



Welcome

Juniper is a Christian, values driven, community benefit organisation that excels in social enterprise for the benefit of the whole Western Australian community. We believe in enjoying and celebrating life, and enabling choice in how you wish to live it.

Our Vision

A good life for all our people

Our Mission

To enhance the independence, spiritual fulfilment and enjoyment of life of older people through care, accommodation and support services

Our Core Values

Juniper embraces four core values that reflect the ethos of the Uniting Church and direct our actions as we care for older Western Australians:

- Welcome is being warm, friendly, gracious, empathetic to all, and open to new ideas
- Respect is valuing people for their uniqueness and being just and honest in our dealings
- Compassion is caring for others and responding to need using the highest standards to provide comfort and enable healing
- Hope is looking forward with confidence and expectation

Statement of Strategic Intent

Juniper will respond to community need by doubling its capacity to deliver services over the 10 years from 2013 to 2023.

Cover: Gabbie and Monty at the City of Bayswater Hostel.

Message from the Board Chair and Chief Executive



*Fred Boshart,
Chair*



*Vaughan Harding,
Chief Executive*

What a sterling year it has been as we picked up the pace of change referred to in last year's annual report.

Just to recap. We are going through a paradigm shift driven by:

- The high expectations of the next generation of aged care consumers – the baby boomers (born between 1946 and 1964);
- A significant increase in demand for services caused by the ageing of the population as well as the consequences of new social structures (like the rapidly increasing number of single people and couples without children); and
- An increasing awareness that our 20th century service models will not be accepted in the 21st century.

Our partnership with government has been severely tested during this review period as we experience what we have always known – governments are notoriously bad at implementing change and can create great risk for clients and service providers such as Juniper.

This is disappointing despite warnings over the past 20 years or more from the

sector and demographers that population change was upon us and that serious planning to prepare for a very different future was urgently required. The responses from government remain focussed largely on reducing demands on the Federal Treasury as a key strategy in balancing the budget, while continuing with a centrally controlled command and supply model and restricting innovation with over-regulation.

The roll out of Consumer Directed Care (CDC) has continued in the Home Care sector and while the goal of creating a more competitive environment appears to have been realised, there has in reality been little change in the nature of the services people can receive. Eligibility and access for older people to acquire their 'care package' has been uncertain since February 2017 with great delays for many and significant risk for some people before finally obtaining a service.

Juniper senior managers have taken on the challenges of this new competitive environment with gusto, particularly in Juniper Community, while continuing our Mission and Values driven approach to care. Delivering on Mission

in a competitive marketplace is more of an art form than a science but we are learning quickly.

We have also continued to progress our ambitious building and renewal program, responding to unmet need in the Kimberley and Great Southern regions as well as metropolitan Perth, and maintained our strong focus on staff wellbeing and safety. We are working hard to create services relevant to the needs of the 21st century.

In parallel with these operational achievements the Board of Juniper has continued its journey to improve its governance processes and focus on planning and strategic leadership to ensure that Juniper moves seamlessly towards its preferred future.

In closing we would like to thank the big body of people who have contributed towards another successful year for Juniper. In particular, members of the Juniper Board for their perseverance during a period of significant change; our committed management team members for their leadership; and our hard working staff and volunteers for their extraordinary service.

HIGHLIGHTS 2016-2017

To realise our Vision and deliver our Mission, Juniper progressed many projects and initiatives during the year and we celebrated the achievements of all our people.

AUGUST '16

Construction started on the Beryl Grant Community Centre in Albany, where a future 100 bed care facility (below) is planned. 40 new retirement apartments for Juniper Elimatta Retirement Living took shape in Menora.



OCTOBER '16

Juniper's strong culture of safety, and our efforts to ensure the wellbeing of our employees, was recognised when we received Worksafe WA's award for Best Workplace Safety and Health Management System.



DECEMBER '16

We geared up for the next phase of Consumer Directed Care that is driving greater consumer choice and competition between home care providers. Juniper boosted its efforts to raise Brand awareness including launching a new website, digital marketing and broadcast advertising.

NOVEMBER '16

We congratulated an outstanding senior for her work to improve the lives and wellbeing of older people. The Juniper 2016 WA Seniors Champion Jenny Davis is an actor, writer and producer who has continued to make a significant contribution through Agelink Theatre, a production company she founded nearly 25 years ago.





