

31. Juniper Board

<i>Chairperson</i>	Fred Boshart
<i>Chief Executive Officer</i>	Chris Hall
<i>Country Representative</i>	Jeremy Hudson
<i>Metro Representative</i>	Mary Ellen King
<i>Members elected by Synod</i>	Dr Chris Etheron Beer Maree Arnasen Frederick (John) Jeffreys Penny Knight

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 Juniper Board's strategic planning review activities during 2017 and early 2018 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

Currently, Juniper has more than 1,600 employees. 15 employees graduated from the five-month long Juniper Leadership Development Program. This in-house program aims to develop the skills of our current and future frontline managers and supervisors.

2.2 Volunteers

We are fortunate to have the support of 483 dedicated volunteers. One hundred of those volunteers are registered as providing a visiting service from their local church community.

2.3 Excellence Awards

A Juniper employee – Joyce Ashworth – was recognised as the Western Australian (WA) Aged Care Employee of the Year by Aged and Community Services Australia (the national aged care peak body). Joyce has worked with Juniper for over 45 years and is a much loved supervisor at our Elimatta Residential Care Facility.

Juniper's commitment to recognising and rewarding staff and volunteers for high performance and achievement continued. During the period we held our Awards for Excellence Gala Night to recognise our high performing teams and individuals. The evening was attended by 700 staff, volunteers and their partners and thoroughly enjoyed by all.

3. ENTERPRISE AGREEMENTS

Two new Enterprise Agreements covering our registered nurses, allied health and administration staff were finalised in July and August 2018. Although the aged care sector is facing significant funding challenges, we have been able to increase wages in line with the Western Australian average.

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. We are also grateful for the

support of 48 volunteers who provide pastoral care to our residents and clients, under the supervision of experienced pastoral care staff. Residents also participate in small group activities including Advent and Lent discussions, Bible studies and music and memory activities. The team also provides services to our clients receiving in-home services from Juniper and to members of our staff and volunteers who may be experiencing challenges in their personal lives.

4.1 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.

5. AGED CARE REFORM

Despite the attempts of the aged care 'sector' over the last 30 years to warn government of the impending ageing population bubble and to plan for it, the Commonwealth Government has done little until recent years.

Recent regulatory change is focussed on reducing government outlays by reducing indexation of subsidies, in some cases to zero, restricting supply of funded aged care places, and increasing user fees. In parallel with this there has been a steady ramping up of regulatory burdens for providers, despite the rhetoric about consumer focus and red tape reduction.

Changes affecting home care services over the last 18 months have been particularly difficult for providers, but are achieving one of the Government's goals of creating greater competition.

For the church and charitable sector in particular this has led to a pronounced reduction in the willingness of providers to collaborate and share information and ideas. Providers are having to spend significant amounts of money on marketing their products and services – money that previously has been used to care for residents and clients, or pay employees' wages. This competitive market environment will likely intensify over the next three to five years.

However, for Juniper and the rest of the UnitingCare network this also brings opportunities. As noted below, the UnitingCare Aged Care Network met in June 2018 at Juniper Gerdewoonem in Kununurra and we are finding that, perhaps in part due to our state Synod structure and lack of a geographic overlap, church agencies in other states are willing to collaborate and share useful information for the benefit of the people we serve.

6. BUILDING AND ASSETS

Highlights from the past year include:

6.1 Juniper Chrystal Halliday – Karrinyup

A new 120 place residential care facility is nearing completion and due to open early in 2019. It 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.

Independent Living Units at the western end of the site continue to operate as normal.

6.2 Juniper Elimatta – Orana Apartments – Menora

Construction of 40 new apartments for Stage 2 was completed in Menora May 2018. 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.

The name 'Orana' was reprised from the name of one of the internal roads in the first Elimatta development over 30 years ago. Orana is a word from the Wiradjuri language meaning 'welcome'.

6.3 Beryl Grant Community Centre – Albany (Lockyer)

The Multi-Purpose Building (MPB) in the Albany suburb of Lockyer is complete and operational and is a hive of activity most days.

Named after former Moderator and Juniper Board Chair Beryl Grant, this high level of activity is perhaps the most fitting recognition of a woman of seemingly infinite energy who had honours heaped on her throughout her life of community service.

