

# Annual Report 2016 - 2017



**Waipuna**HOSPICE

Life is Special



## Legal and Administrative Information

The Waipuna Hospice governing document is its Board Policy and Procedure Handbook.	
Charities Commission Certificate of Registration number	CC22206
Registered Office	43 Te Puna Station Road Te Puna RD6 TAURANGA 3110
Board Members	Mark Tingey (Chairman) Robert Lee (Treasurer) Shirley Baker Monique Balvert-O'Connor (Secretary) Roger Loveridge Garth Mitchinson Bryan Thorn Tommy Wilson (Iwi Representative) Craig McCord (completed term Nov 2016)
Chief Executive	Richard Thurlow
Auditors	Staples Rodway
Accountant	Ingham Mora Ltd
Solicitor	Keam Standem

## Summary of Services for the Community

Aged Care Liaison	Day Services
Bereavement Support	Equipment Loan
Biography Services	Hospice at Home
Care Coordination	Inpatient Unit
Caregiver Education	Massage Services
Chaplaincy Services	Outpatient Clinics
Companionship	Palliative Care Needs Assessment Team (PaCNAT)
Counsellors	Palliative Education Sessions
Day Programme	Social Workers

# Chairman's Report

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**Mark Tingey**  
**Board Chairman**

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

The 2016 – 2017 financial year was no exception in that cash flow at certain times of the year was tight - this is largely due to timing differences as to when Hospice receives its payments from the DHB. Fortunately, this year we received an additional payment from the DHB in recognition that we exceeded our patient referral cap mid-April and effectively had to run the organisation for the remaining 2 ½ months of the financial year purely on the support and contributions received from the community and the Waipuna Hospice Foundation.

The Waipuna Hospice Foundation is the independent investment arm of Waipuna Hospice and safeguards moneys received over and above day to day operational requirements to ensure that Hospice has the financial resources it needs to meet its commitments well into the future.

In that light, I am pleased that the Waipuna Hospice Foundation has now launched its “Waipuna for Tomorrow” campaign which will highlight the on-going needs of Waipuna as the demands on the organisation increase along with the tidal wave of growth in the aging population of our region. The campaign seeks the support of the community through the making of bequests directly to the Foundation. The advantage of this is that Waipuna not only gets access to the income from those bequests which are invested, but also has access to the capital if necessary to complete major capital projects such as the recently completed Day Services Wing.

This is the major difference between making a bequest to the Waipuna Hospice Foundation directly and say, making a bequest to the Acorn Foundation. While the Acorn Foundation is a wonderful initiative and Waipuna is a major beneficiary of Acorn, there are a couple of significant differences in how Waipuna benefits from both. Firstly, if a bequest is made to the Acorn general fund (where the Acorn trustees decide who benefits and who doesn't), Waipuna doesn't currently meet the criteria for a distribution from that general fund; and in respect of funds where Waipuna is the named beneficiary, then it is only entitled to receive the income, and not the capital of those named funds. If Waipuna Hospice fell onto hard times or required capital to say to build a new satellite hospice down Papamoa way, then it would need access to the capital to be able to achieve those desired outcomes. And so to that extent, if you are wanting to benefit Waipuna Hospice by making a bequest, then it is more advantageous to Hospice to make that bequest in favour of the Waipuna Hospice Foundation directly.

A major initiative this year was the opening of our new Katikati Second Hand Shop. The shops continue to perform strongly and make a large dent in the amount of funds which are required to be raised from the community each year. I love the slogan of our shops – “Turning second hand goods into first class care”. Because that is exactly what they do – so please encourage your friends and family to give Hospice a call if you have second hand goods to give away - if you are shifting house or are just having a clean out.

I'm always humbled to be part of Hospice. I wish to thank the staff and volunteers of Hospice for the great work they do for the community. I also wish to thank the Waipuna Hospice Inc Board for their time and the excellent guidance which they provide. Richard Thurlow, our CEO, continues to do a great job keeping Hospice on an even keel and meeting the budget set for him which can be a challenging task when the cash flow is tight. I look forward to another rewarding year with Hospice.