JANUARY '17

Early in 2017 Juniper was successful in applying for a 60 bed Transition Care Program and soon work started to repurpose the Charles Jenkins building at Juniper Rowethorpe in Bentley.



On Australia Day, Juniper Chief Executive Vaughan Harding was recognised for his contribution to aged care with the award of the Medal of the Order of Australia (OAM).



APRIL '17

Creation of an innovative aged care hub began in Kununurra, bringing a new level of services and choice to the community. For the first time, the town will benefit from a purpose-built 30-place residential care facility, co-located with home care and day centre amenities.



MAY '17

Construction of a new 100 bed residential aged care facility in Perth's southern suburb of Martin commenced, heralding the provision of much needed services and greater employment opportunities in the south-east metropolitan corridor.



JUNE '17



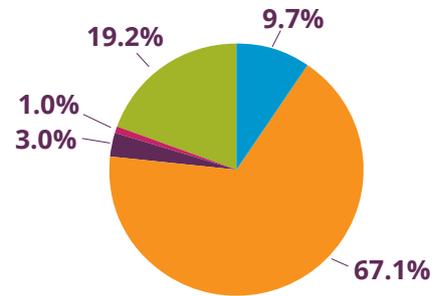
At the Aged and Community Services (WA) Excellence in Care Awards event, Vaughan Harding was awarded the Aged and Community Excellence Award and relief trade chef Kim Rungkon won the Trainee Award.



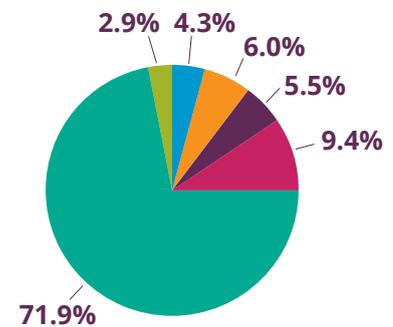
Work to finalise two new Enterprise Agreements covering the majority of our workforce in our Residential and Community areas progressed in 2017. The Agreements see Juniper's employees amongst the highest paid aged care workers in Australia.

Financial Summary

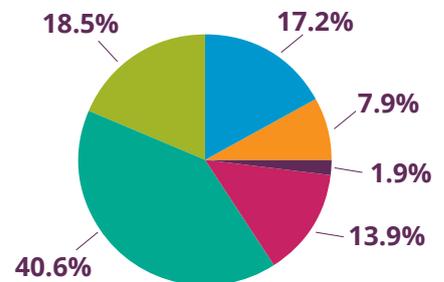
What we earned	\$,000s
• Capital Funding	12,558
• Government Subsidies	87,258
• Investment Income	3,903
• Operating Revenue Other	1,309
• Resident Fees	24,931
Total Income	129,959



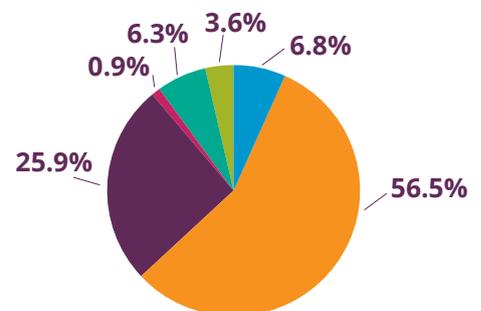
What we spent	\$,000s
• Catering	5,038
• Depreciation	7,135
• Maintenance and Repairs	6,484
• Other	11,129
• Staff Costs	85,124
• Utility	3,447
Total Expenditure	118,357
Surplus for the year	11,602



What we own	\$,000s
• Cash and Deposits	60,373
• Debtors	27,749
• Financial Assets	6,811
• Investment Properties	48,861
• Property, Plant, Equipment and Motor Vehicles	142,651
• Term Deposits	64,550
Total Assets	350,995



What we owe	\$,000s
• Employee Entitlements	13,398
• Resident Accommodation Bonds	111,858
• Resident Entry Contributions	51,249
• Sundry Other	1,966
• Trade Creditors	12,400
• Unearned Occupancy Rights	7,133
Total Liabilities	198,004
Total Net Assets	152,991



