
Juniper

Chairperson
Chief Executive
Country Consumer
Metro Consumer

Fred Boshart
Vaughan Harding
John Jeffreys
Jeremy Hudson
Mary Ellen King
Dr Christopher Etherton Beer
Lance Hackett – retired Jun 2016
Geoff Parnell
Shirley In'tVeld – retired Dec 2015
Maree Arnasen
Gillian Swan – retired Dec 2015

Members

1. JUNIPER'S OVERARCHING STRATEGIC GOAL

In 2013 Juniper endorsed the following 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.

The Board's strategic planning activities during 2015 continued to endorse that Statement and went further to identify operational goals and strategies to move us into our preferred future. The activity reported below is in response to our Strategic Intent.

2. WORKFORCE

In August 2015 we launched the Juniper Succession Management Program, aimed at ensuring we have skilled, capable leaders to carry the organisation forward into the future. Ten senior and middle managers joined the program, from which seven will graduate in August 2016. Our Juniper Leadership Development Program continues to go from strength to strength. This five month long program, aimed at developing the skills of our frontline managers and supervisors, saw 20 participants graduate in December 2015. For the February 2016 intake, we invited Good Samaritan Industries and UnitingCare West to participate in the program. In total, 21 participants from the three organisations graduated from the program in June 2016.

In May 2016, Juniper conducted its biennial Staff Engagement Survey through survey consulting group IBM/Kenexa. Of our 1,600 employees, 1,094 took the opportunity to have their say in the survey. The results show Juniper employees remain highly engaged, with an overall employee engagement level of 76% and a job satisfaction rating of 81%. These results place Juniper in the top quartile of organisations across Australia. We are also fortunate to have the support of more than 500 dedicated volunteers. During the

period, two functions have been held to recognise their work and thank them for their contribution. One function was held at the Perth Zoo and the other at Kings Park.

2.1 JUNIPER SCORE CARD

Juniper is committed to recognising and rewarding staff for high performance and achievement. Juniper Scorecard is an exciting staff reward and recognition program focusing on team-based achievements, which we launched on 1 January 2016.

Each month points are awarded to teams based on how well each team is performing against the three key criteria of attendance rate, turnover rate and injury rate. Points are awarded and cash prizes are provided to workgroups based on the number of points and the number of staff in the team.

It's then up to the team to decide how they spend the prize money. For example, they could have a morning tea, order pizzas for lunch, buy a nice new coffee machine...it's up to the team. In addition to the monthly scores, an Annual League Table will track how all teams are performing in comparison to each other.

This tangible recognition is proving to be popular with staff and promotes workplace camaraderie and teamwork.



3. AWARDS

In October 2015, Juniper received a second consecutive Worksafe Platinum Certificate, acknowledging the excellent work the organisation is doing in relation to the health and safety of its employees.

At the Aged & Community Services (WA) Excellence in Care Awards event in June 2016, a Juniper Multiskilled Carer, Joan Stevenson, was judged to be the aged care sector's top Employee of the Year.

4. PASTORAL CARE

The Pastoral & Spiritual Care team comprises ten staff and 20 trained volunteers. The team works to build relationships with our residents to understand and support their diverse pastoral and spiritual needs. Currently approximately one third of our residents from a range of Christian denominations want to participate in a Church service. Pastoral Care staff conduct Church services and also facilitate provision of services by Uniting Church ministers and representatives from other Christian denominations in order to support the different expressions of faith and worship of our residents and clients. Hymn singing is another popular activity. Residents also participate in small group activities including Advent and Lent discussions,

Bible studies and music and memory activities. Visitors are arranged for residents of other faith and religious groups.

Several clients receiving in-home services from Juniper receive and look forward to visits from our Pastoral and & Spiritual Care team. Family members have expressed their appreciation for pastoral and spiritual support provided in the last stages of life, and have thanked members of the Team for conducting funerals and memorial services for their loved ones.

Our Pastoral & Spiritual Care Team is also available to staff, who often appreciate having someone to talk to when there are major difficulties in their lives.