## 2017 YEAR IN REVIEW

### Work

Referrals



702

Nurse Visits



8,668

Nurse Phone Calls



19,821

Family Support Contacts



4,776

All Patient Contacts



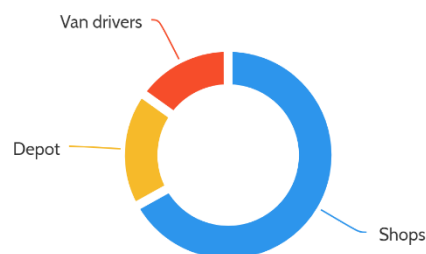
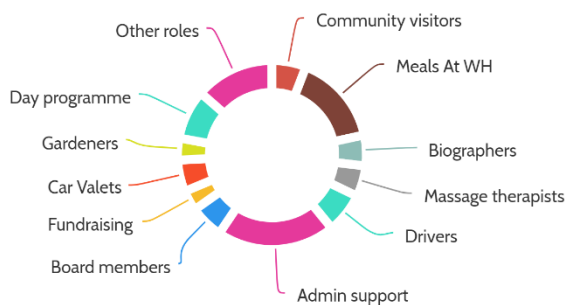
39,334

### Our Team

Volunteer (not shops)  
Total Hours = 12,383

720 Volunteers

Volunteer (shops)  
Total Hours = 49,916



122 Staff  
74.6FTE



Fundraising...



\$2.5M

# Chief Executive Officer's Report

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**Richard Thurlow**  
**Chief Executive Officer**

This year the Board and Senior Management Team and staff completed a significant project to develop our new Strategic Plan. As part of this process we redefined our vision and mission that will see us move through to 2022 with a focus on CARE and Quality...in fact our values spell just that:



Working at Waipuna Hospice provides for a very wide experience for all staff and volunteers. We have seen our volunteer numbers increase again this year and I want to thank all those who provide so much for this fantastic organisation – free of charge. Waipuna Hospice really couldn't exist without your help and generous gifts of time, services and money.

Since the opening of the Day Services wing in 2015, Waipuna Hospice has spent the last two years consolidating existing services and forecasting future specialist palliative care needs in our community, district and region. Work that was completed this year by the Ministry of Health has highlighted yet more consolidation to come, with new outcome measures to offer increased benchmarking across the health sector. Our new Strategic Plan has been completed in a form that will allow the organisation to be responsive to any changes that come from this Ministry of Health review.

As part of our strategic planning we utilised the MOH review of Palliative Care to help us identify the focus of our service development for the growing number of patients who will require our services. This growth is significant and has been estimated to be a 50% increase in the next 20 years.

To enable this growth the Board and Senior Management Team have identified 5 key areas of focus:

# Chief Executive Officer's Report

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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 geographic location. We deliver care in partnership with the patient's 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.



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



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.



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



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

Aligned to this is the need to focus on provision of Specialist Care and offering education, support and advice to primary and secondary care healthcare providers.

As you will see from the rest of this annual report each area has made significant progress towards these outcomes and I thank the team for the hard work that has gone into maintaining excellent care to our community.

Each year we see our numbers increase in terms of referrals and those patients that have highly specialised needs. As always the clinical team manage well with the resources that are available to them. Our "cloud" is that fully funded services are not yet a reality. Our "silver lining" is the community support of our services through the very generous donations and assistance throughout the year. Our population has grown over the last twelve months (some estimates state 11% this year alone). Sadly our contracted funding increases have not matched this growth. We hope that a focus will be made from central government on the significant improvements to quality of life at end of life through better

