



# 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 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:** Rosina Ramswell and Karen Goodman at Juniper The Residency in Northam.

## Message from the Board Chair and Chief Executive



*Fred Boshart,  
Chair*



*Vaughan Harding,  
Chief Executive*

I have been working in the aged care sector for more than 30 years and I have never experienced such a period of fundamental change as has occurred in the last 12 months. I feel that after a lifetime of work I am just at the bottom of the mountain getting ready for the ascent!

It is understandable why such fundamental change to our program structures and methods of service delivery are necessary. In 10 years' time older people will form a much higher proportion of our communities; and the expectations of the next cohort of people (the baby boomers) will be quite different to the generations that we have responded to during my working life.

Many features of modern Australia have been spawned by the boomers. They range from the way we define spirituality, to family structures, the sexual revolution and consumerism. The latter issue of empowering the consumer is centrepiece in the redefining of aged care in the reforms that are underway. This movement will turn on its head the way we, as a service provider, will respond to the needs and aspirations of the older consumer of care and support services in the years ahead.

Many of the service offerings that we are familiar with will become redundant over the coming years

and Juniper will need to monitor closely the changing aspirations of our community and find new solutions to the changing needs. This is particularly poignant for Juniper as our intent is to double our capacity to respond to community need over a 10 year period.

In this report you will see that we are getting on with business. We have more projects (from Kununurra through to Albany) on the move at once than in any previous period. This is deliberate as we use a period of economic downturn to crank up activity whilst land and building costs are relatively low and workforce is available. We have also had many successes and have many things to celebrate.

As chair of the Juniper Board I have also experienced the winds of change over the last 12 months. Notwithstanding its charitable purpose as an agency of the Uniting Church, Juniper is also a big business and growing rapidly. Vaughan has touched on the exponential changes happening in our programs and

the challenging, competitive environment that lies ahead. For the Juniper Board this means that our governance standards must reflect careful stewardship of the organisation as it steers its way through uncharted territory. Accordingly, a great deal of work has gone into reviewing Board performance, implementing sound Board business processes and addressing the skills mix required for a 21st century organisation.

I would like to especially acknowledge the contributions of two Board members who departed during this review period – Shirley In't Veld and Lance Hackett. Their contribution is greatly appreciated. So too are the contributions of my fellow colleagues on the Board who have been diligently working to reset the Board's agenda so that the organisation is well prepared for the future.

And to the 1600-plus staff, managers and the executive management team – a big thank you for another very successful year.

# HIGHLIGHTS 2015-2016

Responding to community need Juniper advanced and celebrated many milestones throughout the year.



## August '15

- Our team celebrated when the Juniper Simulation Centre won the Health Department's prestigious Innovation in Clinical Supervision award.
- To ensure we have skilled, capable leaders to carry the organisation forward into the future, we launched the Juniper Succession Management Program.
- And the Juniper Leadership Development Program continued to go from strength to strength in developing the skills of our frontline managers and supervisors.



## October '15

- Acknowledging the excellent work we are doing in relation to the health and safety of our employees, Juniper received a second consecutive Worksafe Platinum Certificate.
- We applauded Br Olly Pickett when during Seniors Week he received the Juniper 2015 WA Seniors Champion Award for a lifetime's dedicated service to seniors, youth and children.
- We were proud to provide management support to the Halls Creek Peoples Church to assist in managing a residential care service in that town.
- And the Juniper Simulation Centre went on to win Excellence in Clinical Training at the National Health Excellence Awards.



## December '15

The benefits of an interactive, communal outdoor space for employees, residents, clients, families and friends to enjoy came to fruition when we officially opened Juniper Gardens in Balcatta.





## January '16

We advanced many capital works initiatives in 2015/16 including master planning at Juniper Rowethorpe; new retirement apartments in Menora; and a multipurpose facility in Albany. Our plans for a new 120 place residential care facility in Karrinyup also progressed.



## April '16

We preserved and enhanced local heritage when the Uniting Church Hall in Northam was repurposed as a shared meeting, training and development facility for the organisation and the wider community.

## June '16

At the Aged and Community Services (WA) Excellence in Care Awards Multi-skilled Carer Joan Stevenson was named the aged care sector's Employee of the Year.

