

ANNUAL REPORT

2017 - 2018



WaipunaHOSPICE

Life is Special

ABOUT WAIPUNA HOSPICE

VISION

High quality end of life care for all

MISSION

To provide the best possible specialist hospice palliative care, enhancing the quality of life for those facing end of life and bereavement.

VALUES

Compassion
Advocacy
Respect
Empathy
Quality

OUR SERVICES

Waipuna Hospice care is effective, equitable, valued and accessible to all people in the Western Bay of Plenty in a seamless manner, regardless of age, gender, diagnosis, ethnicity, or geographical location. We deliver care in partnership with the patients primary healthcare team and alongside any other specialist teams involved. In doing so Waipuna Hospice can be seen as providing an additional layer of support.

OUR PEOPLE

Waipuna Hospice attracts, develops and retains a high performing and engaged interdisciplinary team of staff and volunteers.

OUR DIVERSE COMMUNITY

Waipuna Hospice reflects the diversity of our communities in every aspect of our business.

OUR PARTNERS

Waipuna Hospice has sustainable relationships with key stakeholders across our region, including Bay of Plenty District Health Board, businesses, health providers, iwi and our communities.

OUR FINANCES

Waipuna Hospice demonstrates strong financial stewardship while providing for the future needs of the community.



CHAIRPERSON'S MESSAGE

The most pressing and on-going governance issue for the Waipuna Hospice board is to ensure the organisation has sufficient resources to meet its contractual and other obligations.

The 2017 – 2018 financial year operated with a very tight cash flow. Fortunately, we were able to mitigate our cash flow shortfall with the timely renovation of our Katikati shop and the opening of a new shop in Papamoa. The extra income received enabled us to end with a positive cash flow. Additional bequests also enabled Waipuna Hospice Incorporated to end with a healthy balance sheet.

This year we required a small operational grant from Waipuna Hospice Foundation, which is an independent investment arm of Waipuna Hospice. It safeguards moneys received over and above day-to-day operational requirements to ensure our financial resources meet all commitments.

Waipuna Hospice services have maintained their quality in an increasingly complex health environment to meet complicated



Waipuna Hospice services have maintained their quality in an increasingly complex health environment...

multi-comorbidities, multifaceted psychosocial needs, or both. The medical, nursing and family support teams have enhanced their interdisciplinary practice to ensure best possible care planning takes place, a major cornerstone of good hospice care.

Waipuna Hospice passed two major external audits this year, one for accreditation and certification, and the other as part of the DHB contract audit. The reports were very complimentary. These audits take place periodically and ensure we are assessed against current best practice and the quality specifications dictated in the Health and Disability Sector Standards.

I wish to thank each board member for their voluntary governance contributions for another year, and in particular, Bryan Thorn who steps down from the board this year. He has given 12 years of excellent and dedicated service to Waipuna Hospice, particularly in the area of medical and clinical governance. We wish him well for the future.

The board wishes to congratulate our CEO, Richard Thurlow on his election to the chair of Hospice NZ. Richard assures

me this is not interfering with his work for Waipuna Hospice. His new role recognises the large contribution he has made to Hospice NZ projects over the time he has been CEO at Waipuna. This also allows Waipuna Hospice to remain closely connected with the authorities in Wellington and is kept in play with new policy development and initiatives.

I am always humbled to be part of the hospice philosophy. I wish to thank all staff and volunteers of Waipuna Hospice for the great work they do for the community. I also wish to thank the Waipuna Hospice Inc. board for their excellent guidance. Richard Thurlow, our CEO, continues to do a remarkable job keeping Waipuna Hospice on an even keel and meeting the demanding budget constraints set for him. I look forward to another rewarding year in 2019.