Beryl was not well enough to travel to Albany for the opening in October 2017, but was present via a video link. Sadly she passed away some weeks later.

6.4 Juniper Gerdewoonem (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. A residential care facility and community hub developed with this funding was opened in June.

The name Juniper Gerdewoonem was chosen in consultation with the Mirriwoong people, and means ‘juniper among the boabs’.

The opening ceremony was well attended by Juniper Board members and representatives from the WA and Northern Synods.

Gerdewoonem also hosted a two day meeting of the national UnitingCare Aged Care Network in what we hope will set a pattern for this network to hold a meeting each year in a rural or remote locality.

6.5 Juniper Hayloft – Martin

Construction of a 100 bed residential care facility in the suburb of Martin (in the City of Gosnells) was completed in mid-2018 in time to commence accepting residents during August.

The name ‘Hayloft’ is a departure from the usual practice of naming facilities after people who have made a major contribution to the Uniting Church and community life, and is reflection of the area’s rural, equine history, which is still apparent in the locality.

7. FINANCIAL PERFORMANCE

Full audited financial statements will be provided to the Synod of WA 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.

8. GOVERNANCE

During 2017 and 18, the Juniper Board has continued its ongoing work to improve governance practices and also had a major focus on recruiting a new CEO and recruiting new Board members.

That work was essential to deal with the impending retirement of members who were approaching 10 years of service. Last year, the Synod of WA agreed to Jeremy Hudson and Chris Etherton-Bier continuing to serve beyond the normal 10 year term to provide stability during the transition to a new CEO.

The Synod will be moving a separate Motion of Appreciation for the service of Vaughan Harding over nearly 30 years as Chief Executive, so no further mention is made in this context.

Chris Hall took up the role on 13 August 2018 and benefitted from an exhaustive handover and orientation from Vaughan before he departed. Chris is best known to the church for his leadership of the Wesley Mission Perth and the transition of the Church’s Community Services to help form UnitingCare West.

8.1 Jeremy Hudson

Jeremy joined the Board in 2008 and retired early in 2018. He is a solicitor who 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 chaired the Juniper Building Assets and Infrastructure Committee where his clear thinking and attention to process was highly valued.

8.2 Christopher Etherton-Beer

Chris joined the Juniper Board in 2007 and retired in mid-2018. He is a Professor, Geriatric Medicine and a Geriatrician and Clinical Pharmacologist and Chaired Juniper's Client Care Committee. His focus on the wellbeing of people together with his knowledge and experience in medical research and health care were invaluable to Juniper and the Board's decision making.

9. BOARD MEMBERSHIP

Current Membership

Fred Boshart	Elected by Synod	Elected in 2016 for a 3 year term. Appointed as Chair by resolution of the Juniper Board
Chris Hall	Chief Executive Officer	Ex Officio. Commenced 13 August 2018.
Maree Arnason	Elected by Synod	Elected in 2016 for a three year term.
Arthur Criddle	Casual vacancy	Appointed by the Juniper Board in July 2018 to the casual vacancy on the resignation of Chris Etherton-Beer. Due for renomination at Synod 2020.
Tony Iannello	Ad hoc position	Appointed by the Juniper Board for a 2 year term commencing in May 2018.
Frederick (John) Jeffreys	Elected by Synod	Elected in 2016 for a three year term.
Mary-Ellen King	Elected by Synod	Elected in 2017 for a three year term.
David de Kock	Casual vacancy	Appointed by the Juniper Board from April 2018 to fill the casual vacancy on the resignation of Jeremy Hudson. Due for renomination at Synod 2020.
Penny Knight	Elected by Synod	Elected in 2017 for a 3 year term.
Grant Robinson	Ad hoc position	Appointed by the Juniper Board for a 2 year term in August 2018

There are no vacancies at Synod 2018 so no nominations are coming forward.

Recently retired members

Vaughan Harding	Chief Executive	Ex Officio. Retired August 2018.
Chris Etherton-Beer	Elected by Synod	Elected in 2017 for a three year term. Retired June 2018.
Jeremy Hudson	Elected by Synod	Elected in 2017 for a three year term. Retired January 2018.

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