



2019/20
IMPACT
REPORT



**WITH
YOU**
we're making a difference

OUR VISION:

Honour living, dignify dying

OUR MISSION:

Provide leading edge hospice palliative care services to individuals and their families, care networks and communities

OUR VALUES:

Pride & Passion

Professionalism

Partnership & Inclusion

Compassion & Respect

Innovation & Collaboration

OUR OPERATING PURPOSE:

Operate a sustainable, high quality, high touch, outcomes based Hospice for the diverse communities of South and South East Auckland



*“ We wanted to extend our deepest gratitude for the amazing care you all provided for our beloved Papa. We wish you knew how much it meant to our family that we could put our trust in you – thank you!.
~ Family member ”*

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JOINT REPORT OF THE CHIEF EXECUTIVE AND CHAIRPERSON

*Kia ora, Kia Orana,
Talofa Lava,
Malo e lelei, Malo ni,
Fakaalofa Lahi atu,
Fakaalofa atu, Ni sa Bula
Vinaka, Namaste, Ní hǎo,
Hola, Greetings to All*

*A heartfelt Thank You
for all the unconditional
care given to my sister & the
support given to her family
when it was needed most
Family member*

Strategic Report

What a different world we are living in from this time last year. The COVID-19 pandemic has altered the way we work, socialise and navigate our day to day, and will continue to do so for some time to come.

Like so many of you, we have drawn upon new levels of resilience to effectively manage the very serious negative economic and social disruption that has occurred as a result of nationwide responses to the pandemic. Lockdown seriously affected our revenue activities. The result being that we ended the year with a major deficit, partially offset by a one off Government wage subsidy. These circumstances demanded that we rapidly adapt. We revised our operations in the context of recovery and in line with our strategic intent. The result - a 3 year recovery plan that will ensure we remain in good strategic shape. This began with the restructuring and resizing of our organisation. Sadly, we actioned redundancies across a number of departments. Thanks however to the fortitude of our staff and volunteers, coupled with support from you, the outcome is that we are here and our work for community continues.

Regardless of pandemic disruption, being in the right strategic shape was always our focus for the final year of 'Hospice in Our Hands 2015-2020', where the intent was to get us on to the right operational and cultural footing to go forward as a leading, contemporary hospice, and that we would enter 2021 being able to deliver ongoing courageous and sector-transformative work. The pandemic did not put a halt to this work completely; we still achieved much.

We have worked through our 'change ready' responses to major societal issues regarding the End of Life Choices Act and the Cannabis Legalisation and Control Bill, and await the outcome of the coming referenda in mid-October. At local, regional and national levels we worked on funding and contracting models with Hospice New Zealand, Ministry of Health and District Health Boards (DHB), we have improved our data and infrastructure requirements, equity and outcomes responses, and our understanding of the Treaty of Waitangi in a Hospice environment. Importantly we continued our Specialist Hospice Alliance across the Poi Programme with the primary care and residential care sectors. With Mary Potter Hospice and TeORA (Māori Medical Practitioners Association) we launched 'Mauri Mate – A Māori Palliative Care Framework for the Hospices of Aotearoa' to the sector.



“ It demonstrates how goodwill, strong partnerships, smart and compassionate thinking, and a shared belief in what we together stand for, creates a resilience within our hospice that just wouldn’t be as strong without you... ”

We are most proud of the fact that even through such challenging times, every patient and family/whānau referred to us received services; no one was turned away. We continued to see patients in their own homes and admit patients into our Inpatient Unit. Importantly we stayed true to our vision of honouring life and dignifying death. No-one under our care died alone, including in our Inpatient Unit. In the face of most of the healthcare system prohibiting visitors, we did the opposite. Guided by our values, we ensured that patients could have loved ones with them at such a critical time. We managed this through excellent collaboration, health screening and infection control practices. Our workforce, our visitors and our patients stayed safe and supported. This year, including throughout lockdown, we provided over 17,000 episodes of care in the community and over 2,750 days of inpatient care to over 1,000 patients and their families.

We enter the new operating year lean and focussed. We are confident that we are in the right strategic shape and have the key attributes necessary to safely navigate this third generation of our cause. We are ‘Team Totara’, equity driven, integrated, holistic and multi professional, diverse, inclusive and culturally competent. We are technology-supported in our practice, data-evidenced in our impact, and deeply networked across our community. We demonstrate high accountability leadership at every level.

In this context we hope you get a real sense of satisfaction from this year’s report and enjoy the broad range of information which evidences that together, we make a positive difference for patients and families/whānau and a positive impact within our community. It highlights that the range of partnerships and initiatives that continue to help ‘Make Hospice Happen’ within the provision of care and support, information, education and advice, through even the most unforeseen adversities. It demonstrates how goodwill, strong partnerships, smart and compassionate thinking, and a shared belief in what we together stand for, creates a resilience within our hospice that just wouldn’t be as strong without you.

We take very seriously our commercial and public accountabilities to ensure optimal use of all funds we receive, be they from Government, other operating activities or from the generous sponsorship bundles and donations we receive from a range of community supporters. As we look to next year, we remain acutely aware of the ever increasing equity gaps in our DHB Government funding and we will continue to advocate locally, regionally and nationally for this to be effectively addressed. The pandemic has brought the issue of Hospice funding to a serious tipping point, not only for Totara but for the Hospice sector as a whole. It is time for Government and its DHB agencies to face this serious issue head on and work with us to ensure Hospice





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Tina McCafferty CE (L) and Kirsten Corson Chair

“ As we work progress, it is our view that our demonstrated ability to adapt and flex to new situations and environments, has validated our recovery approach and trajectory, strengthening our resolve to always be there for our patients, families, workforce and communities... ”

palliative care is correctly invested in as a health system partner, and not vulnerable to the changing political tides that place our service sustainability at serious risk. As we progress, it is our view that our demonstrated ability to adapt and flex to new situations and environments, has validated our recovery approach and trajectory, strengthening our resolve to always be there for our patients, families, workforce and communities.

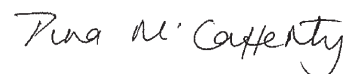
In closing we would again like to acknowledge all whānau who entrust us to do the best we can, at a time when they need to be able to rely on us the most, and who provide us with feedback and connection to keep improving.

We thank the Board of Trustees, including Totara Foundation Trustees, for their ongoing commitment to excellent, contemporary hospice care and for the generous giving of their experience, skills, perspectives and wisdom to ensure this occurs within limited resources.


