliver that service, and how deeply that is appreciated by those we care for.

We know that technology and AI will play a role in supporting aged care into the future, but nothing will ever replace the compassion, respect and human connection that our people provide.

Like all those in the aged care sector, this year we have faced the challenges of responding to regulatory changes and ongoing funding pressures. A positive was the long overdue wage increases delivered to our staff through the Fair Work Commission's Aged Care Work Value Case. While there is still more to do to ensure we can attract the projected 50,000 new workers needed each year by the sector to keep pace with demand, this was an important and much appreciated step in the right direction.

Looking ahead, I am proud that the Board has also committed to developing Affordable Housing, extending Juniper's mission to ensure more older people in need are supported to live with dignity and security.

I want to take this opportunity to offer my heartfelt thanks to every member of the Juniper team. As an organisation we are doing great things, but we can only do that with our people providing truly excellent care, accommodation and support services to our customers. I want to thank all Juniper people and my fellow board members for their tremendous dedication and commitment this year.

**Grant Robinson**  
Juniper Board Chair

“As an organisation we are doing great things, but we can only do that with our people providing truly excellent care, accommodation and support services to our customers.”



# Message from the Chief Executive Officer

In our 75th year, Juniper seized the opportunity to do something deeply important: to amplify the voice of older Western Australians. Too often, these voices are overlooked or unheard, yet as our population ages at an unprecedented rate, listening to and acting on their needs has never been more important.

This year, our advocacy focused on three clear asks:

- The urgent release of Home Care Packages.
- Funding that allows providers to meet the demand for residential aged care beds with fair access for all.
- A national workforce strategy, so that we have the people in place to deliver quality care now and into the future.

Through dedicating our own resourcing and partnering with UnitingCare Australia and Advance Ageing WA, we met with politicians, prepared and contributed to submissions, and engaged the media to spark a national conversation.

To amplify the voice of older Western Australians, we first needed to listen.

We commissioned independent research to give older Western Australians a voice about issues that affect them today.

Alongside this, we created a beautiful portrait and film series with one of Australia's foremost photographers, telling the stories of six remarkable Juniper customers.

We also gathered at the Perth Town Hall for a magical celebration with our staff and the customers we support.

Yet our anniversary came at a time of immense change and challenge for aged care. The sector continues to recover from years of underfunding while preparing for sweeping reforms under the new Aged Care Act. Originally scheduled for July 2025, these reforms have now been delayed until November 2025.

This year we have made significant inroads into delivering quality care through groundwork on our Best Care Foundations project to target skills and competence; introduction of first line auditing and improvement tools with Moving on Audits; and the adoption of a contemporary policy and procedure toolset.

Almost a decade in the making, we broke ground on the Fitzroy Crossing staff housing project in response to housing shortages, strengthening our commitment to ensure older people in the West Kimberley continue receiving high-quality, culturally safe care.

Our commitment to enhancing accommodation for our residents was demonstrated through major refurbishment projects at Annesley, Sarah Hardey, and Waratah Lodge Residential Aged Care homes, along with the creation of a dedicated Transition Care wing at Annesley.

This year, we delivered a small financial surplus, reflecting both the investment required to meet compliance standards and the lack of funding uplift across the sector. With margins so narrow, future investment in services is increasingly difficult unless governments commit to adequate funding.

At Juniper, our commitment is clear. We will continue to listen, amplify, and include. We will continue to advocate for change because every older Western Australian deserves to be heard, valued, and supported.

**Russell Bricknell**  
Chief Executive Officer

“ We will continue to advocate for change because every older Western Australian deserves to be heard, valued, and supported.”



# Highlights of our year

**2092** 

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

**1831** 

seniors called our **Residential Aged Care** their home

**916** 

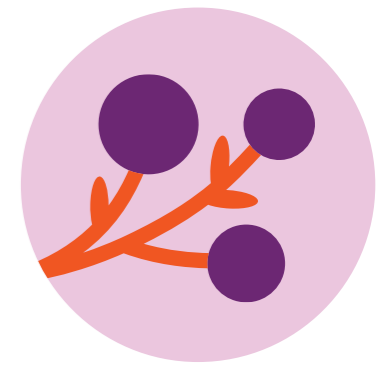
customers were provided **accommodation and/or support in regional areas**, from as far south as Albany to as far north as Kununurra

**471** 

customers used our **Transition Care Program**

**605** 

people called our **Retirement Living** communities their home



## Strategic Plan Focus Areas: Achievements



### Customer

- We expanded our regional impact by taking on Home Care services in the Great Southern and Goldfields regions, previously provided by WA Country Health Service.
- In March our Charles Jenkins building was officially farewelled after offering a Transition Care Program (TCP) since 2017. Juniper was able to expand the number of customers we support by establishing new and additional TCP services across the Perth Metro and within Albany.



### People

- Launched the Talent Community online platform to support staff career growth and attract a ready pool of skilled candidates.
- Consultation with unions and representatives to negotiate a new Enterprise Agreement. Staff engagement through surveys, feedback, working and focus groups, with an agreement expected during the 2026 financial year.
- The Aged Care Work Value Case final determination by the Fair Work Commission resulted in increases to the Award wage rates for direct care and indirect care workers in aged care. Juniper was pleased to pass on the dollar value of the award wage increases in residential and home care in January as part of Stage 2, Tranche 1 roll-out. The Nurses Work Value Case determination by the Fair Work Commission resulted in increases to the Award wage rates for Nurses working in Aged Care. Juniper also passed on the dollar value of the award wage increases in the first tranche to our nurses in March.
- Introduction of a new organisational structure to align with our goals of meeting older people's care and accommodation needs.

### Mission

- Juniper Board approved the proposal to establish an Affordable Housing service for older people facing housing insecurity.
- Introduced a new-look Spiritual and Pastoral Care program including volunteer opportunities and strengthening integration across our Residential homes.

### Quality

- Implemented Move on Audits (MOA), a digital auditing platform, to enhance benchmarking, clinical performance and drive continuous improvement.
- A new Policy Hub (SharePoint site) was launched, streamlining the management of policies, procedures, and critical documents and reducing documents by more than 75 per cent. The site allows staff to easily navigate advanced search and filtering tools and ensure alignment of policies and procedures to upcoming New Aged Care Standards.
- Continued participation in the National Aged Care Mandatory Quality Indicator Program to benchmark performance nationally and identify improvements to the care we deliver to our customers.
- ANACC care minutes target in Residential Aged Care became mandatory, with Juniper having met required care minutes.

### Finance

- Juniper delivered a surplus of \$1.185 million after accounting adjustments. Whilst a surplus is welcome, the underlying operating results represent an environment where funding is tightening and margins are reducing. Juniper's focus is on operating well and advocating the Government to invest further in the sector to enable it to develop the new services urgently needed.
- Significant refurbishment projects were completed at Residential Aged Care homes Hilltop, Sarah Hardey, Waratah Lodge and Annesley, which also included the establishment of a dedicated Transition Care wing. Business cases for further refurbishments are being prepared for the coming year.
- The first of several staff accommodation projects broke ground at Fitzroy Crossing. Construction of Juniper owned staff accommodation addresses regional housing shortages and supports regional workforce retention.
- Occupancy across Juniper's 11 Retirement Living villages continued to remain strong at 98% on available properties. Likewise, demand for Residential Aged Care remained high throughout the year.

# Amplifying advocacy

As the global population ages at an unprecedented pace, the need for bold, compassionate reform in aged care has never been more important.