Mark Tingey
Board Chairperson

2018 YEAR IN REVIEW

Work

Referrals



638

Nurse Visits



9267

Nurse Phone Calls



19,821

Family Support Contacts



3135

All Patient Contacts



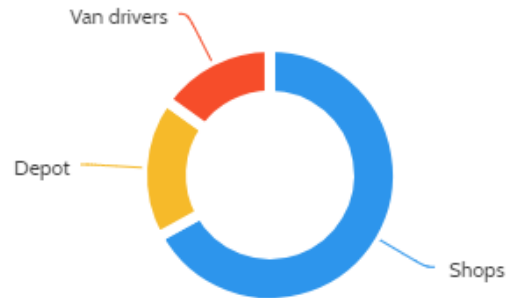
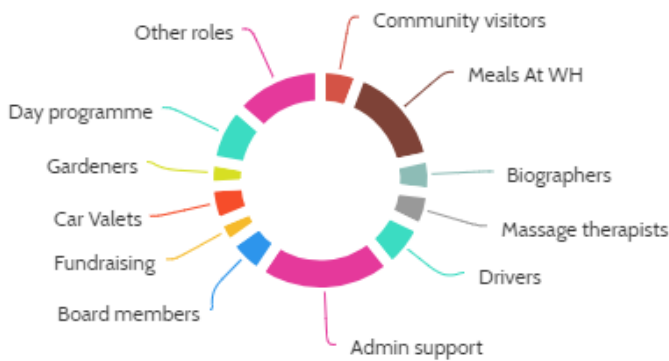
28991

Our Team

Volunteer (not shops)
Total Hours = 9,851

820 Volunteers

Volunteer (shops)
Total Hours = 74,672



141 Staff
82.93FTE



Fundraising...



\$3.30M



CHIEF EXECUTIVE OFFICER'S MESSAGE

The 2017 to 2018 financial year began with the completion of some service changes.

These changes were in collaboration with Bay of Plenty DHB, as the services were picked up by DHB contractors (Home Based Support Services) and Tauranga Hospital (Hospital Liaison Team). We exited home based support services because of unsustainable funding, and difficulty in recruitment of staff for these roles. The exit from hospital liaison was because of a decrease in availability of specialist medical staff (relocation of one senior medical officer to Auckland). The liaison nursing service also became financially unsustainable, because Waipuna Hospice received no contracted funding for this nursing role. This was a difficult decision to make and we thank all staff for their input to these services over the years.

The ability to provide top quality service with limited income is a difficult balancing act. Thankfully, through the year ending June 2018, Waipuna Hospice managed to meet the positive side of the ledger. This was done through some major projects

I love the slogan of our shops, "Turning second hand goods into first class care." Because that is exactly what they do.

and excellent support from our community, combined with a watchful eye on expenditure.

On the income side of the ledger, we invested in our network of shops. Firstly, we combined two separate shops in Katikati into one providing a lovely retail area. Secondly, we opened a new shop in Papamoa in February. This proved to be an important investment, with Papamoa expanding at a phenomenal rate and retail space hard to find. We signed a lease on the Domain Road site in December. The Papamoa shop has been extremely successful and we look forward to seeing its contribution to our income growth in the future. Our slogan "Turning second hand goods into first class care" highlights exactly what they do. Please encourage your friends and family to give us a call if you have second hand goods to give away - if you are shifting house or just having a clean out.

Our fundraising team also saw change at the start of the year with the resignation of Trish Rae and the employment of Sasima Pearce. During the last 12 months, donations increased, but grants were down, as was net fundraising income. Despite these mixed results, we met our

income needs and together with our shops, we saw our gross income (inclusive of DHB contracts) grow above \$9M for the first time (actual \$9.2M). Expenditure has been extremely well managed this year and was below budgeted levels. Our net surplus for the year equated to around \$150,000.

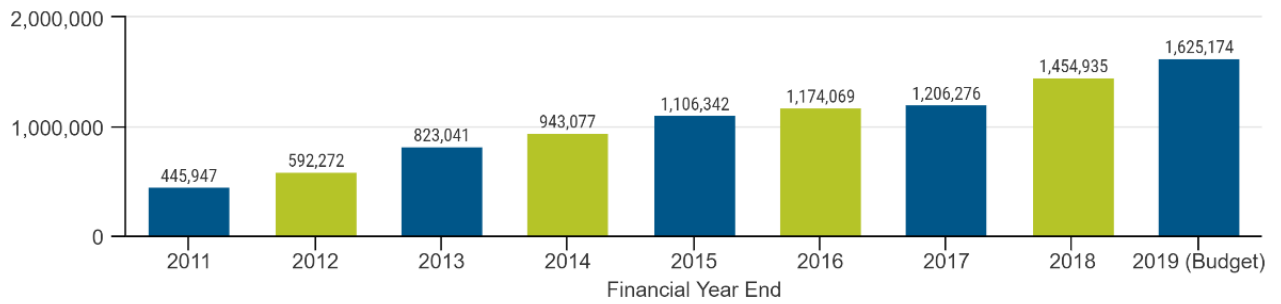
One of our fundraising ventures - The More FM Mount Everest Challenge became my own personal challenge and I took pleasure in taking part. For all those who mastered their own challenge, well done. For all those who donated through individual 'give-a-little' pages, thank you. We raised a staggering \$121,803. Thank you to More FM for supporting Waipuna Hospice in this event.