We thank our committed staff, volunteers and youth ambassadors who work within services big and small, public facing or at the second line of support, who continue in their individual and shared efforts to ensure we deliver to our community.

Last but not least, we would like to thank the many business organisations, social groups and individual sponsors and supporters from across the community and wider networks, who donate time and resources to supporting our vision. We acknowledge and are grateful for the part you all play in supporting us in our aim that after almost 40 years of service in our community, we will continue to take every necessary step to ensure 40 years more.

Ngā mihi nunui ki a koutou,



Tina McCafferty – Chief Executive



Kirsten Corson – Chair Totara Hospice

*He toka tū moana,
Arā he toa rongonui*

*Your strength is like a rock
that stands in raging waters*

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WITH YOU, WE ARE DELIVERING THE BEST POSSIBLE PALLIATIVE CARE SERVICES

“

At the end of last year, you lovingly cared for our beloved husband and father. He had been determined to stay at home during his final days, but after a hard two weeks, came in to your inpatient care. He said not long after coming “I wish I had come sooner.”

We would like to thank you for your care, kindness and support throughout the two weeks, just spending time with him, rather than being full-time carers and not being able to fully ‘be there’ for the last part of his journey.

~ Family member

”

Clinical Services

2020 sought to embed a number of quality improvement initiatives across our services. This included changes in our approach to needs assessment, family support and case management. We drove to improve digital record-keeping and to ensure our model of care was underpinned by a common framework, language and set of outcomes measures. To do this we undertook extensive workforce training and development programmes (detailed under People & Capability), to support our people to have the necessary applied skills, knowledge and understanding required for success in service delivery.

We focussed on effective integration practices between in-patient and community based staff in order to support a more seamless 'one team' approach to the changing care needs of patients and the changing need of families/whānau for information, education and support; all driven by a commitment to equity in practice. The overall aim? To ensure our services are responsive to patient and family/whānau feedback, are culturally safe, can evidence care given and the impact of care received, and are aligned with the updated Hospice New Zealand Standards for Palliative Care.

The first half of the year progressed quickly and as expected. The second half required a rapid move into pandemic responsiveness (which has continued into the new business year). We nimbly adapted and wherever possible redeployed staff to the most essential frontline or support services.

Multi-disciplinary community home visiting teams used the 'bubble' concept to carry out virtual reviews, screening and first assessments utilising technology such as Zoom and Skype. We also provided virtual social support for stable patients and their loved ones, with advice and guidance as they needed. Importantly for those patients with the highest, most complex and quickly-changing needs, we continued to provide care directly in their home, joining their family 'bubble'.

Support and education services offered through day programmes used virtual technology or phone calls to continue to provide advice and resources for patients and carers, to help them not only to continue to manage the impact of the palliative journey, but also the additional stressors from being in a pandemic.

The multi-disciplinary Inpatient Unit team continued to admit patients for symptom assessment and management, rehabilitation, psychosocial care and end of life care. The family support assessment focussed on the whānau, and their own needs during this extraordinary time, and we incorporated a visitor screening process into this new assessment. This provided the family with personalised support for themselves, along with ensuring that we kept our staff here at Totara House safe. Family members who stayed with their loved one for the duration of their stay in the unit were fully supported by the Totara team including managing meal provision and laundry needs as members of the Totara 'bubble'. All of this was achieved using screening and protective personal equipment and excellent hand hygiene and environmental awareness. We were immensely grateful to receive donated supplies of protective products, along with government stock.

Our reach in care is evidenced across the range of infographs presented in this report. From this service data we know that we are on the right track to meet the needs of the ever changing diversity in the age, ethnicity, locality of residence and reason for care of those patients and whānau for whom we have the privilege to support.

A review of all the patients who had been in our care confirmed that no one had been denied the support of an important family member and no one had died in the unit without their family being in support. Post lockdown, we have continued with a number of lockdown innovations. It has not been a case of “returning to normal”,

rather one of setting in motion more proactive ways to improve reach in care.

Throughout this year we have been able to draw deeply on our own experience, knowledge and skills, and upon the range of resources across the international palliative care network, more than at any other recent time. The entire multidisciplinary team have become nimbler and more skilled with problem solving, and even more aware of the core values and goals of our Hospice. This leads us well into our recovery phase, and to planning and executing our plans for this third generation of hospice work for our community.

Clinically Based Collaborations

Across the 2019-20 business year we continued to work in collaboration with a range of partner organisations including Counties Manukau Health cross sector localities networks, Papakura Marae and Marae healthcare, the Specialist Hospices of Auckland, Mary Potter Hospice and Te Ohu Rata ō Aotearoa Māori Medical Practitioners Association.

Our shared focus is always on improving patient, family and whānau experience, promoting best practice in hospice palliative care, collaborating information on the work of Hospice, supporting that a palliative approach is understood wherever care takes place, sharing knowledge and connecting with community.

Highlights this year were:

- The ongoing work on the Poi programme- building capability with primary care and residential care partners;
- Finalising an implementation framework for equity for Māori whānau in palliative care through the Mauri Mate partnerships;
- Hearing about the needs of Pasifika providers and family through Talanoa, considering Pasifika equity at the Le’Va, and
- Presenting to the Auckland University School of Population Health on Pasifika End of Life Care.



Leveki: Caring for the Carers Talanoa in partnership with Mercy Hospice – November 2019



Mauri Mate – Launch of Māori Palliative Care Framework for Hospices



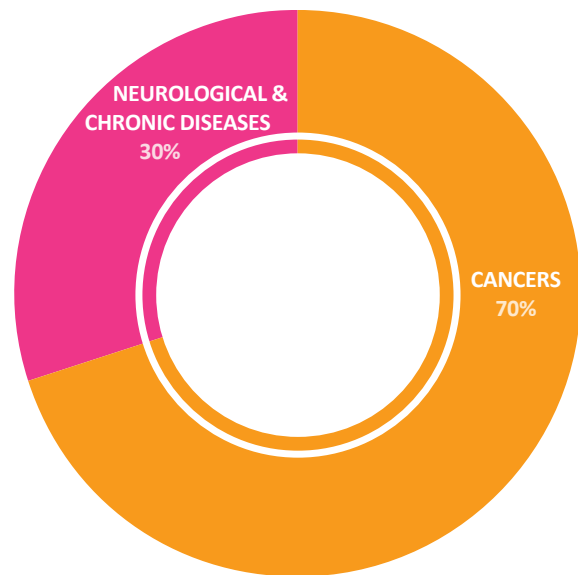
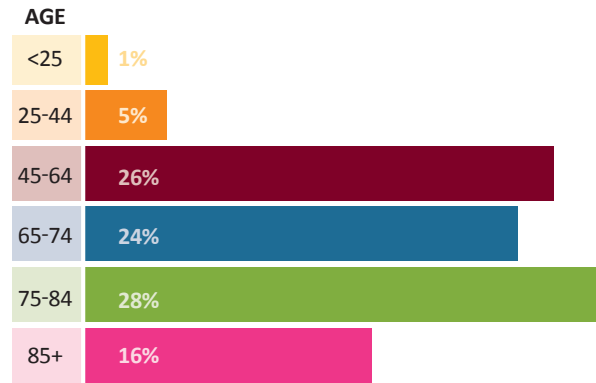
Christmas at the pa – Papakura Marae awareness event – December 2019