The World Health Organisation projects that by 2030, one in six people worldwide will be aged 60 or older. By 2050, that number is expected to reach 2.1 billion.

This demographic shift is especially significant in Australia. In the coming three years alone, the number of Australians turning 75 will rise from 35,000 to 50,000 annually—and will remain at that level for decades to come.

These figures are not just statistics; they represent thousands of individuals — parents, grandparents, friends, and neighbours — whose voices and experiences must shape the future of aged care.

At Juniper, we believe older Western Australians must be at the heart of the national conversation on aged care. Their voices matter. Their stories matter. And their right to quality care and support is non-negotiable, as is their right to a life well lived.

It's why in 2025, Juniper committed to amplifying the voices of older Western Australians by advocating for policy reforms that reflect their needs and right to age well.

Our vision: to drive meaningful change in the aged care sector by advocating for policy improvements that ensure older Australians receive the quality care and support they deserve.

Grounded in our values of Welcome, Respect, Compassion, Hope and Courage, our advocacy efforts have centred around calls for:



Home care packages

**The urgent release of Home Care Packages (HCPs) to support older Australians waiting for home care**



Residential demand

**A practical and immediate solution to address the demand for residential aged care**



Aged care workforce

**A national aged care workforce strategy to tackle the critical shortage currently impacting our sector**



Juniper believes every older Australian should have timely access to the care they need. To make this happen, we are advocating for a one-off funding boost from the Federal Government — an estimated \$1 to \$2 billion — to help clear the current HCP waitlist and ensure no one is left behind.

To address the demand for Residential Aged Care we are calling for an increase to the Accommodation Supplement (AS) for concessional residents so it reflects the actual cost of capital for a Residential Aged Care service. This would help keep pace with rising cost of constructing buildings and maintaining and renovating them.

We are also advocating for a comprehensive, medium-term workforce strategy that takes into account the evolving needs of the sector — a strategy focused on supporting workers, particularly in regional areas, by improving housing options and infrastructure.

By working alongside industry peers and advocacy groups, leveraging data and research, mobilising community support and engaging with state and federal government, we have helped generate a national discussion around key advocacy issues, including, most urgently, the release of HCPs.

When the Federal Government moved to defer the Aged Care Act from 1 July to 1 November, Juniper joined a chorus of voices campaigning to bring forward an additional 20,000 Home Care Packages.

Our advocacy efforts have also included targeted media campaigns which have resulted in coverage across 7News, 10 News Perth, The West Australian, Business News, 6PR, ABC720, Inside Ageing, The Australian Ageing Agenda, Have a Go News and more.

Juniper is committed to ensuring every older person in our care lives a life that is not only safe and supported, but deeply meaningful — a life well lived.

We know we cannot achieve this alone. Real change requires collaboration — with government, the community, and most importantly, with older Australians themselves.

Through strategic advocacy and strong relationships across the sector, Juniper will continue to be a force for positive, lasting change in aged care — because every older Western Australian deserves to be heard, valued, and supported.

“At Juniper, we believe older Western Australians must be at the heart of the national conversation on aged care. Their voices matter. Their stories matter. And their right to quality care and support is non-negotiable.”



# Our year in review



## Restructure

Juniper completed an extensive external review to understand its current state and where we want to be in the future. The review guided an organisational restructure in February to better align with our strategy and vision.

The changes ensured Juniper was working towards Care and Accommodation Continuums, with the goal of ensuring customers receive the right care at the right time, and in the most appropriate setting with seamless transitions between services.

The newly created roles of Chief Operations Officer Care and Chief Operations Officer Accommodation were created, working alongside the Chief Customer and Innovation Officer, Chief Financial Officer and Chief People Officer.

## Act ready

The aged care sector has worked hard over the past year to prepare for major reforms, with the original deadline of July 1 for the new Aged Care Act. Less than a month before, Minister for Health and Ageing Mark Butler announced the Act would be delayed until November 1.

The announcement was welcomed by the sector, including Juniper, as it provided valuable time to prepare for the significant changes ahead. These include Home Care Packages moving to Support at Home and new fees and pricing across Residential Aged Care.

Juniper committed to using this time to strengthen our systems, support our workforce, and stay focused on what matters most: the people we care for every day.

## Support at Home

Support at Home will bring the biggest changes to Juniper's Home and Community Care. Over the past year, we've been preparing for this shift, which will impact how services are funded and delivered with significant changes required to organisational systems, as well as changes for the customer in service selection, care plans and agreements, and budgeting. The transition will also be complex, with different fee protections and rules applying depending on when a customer was assessed by My Aged Care.

In preparation, Juniper's priority has been on supporting customers through the transition. We've increased community education and information sessions to ensure people feel informed and supported every step of the way.

We've also invested heavily in staff training to prepare for the introduction of the Strengthened Aged Care Quality Standards on November 1. Training has included online learning, face-to-face sessions, and leadership workshops. Online training was completed by 95% of staff, and face-to-face sessions have shown strong understanding of how to deliver care and services in line with the new Standards.

**“ Juniper committed to using this time to strengthen our systems, support our workforce, and stay focused on what matters most: the people we care for every day.”**

## Quality

This year, we introduced a new electronic clinical performance and auditing platform, MOA, to drive continuous improvement across our services. MOA modernises the way we do audits by providing real-time insights, streamlined reporting, and data we can act on. It helps ensure audits are consistent across teams and sites, gives us better visibility of compliance and risks, and highlights opportunities to improve. With benchmarking built in, we can compare results across the organisation and against industry standards.

An innovative pilot saw Juniper uptake electronic Plans for Continuous Improvement. Using the learnings to support a data driven quality cycle of 'Plan Do Check Act', we enhanced the Continuous Improvement features and functions available in our partner application MOA. In Dec 2024, over 700 improvement activities were migrated to the new platform, allowing for clear oversight and easy management of improvements to better support our customers and staff.

A Data Analytics Centre of Excellence was established to centralise expertise and standardise best practices in data analytics across Juniper. The ability for teams to access data insights and streamline reporting was achieved with the implementation of Power BI dashboards and enabled self-service analytics. The introduction of Power BI will lead to faster decision-making, improved data accuracy, and significant time savings on reporting tasks.

Juniper actioned major technology system upgrades to support staff to deliver quality and safe care. To enhance communication and response capabilities across our residential aged care homes, Juniper upgraded 20 locations' nurse call system with the latest technology, Advance Care Nurse Call system. The latest CCTV systems across 15 sites were installed with the upgraded system

providing clear, high-definition footage that captures all incidents effectively, improving safety and security across sites.

Across the organisation network services were upgraded to ensure reliable connectivity to reduce downtime, while all Juniper sites were upgraded to a modern phone system to standardise telephony across Juniper and provide greater flexibility and scalability for growth.

To proactively protect Juniper against cyber threats, strengthen our security posture, and build habits that help staff identify and respond to risks, we partnered with Arctic Wolf to implement a managed Security Operations Centre and launch a comprehensive security awareness and training program for staff.

Valuable insights and lived experience of our customers were gained through our Quality of Care Advisory Body and Customer Advisory Body meetings held throughout the year. These forums provide valuable lived experience, feedback, and co-design opportunities, ensuring the things that matter most to our customers are at the heart of the care we deliver.

## Care

In its second year of the WA Health contract, Juniper's Transition Care Program achieved excellent customer satisfaction results — 67% of customers said they were very satisfied and the remaining 33% were satisfied with Juniper. When asked how well Juniper met their expectations, 33% said always and 67% said mostly.