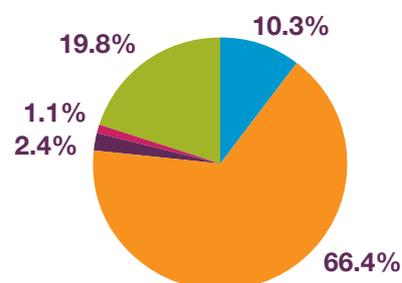


Courtesy: Peter Pickering

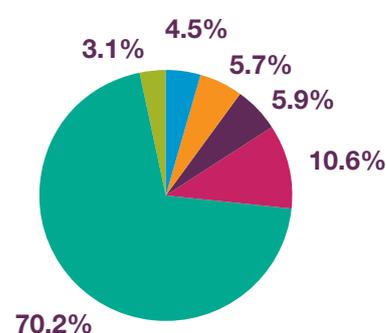


# Financial Summary

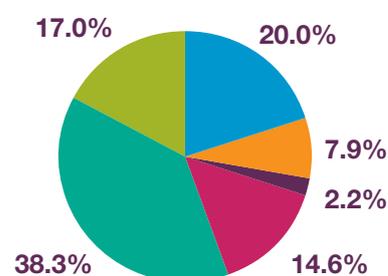
What we earned	\$ ,000s
• Capital Funding	13,367
• Government Subsidies	85,767
• Investment Income	3,129
• Operating Revenue Other	1,460
• Resident Fees	25,686
<b>Total Income</b>	<b>129,409</b>



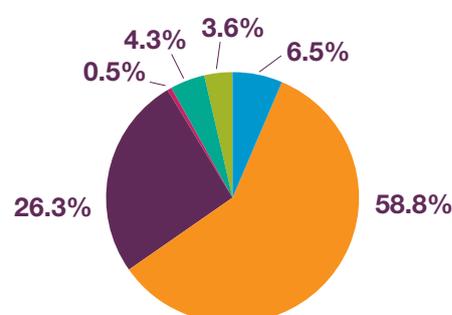
What we spent	\$ ,000s
• Catering	5,476
• Depreciation	7,036
• Maintenance and Repairs	7,236
• Other	12,931
• Staff Costs	85,920
• Utility	3,769
<b>Total Expenditure</b>	<b>122,368</b>
<b>Surplus for the year</b>	<b>7,041</b>



What we own	\$ ,000s
• Cash and Deposits	66,996
• Debtors	26,278
• Financial Assets	7,400
• Investment Properties	48,738
• Property, Plant, Equipment and Motor Vehicles	128,200
• Term Deposits	56,711
<b>Total Assets</b>	<b>334,323</b>



What we owe	\$ ,000s
• Employee Entitlements	12,532
• Resident Accommodation Bonds	113,510
• Resident Entry Contributions	50,750
• Sundry Other	990
• Trade Creditors	8,391
• Unearned Occupancy Rights	6,924
<b>Total Liabilities</b>	<b>193,097</b>
<b>Total Net Assets</b>	<b>141,226</b>



### Top 5 Financial Performance Indicators

1. Government Subsidies increased by 10.9% due to higher resident care needs and growth in home care packages and acquisition of services
2. 83.2% (prior year 81.7%) of Operating Revenue was generated from Residential Care Facilities
3. 77.1% (prior year 76.3%) of Operating Revenue was allocated to staff costs
4. Staff costs increased by 6.1% (prior year 17.4%)
5. Total assets increased by 11.6% compared to liabilities which increased by 12.6%

## 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-Beer

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 Lance Hackett

With a Bachelor of Commerce from UWA, Lance has practised as an Accountant and CPA, and has 20 years' experience in child care and retirement centres development and operations. He has served 12 years on Penrhos College Council and five on Penrhos Foundation Board (with four as President). A confirmed Uniting Church member, Lance is married with two adult daughters. He was a member of the Juniper Building Assets and Infrastructure Committee. Tenure ceased 27 June 2016.



### 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.



### Ms Shirley In't Veld

Shirley has a Bachelor of Laws (Hons) and Bachelor of Commerce. She has held a number of senior positions with Alcoa, WMC Resources Ltd and BankWest, and for five years was Managing Director of Verve Energy. Currently Shirley is a non-executive director of Asciano Ltd, Duet Group, Perth Airport Pty Ltd and is a member of the CSIRO Board. She was a member of the Advisory Council of the SMART Infrastructure Facility (University of Wollongong) and a Councillor with AICD (WA). She was a member of the Juniper Building Assets and Infrastructure Committee. Tenure ceased 20 October 2015.



### 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.





### **Juniper Central**

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Balcatta WA 6021  
08 9240 0313  
[juniper@juniper.org.au](mailto:juniper@juniper.org.au)

### **Juniper Community**

*Home care services and support*  
08 6363 6324  
[community@juniper.org.au](mailto:community@juniper.org.au)

### **Juniper Housing**

*Retirement living*  
08 9240 0313  
[housing@juniper.org.au](mailto:housing@juniper.org.au)

### **Juniper Residential**

*Aged care accommodation and services*  
1300 313 000  
[access@juniper.org.au](mailto:access@juniper.org.au)

### **Juniper Health**

*Primary health care medical centre*  
Hilltop Drive, Juniper Rowethorpe  
4-10 Hayman Road, Bentley WA 6102  
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[RowethorpeMC@juniper.org.au](mailto:RowethorpeMC@juniper.org.au)

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Supporting older Western Australians since 1949