The Poi team

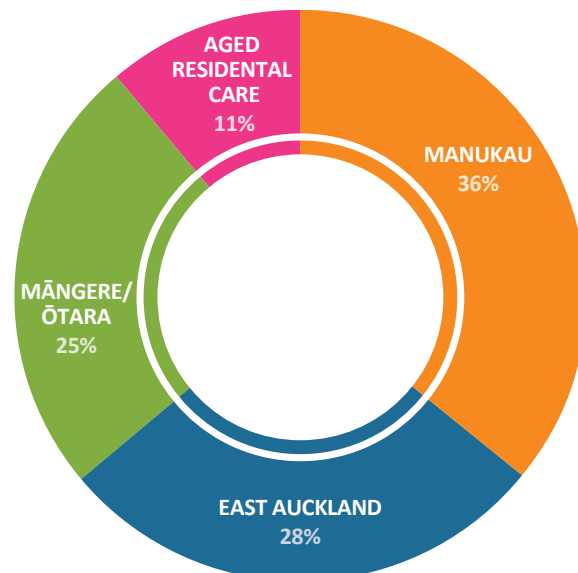
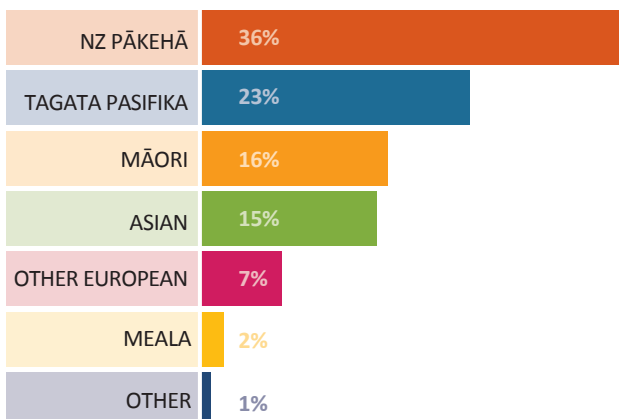
Who you are helping in your community

Referrals by Age Group



Referrals by illness

Referrals by Ethnicity

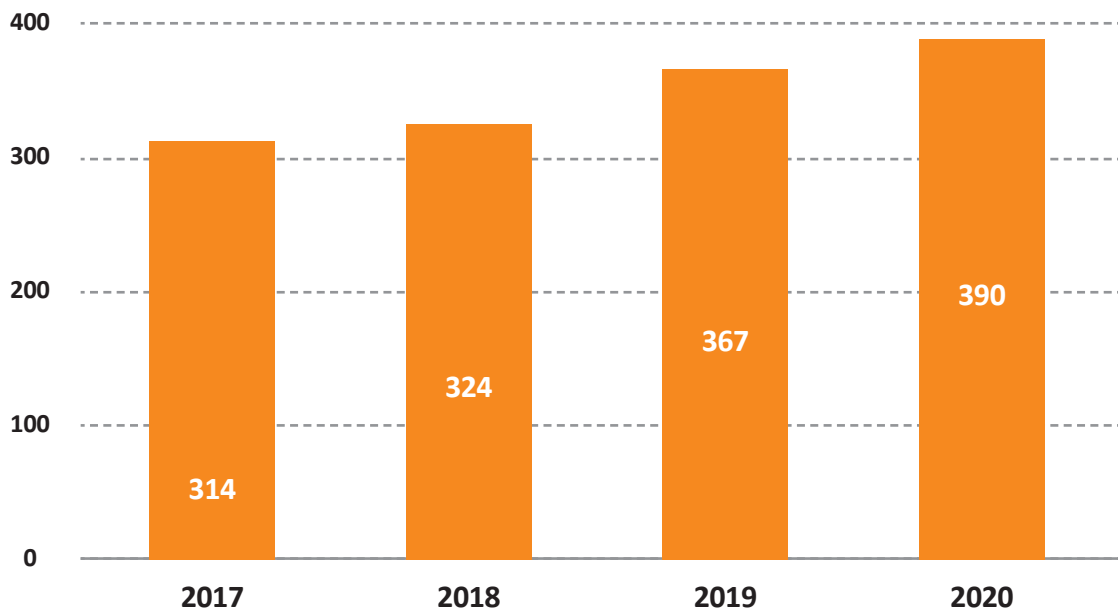


Referrals by locality

With you supporting your community

Average Quarterly Patient Load by Year

■ Total Patient Load by Year



3 key stats for different areas



Inpatient Unit

2,776 Total bed days for the year

45-64 Highest age group receiving Inpatient Unit care (43% of total patients)

7 Days- the average length of stay at the Inpatient Unit



Community & Ambulatory Services

12,672 Number of Hospice interventions in Community Care

25% Increase in the Hospice Interventions in Community Care



Care During Lockdown

Between 26th March- 14th May, Aotearoa was in Alert Levels 3 & 4
As an Essential Health care Service Totara Hospice provided:

4,560 Number of Virtual Episodes of Care from the Community and Allied Health teams

651 Number of home visits from the Community and Allied Health teams

305 Number of Bed Days for the Inpatient Unit

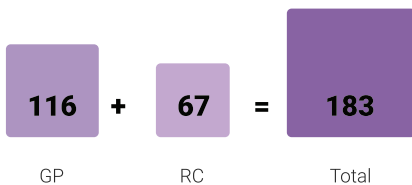
Totara Hospice: Poi Programme Delivery

Edition: Totara Hospice data end of June 2020

The Poi programme is about "Living well before dying". It is achieved by supporting Residential Care (RC) and General Practice (GP) in the Auckland region, to use evidence-based clinical tools to identify people sooner who are palliative. The Lead Clinician completes a plan (PPA - Palliative Pathway Activation) and receives free expert advice from the Poi Multi Disciplinary Team (PAS - Proactive Advisory Service). Poi also increases sector capability in palliative care by providing education and service development.