During the year, Transition Care in residential settings moved from the old Charles Jenkins site in Bentley to new dedicated wings at Annesley (Bentley), Hayloft (Martin), Korumup (Albany) and Karrynyup. Our Home and Community Care Allied Health team played a big role through in-reach services, which made a real difference to customer outcomes. We also worked closely with hospitals and referral partners, such as social workers, to raise awareness of the program and who it could benefit.

Our Home and Community Care team had its first full year of providing services in the Great Southern and Goldfields regions. From July 1, 2024, former WA Country Health Service Commonwealth Home Support Programme (CHSP) customers in the Great Southern and Goldfields regions who chose Juniper started receiving in-home services from Juniper. The transition to Juniper was heralded a success with continuity of care maintained, particularly through the successful offer of employment to support workers already servicing the customers.

Juniper also partnered with University of Western Australia researchers on the TrEdEx Program, funded by the HCF Research Foundation, which focuses on preventing falls at home. Using a "train the trainer" model, supported by two dedicated Juniper Falls Champions, the program equips our Home Care staff with the skills to deliver a 12-week falls prevention program to customers, promoting healthy ageing.

Another key initiative was a pilot with the WA Primary Health Alliance (WAPHA), which placed four dedicated End-of-Life Palliative Care Case Coordinators across eight Residential Aged Care homes. Working alongside General Practitioners, these coordinators helped improve care planning, case conferencing, and quality improvement initiatives. Over the past year, they've not only enhanced the quality of end-of-life care for residents but also supported families, staff, and the wider health system.

Based on the learnings from the pilot and acknowledging the need for high quality Palliative Care, Juniper has created a dedicated role for a Palliative Care Lead and will be continuing the role of EOL Palliative Care Case Co Ordinator.

We were proud to achieve reaccreditation for several of our Residential Aged Care Homes including Bethavon, The Residency, Sarah Hardey, and John Bryant in a reflection of our ongoing commitment to quality and safe care.



## A very special thanks

This year we saw the departure of two executives and the addition of a board member.

Executive Director Corporate Services David Fisher resigned after working with Juniper for 18 years. In that time, he was a key part of creating the organisation that Juniper is today. David brought not only his financial skills to Juniper, but his passion for the care of older people.

We also saw the departure of Executive Director Governance and Quality Improvement Philippa Wharton. Philippa worked with Juniper for many years in a wide variety of roles with her clinical expertise, governance, and quality and risk.

This year we saw Angela Edwards join the Juniper board during October. She has brought a strong track record in Human Resources and Industrial Relations with a deep understanding of people-focused businesses.

## Partnering

Working together as a sector is critical in achieving quality care for older Australians. To tackle some of the challenges the sector faces, Juniper holds memberships with committees and groups, such as:

- Aged Care Quality Sector Reference Group
- The Aged Care Workforce Remote Accord
- Advance Ageing WA

# Our Future

An organisational structure change and groundwork to prepare for the new Aged Care Act slated for November 1, 2025 has prepared Juniper for a busy year ahead.

## Best Care

Significant foundational work was completed this year into launching a new framework which builds on our current way of delivering care. Our goal is for customers to receive Best Care that is consistent for every person, every time.

The vision for Best Care has been developed following consultation across Juniper and identifies what we want to be known for as an organisation.

Juniper's Best Care goals have been identified, which means we are committed to delivering high quality care that is individual, safe, effective and connected.

Best Care is an initiative that will be embedded at Juniper over time, with it set to launch across Juniper in the 25/26 financial year. It will shape our strong culture that is already aligned with our values and acknowledges that every person contributes to the provision of a Best Care experience with customers.



**People:** Lead and deliver a customer service culture

## Affordable Housing

This year the Juniper Board approved the proposal to establish an Affordable Housing service for older people.

Although still in its early stages, we are developing a sustainable strategy and strong foundation for this service. This includes establishing a constitution, building partnerships, and exploring opportunities for growth. Our initial focus is on supporting older people at risk of homelessness by expanding the availability of affordable rental properties.



**Mission:** Offer accommodation services to older people facing housing insecurity

## Asset Roadmap

Off the back of major refurbishment works at residential aged care homes Sarah Hardey and Annesley this year, FY26 will see refurbishments and renewal of existing assets as part of Juniper's 10-year Asset Roadmap.



**Financial:** Optimise our earnings; Responsive asset management

## Staff Housing

Juniper broke ground for staff housing in Fitzroy Crossing this year in the first of several staff housing projects in the pipeline to address the challenges of regional housing shortages.

Staff housing will aid Juniper attract and retain a stable workforce leading to better continuity of care for customers.

Partially funded by a Federal Government Grant with co-contributions by Juniper, the 11 Fitzroy Crossing modular houses are expected to be completed in FY26.

Work will also begin in Katanning, Kununurra and Geraldton on modular homes, part-funded by Juniper and the Australian Government, Department of Health, Disability and Ageing under the Aged Care Capital Assistance Program.

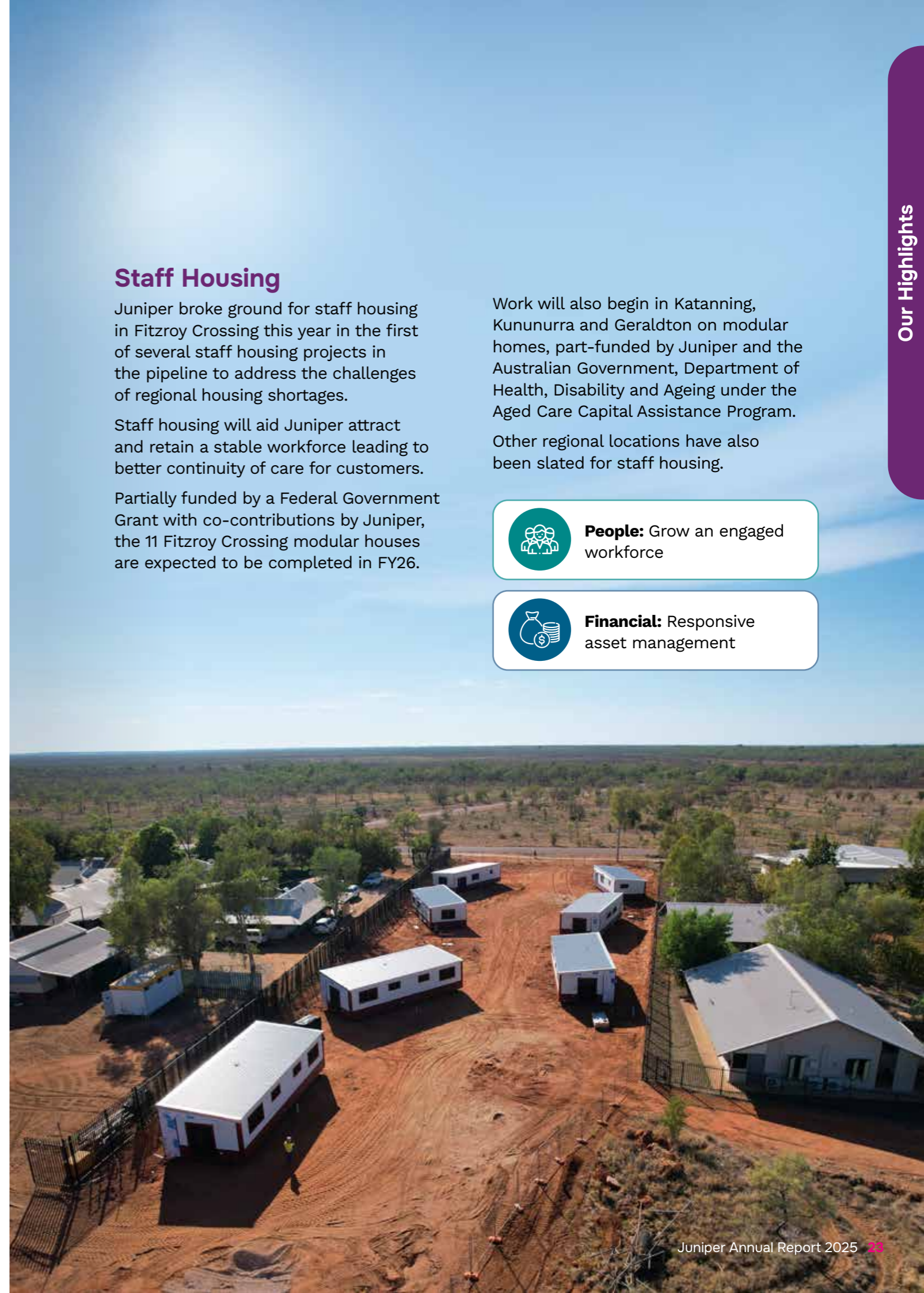
Other regional locations have also been slated for staff housing.



