

Juniper

<i>Chief Executive</i>	Vaughan Harding (ex Officio)
<i>Chairperson</i>	Fred Boshart
<i>Members elected by Synod</i>	Chris Etherton-Beer
	Jeremy Hudson
	Mary-Ellen King
	Geoff Parnell
	Maree Arnason
	Frederick (John) Jeffreys

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 2016 and early 2017 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

2.1 Leadership Development

Our 5-month long Juniper Leadership Development Program aimed at developing the skills of our frontline managers and supervisors, saw another twenty Juniper participants and six UnitingCare West participants graduate from the program over the past twelve months.

2.2 Volunteers

We are also fortunate to have the support of 480 dedicated volunteers. During the period we held a luncheon to recognise their work and thank them for their contribution.

2.3 Excellence Awards

Juniper is committed to recognising and rewarding staff for high performance and achievement. During the period we held our Awards for Excellence Gala Night to recognise our high performing teams and

individuals. The evening was attended by staff and their partners and thoroughly enjoyed by all.

2.4 Enterprise Agreements

Two new Enterprise Agreements covering the majority of our workforce in our Residential and Community areas were finalised in July 2017. The Agreements will see Juniper's employees remain amongst the highest paid aged care workers in Australia.

3. AWARDS

On Australia Day 2017, Vaughan Harding, Juniper Chief Executive was recognised for his contribution to aged care with the award of the Medal of the Order of Australia (OAM). This is fitting recognition not only of Vaughan's commitment over nearly 3 decades to Juniper but of the strong leadership he has exercised in the not for profit aged care sector nationally.

At the Aged and Community Services (WA) Excellence in Care Awards event in June 2017, Vaughan Harding was also awarded the Aged and Community Excellence Award.

On the same evening Juniper Chef Kim Rungcon also won the Trainee Award. Having commenced as a domestic Kim transferred to catering services and completed her 3 year apprenticeship while working for Juniper. When she was given the opportunity to take up an apprenticeship Kim seized it with both hands and is now an enthusiastic and highly valued member of the catering team and of Juniper.

4. PASTORAL CARE

The Pastoral and Spiritual Care team continues to conduct Church services and facilitate the provision of services by representatives of various Christian denominations in order to support the different expressions of faith and worship of our residents and clients. Residents also participate in small group activities including Advent and Lent discussions, Bible studies and music and memory activities. The team also provide services to our clients receiving in-home services from Juniper and to members of our staff who may be experiencing challenges in their personal 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 for some years now.

The program is still operating successfully 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.

6. GOVERNANCE

During 2016 and 17 the Board of Juniper has continued its ongoing work to improve governance practices including establishing an Annual Board Agenda and Matters Reserved List to assist in planning and managing the work of the Board and identifying the skills and knowledge required. This was seen as necessary work to precede succession planning for Board membership.

7. AGED CARE REFORM

Perhaps the most significant regulatory change to take effect in the reporting year was the February 2017 change that effectively removed the allocation of Home Care packages to service providers.

Individuals assessed as requiring care at home now apply through the My Aged Care process and when awarded a package are able to

negotiate with service providers to receive the care they need. While this has potential to create a much more responsive and user focussed system the early indication is that, far from removing the 'rationing' of places that was a feature of the previous allocation process, many providers nationally and particularly in WA are reporting that referrals from new clients have all but dried up.

Juniper is exploring the potential to provide 'user pays' services to continue to meet community need at least until the referral systems commence to function properly.

8. JUNIPER ACCESS

Juniper Access commenced in 2014 initially to facilitate entries to Juniper's residential services. Part of the vision was to expand this work to cover all areas of customer service. The above changes to Home Care were a timely trigger for expansion of Juniper Access into another area of operations.

9. TRANSITION CARE AT ROWETHORPE

Early in 2017 Juniper was successful in applying for a 60 bed Transition Care Program. The program is funded by the Commonwealth but our contract is with the WA Health Department. It is designed to provide short term rehabilitation and recovery for aged people to enable their early discharge from hospital. If people are not able to return to an independent life at home Juniper facilitates their placement in a home care or residential care program.

This provided another lease on life for the Charles Jenkins building on the Juniper Rowethorpe site, and was a timely opportunity given the progress of the Rowethorpe Masterplan. Rowethorpe residents are pleased to see a return of activity to that area of the village.

It precipitated a major effort from the Juniper Assets team to complete refurbishing work in a short time frame, a task they accomplished with aplomb, but not without some stress and hard work.

The recruitment effort to staff the facility was also a major effort for our HR team and operational management staff.