Top 5 Financial Performance Indicators

1. Government subsidies increased by 1.7%, despite the loss of income due to the closure of Juniper Chrystal Halliday for redevelopment
2. 83.2% (prior year 83.2%) of Operating Revenue was generated from Residential Care Facilities
3. 75.9% (prior year 77.1%) of Operating Revenue was allocated to staff costs reflecting changes in CDC Home Care budgets
4. Staff costs decreased by 0.9% (prior year 6.1%), as a result of the closing of Juniper Chrystal Halliday, as it was prepared for redevelopment
5. Total assets increased by 5.0% compared to liabilities which increased by 2.5%

The Juniper Board



Mr Fred Boshart (Chair)

Fred is a Fellow Certified Practising Accountant, Associate of the Chartered Institute of Secretaries and a Registered Builder. He was appointed Chairperson in September 2014 and continues as a member of the Finance and Risk Management Committee. He provides advice to the Board on accounting, technical matters in relation to building and development and the Perth property market.



Mr Vaughan Harding (Chief Executive)

Vaughan was appointed to the position of Chief Executive in 1992 and is an ex officio member of the Board. He holds formal qualifications in organisational development and industrial relations and has served on many industry boards and committees.



Ms Maree Arnason

Maree is an experienced director and senior executive whose career has spanned 30 years in a diverse range of industries from resources, energy, transport and manufacturing, including directorships of listed and private companies. She is a Graduate Member of the Australian Institute of Company Directors; a Trustee, Committee for Economic Development of Australia (CEDA) and was awarded life membership of the Australia China Business Council in 2015. She is a member of the Juniper Building Assets and Infrastructure Committee.



Dr Christopher Etherton-Bear

Professor, Geriatric Medicine and Geriatrician and Clinical Pharmacologist at Royal Perth, Swan Districts and Mercy Hospitals and Royal Perth Stroke Service, Chris has served on the Australian Drug Evaluation Panel, WA Medication Safety Group and RACP Specialist Advisory Committee in Geriatric Medicine. He is Chair of the Juniper Client Care Committee.



Mr Jeremy Hudson

Jeremy is a solicitor and has experience in tenders and proposals, construction management, building and insurance. He has acted on behalf of a number of charities in test cases before the State Administrative Tribunal concerning the issue of whether residential living units for elderly people constitute a charitable use of land. He is Chair of the Juniper Building Assets and Infrastructure Committee.



Mr (Frederick) John Jeffreys

John lives in Bunbury and has formal qualifications and teaching experience in economics and statistics. He is the retired deputy principal of the Bunbury Cathedral Grammar School. John and his wife Kerry are members of St. Augustine's Uniting Church, Bunbury. He is a member of the Finance and Risk Management Committee.



Ms Mary-Ellen King

Mary-Ellen has 30 years' experience in a range of senior management and governance roles, including over seven years in executive roles with not for profit Aged and Community Services organisations. She has an MBA from the Melbourne Business School and is a Graduate Member of the Australian Institute of Company Directors. Currently working in a management consultancy, Mary-Ellen has served on a range of community boards and government advisory panels and is a Director with the Australia Council for the Arts and the Perth International Arts Festival.



Mr Geoff Parnell

Geoff has more than 30 years' experience in banking, marketing, consulting, building and facilities management. He is a Graduate Member of the Australian Institute of Company Directors, Associate Fellow of the Australian Institute of Management, and Life Member of the Facilities Management Association of Australia. He has significant experience and skills in strategic business planning, risk management and change management. He is Chair of the Juniper Finance and Risk Management Committee. Tenure ceased April 2017.



Juniper Central

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Balcatta WA 6021
08 9240 0313
juniper@juniper.org.au

Juniper Community

Home care services and support
1300 313 000
homecare@juniper.org.au

Juniper Housing

Retirement living
08 9240 0313
housing@juniper.org.au

Juniper Residential

Aged care accommodation and services
1300 313 000
access@juniper.org.au

Juniper Health

Primary health care medical centre
Hilltop Drive, Juniper Rowethorpe
4-10 Hayman Road, Bentley WA 6102
08 6363 6315
RowethorpeMC@juniper.org.au

www.juniper.org.au

Supporting older Western Australians since 1949