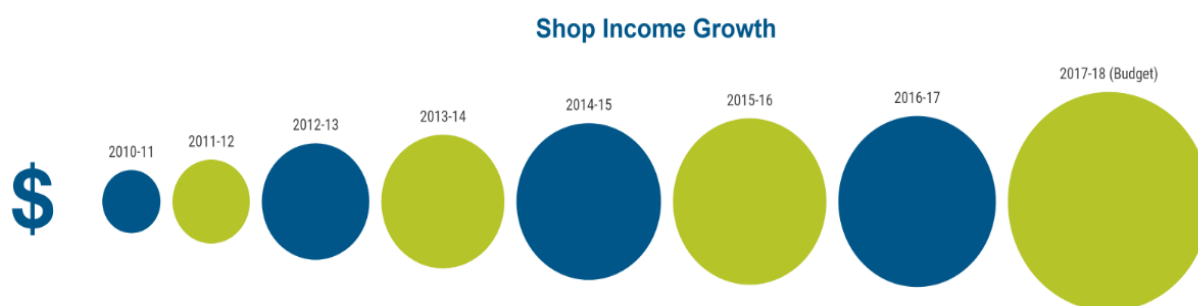
# Chief Executive Officer's Report

funded Palliative Care Services, at Hospices, GP practices, Hospitals and in the Aged Care sector. This is more than medical and includes psychosocial, allied health and spiritual care disciplines.

We do try to find new and innovative ways to fund our services and we have again had some excellent fundraising events and concerts this year. We also increased our retail base with the opening of a new shop on Katikati Main Street. We have been really thankful for the support the Katikati community have given this new shop.

The Waipuna Hospice Board recognise the importance of the shops in our fundraising endeavours. The Board approved the appointment of a logistics role to assist with our goods in and out processes and response to requests for pickups of donated goods. This has worked well and will allow further expansion of our shops network in the future.

Our shops continue to build our income and it is staggering that these retail outlets provide about half of our fundraising needs. Please keep supporting our shops and donating all those previously loved items – we help to recycle and upcycle which has a benefit on our environment too!



We have also seen a change in the leadership team this year with Debbie Penlington moving from her Director of Nursing role to be Co-director of the Family Support Team with Natasha Grieg-Merret. I thank Debbie for her contribution as Director of Nursing for the last six years.

Angela Shaw joined the organisation in March as Director of Nursing and brings with her a wealth of experience and management skills. Murray Hunt, our Medical Director was joined by Carol McAllum in July 2016 as SMO and we said good bye to Prue McCallum to a role at the Clinical School at BOP DHB. Becky Gardiner moved to a role including Human Resources as the HR and Operations Manager.

The workloads of the team have increased this year with much higher numbers of referrals. I want to thank the whole interdisciplinary team for their hard work in managing this increase whilst still maintaining expenditure within acceptable levels.

Towards the end of the financial year we alerted BOP DHB Planning and Funding to our needs as the stretch of 10% growth was much higher than the 1% increase we received in our new contract. I am really thankful that our approach was well-received and extra funds were made available to Waipuna Hospice to assist with service delivery for the last two months.

Towards the end of the financial year we took the tough decision to make two significant changes to our services. The first was to withdraw our Waipuna Hospice Nurse Liaison role (unfunded by BOP DHB) that resided in the hospital. This was for reasons of workload and safety for our staff. Whilst this was a sad development, it has been encouraging that the BOP DHB are now looking to employ a Clinical Nurse Specialist at the Hospital to take on this work.

The second big change was the withdrawal of Waipuna Hospice from the provision of Home Based Support Services. Waipuna Hospice was providing three days per week and the rest of the week was being provided by DHB providers. The services are now being provided fully by DHB providers – our nurse educators are providing education courses to assist with skill levels for their staff with palliative



## Chief Executive Officer's Report

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care patients. Our aim here is to maintain a core skillset within these partnering services that can manage patients effectively at the end of life.

Sadly after just over a year in the position Dr Carol McAllum accepted a newly created role of Strategic Leader that had been created in partnership between Mercy Hospice and ADHB. This was an exciting opportunity for Carol and we wish her well in her next chapter.

This last 12 months we have introduced a new innovation to our service thanks to dedicated funding from MOH. This innovation, called the Palliative Care Needs Assessment Team, or PaCNAT for short, has provided a new way to help patients and GPs with patients that are on the cusp of requiring Hospice care. This allows us to perform an assessment offering nursing and social work input consultation with medical, cultural and spiritual staff as required. In this process a plan of care is provided to the GP and packages of care put in place to allow the patient to have a quality of life without needing to be fully under Hospice care. GPs have found this service to be helpful in maintaining the patient under their care in the full knowledge that they can re-refer in the future should that be required. Our team aim to present at the next Palliative Care Nurses New Zealand Conference on the project and its benefits.