All numbers and percentages refer to PPA /PAS from Jul 19 to Jun 20 unless otherwise stated

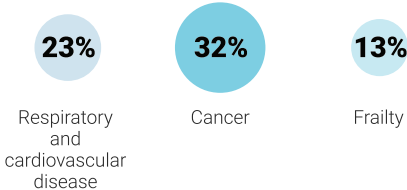
POPULATION CHARACTERISTICS



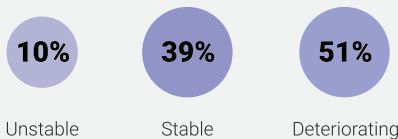
51%
Identified as non NZ European

86%
Aged more than 65 years

PROPORTION OF PPAS AND THEIR PRIMARY SPICT* CLINICAL CONDITIONS



PHASES OF ILLNESS**



49%
Of people had the most clinically appropriate severity score, with an AKPS*** of 40 or 50

36%
Of ARC providers have activated a PPA for at least one resident

CLINICAL IMPACT

DATA FROM JUL 19 TO MAR 20

90%
Of people in the Poi programme complete the approach in less than 2 weeks (from beginning the PPA to completing the PAS response)

14%
Died within 1 month of the PPA being completed

75%
Of all people with a PPA submitted who live longer than a month do not use ambulance or hospital services

4%
Of those in Poi die in hospital

25%
Of people with a PPA use the Emergency Department in any quarter

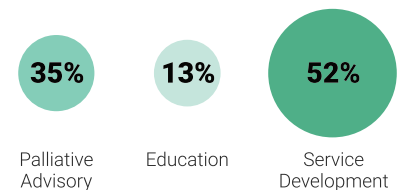
CLINICAL SERVICE DEVELOPMENT

DATA FROM JUL 19 TO JUN 20

93%
Of people do not require a referral to Specialist Palliative Care at the time of Poi Multi Disciplinary Team review

100%
Primary Health Organisations have at least one enrolled patient receiving a PPA

RANGE OF ACTIVITY SESSIONS DELIVERED



1682
Hours of activity per year is spent on Education, Service Development**** and PAS

168
Attendees per month on average at Poi education and service development sessions

STAFF TRAINED SO FAR DATA FROM FEB 18 TO JUN 20



KEY / DEFINITIONS

*SPICT: The SPICT (Supportive and Palliative Care Indicator Tool) is an internationally validated tool for determining that a patient may be near their end of life.
 **Phase of illness: One of three Palliative Care phases when assessed by the clinician (Dying / Deceased is removed for the purpose of this programme).
 ***AKPS Score (Australian Karnofsky Performance Status): A score from 0% to 100% measures the patient's overall performance status across the 3 dimensions: activity, work and self care.
 ****Service Development: Includes Stakeholder relationships and meetings, Link Nurse coaching and mentoring, Resource development, targeted Poi activity that is not directly related to a PPA, PAS or formal Education session.
 *****GPSIs: General Practitioners with Special Interest

**WITH YOU,
YOUR HOSPICE
WORKFORCE, MAKING
HOSPICE HAPPEN**

You made my father's last day on earth so comfortable. He passed away peacefully with dignity and in a beautiful sanctuary. Even though you had just met him, I'm sure he carried your memory with him to Heaven, because of the love and kindness you showered upon him. My family will always be grateful unto Totara Hospice and the amazing staff.

~ Family member

People & Capability

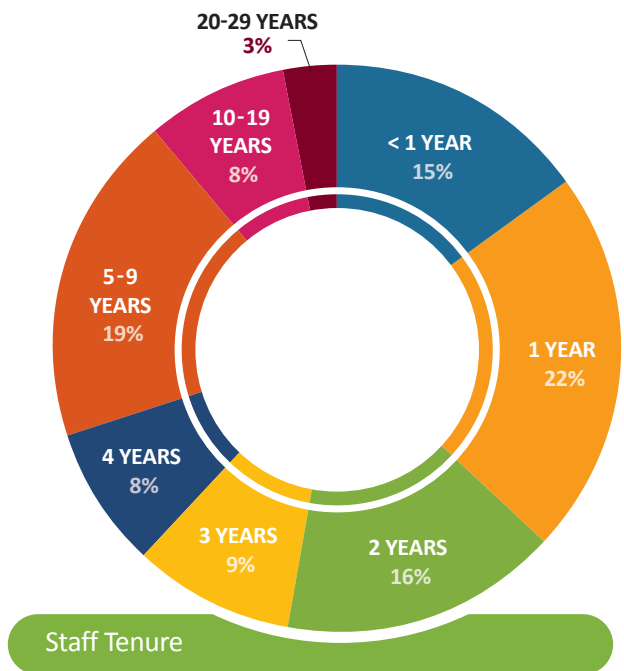
Totara Hospice continues to be a place not only for experienced and seasoned professionals, but also somewhere to develop a career.

We actively encourage and support professional development, providing opportunities to engaged and committed staff who need experience, or who have a deep and relevant professional interest that can be furthered for mutual benefit. Having our staff practise at the 'top of their game', not only provides rewards for the staff member, but importantly, ensures our patients and their families/whānau are better served. Being able to provide opportunities for people at varying stages of their career, enhances our brand as an organisation which has a contemporary and capable hybrid workforce of staff and volunteers.

During 2020 People & Capability (P&C) continued progressing the multi-year focus to work across the organisation in support of the best human resource management and employment relations practices, and the best individual and organisational learning and development approaches for an entity of our purpose and scale. P&C work with line managers, the Senior Leadership Team and Chief Executive to ensure that Totara Hospice attracts, recruits and retains the 'best talent' across its range of roles.

Our high-performing individuals, contributing to high performing teams, have their skills and knowledge developed. We support them throughout the employment cycle, so that from start to end on their

career journey with us, they will experience- and thus promote- our organisation as a meaningful, great place to work. Importantly they will become life-long advocates for palliative care provision within compassionate communities.