**People:** Grow an engaged workforce



**Financial:** Responsive asset management





## Celebrating 75 years

In 2024, Juniper proudly celebrated a remarkable milestone – 75 years of caring for older Western Australians. We saw this as the perfect opportunity to elevate the voices of older people and drive meaningful change as we look ahead. And naturally, we couldn't let the moment pass without throwing a big party in their honour!

### Wise: The Voice of Older Western Australians

At Juniper, we believe in the voice of older people and their ongoing value and contribution to our community.

Too often today these voices often go unheard and unrecognised.

As part of our 75th anniversary, we decided to turn things around and celebrate older Western Australians and the amazing lives they are leading by exploring their stories, views and hopes for the future through research, portraiture and touching personal stories captured on film.

The voice of older Western Australians.  
White Paper 2024



Wise

Juniper | 75



## Research

*The Voice of Older Western Australians* White Paper was commissioned to explore how older Western Australians encounter ageism, their hopes for the future and what it means to live well.

Conducted by independent market research consultancy CoreData WA, the report reveals older Western Australians are resilient, happy with their lives and generally optimistic about their future – but still face significant age discrimination.

The report also includes the 2024 Happiness of Older Western Australians Index, an attempt to measure what older people say brings them meaning and hope.

For older Western Australians, happiness is rooted in relationships, staying active, and giving back to others.

Perhaps not surprisingly, family is the number one priority when it comes to happiness.

Maintaining good health, independence, and strong relationships are all crucial to happiness, but declining health, pain, and mobility issues are significant barriers.

While the research found a generally optimistic cohort of older Western Australians who want to travel, exercise, give back to the community and learn new skills beyond retirement, it also revealed a few concerning statistics, including two-thirds saying they have faced age discrimination.

How we treat, perceive and engage with older people is a conversation each of us can have as we challenge our own bias towards older people. As life expectancy continues to rise, ageism is likely to become more prevalent — unless we actively work to confront and challenge it.

## What makes older people happy?

### What's essential to my happiness

71%

Spending time with family



59%

Socialising



57%

Exercise



56%

Participating in meaningful hobbies and activities



Read the full report



“This research allows us to amplify the lived experience of older people to advocate for change for the better.”

– Russell Bricknell,  
Juniper CEO



## The Happiness Index

The Happiness Index demonstrates the resilience and adaptability of older Western Australians.

“I used to enjoy dancing, and I'm way past it now, but I can sit and enjoy other people doing it. Mind you, I do have a go sometimes when the music gets my feet. As I said the other day, I may be 98 but I can still jive!”

– female, 98 years old

### How happy are older people?

Older Western Australians scored a **67.9/100** rating on the Happiness Index, in the moderate range.

The happiest Western Australians are men living with a partner with almost half saying they are extremely happy. However, only one in three women living with a partner say they are extremely happy.

Women are happier than men with their friendships and connection to community, but men are happier than women with their personal safety and sense of purpose.



**Customer:** Care model will focus on the customer.



**Mission:** Skilled at expanding our impact



Marking a milestone

## Portraiture

Alongside the research, Juniper partnered with one of Australia's foremost portrait photographers, Steve Wise, for a portraiture series with six of our beloved customers.

Steve's award-winning photographs go beneath the surface to explore who a person truly is ... and our *Wise* portraiture exhibition was no exception.

The exhibition went on show to the public – along with highlights from the research – from November 21-27 at Perth Town Hall.

Visitors had the opportunity to scan a QR code next to each portrait and watch the subject's fascinating and touching personal story.



## Meet the talent



### Meet Brian

Friendly, kind and a little bit cheeky, Brian, 83, is a social butterfly who staves off loneliness through his daily rounds of his retirement village.

**“Happiness looks like staying mentally fit. You treat people the way you want to be treated.”**

Watch  
Brian's  
story



### Meet Jill

Beautiful, quietly spoken, and talented, Jill, 69, finds joy in painting her country. Born in Wangkatjunka, 100km south-east of Fitzroy Crossing, she paints her country of waterholes, desert and trees.

**“I miss Wangkatjunka but I'll stay at Guwardi, a good place, good people.”**

Watch  
Jill's  
story





### Meet Pat

Caring, resilient and optimistic, Pat, 98, has been helping others her entire life. Passionate to join the war effort in her native England, Pat became a nurse at 16.

**“What makes me happy? To see other people happy, healthy and enjoying life.”**



### Meet Lionel

Positive, easy going and active, Lionel, 90, has employed these enviable traits across the decades to live a fulfilling life.

**“Living well is sitting around with people, talking to them, conversations going back and forward – back to things you’ve done, it helps you feel connected.”**



### Meet Di

Strong, compassionate and fun, Di, 82, has been an advocate for survivors of family and domestic violence in a time when few would stand-up, founding Zonta House Refuge Association.

**“I’m pretty happy here with friends my own age and although it is a different sort of happiness to having a big house, going overseas, this is just as important to me now.”**



### Meet Margaret

Smart, fearless and an independent thinker, Margaret, 70, carved a highly successful career as one of Australia’s foremost mediators, ultimately leading to her being honoured as a Member of the Order of Australia.

**“Future is one of loss. You have a lifetime of net gain, so you have to expect when you get older there will be constant loss ... It’s about being graceful while being dependent.”**

Watch Pat’s story



Watch Lionel’s story



Watch Di’s story



Watch Margaret’s story



## Film

These beautiful stories were produced by tsp Studio and formed a short film celebrating the richness of life in later years while highlighting the enduring impact of ageism.

*Wise: The Voice of Older Western Australians* – a compelling blend of our art and research – was selected to make its debut at the WA Made Film Festival in Perth on 22 February as part of the Ageing Gracefully Showcase.

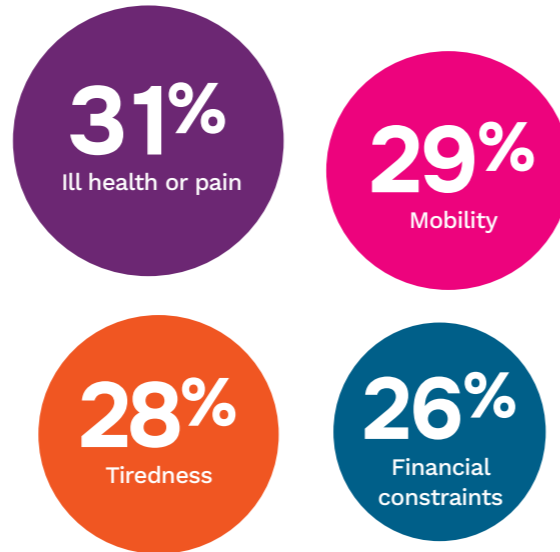
It delivers a vital message about the link between staying connected to loved ones and remaining physically active and happiness.