The Ladies Charity Luncheon was also a highlight. Thank you to Leona Smith and her team for a fantastic event which raised \$70,000 for Waipuna Hospice.

The year has been successful through the excellent work of our senior leadership team (now comprising eight people). This team has focused on our strategic plan; ensuring investments align with our strategic direction. At this point, I wish to acknowledge the board's ability to guide us



Shop Income Growth



all to make the best decisions and investments. It enhances my belief that the success of our organisation relies on a few quality features: culture, governance, ability and teamwork. I wish to join our chairman to convey my grateful thanks to Bryan Thorn, who has been an important board member during Waipuna Hospice's prolonged period of development. We have seen an increase in the size of our staff this year, particularly in the shops, requiring managers and logistics support. This was not possible without the support of our community, and careful management of projects by the retail team.

Our volunteer team increases every month and currently exceeds 850 people. Most of our volunteers work extremely hard and have become the backbone of our business model. We are all extremely thankful for the generosity our volunteers show to the organisation. It is through their hard work and patience that we posted close to \$250,000 increase in net income this year.

Towards the latter part of 2017, the BOP DHB initiated a review of palliative care across the whole Bay of Plenty, recently released in draft form to the participants. We are encouraging the BOP DHB to

develop a strategy for palliative care delivery across the Bay of Plenty to ensure equitable access, sustainable funding and improved access to all sectors (primary care, age residential care, hospital care and specialist hospice care). Palliative care must also include services delivered in a generalist setting, and include physical (medical and nursing), psychosocial and spiritual care. BOP DHB must understand that funding linked to population growth is not relevant when dealing with end-of-life. Rates of growth in numbers of deaths do not follow population demographics.

We look forward to another challenging year at Waipuna Hospice. We cannot do our work without the high level of support from our community, in healthcare, or via volunteers, supporters, donors, members, or people living in Western Bay of Plenty.

Thank you for all your ongoing support.

Richard Thurlow
Chief Executive Officer

CLINICAL SERVICES



CLINICAL SERVICES | Director

Waipuna Hospice believes that the landscape of palliative care is changing with an increased number of patients now being in an older age group and living with chronic illness.

In fact, Waipuna Hospice may be witnessing this more than many other hospice because of the unique age demographic of Western Bay of Plenty.

In practice, we have seen more demands on our community team, and a change in our IPU admission statistics (with more patients being admitted because of carer crisis). Our challenge for the future is developing a hospice service that caters for a broad range of needs, but particularly identifies the needs of elderly patients and elderly caregivers.

CLINICAL SERVICES | Community Nursing

The community nursing team have been managing significant fluctuations in workloads including an increase of complex patients combined with a slight increase in the number of referrals over a three-month period.

Whilst short-term strategies are routinely implemented for these increases, longer-term planning is underway to measure acuity, utilise outcome measures, and determine appropriate staff resourcing. For this financial year we have implemented two development roles as part of the nursing workforce development plan.

Travel times continue to have a big impact on patient visiting schedules for our nursing staff. As part of our future planning, the senior management team are investigating options for satellite offices towards the eastern part of the area we serve.

We have now actioned the nurse practitioner role, providing ongoing support for both the nursing and medical teams at Waipuna Hospice, and continuing ongoing relationships with primary care providers such as GP's. The ability to complete complex assessments and prescribe medication has added significant value to our existing services.

CLINICAL SERVICES | Day Services

Day Services deliver a number of programs including, education for patients and families, medical outpatient clinics, nursing care, counselling, bereavement care, complimentary therapies and the weekly day program.

These programs are supported by a variety of disciplines, including volunteers, nurses, counsellors, allied health, social workers, educators and doctors.

We have continued the very successful toolbox sessions delivered within Day Services, which was initiated in 2017. We also continue to provide both medical and nursing clinics on as needed basis.

The day program continues to receive great feedback from those who attend and we continue to promote this opportunity.

CLINICAL SERVICES | Education / Nursing Staff Development

A three-year nursing work force development plan is currently being rolled out with phase 1 commencing early 2018.

Our focus is to develop a sustainable workforce and be an employer of choice. We have supported two development roles whereby nurses without specialist palliative care experience (and yet have a passion for palliative care) have the opportunity to complete a 12-month structured program.

Waipuna Hospice continues to operate as a host site for the Oncology Trust Palliative Care Breakfast Lecture Series. As of this year, we are utilising technology to connect with monthly Palliative Care Grand Round presentations delivered by the Palliative Care Service at Waikato Hospital.