To this end, prior to the necessary adaptations and reprioritisations demanded from the wave(s) of pandemic response, this year we again invested significantly in the development of individuals within the organisation. This investment ensures we provide our people with the right skills and knowledge to succeed, along with clarity of information on what success looks like- for their area, their role and their organisation. Key development programmes included training in contemporary clinical outcomes sets for palliative care, effective interpersonal communication, and contemporary clinical palliative care practice. We have also delivered training for recognising and confronting unconscious bias, Treaty of Waitangi and cultural competence workshops, team leadership, and leadership conversations.

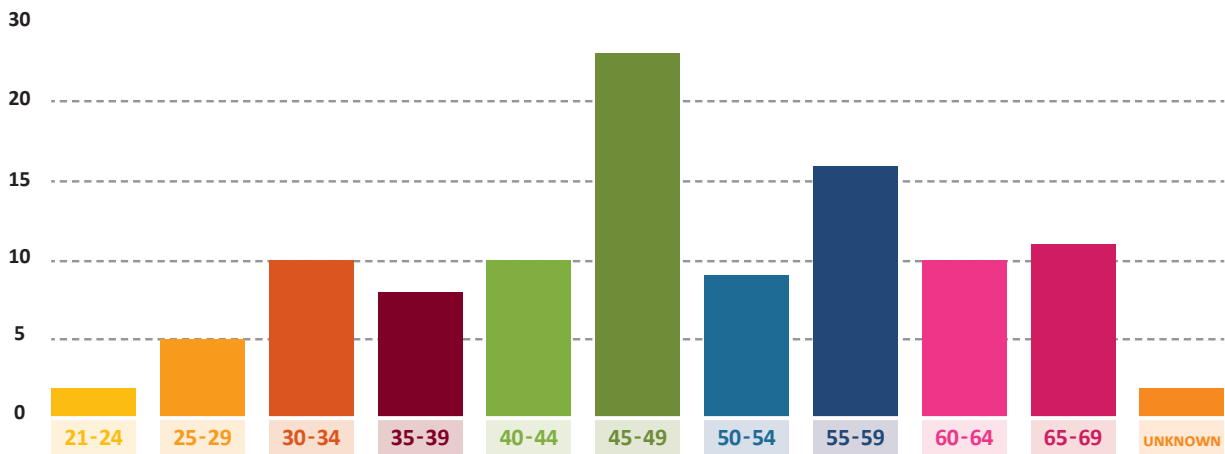
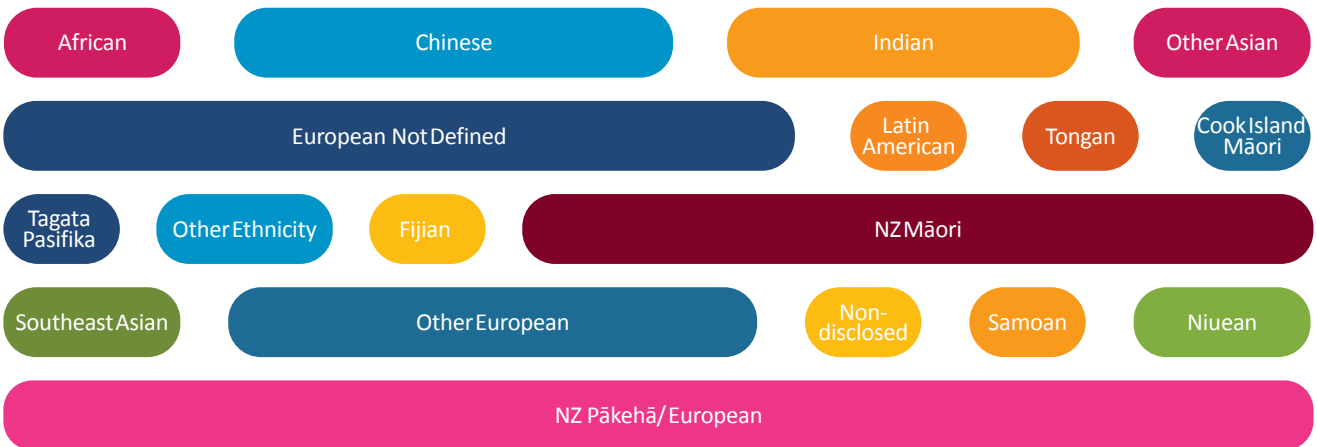
We continue to drive to have a hybrid workforce of staff and volunteers (see volunteering section) who fully reflect the community we serve, making hospice a relevant and safe place for all. We promote a positive culture which celebrates difference, challenges prejudice, and ensures fairness. Across the diversity spectrum of age, gender, sex, orientation, ethnicity, culture, ability and belief systems, we are committed to mandating diversity and cultivating inclusion; ensuring visibility and voice for all. We had the

national body for workplace diversity & inclusion ‘Diversity Works’ provide us with an in-depth review of our organisation, with recommendations for success. Diversity & inclusion is not only key to creating a culture which embraces and values difference, but success is also critical in its transfer to patient and whānau care and customer service.

The ethnic and cultural diversity of our staff is also reflected in the number and range of languages spoken across our services; it is another important way of reflecting the community we serve and making patients and families feel safe and welcome.

During the pandemic and this subsequent recovery phase, P&C were (and continue to be) central to our management response. A Task Force was deployed- and remains prepared- to ensure that staff and services operate compliantly and safely for providers and users of our service, and that we communicate effectively with stakeholders. We also provide a range of working from home options wherever appropriate, and we can quickly identify and provide support for our most vulnerable workforce members.

Totara Hospice Staff Ethnic & Cultural Diversity



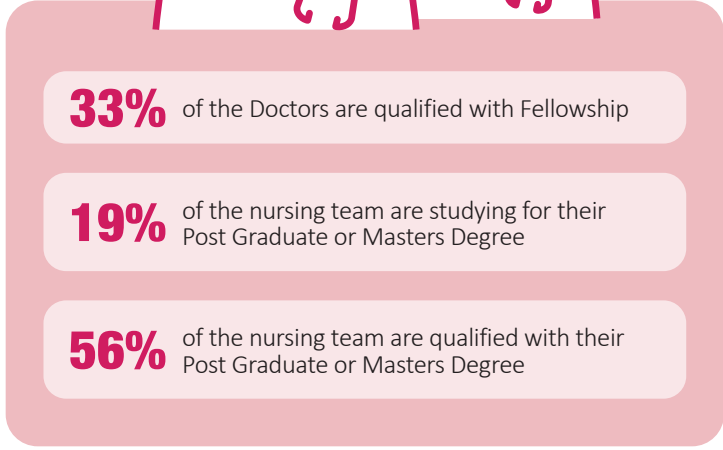
Totara Hospice Age Range of Current Staff

As the financial impact of COVID-19 heightened for the worst in the last 2 quarters of the year, P&C were central to a redesign process focussed on making efficiencies, whilst retaining talent wherever possible across the entire range of our services. An outcome of 2020 has been that we have clearly demonstrated our resilience in the face of adversity and rapid change. We have modified and improved our ways of working to ensure our sustainability. The lessons learnt remain with us, and across all services we have discovered new ways, more efficient ways, and better ways, to do our work.