It also serves as a reminder of the essential role of support services like home care and residential aged care in helping older people maintain these priorities.



**Mission:** Skilled at expanding our impact

## What's stopping me from doing what makes me happy?



“The thing that annoys me is when you're 75, you're old age. That's not fair. We got a few years to live. Old in whose eyes? Why do we have that terminology? You're 75 and now you're an elderly citizen.”

– male, 75



Marking a milestone

## Party

The iconic Perth Town Hall provided the perfect backdrop for a nostalgic afternoon of celebrations to mark 75 years.

Built in 1870, Perth Town Hall is an elegant and timeless heritage venue where around 300 staff, volunteers, customers and their families came together to celebrate.

The elegance of Perth Town Hall was matched by award-winning jazz duo Jessie Gordon and Mark Turner, who, accompanied by the Perth Cabaret Collective, played a string of classics.

Meanwhile, guests dined on a delicious spread expertly served up by Juniper's catering team.

Among the guests were our portraiture talent, including Jill Jack, a resident of Juniper Guwardi in Fitzroy Crossing, who travelled to Perth for the first time for the opening of the exhibition.



## Church service

In recognition of its strong ties to the Uniting Church, Juniper held a church service to mark its 75<sup>th</sup> anniversary.

Held at the Noranda Uniting Church, the service was important to acknowledge the vital role of the Uniting Church in Juniper reaching its 75-year milestone, and our values of welcome, respect, compassion, hope and courage reflecting the Church's vision to seek unity among people.



**People:** Grow an engaged workforce



**Customer:** Care model will focus on the customer.

# Investing in the future

With record demand for aged care and a rapidly growing older population, building for the future has never been more important. Thanks to Juniper's investment and Australian Government funding, we've made significant upgrades to create contemporary, safe, effective and welcoming places for customers and staff across Western Australia.

## Investing in our homes

### Connecting in Kelmscott

A new Friendship Cafe was at the heart of a new-look Juniper Sarah Hardey Residential Aged Care Home in Kelmscott. The café, where customers, families and visitors can connect, was part of an impressive refurbishment across the site that included a re-shaped entry, welcoming lounge for customers and visitors, extensive re-paint, new flooring, new furniture, dementia-friendly garden and vibrant artwork to support orientation.

### Modern makeover at Annesley

Juniper Annesley Residential Aged Care Home in Bentley underwent a major refurbishment this year, enhancing comfort, safety, and warmth for customers, families, and staff.

All three of the Annesley wings were made over with fresh paint, modern flooring, and redesigned dining, serveries, and living areas that provide warm and welcoming places to spend time and encouraging connections with each other, family and friends.

The courtyards were also transformed into accessible spaces with wider paths, shaded seating and pavilions for customers.



### Waratah flourishes

After purchasing Waratah Lodge in 2023, Juniper continued to invest in the Wheatbelt through a refurbishment of the Residential Aged Care home which included building code works, room accessibility, and several new ensuites. Works were ongoing into the new financial year.

The refurbishment was funded through an Australian Government, Department of Health, Disability and Ageing Grant through the Rural, Regional and Other Special Needs Building Fund aimed at improving aged care services in rural, regional, and remote areas.

The refurbishment ensures older people in and around Wagin can stay close to family and friends connected to the community they love as they age well into the future.

### The happy home

A smoking ceremony brought everyone together to celebrate the official renaming of Juniper City of Bayswater Residential Aged Care Home to Juniper Karinya Residential Aged Care Home.

The renaming followed Juniper's acquisition of the City of Bayswater's aged care assets in October 2023.

Inspired by the Aboriginal word meaning "the Happy Home", the name Karinya beautifully reflects Juniper's commitment to providing a safe, secure, and relaxing home.

The decision to adopt an Aboriginal word for the new name was a collaborative effort involving customers and families, highlighting Juniper's community-focused approach and commitment to inclusivity.

### Investing in transition care

Juniper's commitment to its Transition Care Program (TCP) in partnership with WA Department of Health evolved this year to include investment in refurbishing residential aged care spaces for customers.

TCP offers short-term care for up to 12 weeks, providing essential support for people transitioning from hospital to home. Juniper's program offers customers a variety of settings to recover, including receiving support in their own home, in a dedicated TCP space in residential aged care and in a small house model.

Annesley Residential Aged Care Home in Bentley underwent extensive refurbishments to create a fit-for-purpose 16-bed TCP wing, providing a home-like environment where customers can benefit from 24/7 care during recovery following a hospital stay.

With a modern feel and look, Juniper Annesley TCP has a shared kitchen and living spaces that promote social interaction and enable customers to resume their everyday tasks in a comfortable and familiar setting.



## Expanding to Karrinyup

Juniper expanded its TCP program to Karrinyup, introducing an innovative small house model providing a home-like environment where customers can benefit from 24/7 care during their recovery.

Existing properties were refurbished to create two small house models, each featuring seven bedrooms with ensuites, and shared kitchen and living spaces. These communal areas allow customers to engage in everyday tasks during their recovery journey.

## Farewell marks new chapter

Following Juniper's significant investment in TCP by opening fit-for-purpose residential aged care sites across Perth and Albany and expanding services into people's own homes, it farewelled its outdated Charles Jenkins transition care building.

The decades old Charles Jenkins building located in Bentley dated back to 1967, when it was originally known as Charles Jenkins Hospital and provided services for aged care residents. In 2002, the building was decommissioned and re-purposed, living out the last seven years of its existence servicing TCP customers.

## Investing in our remote workforce

To support the ageing population in and around Fitzroy Crossing and address housing shortages, Juniper officially began work on permanent accommodation for its Juniper Guwardi Ngadu Residential Aged Care Home staff.

Built on land leased from the Bunuba Operations Aboriginal Corporation (BOAC),

the development includes eight one-bedroom units and three two-bedroom units, located next to Guwardi Ngadu. The project is partially funded by an Australian Government, Department of Health, Disability and Ageing Grant, with co-contributions by Juniper.

The project reflects Juniper's commitment to enabling older Western Australians to remain on Country and connected to the people and places they have loved their whole lives.

It was also a commitment to the Fitzroy Crossing community, supporting local businesses and ensuring staff are cared for with quality accommodation.

## Investing in environmental sustainability

As Juniper has refurbished its aged care homes, it's not just customers who benefit - local charities, training organisations and the environment do too.

Before any refurbishment, surplus equipment is professionally assessed and items that are deemed safe and usable are redistributed across Juniper homes to replace older pieces, such as electric beds. When equipment no longer fits Juniper's needs but is still in good condition, it's offered to charities.

Charities that benefited included ParaQuad, Good Samaritans, Shalom House, The Salvation Army, No Limits, Kanyana Wildlife and a number of local schools.

This approach reflects Juniper's commitment to sustainability, community support, and making the most of every resource to benefit others long after the final coat of paint is dry.



“ The project reflects Juniper's commitment to enabling older Western Australians to remain on Country and connected to the people and places they have loved their whole lives.”

