

REPORT TO SYNOD 2020 – 6 July 2020

1.0 Mission and Strategy

In early April 2020, the Board undertook its annual review of Juniper’s current Strategic Plan. Juniper’s Strategic Intent remains unchanged - 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. The Board agreed that the primary objective for the organisation through to June 2021 is to consolidate existing Juniper operations with priority given to quality of care, financial sustainability, compliance, and risk.

Alignment with the Synod Strategic Plan includes the following initiatives:

Open Communication

- Juniper is a member of UnitingCare Australia and extensively involved in its Aged Care Network activities. CEO, Chris Hall, is a member of UnitingCare Australia’s Aged Care Royal Commission Advisory Group.
- Juniper Board Chair, Maree Arnason, and Chris Hall attend the meetings of the UnitingCare WA Forum. Executive Director Mission, Sheryl Carmody, actively participates in the Church Agencies Planning Group, designed to build and strengthen meaningful connections between the agencies and various parts of the Uniting Church. There is active liaison with the newly appointed Executive Officer-Caring Services. There is regular contact and information and resource sharing with Uniting WA and Good Sammy Enterprises. Juniper and Uniting WA jointly occupy the Beryl Grant Community Centre in Albany and are collaborating for the purpose of exploring further partnerships opportunities in the Great Southern Region. Juniper and Good Sammy Enterprises have commenced a joint recycling arrangement from October 2020.
- Juniper co-brands all its publications with “UnitingCare”.

Faith Formation and Faith Sharing

- In 2019, Juniper developed its Kimberley Strategy, inclusive of its Kimberley Aboriginal Workforce Strategy Action Plan 2020-2023 which together aim to improve its workforce retention, training and development; improve cultural safety and security in service delivery; enhance financial sustainability; undertake building improvements; and better engage with local traditional custodian groups and Aboriginal controlled community organisations. The Workforce Strategy aims to increase Juniper’s Aboriginal workforce participation to 30% across the Kimberley. Juniper has five residential facilities together with in-home care services across four locations in the Kimberley.
- In September 2019, Sheryl Carmody joined the Executive Leadership Team in the inaugural role of Executive Director Mission. The role is responsible for mission and values integration, pastoral and spiritual care leadership, social justice development and advocacy, environmental impact strategy leadership, and various stakeholder management responsibilities both within and external to the Uniting Church in WA and nationally. Sheryl is leading the development of Juniper’s Reflect Reconciliation Action Plan which will be launched later this year and an educative and consultative mission and culture document to assist Juniper going forward, together with leading the implementation of various aspects of Juniper’s Kimberley Strategy and Workforce Action Plan. She will lead Juniper’s response to the implementation of the WA Voluntary Assisted Dying legislation, in conjunction with other parts of the Uniting Church, including the Synod’s Voluntary Assisted Dying Task Group which members include Dr Arthur Criddle, a member of the Juniper Board.

Community Engagement

- Juniper celebrated its 70th anniversary through a variety of celebration morning teas with

- residents and staff, and the staff 'Annual Excellence Awards' event was held in November 2019.
- Juniper officially opened a new 120 bed residential care facility in Karrinyup (Juniper Chrystal Halliday) in August 2019. It also officially opened an award winning 100 bed residential care facility in Albany (Juniper Korumup) in September 2019. We were pleased that the Moderator, Rev Steve Francis, officiated at these openings.
 - Juniper is exploring the further expansion of its affordable housing for seniors' initiatives.
 - Juniper's Pastoral and Spiritual Care Team comprises 13 paid Pastoral Care Coordinators and 26 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 60 representatives from various Christian denominations, including Uniting Church Congregations, in order to support the different expressions of faith and worship of Juniper's residents and clients across the State.
 - Members of a number of Uniting Church Congregations are involved as volunteers with Juniper, assisting with resident and client transport, visitations, and a variety of other support activities.
 - Contact is maintained with the Floreat Uniting Church and its support for the Boab Network in the Kimberley.