Looking forward, we are committed to being a leading, contemporary organisation. We are on an expedited pathway along which we are exploring and defining the third generation (Gen3) of the hospice movement within New Zealand: A development pathway that acknowledges the humble beginnings on which Totara Hospice was founded, through the introduction of legislation and structured work practices, and to this new world in which we find ourselves. The agility and innovation we have demonstrated throughout this past year will continue, as we commit to not only delivering careful and considered multi-disciplinary services to the community, but also strive to be a preferred employer for the exciting mix of services, professions and industries necessary to make our Hospice happen.

This coming year we will formally implement our workforce strategy – Chrysalis – which expresses an enduring focus on leadership and management development. Chrysalis will ensure the evolution of a leading edge, high quality, high touch, outcomes-based organisation where people are the greatest focus of investment in our success. We will also formally implement ‘Mauri Mate’ – our commitment to equity in service for Māori whānau- from which all will benefit. Our commitment to the development programmes commenced in early 2020, will also continue with training modules applied to every staff member, at every level, ensuring organisation-wide learning.

The Gen3 hospice environment is a forward-thinking, dynamic, modern, and inclusive environment for high performing professionals, who are committed to a common goal of ensuring excellent hospice care is delivered equitably and sustainably, for the communities of south and south east Auckland.



Volunteering

Volunteering at Totara Hospice takes many forms and we are incredibly lucky to have so many people give so generously of their time, skills and experience. YE 2020 we have nearly 500 volunteers supporting Totara. Volunteer diversity is a particular strength as volunteers not only form the backbone of our workforce efforts but are also ambassadors for hospice and palliative care in the communities.

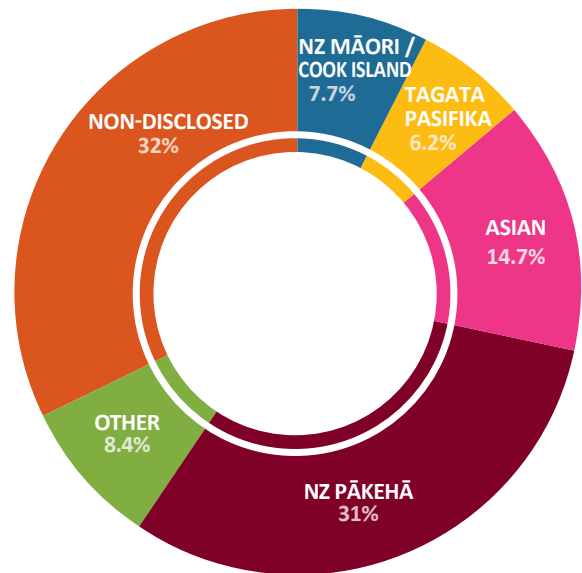
As it has been such an unprecedented year, it is fitting to focus on some special aspects of volunteering for the purposes of this report, as once again volunteers have demonstrated their commitment to Totara Hospice, not least during the challenging months of lock down and the pandemic. Their eagerness to support each other and our Hospice through lockdown was just brilliant.

Many of our long serving volunteers brought a sense of calm, experience and pragmatism in support of the pandemic response, reflecting their steadfast passion and can-do attitude.

This year we celebrated and recognised a group of ten volunteers, who are still actively volunteering with us and who almost 40 years ago were part of an extended group of Totara Hospice founders, following the vision of Father Frances Fennell.

We asked these volunteers to form a **Volunteers' Masters Guild** as a means not only to recognise their commitment and foresight, but to be able to engage with them for advice and input on opportunities, challenges and the overall direction of Hospice.

To date this group have provided wise words into our consideration of future hospice, assisted dying, and the pandemic response. Being recognised as a Masters Guild member is also an opportunity to celebrate a local champion; someone whose length of service and



Volunteer's Ethnicity

influence on Totara Hospice and the community truly stands out. It is an opportunity to shine a light on their outstanding contribution and highlight the significant difference they have made. We're honoured to publicly recognise their service, which totals almost 300 years as a group!

In addition to the Masters Guild, knowing that without volunteers there would be a much smaller and less effective Hospice, we continually seek to maximise opportunities to use their existing skills and develop new skills and services; providing these fantastic people with rewarding and quality work, that enables their gift of time to have focus and meaning.

We are therefore delighted to share with you the volunteer long service acknowledgements for 2020, who have celebrated significant anniversaries with us this year:



The Members of the Inaugural Volunteer Master Guild Totara Hospice 2020

L-R: Bev Caulton, Ann Linton, Margaret Cunningham, Annette Montgomerie, Frances Mazur, Marion Meekan, Vivienne Harris, Irene Archer, Maureen McKechnie, Lorraine Renouf

Long Service Volunteer Awards

Honouring the wonderful volunteers who have reached a milestone as a team member of the Totara Hospice workforce:

5 Years:

Pene Mack	Inpatient Unit
Rose McGuinn	Biographer
Lynn Crompton-Smith	Driver
June Reinink	Floral Art
Josie Hudswell	Inpatient Unit
Jenny Miles	Inpatient Unit
Sue Jacobsen	Day Hospice
Campbell Marshall	Driver
John Copping	Biographer
Pauline DeGraaf	Inpatient Unit
Elizabeth Porter	Retail - Manurewa
Jeanette Woo	Retail - Howick
Lyn Wilson	Driver
Barbara Johnson	Driver
Rosemary Ovens	Retail - Pakuranga
Norma Cooper	Floral Art
Rita Samuels	Floral Art
Deirdre Johnstone	Floral Art

10 Years:

Win O'Leary	Retail - The Gardens
Helen Guthrie	Day Hospice
Sharon Hawke	Retail - Howick
Jackie Watson	Complementary Therapy
Susan Dyson	Inpatient Unit
Eileen Gibbons	Floral Art
Gitti Asadyari-Lupo	Inpatient Unit
Lisa Gunanayagam	Inpatient Unit