# Hospitality team really cooking

Fresh, innovative, and customer-focused, Juniper’s Hospitality team are all of these. With food one of life’s great pleasures, Juniper’s Dignity In Nutritional Excellence (DINE) program provides fresh, nutritious, and delicious meals tailored to the individual needs of Juniper’s Residential Aged Care customers. Whether it was bringing the vibrancy of fresh food markets to residential home settings or hosting a cooking contest that unearthed new and exciting dishes for customers, the Hospitality team’s inspired efforts never stopped this year.

## Community and competition

To tap into the sense of community that farmers markets offer, the hospitality team introduced its own roving fresh food market stall that visited various Residential Aged Care homes.

The attractive displays of fresh fruits and vegetables provided customers with the opportunity to sample in-season foods, and the quality ingredients used in daily meals. Juniper Hospitality staff were on hand at events to talk everything dining with customers and offer freshly made juice and berry smoothies.

Just as importantly, the market stalls fostered a sense of community and well-being for customers and Juniper staff.

Innovation was not only on the table for customers to enjoy, but also for Juniper chefs to demonstrate in the kitchen with the first-ever DINE Masterclass Competition. Chefs from around the state took part in the exciting race-against-the-clock cooking challenge.

Covered by Channel 10 News, competing chefs prepared a main dish and a dessert or morning tea from a fruit and vegetable stand, pantry items and a mystery protein box revealed just prior to the cook-off. A huge success, the event delivered new taste sensations and opportunities for customers to serve as competition judges.

## Catering for the customer

Keeping dining fresh, tasty and entertaining, Chef’s Table luncheons were held across all Juniper Residential Aged Care homes. The monthly events gave groups of six to 12 customers an opportunity to trial dishes shortlisted for upcoming menus.

Along with gathering first-hand feedback from customers, the relaxed lunches provided an engaging way to get to know customers and gave chefs the opportunity to get creative with dishes.

Kitchen tours were another way for the Hospitality team to build connections with customers and provide an insight into operations at the bustling catering centre in Bentley. The one-hour tours provided a behind the scenes look at chefs preparing the day’s dishes, equipment used and an insight into supplies of fresh fruit, vegetables and meats.



## More choice more often

To provide customers with the option to enjoy light snacks outside of mealtimes, the Hospitality team introduced snack stations to all Residential Aged Care homes.

In addition, the Resident’s Choice program personalised menus for customers. The prospect for customers to choose, and sit down to enjoy, their own perfect menu of morning tea, lunch and dessert delivered lots of familiar favourites and some surprise dishes.

Customers taking part in regular Food Focus Group (FFG) get-togethers at Juniper sites also provided valuable feedback for the Hospitality team to continually improve its services.

## Meal service expanded

Juniper expanded its meal distribution service to the Great Southern for Commonwealth Home Support Programme (CHSP) customers.

Moving the preparation and distribution of meals from Katanning Hospital to Juniper Bethshan Residential Aged Care Home resulted in the Hospitality team cooking between 13 and 18 two-course meals for CHSP customers per day.

Support workers travel up to 90km to deliver meals that support customers to continuing living in the comforts of their own home, maintain nutrition and keep them connected to their community.

### How much?

This year our Residential Aged Care customers consumed:



Potatoes  
14,098 kg



Carrots  
8684 kg



Broccoli  
7723 kg



Bananas  
19,197 kg



Watermelons  
15,096 kg



Strawberries  
3355 kg



**Customer**  
Care model will focus on the customer



**Quality:** Provide consistent, individual, safe, connected, and effective care



**People:** Lead and deliver a customer service culture

# Our people

**2421** employees

384 full-time  
1603 part-time  
386 casual  
48 contract



**85%** identify as female

**15%** identify as male



**776**

new staff  
joined Juniper

**16.7%**

workforce growth  
year-on-year



**169**

volunteers

Contributed their  
valuable time and  
expertise



Executive  
leadership  
group is

**40%** female

**60%** male



**74.9%**  
of Juniper  
employees were  
born overseas



**1.12%**  
of our workforce  
identify as Aboriginal  
or Torres Strait Islander



**0.7%**  
of our employees  
identify as living  
with a disability



**191**

staff celebrated  
a significant service  
milestone this year:

107 staff marked 5 years  
45 staff marked 10 years  
26 staff marked 15 years  
13 staff marked 20+ years



Juniperks:  
Employee reward  
and recognition program



**1870**  
active  
users

**\$39,540**  
saved in  
discounts

**859**  
e-cards  
sent



## Student Program

**748** students completed  
**82,355** placement hours

Students included nursing, sub-acute care, occupational therapy, speech pathology and Certificate III in Individual Support and Community Services

## Learning and Development

**59,600** iLearn modules completed from all requirements

**14,200** practical or in-person modules completed

**261** new learning opportunities were created. These include online modules, education material and face to face sessions

## Work Health and Safety

**13** mental, physical and health initiatives to raise awareness and funds

**8.5%** year-on-year decline in lost days due to injury

**46** work health and safety representatives across 25 sites

**14%** year-on-year decline lost time injuries

**42** staff certified mental health first aider training

**100%** site participation at emergency response training and drills

## Finding the right talent

At Juniper, we're committed to providing exceptional care, accommodation and support to older Western Australians, ensuring they stay connected to what matters most to them. But we can't do that without a team of dedicated, caring people who share our values.

To attract more like-minded individuals to our sector, this year we launched the Juniper Talent Community as a direct communication channel for those interested in pursuing careers in aged care.

The Juniper Talent Community is an online platform where individuals interested in working in aged care can create a profile, set their job preferences, and then receive alerts for matching job openings, whether it's casual, part-time or full-time. It also notifies current Juniper employees about internal job opportunities.

The Juniper Recruitment team also reviews the Talent Community before advertising jobs, so if someone is in the pool and looks to be the right fit, they will be contacted and encouraged to apply.

Australia is projected to need 110,000 more direct care workers by 2030, with up to 50,000 new workers required annually to meet demand.

It's Juniper's hope that having a user-friendly recruitment tool in place will make it easier not only for people to find work in the aged care sector but help our own valued, existing staff find new opportunities within our own teams.



## Creating a mentally healthy workplace

At a time of unprecedented change for our sector, supporting mental health and well-being among our workforce has become a key focus for Juniper.

A safe and supportive workplace starts with putting people first, and that means creating a culture where psychological safety is a top priority.

To help achieve this, Juniper has launched a new well-being initiative focused on supporting what we value most – our people.

Led by our Work Health and Safety team, this pilot program is being introduced gradually across all Juniper locations through to the end of 2025.

The program - made possible through support from the Mentally Healthy Workplaces Grant Program, funded by the Department of Mines, Industry Regulation and Safety - is centred around the idea that when it comes to understanding workplace experiences and risks, no one knows better than the people doing the work.

Juniper staff participation in the project included 863 survey responses, 81 focus group participants and 91 meetings.

On completion of the questionnaire, our staff receive a summary of their responses, which are then compiled with feedback from colleagues.

The data collected will guide Juniper's ongoing efforts to recognise and address psychosocial risks, that is, factors that can affect mental health, such as workload, support systems, and role clarity.

By building a workplace where mental health matters and everyone feels safe, supported and valued, in turn it supports Juniper's shared goal of delivering high-quality, compassionate care to our customers.



**People:** Grow an engaged workforce

# Volunteers: The beating heart of Juniper



Volunteers are an integral part of everything we do at Juniper, bringing joy, companionship and a sense of belonging to our customers.

