



SYNOD 2023 REPORT

JUNIPER

MEMBERSHIP

Chair	Maree Arnason
Ex-Officio Board Member and CEO:	Russell Bricknell
Board Member:	Helen Cook
Board Member:	Dr Arthur Criddle
Board Member:	Rev David de Kock
Board Member:	Karen Gullick
Board Member:	Barry Honey
Board Member:	Penny Knight
Board Member:	Grant Robinson

REPORT

Vision: A Welcoming Christian Community

Uniting Church Homes Incorporated, trading as ***Juniper – A Uniting Church Community***, gives life and expression to the Uniting Church's Vision through its service to older people in Western Australia.

Juniper provides aged care, accommodation and support services for older people across Western Australia from Kununurra and Wyndham in the far-north to Albany in the south.

Uniting Church WA Strategic Directions: Discipleship, Diversity, Sustainability, Partnerships, Reconciliation

On their commencement with Juniper, all Board members, employees and volunteers receive orientation about Juniper's ethos and values, our role as an Agency and social outreach service of the Uniting Church in WA and our relationship with the Church and the broader UnitingCare network.

Juniper's Pastoral and Spiritual Care Team serve the Juniper community with a spirituality of care and connectedness at the centre of its approach. The Team of 11 works in an inclusive manner, providing support to all customers and staff, irrespective of their religious faith or world view.

Residential care sites hold Christian church services and other spiritual activities that provide meaningful experiences and are open to anyone interested. Through our Pastoral and Spiritual Care Team, Juniper has strong connections with Uniting Church congregations in WA.

Juniper's aged care services and accommodation are available to any older Western Australian.

We strive to add value to the communities in which we operate and where our over 2,000 staff and volunteers work to provide services that are inclusive and appreciate individuals' diversity and preferences.

Our services include care and support to people who can experience vulnerability and frailty as they age, specialist services in dementia, respite and palliative care.

We support Aboriginal people throughout our service offering and in particular the Kimberley region. We provide subsidised affordable accommodation, including some social housing, to about half of our residential care recipients.

Long-term sustainability and viability is a priority for Juniper as one of Western Australia's largest residential aged care, in-home care and retirement living providers. We operate in a challenging financial and regulatory environment and have strategies to ensure our services and resources are compliant and sustainable.

Juniper also strives to be environmentally and socially responsible including through our recycling and waste management initiatives.

Partnerships play an important role in Juniper's provision of aged care, accommodation and support services to our customers. We have strong relationships with a number of TAFE Colleges and Universities, supporting student placements across our services.

Relationships with the State and Federal Government ensure the voice of the older people in our care is heard. And maintaining strong relationships with our customers, their families and representatives are integral to providing quality care and services that meet customer needs.

Juniper's residential services provide a range of residential care and support, from low care through to full dependency.

Our retirement villages provide environments in which residents enjoy companionship, community spirit and security whilst maintaining a flexible and independent lifestyle.

Our in-home care services provide social, health and well-being support to older West Australians, many of whom would otherwise be socially and physically isolated. Juniper staff make sure that our customers feel that they belong in our care and are well and happy.

Juniper is committed to reconciliation with First Nations Peoples, and to working with Aboriginal Community Health Organisations and providing culturally safe services to Aboriginal people, particularly where we operate in the Kimberley and other regional areas.

Juniper's Innovate Reconciliation Action Plan was recently endorsed by Reconciliation Australia and is a key mission priority.

Uniting Church WA Values: Love, Hope, Justice, Inclusion, Accountability, Integrity, Creativity

As an agency of the Uniting Church in Australia, Juniper's Vision and Mission are informed by the Church's values and ethos.

The core values of the Uniting Church and Juniper have enduring roots in the life and teachings of Jesus and a dynamic dimension as applied to the contemporary context of society.

Juniper aligns strongly with the values of the Uniting Church by offering high quality, care, accommodation and services to support older Western Australians to live life well.

Juniper's values are Welcome, Compassion, Respect, Hope and Courage.

Our employees, volunteers and customers all resonate strongly with our values-driven culture.

We express Love and Hope for our customers by placing them at the centre of our care and we strive to listen and understand their needs and support them to make the most of life.

We are inclusive and accountable and offer care and services to any older Western Australian who needs them.

We reflect the values of Justice and Integrity whereby we believe and uphold the right that everyone deserves to be treated with respect, compassion and dignity.

We are creative in our thinking, agile and courageous, and strive for excellence in all we do.

Annual Report Highlights

Some highlights from the past year are outlined below:

New Chief Executive Officer appointed in December 2022:

- After serving for 4 years at Juniper, previous CEO, Chris Hall retired in early December 2022, and Russell Bricknell, previously CEO at Baptistcare, commenced as Juniper's new CEO.

Revised Strategy developed for FY24-FY27

- In early 2023, under the direction of the new CEO, the Board and Executive, reviewed and updated Juniper's Strategy for FY24-FY27.
- Our revised strategy increases our focus on supporting customers to access care and services that meet their needs as they change.
- It relies on effective customer engagement, sales and support functions, as well as streamlined, easy to navigate service delivery through a redesigned care model.
- It requires fit-for-purpose organisational business processes and systems that are efficient and effective.
- It is underpinned by an exceptional customer service culture and engaged values-driven workforce.
- We will achieve our mission by expanding opportunities that are viable, sustainable and meet customer needs.

Response to Kimberley Flooding in January 2023

- In January 2023, Fitzroy Crossing experienced the worst flooding in 100 years.
- Juniper has a residential care facility in Fitzroy Crossing, which fortunately, was not affected by the flood waters, however it did receive quite substantial damage as a result of the torrential rains.
- We joined with the local community and Indigenous organisations, the Department of Health and Aged Care, and the Emergency Response Teams and Defense Force to support the broader community.
- We played a vital role in ensuring vital services continued to be provided to individuals in the community, such as preparing and providing meals from our onsite kitchen.
- We also supported residents in our aged care home to relocate to our care facility in Derby so they could still see families that had been evacuated to Derby and who normally lived on the other side of the Fitzroy River, which couldn't be crossed as the bridge had been damaged as a result of the flooding.

Operational Performance

- We have maintained compliance with all Aged Care and NDIS Standards and achieved NDIS re-accreditation in May this year.
- Our response to COVID was operationalised in mid-2022 and we continue to respond well, keeping our customers and staff safe.
- We continue to respond to the implementation of the Aged Care Reforms from the Royal Commission into Aged Care Quality and Safety.
- The Commonwealth Government funding for Residential Aged Care Services changed in October 2022 with care minute targets and quarterly reporting now required to be met.
- Juniper's FY23 financial performance and sustainability has improved since our 2022 Annual Report.

Board Member Retires

- Mary-Ellen King retired on 20 April 2023 after 9 years of service on the Juniper Board and as a member of Juniper's Care and Clinical Governance Committee

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