15 Years:

Sandra Keane	Retail - Manurewa
Ceri Gavin	Retail - Howick
Alexia Cohen	Retail - Gardens

20 Years:

Wynsome Wright	Retail - Howick
Karen Humphrey	Retail - Howick
Jeanette Benfell	Retail - Howick
Ann Francis	Retail - Howick
Maureen McKechnie	Retail - Howick

25 Years:

Sheryl Williams	Retail - Pakuranga
Beverley Farmer	Retail - The Gardens
Mark Ross	Inpatient Unit

35 Years:

Frances Mazur	Day Hospice
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clinical services

people & capability

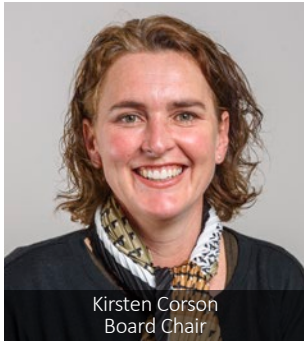
business support

financial statements

community support

Our Board Of Trustees

Our Board brings together a set of people with extensive professional backgrounds, allowing them to articulate the strategic direction and nature of collaborations required for the success of Hospice. Each member is here because they have unique and relevant insights or experience which directly benefit Totara Hospice.



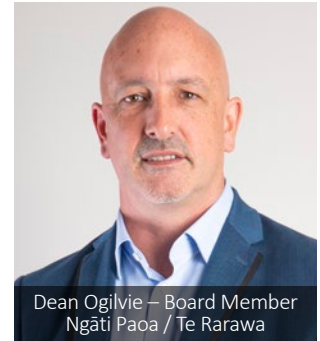
Kirsten Corson
Board Chair



Stephanie Maitland
Deputy Chair



John Savory
Board Member



Dean Ogilvie – Board Member
Ngāti Paoa / Te Rarawa



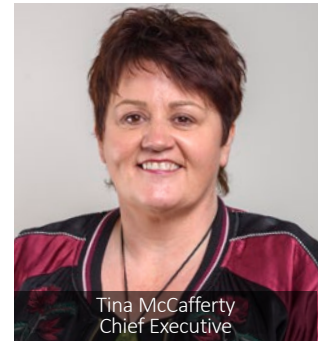
Joycelyn Tauevihi
Board Member



Jatin Patel
Board Member



Les Stephenson
Board Member



Tina McCafferty
Chief Executive

Our Senior Leadership Team

The key role of the team is to deliver the strategic objectives identified by the Board. Simultaneously the team is tasked with developing their own area of the Hospice, while never losing sight of collaborative leadership, direction, development and encouragement of the overall Totara Hospice team.



Back L-R: Tina McCafferty (Chief Executive), David Osborne (Head of Business Support Services), Georgina Miller (General Manager of Clinical Services), Deana Barnard (Head of People and Capability)
Front L-R: Dr James Jap (Medical Director), Melinda Seal (Head of Fundraising and Marketing Development)

*Ehara taku toa
i te toa takitahi,
engari he toa takitini*

*Success is not the work
of an individual,
but the work of many*

**WITH YOU,
WE ARE DELIVERING
ENHANCED BUSINESS
SUPPORT, ENSURING OPTIMUM
PALLIATIVE CARE DELIVERY TO
PATIENTS AND THEIR WHĀNAU**

“ *What an incredible organisation you are, words will never express my deep gratitude for the wonderful care you gave my late husband, for the last 5 weeks of his life.
~ Family member* **”**

Business Support Services

Business Support Services (BSS) comprise Finance, Accounts & Payroll, Hospice Retail Group, Business Data Analytics, House Services, Facilities & Grounds Maintenance, Information & Communication Technology and Business Quality.

Hospice couldn't be Hospice without this complex second line of services. A wide range of professionals come together under a shared goal of providing excellent customer services, processes and data provisions whilst contemporaneously managing costs and maximising revenues. They provide the infrastructure backbone to our operations. Across 2020, BSS achieved a number of commendable goals including:

HealthCERT Certification Audit

The Totara Hospice Certification Audit, with reference to the NZS8134 Health and Disability Services Standard, occurred on the 6th- 7th August 2019. The Audit was conducted by the DAA Group for submission to the Ministry of Health. Key results included: (a) No corrective actions raised and (b) The extension of the certification audit-cycle from 3 years to 4 years. Credit for the success of the Audit goes to Senior Leadership, our Quality Coordinators, Staff and Volunteers – for their professionalism, skills and experience and commitment for the needs of patients and families/whānau across our services.

ICT

Maintenance of all servers, hardware and software to optimise our IT systems took place early in the 2020 year, which proved essential to allowing remote working during the first lockdown. Significant capex and man hours were required to achieve this, along with adaptability under pressure and excellence in customer response.

Data Analytics

We made a critical investment in data analytics capability to enhance data informed decision making across our business, thus ensuring we utilise inquiry into effectiveness and productivity and allow enhanced patient journey understanding. Data analytics skills have also been applied to our Retail and Café activities to allow us to better understand customer buying patterns.

Totara Retail - Shopping for Good

We pride ourselves on the quality and range of pre-loved products we offer at great prices. Through the cycle of 'donate and re-sell', our shops make a critical net contribution to our overall financial health and associated sustainability of our services to patients and whānau.

The shops also contribute to the economic, social and environmental health of our community. This, along with the equally important indirect role they play within their community of providing a place for connection to, support of, and information on hospice, makes them an indispensable part of our ecosystem.

It is a reflection of our caring community that so many people want to contribute to Totara Hospice. Our shops provide the opportunity for donors and shoppers alike to make a difference. The shops provide donors with a tangible way to pass on their Good quality pre-loved donations made up of quality goods that are no longer needed, or for which they no longer have the storage space, or to gift to us as part of a will or bequest. For shoppers there is the opportunity to find a collectable or a bargain, to make the household budget spread a little more easily, or to benefit the environment by recycling/upcycling and reducing landfill.

Our network of six retail shops supported by our distribution centre are managed within a Staff / Volunteer business model. Our shop staff teams are made up of hardworking professionals who are passionate about delivering 'Just the Good Stuff' stock to our shoppers. They are supported by an amazing group of committed and passionate volunteers, who take great pride in playing their part in the smooth-running of these community hubs.