The next financial year will be a consolidation year, with a review of palliative care services for the whole district being undertaken by BOP DHB and a new service plan being developed. This will be an important defining point for the future of palliative care services across the whole region, be they provided by Hospice, Hospital, GP or Aged Care facility. I am excited to be able to be a part of this review as I believe that one of the most important development healthcare services need is in two areas...Palliative Care and Mental Health Services. In a way with our counselling and chaplaincy service we cover both.

Thank you for all your support over the last year. It has been a very busy one and we couldn't have made it through without your help.



Waipuna Hospice Staff enjoy Shorts4Waipuna Day

# Clinical Services Reports

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## Medical Director's Report

This past year has raised a number of challenges for the medical team of Waipuna Hospice. The team recognizes that they have an increasing role around education and imparting expertise and knowledge onto others in both the medical community and the community as a whole. We believe that it is only through education and upskilling of a community that we will have the resource and expertise to cope with the "tsunami" of palliative care needs that an aging population will require. In practice, it has meant that the medical team has needed to balance the needs of the individual patient with the training and educational needs of others. Increasingly, Waipuna Hospice has become a rich training ground for medical students and doctors at different stages in their careers. We are also exploring new and efficient ways of delivering education and 'clinical pearls' to the primary health sector with the hope that all doctors in the Western Bay of Plenty community have increased awareness of the palliative care needs of their patients.

December 2016 saw the commencement of 2<sup>nd</sup> year house officer rotations through Waipuna Hospice. A 2<sup>nd</sup> year house officer normally spends their entire year in the acute hospital setting (e.g. Tauranga Hospital) but these rostered rotations through hospice now allow a small cohort of doctors to experience and gain knowledge in a specialist palliative care environment. To date, three doctors have completed a three month rotation to the Waipuna Hospice inpatient unit and the feedback has been very positive. The house officers value the opportunity to acquire new skills and they have indicated in feedback that their experience is likely to shape their future medical careers.

There have been some service delivery changes in the course of 2017; whereas Waipuna Hospice previously held a subcontract to deliver specialist medical support to Tauranga Hospital, changes in our Medical Specialist resourcing lead to a relinquishing of this contract. Our relationship with the acute hospital remains of high importance as many of our patients require hospital admissions or continue with different forms of hospital follow-up. The medical team of Waipuna Hospice is committed to maintaining and building hospital relationships in the future.

The past year has seen a number of our medical team contribute at a conference level, both nationally and internationally, as well as promoting discussion on palliative care issues through the written media. Two of our medical staff are engaged in university study or advanced training in palliative medicine and the belief is that Waipuna Hospice will have a medical team well-equipped to take us into the future.

## Community Nursing Report

The Community Team continue to provide support and advice to patients and their families/whanau in their own homes. We provide a 24 hour service with 9 nurses working Monday to Friday, 3 nurses during the weekends, and a nurse on call each night.

The Community Nursing team have managed to provide services to Waipuna Hospice patients through a period of significant change and development.

Travel times in and around Tauranga have had a big impact on our nursing staff visiting patients. 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.

During periods of higher than normal demand a float nurse position has been established.

With an aging workforce Waipuna Hospice has identified the need to bring through the next generation of nursing in palliative care. To achieve this a nurse developmental role was established - upskilling a nurse with limited knowledge and experience in palliative care.

The successful innovation of the Palliative Care Needs Assessment and the Referral To Our Services Team, has allowed the Community Nurse Team to spend more time focusing on care of patients who require specialist palliative care at their home.

# Clinical Services Reports

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## Inpatient Unit

Our Inpatient Unit has an enthusiastic team of Registered nurses, Enrolled Nurses and Health Care Assistants, over 65% of the IPU staff have either obtained or are studying towards a post Graduate Qualification in Palliative Care/Advanced Nursing. Other members of staff have an area of interest that enhances the knowledge in the unit, i.e. infection control and wound management. We encourage nurses to attend relevant study days and conferences and they feedback learned knowledge to the wider team.

For our patients we have trialled, secured funding and purchased 7 new mattresses for the beds in the Unit. These are hybrid mattresses that are great for providing greater comfort for the patient group we look after.

Our work force planning is flexible and dynamic ensuring the ability to respond to demand as much as possible.