We have continued to deliver the foundations of the spiritual care program for all hospice staff and volunteers. The program is designed to improve the spiritual well-being of hospice organisations and in turn, spiritual care for patients, families and whanau.

CLINICAL SERVICES | PaCNAT / Referral Team

The palliative care needs assessment team facilitates a comprehensive interdisciplinary assessment for patients who do not clearly meet Waipuna Hospice referral criteria.

The assessment assists in determining specialist palliative care needs. The team is now fully established and has

successfully expanded to include triage of all new referrals.

A small trial is underway to incorporate newly referred aged residential care patients (within the PaCNAT team) who require a joint first assessment resulting from a recent diagnosis. Evaluation will be completed early 2019. By amalgamating three roles, we have created a clinical nurse specialist (CNS) Hub.

Implementation of the Clinical Nurse Specialist (CNS) Hub

Due to inherent job description parallels and the advanced level of skills and knowledge we have created the CNS hub by aligning the Aged Residential Care (ARC) role, PaCNAT and Referral CNS roles. The purpose of the CNS Hub is to ensure an expert clinical nurse with advanced clinical skills is readily available for complex patient assessment and providing nursing advice internally and externally.

CLINICAL SERVICES | Inpatient Unit

In the 2017-2018 financial year our nine bed inpatient unit ran an overall occupancy of 72% with the average length of stay being ten days.

This is a decrease from 82% occupancy in the previous financial year.

The IPU continues to support new staff who work within the IPU, community, medical and family support teams.

This collaboration is a component of the nursing workforce development plan and leads to a greater understanding of individual roles within the service as well as the function of the IPU.

We continue to allocate a respite bed, booked most weeks and at least a month in advance. This respite bed continues to support patients with complex clinical or psychosocial needs and also to enable carers some necessary respite.

CLINICAL SERVICES | Medical Director

The medical team at Waipuna Hospice is relatively small, equating to 2.3 full-time equivalent doctors during the working week.

The medical team is comprised of two doctors with specialist qualifications in palliative medicine alongside three part-time medical officers who have collectively gained years (decades!) of experience in the field. Whilst there are often unique medical roles within the hospice, undoubtedly our greatest contribution is around the interdisciplinary team table. Waipuna Hospice truly operates from an interdisciplinary perspective with the philosophy that no member of that team is of greater or lesser importance.

The Waipuna Hospice medical team is also strengthened in other respects. We value the contribution of second year house officers (doctors early in their professional careers) on rotation from the hospital. This offers a two-way benefit:

- the house officers gain insight into community medicine and palliative

care, and the hospice benefits from added medical resource and fresh medical minds. To date, six house officers have completed quarterly rotations and each of these doctors have impressed us greatly with their contribution to patient and family/whanau.

There are additional key medical interfaces. Waipuna Hospice benefits from a small number of additional doctors who help support the hospice medically out-of-hours. At the individual patient level, the patient's general practitioner remains pivotal – in essence forming a virtual team alongside the hospice medical team. Similarly, this is true of our medical oncology and radiation oncology colleagues.

Our challenge looking ahead is to ensure all patients have access to timely and expert medical/palliative care, including in their own homes as and when appropriate. Increasingly, we are revising our medical model to help ensure equitable high quality palliative care to all patients.



FAMILY SUPPORT

FAMILY SUPPORT



The Family Support Team continue to provide services that focus on the patients' psychosocial, spiritual and allied health needs.

The team deliver this care in a number of forms such as group work, workshops and one-to-one sessions. The allied health team have increased their availability, through increased hours for occupational therapy and physiotherapy. Throughout

the year, the team have consolidated their work to provide combined family support and community nursing visits. Adding to the pressure of the process are limitations to staff availability, as well as the number of complex patients Waipuna Hospice are experiencing compared to previous years. Waipuna Hospice see the provision of family support services as critical to its service provision and see this as an important area requiring future investment to maintain services for our growing population of patients and families.



MARKETING & FUNDRAISING

MARKETING AND FUNDRAISING



We can do what we said we are going to do only because of you. Thank you.

We are thankful for our valued supporters and people in the community.

Waipuna Hospice service is an integrated part of our community. Today, the need has increased so much that one organisation or individual simply cannot provide all the support required.

Within our region, our incredibly generous supporters take our mission to heart. Waipuna Hospice is extremely appreciative of the continued support from many businesses, schools, service clubs, philanthropic trusts and individuals. Without their support the care we provide simply would not be possible.

