



Juniper

Chairperson	Fred Boshart
Chief Executive Officer	Chris Hall
Members elected by Synod	Maree Arnason Arthur Criddle Frederick (John) Jeffreys Mary-Ellen King Rev David de Kock Penny Knight
Co-opted	Tony Iannello Grant Robinson

1.0 JUNIPER'S STRATEGIC PLAN

The Juniper Board conducted a review of its Strategic Plan at the end of 2018. The revised strategic intent and strategies are as follows:

Strategic Intent: To achieve our Vision and Mission Juniper will strengthen its capacity to respond to community need by being WA's Provider of Choice for Aged Care and Employer of Choice in Aged Care.

Goals:

- **CARE:** As a Provider of Choice, our services are of the highest standard.
- **WORKFORCE:** As an Employer of Choice, we attract and develop capable people.
- **SUSTAINABILITY:** As a Provider and Employer of Choice, we excel in governance and management.
- **CAPACITY:** As a Provider of Choice, we meet and exceed community expectation.

The Board's strategic planning review activities refocused the organisation to consolidate on its rapid growth agenda, and build on its foundation with a focus on good governance, financial performance, quality clinical service delivery, risk, and compliance with the new Aged Care Standards which came into effect on 1 July 2019.

The activity reported below is in response to our Strategic Intent.

2.0 SERVICES

Juniper continues to deliver safe and quality aged care services at 26 residential care facilities across Western Australia, 11 of which provide dementia specific care. Home care services are delivered across the Perth metro area, in Northam, Wyndham and Kununurra so clients can stay in their home longer. In addition, Juniper operates 12 Independent Living Villages across Perth that provide affordable accommodation to the elderly.

At the start of 2019, Juniper undertook a review of its Kimberley services to make them more culturally safe for residents. Juniper is also embarking on the development of its first reconciliation action plan as part of its reconciliation journey,



2.1 Juniper Chrystal Halliday - Karrinyup

A new 120 place residential care facility due to open in August 2019. It is 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.

2.2 Juniper Korumup - Albany (Lockyer)

A new 100 bed residential care facility opened in June 2019. Pre-opening events were held in April 2019 with the chapel blessing conducted by the Moderator Rev. Steve Francis, and an afternoon tea attended by representatives from the local Uniting Church congregations and the former Albany Cottage Schemes Board. Juniper also recognised the gift of land given to Juniper to facilitate this development.

Following extensive consultation with the Albany Heritage Reference Aboriginal Corporation, the name Korumup was chosen and is the Noongar Nation's local Mineng Group's word for boronia. The Lockyer site has boronia trees on it and the adjoining Juniper Independent Living Units facility is named Boronia Court.

3.0 70 YEARS OF SERVICE

2019 marks the 70th anniversary of Juniper marked by the opening of Hardey Lodge, circa mid-November 1949. This milestone Platinum anniversary presented the opportunity to increase engagement with staff, volunteers, residents and clients and reinforce Juniper's core values, celebrate achievements and communicate the future vision for the organisation.

Throughout 2019, a range of celebrations and activities to celebrate the organisation's 70th anniversary are being held.

In addition to new logos, banners, branding plus a gift coffee mug for staff and volunteers, each Juniper site has hosted a special activity or morning tea for residents and families. The 70th celebrations will culminate with a special occasion marked at the opening of the new Juniper Chrystal Halliday facility earmarked for September 2019 and further acknowledgment at Juniper's annual excellence awards night in November.

4.0 WORKFORCE

4.1 Leadership Development

Currently, Juniper has 1,765 employees. In 2018, 16 employees graduated from the 5-month long Juniper Leadership Development Program. In 2019, 13 participants will graduate in August 2019. This in-house program aims to develop the skills of Juniper's current and future frontline managers and supervisors.

4.2 Volunteers

Juniper currently has 539 dedicated volunteers, 82 of whom provide a visiting service from their local Church community.

4.3 Excellence Awards

At the 2019 ACSA Awards, Juniper was received high commendation for a Provider of the Year.

Juniper continues to be committed to recognising and rewarding staff and volunteers for high performance and achievement. During the period, Juniper's Awards for Excellence Gala Night was held and recognised Juniper's high performing teams and individuals.

5.0 PASTORAL AND SPIRITUAL CARE

The Pastoral and Spiritual Care team comprises of 10 paid Pastoral Care Coordinators and 25 trained Pastoral Care Volunteers of whom several are Uniting Church members. The team continues to provide individual support, conduct Church services and facilitate the provision of services along with an additional 25 representatives from various Christian denominations in order to support the different expressions of faith and worship of Juniper's residents and clients across the State.

Juniper is grateful for the support of the volunteers who provide pastoral care to 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, music and memory activities and rosary groups for Catholic residents. The team also provides services to clients receiving in-home services from Juniper and to members of staff and volunteers who may be experiencing challenges in their personal lives.

6.0 CULTURE OF CARE

Juniper's new Culture of Care program for staff commenced in September 2018 with workshops comprising the following learning outcomes.