Training for Ministry Leadership

- Induction programs for all new Board members, staff and volunteers include a focus on Juniper as a Uniting Church Community and social outreach service of the Uniting Church in WA. These programs include content on the foundations, structure, mission, ethos and social care activities of the Uniting Church.
- In 2019, Juniper's Pastoral and Spiritual Care Service model was reviewed and refreshed. This included a review and update of all operating policies and procedures; implementation of a new spiritual assessment model; enhanced integration of services into residential aged care services; extension of services into regional residential sites; and the implementation of a six-month pilot service in Home and Community Care to determine the level of client interest in incorporating the service as part of clients' assistance packages.
- As at June 2020, Juniper has 1915 paid employees and approximately 480 volunteers. Juniper has a large and comprehensive staff training development program, inclusive of compulsory training requirements and broader skills and leadership development activities. In 2019, 16 staff participated in Juniper's seventh 5-month long Leadership Development Program.

2.0 Financial and Risk Management

Financial Management:

The FY20 financial results are being finalised, with a forecast end of financial year operating deficit. Juniper's financial position is consistent with much of the aged care industry which is severely challenged by current economic conditions, declining levels of income, Commonwealth funding arrangement which are no longer fit for purpose and changes in funding and equity arrangements. In addition, there is the impact of major sector reforms, decline in residential care occupancies, escalating compliance and operating costs, increasing consumer expectations, and the financial impact of COVID-19. As at March 2020, 60% of Australian aged care homes are operating at a loss, increasing to 74% for aged care homes operating in regional and remote communities.

Juniper has been successful in negotiating more flexible funding arrangements with the Commonwealth Government for its Kimberley services. It continues, however, to significantly subsidise the Kimberley operations.

Importantly, Juniper continues to meet its prudential requirements under the aged care legislation.

Juniper and the aged care sector generally are under significant financial pressure. The Juniper Board is closely monitoring the financial position and, together with the Executive, is taking appropriate proactive and corrective action as required to ensure the future financial sustainability of the organisation.

Risk Management:

Juniper remains focused on achieving compliance with the Aged Care Quality Standards. A major

Transformation and Compliance Program was implemented in early 2020 in response to the outcomes of review audits carried out by the national regulator, the Aged Care Quality and Safety Commission.

Juniper has a Risk Policy together with a sophisticated Risk Management Framework and Clinical and Corporate Risk Register in place. The Board reviewed and updated these in early 2020, as part of its annual review and regular reporting program.

A new Quality Management System (QMS) which integrates a number of legacy systems, was implemented in late 2019. All corporate and clinical policies have been reviewed and updated in 2020.

In late 2019, Juniper introduced an Internal Audit Program.

Major enhanced infection control, safety and well-being plans and measures were implemented in response to the COVID-19 pandemic. To date, no Juniper resident, client or staff member has tested COVID-19 positive, as a result of a comprehensive set of initiatives.

Juniper continues to closely monitor the hearings and outcomes of the Royal Commission into Aged Care Quality and Safety. Senior staff appeared as expert witnesses before the Broome hearings of the Royal Commission in relation to the provision of aged care services in remote and very remote communities. The Commission is expected to release its final report in November 2020.

3. Constitutional, including Governance and Board Appointments:

The following changes have occurred to the membership of the Juniper Board since the 2019 Annual Synod Meeting:

Name	Position	Board Membership Tenure
Fred Boshart	Board Member (Chair)	Retired on 30 September 2019.
Frederick (John) Jeffreys	Board Member	Retired on 30 September 2019.
Tony Iannello	Board Member	Resigned from 31 December 2019.
Maree Arnason	Board Member (Chair)	Re-appointed by Synod Standing Committee on 7 October 2019 for a 3-year term. Elected as Board Chair by resolution of the Juniper Board effective 1 October 2019.
Mary-Ellen King	Board Member	Re-appointed by Synod Standing Committee on 20 April 2020 for a three-year term.
Penny Knight	Board Member	Re-appointed by Synod Standing Committee on 20 April 2020 for a three-year term.
Dr Arthur Criddle	Board Member	Co-opted Member. Synod Standing Committee will consider his appointment in August 2020 for a three-year term.
Grant Robinson	Board Member	Appointed by Synod Standing Committee on 7 October 2019 for a three-year term.
Barry Honey	Board Member	Appointed by Synod Standing Committee on 10 December 2019 for a three-year term.
Karen Gullick	Board Member	Co-opted by the Juniper Board for a 2-year term from April 2020.

Continuing Board Members whose appointments are unchanged include Rev David de Kock and Chris Hall, Chief Executive Officer and ex-officio Board Member.