Volunteers help combat loneliness among older Australians, enabling meaningful connections that go beyond the basic care that staff provide. They form strong, supportive relationships with our customers, brightening their days with a

simple conversation, shared activity or just being there to listen.

It would be impossible to single out every one of our volunteers but this year we had two celebrating quite significant milestones!



## Calling the numbers: 15 years of volunteering fun

Mary Rawlinson's favourite bingo call is "legs eleven," a classic she's become intimately familiar with over the years.

For the past 15 years, she's been calling bingo at Juniper Riverslea Residential Aged Care Home in Mt Lawley, alongside her partner Robbie Lawrence.

Mary initially started volunteering when her mother, Kitty, was a resident at the home. After Kitty passed away, Mary continued her weekly visits to the home every Thursday, calling bingo with Robbie and bringing along Frankina the dog to spread joy among the residents.



Celebrating our people



## Versatile Val is everyone's nonna

Val Kissack has been spreading kindness for decades. Val, who marked her 75th birthday along with Juniper in 2024, is all about helping others. "It's just how I was brought up, you helped people," Val said.

A retired nurse, Val began her connection to St David's Residential Aged Care Home started in 2009 when her mum moved in, and she's been a dedicated Juniper volunteer ever since.

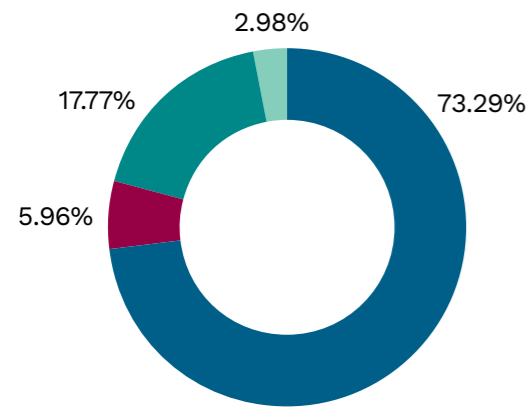
Val helps out wherever she's needed, whether that's setting tables, tending the garden, mending clothes, serving morning tea, or supporting therapy activities.

To Val, the best part is the people: "They treat me like family, and that means everything."

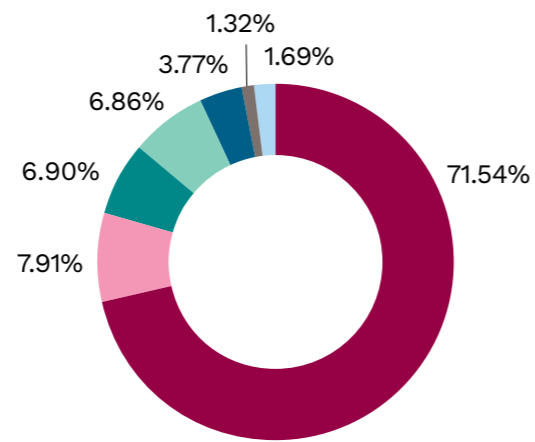


**Quality:** Provide consistent, individual, safe, connected, and effective care

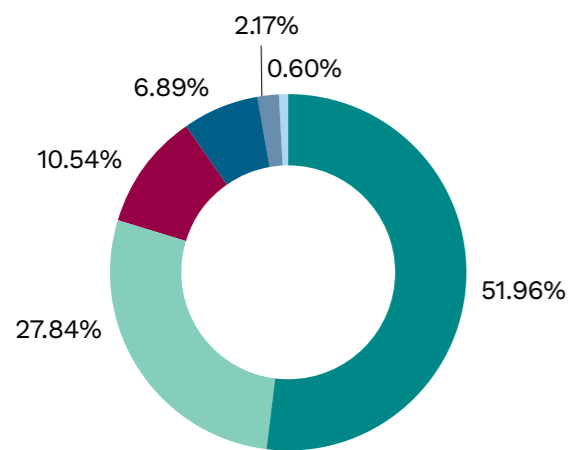
# Financial summary



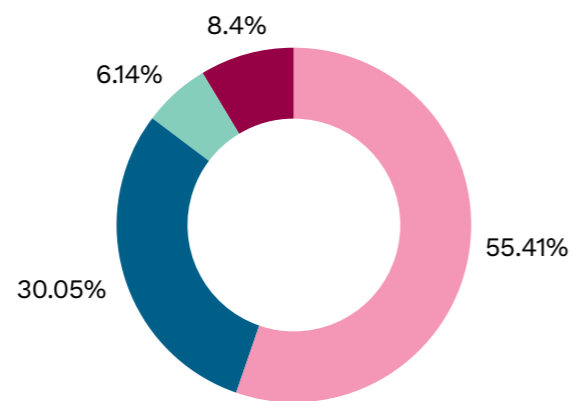
What we earned	\$ '000s
Subsidies and Grants Received	187,696
Other Income	15,259
Resident Contributions	45,517
Accommodation Revenue	7,637
<b>Total Revenue</b>	<b>256,109</b>



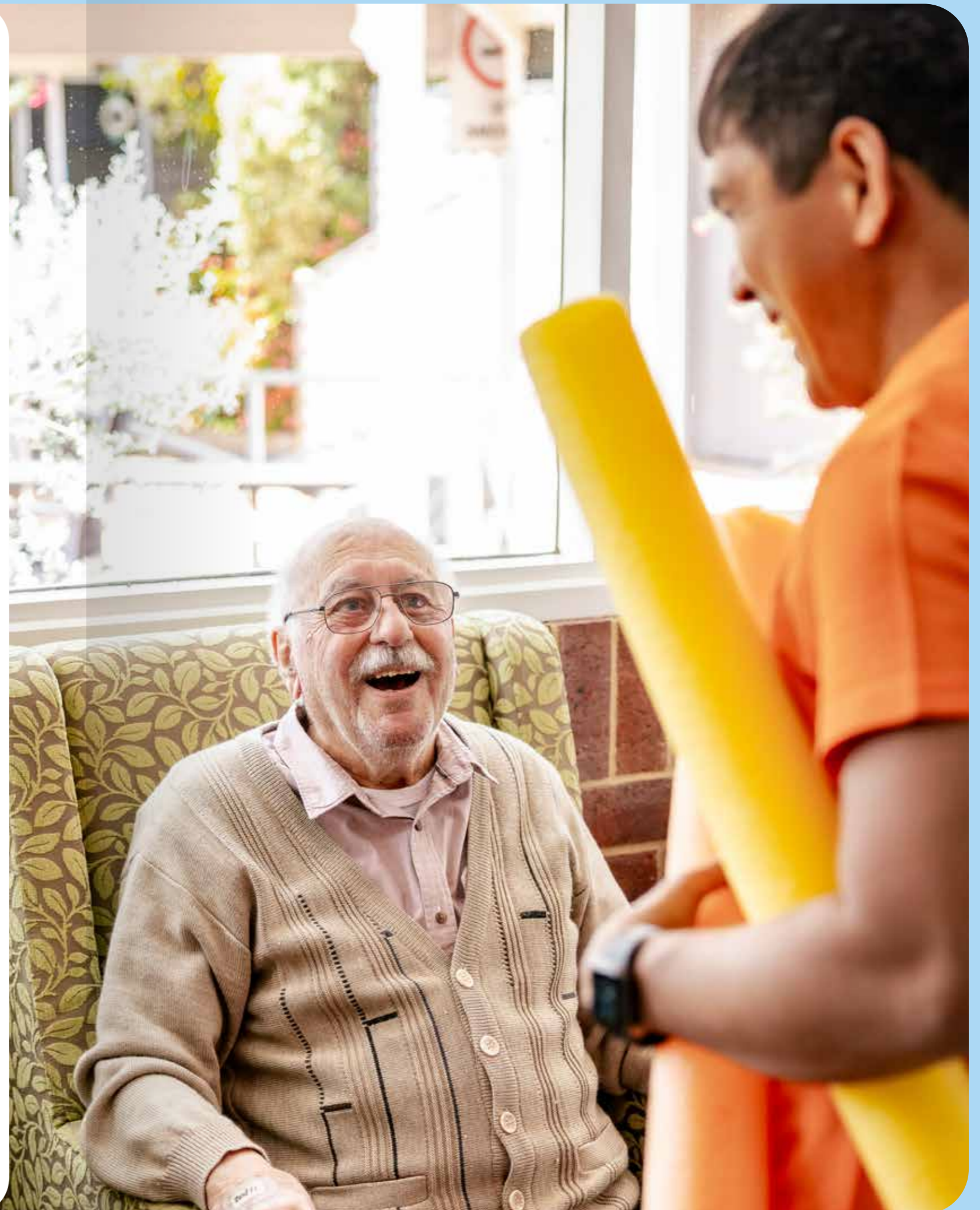
What we spent	\$ '000s
Employee Expenses	182,385
Resident Direct Expenses	20,153
Occupancy Expenses	17,586
Administration	17,499
Depreciation	9,614
Other	3,368
Interest	4,319
<b>Total Expenditure</b>	<b>254,924</b>