We rely on the support of many donors, partners and individuals to help us continue to provide services. Your generosity has an enormous impact on peoples' lives and the community we live in.



"To the team at Waipuna Hospice, you have made a very hard time easier with the special love and support you gave my darling husband and me throughout our difficult journey. I really couldn't have done it without you." P. G.

"Dear Waipuna Hospice, sixteen years ago my late husband Brian was in your care. You were truly my lifeline. Now our dear friend Ted had passed away and I just know you were the same for dear Ted and his lovely wife Liz. I can't thank you enough for what you do for us in our time of need, you are amazing people."

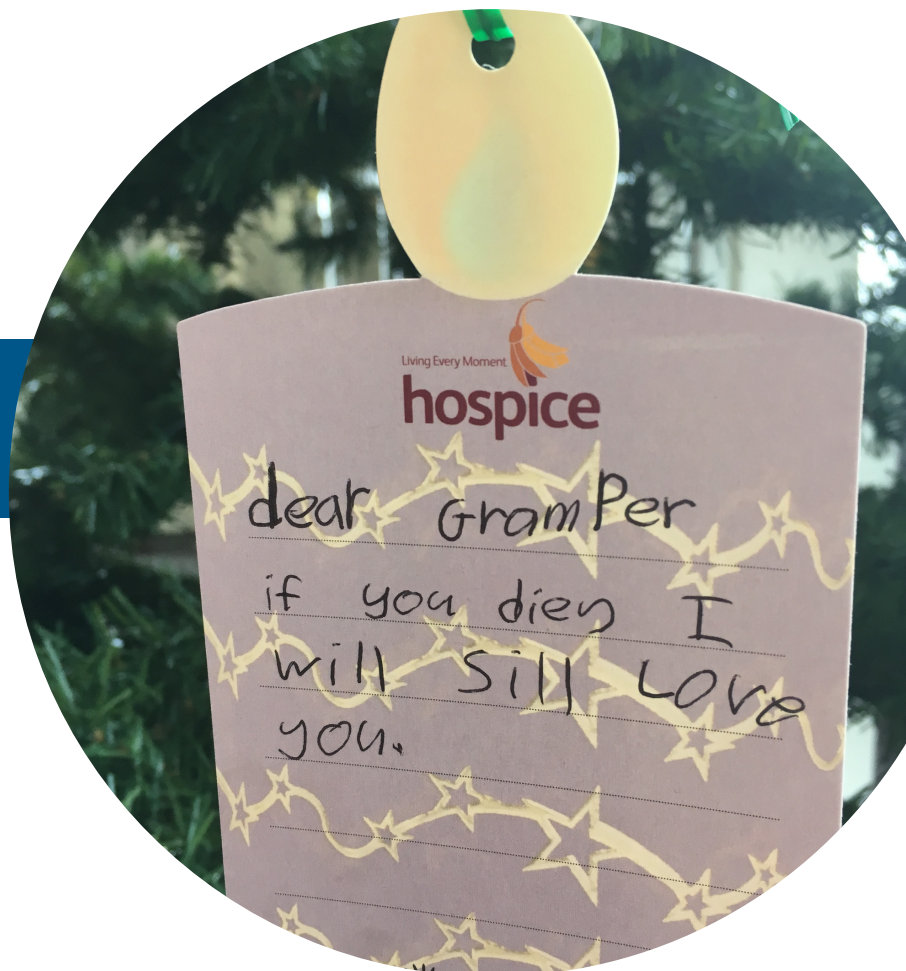
- Marlene Porritt

"To everyone at Waipuna Hospice, Keith Brown passed at the hospice one year ago today - 29th May. I am forever grateful for the support, help, love, and compassion given throughout Keith's illness and to me since his passing." - Lorraine Bax

"We cannot thank you all enough for the wonderful and compassionate care provided to my sister-in-law, Jennifer, during her lengthy stay with you. Our heartfelt thanks to everyone who was involved in Jennifer's care. From the nurse's kindness in her home visits, to guidance from the social worker. We felt very supported by the hospice. We are also aware there is ongoing support to Jen's two daughters, which is a great comfort to us as we are so far away."