## Day Services

Day Services deliver a number of programs including, education for patients and families, medical outpatients, nursing care, counselling, bereavement care, complimentary therapies and the weekly Day Programme. These programmes are supported by a variety disciplines including volunteers, nurses, counsellors, allied health, social workers, educators and doctors.



We had the pleasure of supporting the growth of a future clinical nurse specialist (a Donny Trust recipient) who completed a 6 month rotation in Day Services.

To assist with introduction to Waipuna Hospice Services a newly developed course for patients and carers has been implemented. Called the "Toolbox" two sessions are held monthly and are jointly facilitated by the Day Services Nurse Coordinator and a Family Support worker. The first session is 'Finding your Bearings', the second is 'My Life My Wellbeing'.

# Clinical Services Reports

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## PaCNAT

The Palliative Care Needs Assessment Team (PaCNAT) is an innovative funding initiated project which commenced in July 2016. The project brief was to facilitate a comprehensive interdisciplinary assessment for those patients who are not requiring long-term Specialist Hospice Palliative Care but may require a short-term intervention from a specialist service or other provider. The assessment assists in determining specialist palliative care needs in order that care can be continued to be managed through the patients GP or primary palliative care providers.

Research showed that the use of a validated palliative care needs assessment tool as a way of summarising and identifying palliative needs and the most appropriate providers would enable timely and appropriate care planning. This tool is used in communication with GP's and other providers and gives a clear snapshot of the patient's current status and providers already involved in their care.

Patients and GPs have found this service to be of therapeutic value.

## Fundraising Report

With so many worthy organisations vying for the charitable dollar, Waipuna Hospice is extremely grateful for the immense public support shown to us by our community: businesses, schools, service clubs, philanthropic trusts and individuals.

The opening of a fifth hospice shop – in Katikati – and the relocation 'across the road' of the Greerton shop, maintains a significant income stream, contributing to our overall fundraising target of \$2.5 million this 2016-2017 financial year.

Over the course of the year, our ever-supportive community enjoyed concerts by Operanesia and The Shades, and once again donned their Shorts4Waipuna on The Shortest Day. The bar was raised with auctions, fashion parades, a how-to guide on shorts wearing etiquette, and everyone from pre-schoolers to retirees getting into the spirit of things. This, after all, is what life is all about.

Local and national trusts and foundations have been generous in their support and we would like to acknowledge the following for their loyalty and financial assistance with specialist equipment and operating costs:

Department of Corrections	Pub Charity
First Sovereign Trust Limited	Sir John Logan Campbell
Four Winds Foundation	SKYCITY Hamilton
Grassroots Trust	St Joan's Trust
Infinity Foundation	TECT
K D Kirkby Charitable Trust	The Acorn Foundation
Legacy Trust	The Lion Foundation
Lottery Grants Board	Trillian Trust
Mackay Strathnaver	Valder Ohinemuri Charitable Trust
NZCT	

# Fundraising Report



# Volunteer Report

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## Volunteer Report

The Volunteer Service continues to move forward with 131 new volunteers making the team 733 strong. This increase in volunteer numbers has enabled us to staff the new Katikati shop and provides for a greater pool of people to draw from in all areas of volunteer involvement, improving sustainability and puts Waipuna in a strong position to meet the ever increasing needs for volunteer support.

We appreciate the sacrifice that our volunteers make in helping us to provide excellent services to our community. We would like to acknowledge our volunteer drivers who provided transport for patients/ family members. This group travelled in excess of 14,000 kilometres, at their own expense. What a marvellous contribution. Our volunteer biographers and community visitor volunteers spent well over 4,000 hours supporting patients in the comfort of their homes and this group also travelled a huge number of kilometres in the course of their work.

In total the time gifted by our volunteers across the organisation for the year stands at a staggering 79,655 hours.



Our biggest need for volunteers at the moment is at our Brook Street Sorting Depot and we are always looking at ways to recruit for this position and fill the many gaps on the roster.

We continue to provide a comprehensive training and support programme for volunteers depending on their role. This is working well and I am pleased to say we experience very few hiccups considering the large number of people involved.

We wish to thank our volunteers who contribute such enormous value and we look forward to another great year of volunteering at Waipuna.



# location contacts

### Waipuna Hospice

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