5 INTER PROFESSIONAL EDUCATION (IPE)

Juniper Annesley, located in Bentley on the Rowethorpe campus, has been the base for an innovative program in collaboration with the University of Tasmania and the Curtin School of Health Science. The program aims to provide the students who will be tomorrow's doctors, nurses and therapists with an exposure to elderly people and an opportunity to experience the multidisciplinary approach to providing care and problem solving when people have complex co-morbidities.

Some of these students may choose to work with aged care providers, including Juniper, but

even if that does not happen, there will be benefits to our elderly clients from having health professionals in hospitals and private practice who have greater awareness of their health needs and some effective strategies for meeting them.

A key outcome of this activity is to make Juniper Annesley a Centre of Excellence in aged care, a place which will be sought out by residents and their families, and by other Juniper Residential Care Facilities as a source of ideas and guidance on providing the best possible care and services.

6. GOVERNANCE

6.1 Constitution

During 2015 the Board of Juniper built on its ongoing work to improve governance practices to review its Constitution. The final document was approved by Synod Standing Committee in May 2016. Key changes were to appoint a Chairperson from the Board membership (rather than the previous annual appointment by

Synod) and to increase the period of appointment from two to up to three years.

6.2 Aged Care Reform

Political events in Canberra over the past year have contributed to increased uncertainty about the direction and impacts of changes to aged care policy and funding.

greater competition among service providers



The lengthy period between the announcement and the date of the recent Federal election forced the administration into 'caretaker mode' so providers did not have access to information on the practical impacts of policy changes that we usually receive from the Department of Health. This made the preparation of budgets for the 2016/17 financial year more difficult.

One consequence of the regulatory change may be to remove the historical 'rationing' of care services through the annual process of allocation of places, which, together with Juniper's increased capability to respond to increasing demand for services, may be a good thing.

6.3 Success In The Aged Care Approvals Round (ACAR)

Juniper was successful in achieving 5 level 3 Home Care Packages for Kununurra (Kimberley Region) and 100 residential care places for the Metropolitan North Region. The Kununurra packages were programmed for implementation as soon as it can be practically achieved (staffing usually being the main impediment in the Kimberley). While we have reasonable expectations of demand for a residential service prior to submitting an application, the North Metro Approval-in-Principle will only proceed to implementation after further demand and feasibility analysis is undertaken.

6.4 Building Capability

Juniper's recent focus on the creation of strong 'back office' systems together with creating a flexible organisation able to respond to changes as they occur has enabled us to plan for the year ahead with some confidence.

In particular, software and systems we have put into place to cater for the demands of Consumer Directed Care (CDC) and other legislative requirements provide a good platform for responding to the increase in 'User Pays' and

which seem to be the main goals of the Government's policy direction.

6.5 Juniper Access

A decision made in late in 2014 to create the Juniper Access team has exceeded all expectations. At a time of unprecedented regulatory change we have been able to maintain high occupancy in our residential care services at the same time as improving customer service, when those customers are at a particularly challenging time in their, or their loved one's life.

6.6 ICT roadmap

Continuing the theme of building the organisation's capability, the Juniper ICT department has developed an ICT Roadmap. The Roadmap in effect designs our preferred future so plans can be made for systems and communications infrastructure that supports business needs and we can be assured that today's 'technology spend' is always taking us in the right direction.

6.7 Board membership

Gillian Swan retired from the Board in November 2015, after 10 years service. Gill did not renominate to Synod in 2015 but agreed to take up a 'co-opted' position to enable an orderly transition. In those years Gill made a major contribution to the Board and to Juniper, particularly in relation to our Pastoral Care work and more recently the Client Care Committee.

Shirley In'tVeld resigned from the Board in December 2015 having served since October 2013.

Lance Hackett resigned from the Board in June 2016 having service since April 2012.

7.0 JUNIPER KIMBERLEY

As noted in last year's report Juniper now operates care services in the Kimberley region of WA, including residential care in Derby (Ngamang Bawoona and Numbala Nunga), Wyndham (Marlgu Village, comprising residential respite and home care) and Kununurra (home care and centre based day services).