What we own	\$ '000s
Property, Plant and Equipment	246,530
Investment Properties	132,084
Other Financial Assets	50,000
Cash	32,672
Trade & Other Receivables	10,285
Other assets	2,863
<b>Total Assets</b>	<b>474,434</b>



What we owe	\$ '000s
Resident Accommodation Bonds	178,535
Resident Entry Contributions	96,810
Provisions	19,778
Trade & Other Payables	27,064
<b>Total Liabilities</b>	<b>322,187</b>



# Board

## 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 12

## 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 throughout Australia on numerous organisations in the commercial, Government and Not-for-Profit sectors.

**Committee Responsibilities:** Finance and Property Development Committee Audit and Risk Committee Chair

**Board meetings attended:** 11 of 12

## 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:** 10 of 12

## Rev David de Kock

### Independent Board Member

**Date Appointed:** February 2018

**Qualifications:** BCom, MBA, BTh, GAICD

**Experience:** He retired as General Secretary of the Uniting Church in Western Australia in 2021. He continues to serve as an ordained minister in several rural congregations. He also serves as a volunteer Prison Fellowship advocate with the task of establishing Restoration Hubs in churches.

**Committee Responsibilities:** Finance and Property Development Committee.

**Board meetings attended:** 11 of 12

## 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:** 11 of 12

## 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. She has been the Chair of the North Metropolitan Health Services Board since February 2025.

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

**Board meetings attended:** 12 of 12

## 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:** 5 of 6

Leave of absence approved for 6 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. She has 15 years' experience as a board director and is the Chair of Trinity Residential College.

**Committee Responsibilities:** Care and Clinical Governance Committee; Finance and Property Development Committee (appointed Acting Chair from February 2025); Nomination and Remuneration Committee.

**Board meetings attended:** 12 of 12

## Angela Edwards

### Independent Board Member

**Date Appointed:** October, 2024

**Qualifications:** A strong track record in Human Resources and Industrial Relations with a deep understanding of people-focused businesses. Angela is currently the Chief People Officer with The Kids Research Institute Australia and a board member of the North Metropolitan Health Service and Blue Dot Army.

**Committee Responsibilities:** Audit and Risk Committee

**Board meetings attended:** 8 of 9

L-R: Grant Robinson, Rev David de Kock, Barry Honey, Helen Cook, Dr Arthur Criddle, Ben Edwards, Penny Knight, Angela Edwards, Karen Gullick.



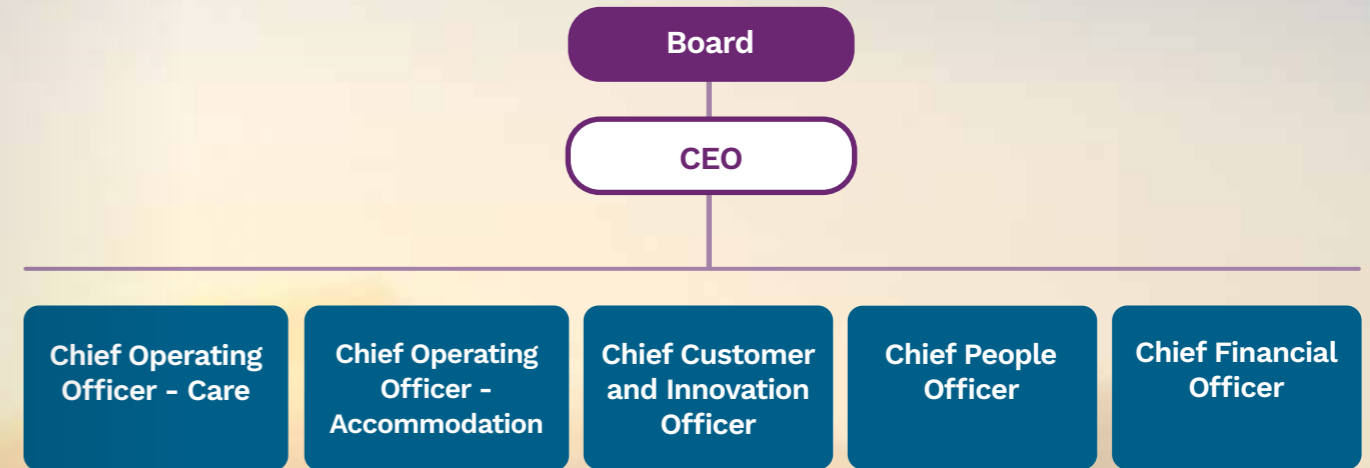
# Executive Team



Pictured (L-R):  
**Executive Director Corporate Services David Fisher**  
**Executive Director Governance and Quality Improvement Philippa Wharton**  
**Chief Operating Officer – Care Jo Wilkinson**  
**Chief Executive Officer Russell Bricknell**  
**Chief People Officer Eve Currie**  
**Chief Customer and Innovation Officer Dan Norgard**

David Fisher was Executive Director Corporate Services until 30 May 2025 and Ryan Marshall started on 23 June 2025 as Chief Financial Officer. Philippa Wharton was Executive Director Governance and Quality Improvement until October 31, 2024.

# 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

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

<b>Bentley</b>	Juniper Ron Wilson House
<b>Bentley</b>	Day Therapy Centre South
<b>Karrinyup</b>	Day Therapy Centre North
<b>Hopetoun</b>	Juniper Goldfields Home Care
<b>Katanning</b>	Juniper Great Southern Home Care
<b>Kununurra</b>	Juniper Kununurra Day Centre
<b>Wyndham</b>	Juniper Wyndham Day Centre
<b>Wheatbelt</b>	Juniper Northam Home Care

## Corporate

<b>Balcatta</b>	Juniper Central
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## Transition Care

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

<b>Albany</b>	Juniper Korumup
<b>Bentley</b>	Juniper Annesley
<b>Karrinyup</b>	Juniper Karrinyup
<b>Martin</b>	Juniper Hayloft




## Residential Aged Care

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





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

[juniper.org.au](https://www.juniper.org.au)

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.