10. ENVIRONMENTAL SUSTAINABILITY

Juniper has consistently done what we can to minimise our impact on the planet, but those efforts are challenged by the fact that we care for frail older people who have a real need for heating and cooling that cannot be compromised. However, recent developments in solar technology coupled with our ambitious building development program have provided opportunities to make environmental gains out of rational financial decisions.

We currently have photovoltaic power generation at 6 of our residential care facilities totalling 185 kw of peak power generating capacity. Use of this technology is actively considered for all new building projects and we are keeping a close eye on battery technologies with a view to making further environmental (and financial) savings when the equations work out.

11. BUILDING AND ASSETS

Juniper always endeavours to be a good corporate citizen, particularly with respect to our regional operations by sourcing supplies and contractors from the local community wherever possible.

We carry this attitude through to our building projects, to the extent that 65% of expenditure on projects in Kununurra and Albany (see below) will go to local contractors and suppliers. We even go as far as to specifically invite local architects and builders. In the case of the Lockyer residential care facility, where there was no local architect with the knowledge and experience to design the facility, we recruited a Perth based architecture firm on the proviso that they partnered with an Albany architect to ensure that we captured the local 'style and culture' in the finished product.

Highlights from the past year include:

11.1 Juniper Chrystal Halliday

Work announced in last year's report has finally commenced after a hiatus caused by objections lodged by some local residents. The hostel buildings at the eastern end of the site which were retained as Serviced Units are now fully occupied and Independent Living

Units at the Western end of the site also continue as normal.

The new 120 place residential care facility is likely to open early in 2019 and will be a modern and efficient aged care facility that will serve the needs of the increasing numbers of aged people in Karrinyup and other coastal suburbs.

11.2 Juniper Elimatta

Following completion of the first 17 Villas and Club House, construction of 40 new apartments for Stage 2 commenced in August 2016. In keeping with the 'apartments for life' concept Juniper applies to all of its projects, these dwellings 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.

11.3 Albany (Lockyer) Development

The Multi-Purpose Building (MPB) in the Albany suburb of Lockyer is all but completed. The land was originally part of a bequest from Annie Bryson made for the purpose of providing affordable housing for elderly people.

The new building will be called the Beryl Grant Community Centre in recognition of a person known throughout the Uniting Church as a former Moderator and former Chair of the Juniper Board, as well as for her contribution to the nursing profession, child care and civil society in general throughout WA.

Beryl now lives in Juniper St Andrews residential care facility and was pleased to agree to us recognising her in this way.

This is the first stage of a Masterplan which has been approved by the City of Albany. Construction of the second part of that plan, a 100 bed residential care facility, is about to commence.

11.4 Landbank

Juniper recently purchased several parcels of land adjacent to the Mandurah Uniting Church as LandBank. The land was initially acquired by the Church over many years with the intention to hold it for future aged care needs of the community. Thanks to the vision of Kingsley Smout and the Property Board 10

separate properties forming a contiguous area suitable for aged care redevelopment were acquired over several years. While Juniper has no immediate plans for a new service in Mandurah it makes sense to purchase the property from the Church at this time. Juniper is currently negotiating with the Mandurah Council to purchase one remaining residential block that they own which is bordered on 3 sides by the Church land.

11.5 Kununurra

Part of the gift from Frontier Services of their aged care operations in the Kimberley some years ago was an Approval in Principle for a residential care facility in Kununurra which was associated with access to a capital grant. Juniper has now completed extensive community consultation to finalise the design of the facility and construction has commenced. The new facility will form the base for Juniper's aged care operations in the town, including existing Home Care services.

11.6 Residential Care in Martin

Construction of a 100 bed residential care facility in the suburb of Martin (in the City of Gosnells) commenced during 2017. The new facility is a few minutes' drive from our existing Juniper Sarah Hardey residential care facility, which, as well as meeting burgeoning community need, will enable fruitful synergies between the two services.

11.7 Juniper Bethshan – Katanning

Major work at Juniper Bethshan in Katanning has added ensuite bathrooms to 11 of the existing bedrooms. This work has brought the facility up to the high standard Juniper has set for all of our residential care and has the additional benefit of triggering an increase in the Accommodation Subsidies paid by the Commonwealth under their Significant Refurbishment provisions.

12. 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 has continued to deliver strong financial performance which enables us to pursue our Mission effectively. This is particularly

important as we endeavour to expand services across the state (and particularly in the Kimberley), provide affordable housing for seniors, remain as one of the highest paying employers in our sector, and expand pastoral and spiritual care services in a difficult environment of regulatory change and economic uncertainty.

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