We are also advancing planning for the construction of a residential care facility in

Kununurra exercising a Commonwealth Approval.

Late in 2015, at the invitation of the Commonwealth, we became the approved provider for an aboriginal Flexible Care service in Fitzroy Crossing (Guwardi Ngadu) and we are building our relationship with the Nindilingarri Cultural Health Service which operates other services in Fitzroy Crossing.



Juniper has also been providing management support to the Halls Creek Peoples Church to assist in managing a residential care service in that town.

Operating services in such a remote locality has put us on a steep learning curve,

but we are making good progress in achieving sustainability for the programs we inherited from Frontier Services. The addition of other services in the region also contributes to the critical mass that improves effectiveness.

8.0 BUILDING AND ASSETS

Highlights from the past year include:

8.1 Juniper Chrystal Halliday

We have planning approval and have commenced the process of developing full working drawings for the development of a 120 place residential care facility at Juniper Chrystal Halliday. Our goal is to build a modern and efficient aged care facility that meets contemporary standards which will serve the needs of the increasing numbers of aged people in Karrinyup and other coastal suburbs.

Independent Living Units at the Western end of the site will remain.

Part of a Hostel at the eastern end of the site, constructed in the 1990's, has been retained and will be refurbished for use as Serviced Units.

The first seven of up to 23 residents moved in during June 2016.

8.2 Juniper Elimatta

Following completion of the first 17 Villas and Club House, design of the 40 new apartments for Stage 2 is complete, with construction due to commence in July/August 2016. In keeping with the 'apartments for life' concept Juniper applies to all of its projects, these dwelling have been designed to a standard and quality so that, with appropriate care and support, most residents will be able to stay in their unit to their last days.

8.3 Juniper Gardens

In December 2015 the Moderator of the WA Synod dedicated Juniper Gardens in Balcatta. Created with funding support from Lotterywest, Juniper Gardens utilises vacant land adjacent to Juniper St Andrews to provide a tranquil haven where people can enjoy the ambience and natural produce of a garden designed for maximum participation by elderly people.

Its wide paving, well thought out transitions and gentle slopes, together with raised garden beds and excellent food preparation facilities, make it a place where people of a range of abilities can be as active or as passive as they choose.

As well as providing a venue for outings and activities for Juniper clients our goal is also to

provide access to other organisations, including creation of cross generational programs.

8.4 Albany (Lockyer) development

Juniper has commenced construction of a Multi Purpose Building (MPB) in the Albany suburb of Lockyer. The land was originally part of a bequest from Annie Bryson made for the purpose of providing affordable housing for elderly people.

Juniper adopts a custodial role and the MPB will provide a community centre for the whole community.

The building is the first stage of a Masterplan which has been approved by the City of Albany. As well as the intended community benefit it will provide a useful base during construction of the 100 bed residential care facility for which Juniper has an Approval in Principle from the Commonwealth.

8.5 Juniper Rowethorpe

Having recently completed a 10 year Masterplan for the Juniper Rowethorpe campus we have entered into consultations toward developing a new Masterplan. Juniper Rowethorpe is still one of the best resourced retirement villages in Australia but many of the original buildings do not meet current community standards and expectations.

Provision of new infrastructure to the standard of Juniper Annesley and Juniper Ron Wilson House will ensure the relevance of the site well into the 21st Century.

8.6 Uniting Church Hall Northam

On 15 April 2016 the Moderator opened the newly restored heritage listed hall in Duke Street at the rear of the Northam Uniting Church and adjacent to Juniper Bethavon. Juniper is one of the larger employers in Northam and the hall will be used as a training and meeting centre for our staff from Juniper Bethavon and Juniper The Residency, as well as Juniper Community. It is also open to the Uniting Church and may be made available to community groups for appropriate activities and functions.



9.0 FINANCIAL PERFORMANCE

Full audited financial statements will be provided to Synod via the usual process but it is worth noting in this context that the good governance and management of Juniper leads to strong financial performance which enables us to pursue

our Mission effectively, including the expansion of services in the Kimberley, more affordable housing and the expansion of pastoral and spiritual care services

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