- Understand your role as part of the Team
- Promote and demonstrate Person Centred Care in a relaxed awakened environment
- Develop an understanding of the new Aged Care Standards including residents and families as consumers
- Apply the PEACH (Person, Environment, Activity, Communication, Health) and Newcastle Model in supporting residents
- Identify and implement purposeful activities for all residents
- Gain a better understanding of your team, your strengths as a team

The workshops are thought provoking and interactive concluding with a Team Building activity which enhances the team spirit and awareness. To date, over 800 staff have participated in the Culture of Care training, 29 staff have been trained as trainers and 48 half-day workshops have been held. This has been a holistic team approach with the responsibility of everyone to make the change. This philosophy supports the Dementia Strategy Vision statement "Juniper partners with people and their families living with dementia on their unique journey of **wellbeing, belonging and enablement.**"

7.0 AGED CARE REFORM

Juniper joined the aged care sector in preparing for the new Aged Care Quality Standards which came into effect on 1 July 2019. The focus of the new standards is on Consumer Choice and Dignity.

Changes affecting home care services continue to be particularly difficult for all providers mainly because of the long waiting times for packages and the creation of greater competition.

7.1 Royal Commission into Aged Care Quality and Safety

The Royal Commission into Aged Care Quality and Safety commenced in October 2018. Juniper was one of the largest 100 providers in Australia invited to make a submission to the Royal Commission by 7 January 2019 with evidence of instances of substandard care including mistreatment and all forms of abuse, complaints about substandard care, mistreatment or abuse, systemic issues, difficulties with access to health care for care recipients, provision of aged care services to people under 65 years and any changes that could be made. Juniper's Royal Commission statement and guiding principles is available on the Juniper website.

Juniper's Executive Director Operations and Residential Manager for Derby were asked to appear as expert witnesses at the Broome hearing in June 2019 specifically addressing Juniper's services in the Kimberley region.

The Royal Commission is due to hand down its interim report by 31 October 2019 and a final report by 30 April 2020.

7.2 Aged Care Workforce Remote Accord

In November 2018, Juniper's CEO, Chris Hall, took on the role of Chair of the Aged Care Workforce Remote Accord, an industry-led group that works with relevant government agencies and other stakeholders. The aim of the Accord is to find ways to sustain, support and expand the aged care workforce in remote and very remote communities in order to improve outcomes for people living in those communities.

8.0 PROPERTY DEVELOPMENT

Management have developed the Buildings Strategic Asset Management Plan which informs the planning and coordination of the property development, maintenance, and refurbishment requirements for all Juniper buildings and assets for the next five years.

9.0 FINANCIAL PERFORMANCE

Full audited financial statements will be provided to Synod via the usual process and it is worth noting in this context that the good governance and management of Juniper has continued to deliver fair financial performance under current difficult funding models which enables Juniper to pursue its Mission effectively.

10.0 GOVERNANCE

During 2018 and 2019, the Board of Juniper has continued its work to strengthen its governance practices. Following its annual Board effectiveness review and revised strategic plan, changes were made to the Committee structure replacing the previous three committees with four committees, namely:

- Finance and Property Development Committee
- Care and Clinical Governance Committee
- Audit and Risk Committee
- Nomination and Remuneration Committee.

10.1 Retiring

Fred Boshart and Frederick (John) Jeffreys are due to retire from the Juniper Board following the September WA Synod as both have served terms in excess of 10 years. A separate nomination paper for two Synod appointed Board Directors has been submitted before Synod 2019 for adoption.

10.2 Executive Leadership Team

In August 2018, Chris Hall commenced as Juniper's Chief Executive Officer, replacing Vaughan Harding.

In 2019, changes were also made to the Executive leadership structure:

- merging all operational service delivery functions under a new Executive Director Operations role;
- merging all corporate service functions under a new Executive Director Corporate Services role;

- Repurposing the Executive Director Human Resources role;
- Establishing an inaugural Executive Director Mission role to further expand the mission focus of Juniper and ensure continuity of the Uniting Church ethos; and
- Establishing an Executive Director Planning and Strategy role to improve the planning, reporting, brand and compliance aspects of the organisation.

In addition to the above developments, a number of new corporate services positions have been created to enable Juniper to respond effectively to the external environment in which it is required to operate.

11.0 CURRENT MEMBERSHIP

Fred Boshart	Appointed by Synod	Re-appointed in 2016 for a 3 year term. Appointed as Chairperson by resolution of the Juniper Board. Due for retirement at Synod 2019.
Chris Hall	Chief Executive Officer	Ex Officio. Commenced 13 August 2018
Maree Arnason	Appointed by Synod	Re-appointed by Synod in 2016 for a three year term. Nominated for re-appointment at Synod 2019.
Arthur Criddle	Appointed by Synod	Appointed by Synod in 2018. Re-appointment due at Synod 2021.
Frederick (John) Jeffreys	Appointed by Synod	Elected in 2016 for a three year term. Due for retirement at Synod 2019.
Mary-Ellen King	Appointed by Synod	Re-appointed by Synod in 2017. Re-appointment due at Synod 2020.
David de Kock	Appointed by Synod	Appointed by Synod in 2018. David represents the Uniting Church. Election due at Synod 2021.
Penny Knight	Appointed by Synod	Appointed by Synod in 2017. Election due at Synod 2020.
Tony Iannello	Co-opted	Co-opted by the Juniper Board for a 2 year term commencing in May 2018. Nominated for appointment at Synod 2019
Grant Robinson	Co-opted	Appointed by the Juniper Board for a 2 year term in August 2018. Nominated for appointment at Synod 2019.

Chris Hall
Chief Executive Officer
chris.hall@juniper.org.au