- Lynda McCall

THANK YOU



First Sovereign Trust Ltd
Harcourts Foundation
Infinity Foundation Ltd
Legacy Trust
Lottery Grants Board
MATRIX CHARITABLE TRUST
New Zealand Community Trust
Pub Charity

Skycity Hamilton
St. Johns Trust
Tauranga Consumer Energy Trust
The Clyde Graham Trust
The Lion Foundation
The Omokoroa Centre Trust
The Southern Trust
The Valder Ohinemuri Charitable Trust

In addition to the organisations mentioned, there are so many individuals, community groups and suppliers who have provided support to Waipuna Hospice through various ways. Such as hosting a variety of fundraising events, donation of goods and services, organised collections, and participation and fundraising via sponsored activities. We are immensely grateful and would like to take this opportunity to thank all of our generous and valued donors for their support.



MARKETING AND FUNDRAISING

It is imperative that we communicate and advocate well about what we do within the community.

This year as part of our marketing and communications strategic plan, we have reached out to new audiences as well as our current supporters. We have created a symposium, an informative platform for sharing knowledge for health care professionals working in palliative care.

This event helped highlight Waipuna Hospice as a leading organisation in palliative care services and education. We also showcased the support provided by our highly trained staff working in modern, well equipped facilities available to all our patients and their families. Furthermore, with the majority of our patients living in the community, it is

important to increase awareness and understanding about our services in the community too. The Waipuna Hospice Road Show has helped us achieve this important objective. It has helped reduce any misunderstandings and myths about the hospice.

We rely on the financial support of many donors, partners and individuals to provide support to all patients and their families. The demands on our services are greater than before. We have made a huge and sustained effort in our marketing and fundraising activities to ensure we can continue to meet the needs of our community.

Heartfelt thanks go to our incredibly generous community and kind supporters who are instrumental to our continuing success. Thank you.

"We didn't realise all the wrap-around services that Waipuna provides to the community – great Road Show!"



"The Symposium - Planning for the future was very informative and interesting, Excellent."

"Giving voice to palliative care. Understanding what I can do better. Broadening my understanding of palliative care."

"Learning the practical side to applying the research from the speakers. Increase personal growth and development in palliative care."

"WELL ORGANISED. GOOD RANGE OF INFORMATION PROVIDED PLUS CONTENT. EXCELLENT COMMUNICATION PRIOR TO THE DAY. GREAT AND CRUCIAL TOPICS WERE COVERED."

"It was fabulous and informative - excellent speakers, very well facilitated and catered."

"The Road Show is a great way to raise awareness and reach out to the community. Learn a lot more about your services."

"It's excellent to learn more about what Waipuna Hospice does in the community."

"The Road Show was a fantastic way of bridging community together."



VOLUNTEERING

In total there have been 84,523 hours worked by Waipuna Hospice volunteers.



As Waipuna Hospice grows so does our volunteer service. We extend our special thanks to this fantastic group of individuals who continue to support and enhance the work of the hospice.

We experienced the spirit of volunteering within the Papamoa community with the opening of our new Papamoa shop, staffed with a great team of volunteers. We have also seen a huge increase in the number of hours worked by volunteers involved with other fundraising activities. Total hours worked by our shop and fundraising volunteers equates to 74,672 hours.

A large number of people directly

support patients and families in the community as visitors, biographers and drivers. Others work in a wide variety of roles at the hospice. These groups worked 10,000 hours.

The challenge is to keep our six charity stores adequately staffed and we continue to seek volunteers to work at our sorting depot. We are well resourced with volunteers to support our patients and families.

I would like to thank our volunteers again for their generosity, hard work and commitment which brings enormous richness, diversity and value to Waipuna Hospice.

Legal and Administrative Information

The Waipuna Hospice governing document is its board's constitution and charter.

Charities Commission Certificate of Registration Number	CC22206
Registered Office	43 Te Puna Station Road Te Puna, RD6 TAURANGA 3110
Board Members	Mark Tingey (Chairperson) Robert Lee (Treasurer) Monique Balvert-O'Connor (Secretary) Shirley Baker Roger Loveridge Garth Mitchinson Leona Smith Bryan Thorn Charlie Rahiri (Iwi representative, from May 2018) Tommy Wilson (Iwi Representative, resigned May 2018)
Chief Executive Officer	Richard Thurlow
Auditors	Staples Rodway
Accountant	Ingham Mora Ltd
Solicitor	Keam Standem

Summary of Services for the Community

Aged Care Liaison

Bereavement Support

Biography Services

Care Coordination

Caregiver Education

Chaplaincy Services

Companionships

Counsellors

Day Program

Day Services

Equipment Loan

Hospice at Home

Inpatient Unit

Massage Services

Outpatient Clinics

Palliative Care Needs Assessment Team (PacNAT)

Palliative Education Sessions

Social Workers

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