The COVID-19 lockdown in the latter half of the financial year significantly impacted our retail network, resulting in the net contribution being less than half of our target. As we look to the new financial year we know that our work is more critical than ever. Looking forward we have almost doubled the size of our distribution centre to manage the donations of goods, ensuring quality items are offered, and enhancing our logistical capacity and capability. Thank you to everyone for 'shopping with us for good'.

SUMMARY FINANCIAL STATEMENTS - TOTARA HOSPICE 2019/20

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION as at 30 June 2020

	2020	2019
Current assets		
Cash and cash equivalents	1,269,199	635,993
Funds held on behalf of HOA- Better Palliative Care project	1,557,249	2,095,531
Receivables from non-exchange transactions	862,502	633,852
Prepayments	9,817	19,634
Short Term Deposits	250,000	200,000
Amounts due from related parties	-	-
	3,948,767	3,585,010
Current liabilities		
Payables under exchange transactions	946,952	251,241
Goods and services tax	132,444	106,147
Income in advance- tagged grants	136,986	129,375
Employee benefits liability	1,329,315	777,562
Funds held on behalf of HOA- Better Palliative Care project	1,557,249	2,095,531
	4,102,946	3,359,856
Working capital surplus/ (deficit)	(154,179)	225,154
Non-current assets		
Property plant and equipment	742,099	650,159
	742,099	650,159
Non-current Liabilities		
Lease liability	47,240	-
	47,240	-
NET ASSETS/ (LIABILITIES)	540,680	875,312
EQUITY		
Accumulated comprehensive revenue and expense	376,814	875,312
Francis Fennel Scholarship Fund	163,866	-
TOTAL EQUITY	540,680	875,312

For and on behalf of the Board:



Chairperson

23 September 2020

Date



Trustee

23 September 2020

Date

These financial statements should be read subject to the Audit Report on p31

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES for the year ended 30 June 2020

	2020	2019
Revenue from non-exchange transactions		
Government Funding	6,778,251	6,603,108
Charitable Shops sales	1,406,562	1,701,249
Fundraising and Donations	680,028	895,303
Trusts and Grants	452,162	662,886
Sundry income	316,299	323,226
Total revenue	9,633,302	10,185,772
Expenses		
Employee costs	(8,292,855)	(7,454,159)
Shop rents and utilities	(654,037)	(703,401)
Fundraising activities	(228,795)	(319,889)
Direct Patient care	(319,684)	(301,093)
Hospice property and grounds	(641,332)	(763,575)
Depreciation	(271,826)	(250,351)
Administration expenses	(656,485)	(580,363)
Audit Fees	(18,764)	(27,500)
Total expenses	(11,083,777)	(10,400,331)
Finance costs	(3,928)	(2,935)
Finance income	7,674	19,375
Net finance costs	3,746	16,440
Operating surplus / (loss)	(1,446,730)	(198,118)
Gain on sale of assets	-	4,420
Loss on disposal of assets	(46,655)	(54,650)
Surplus/(deficit) before non-operational items	(1,493,385)	(248,349)
Specific donations from/(to) related entity	163,866	(1,700,800)
Government Covid Funding	780,265	-
Bequests	214,620	2,154,023
Net surplus for the year	(334,634)	204,873
Other comprehensive revenue and expense	-	-
Total comprehensive revenue and expense for the year	(334,634)	204,873

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET ASSETS/EQUITY for the year ended 30 June 2020

	Accumulated comprehensive revenue and expense	Francis Fennell Scholarship Fund	Total
At 1 July 2018	670,439	-	670,439
Surplus/ (deficit) for the year	204,873	-	204,873
Other comprehensive revenue and expense	-	-	-
Total comprehensive revenue and expense for the year	204,873	-	204,873
Net transfers to/from other reserves	-	-	-
At 30 June 2019	875,312	-	875,312
At 1 July 2019	875,312	-	875,312
Surplus/ (deficit) for the year	(334,634)	-	(334,634)
Other comprehensive revenue and expense	-	-	-
Total comprehensive revenue and expense for the year	(334,634)	-	(334,634)
Net transfers to/from other reserves	(163,866)	163,866	-
At 30 June 2020	376,814	163,866	540,680

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS for the year ended 30 June 2020

	2020	2019
Cash flows from operating activities		
Receipts		
Receipts from non-exchange transactions	11,166,412	12,113,390
Funds administered on behalf of Third Party- net	(538,282)	193,374
Payments		
Payments to suppliers	(2,576,760)	(2,606,328)
Payments to employees	(7,741,102)	(7,350,857)
Donation (made to) / received from related party	163,866	(1,700,800)
Net GST Received / (Paid)	26,298	(8,551)
Net cash flows from operating activities	500,432	640,228
Cash flows from investing activities		
Receipts		
Proceeds from sale of property plant and equipment	5,000	14,522
Interest received	7,674	19,375
Proceeds from Short Term investments	200,000	-
Purchase of property, plant and equipment	(368,182)	(129,257)
Investment in Short Term deposits	(250,000)	(200,000)
Net cash flows from investing activities	(405,508)	(295,360)
Net cash flows from financing activities	-	-
Net increase/(decrease) in cash and cash equivalents	94,924	344,868
Cash and cash equivalents at 1 July	2,731,524	2,386,656
Cash and cash equivalents at 30 June	2,826,448	2,731,524
Represented by:		
Cash and cash equivalents	1,269,199	635,993
Funds held on behalf of HOA - Better Palliative Care project	1,557,249	2,095,531
	2,826,448	2,731,524

SUMMARY FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2020

The Summary Financial Statements are for Totara Hospice for the year ended 30 June 2020..

REPORTING ENTITY

Totara Hospice (the "Trust") was formed on 11 October 1982 through the creation of a trust deed. The Trust is registered under the Charitable Trust Act 1957 for the purpose of providing care to the terminally ill, and their families within New Zealand. Totara Hospice is a public benefit entity for the purposes of financial reporting in accordance with the Financial Reporting Act 2013. On 1 July 2019 the Trust changed its name from Totara Hospice South Auckland to Totara Hospice.

BASIS OF PREPARATION

The Summary Financial Statements are presented in summary form and therefore do not give all information required by New Zealand General Accepted Accounting Practice. They are prepared in accordance with Public Benefit Entity Financial Reporting Standard 43- Summary Financial Statements (PBE FRS 43). The full Separate Financial Statements (Financial Statements) have been prepared in accordance with Public Benefit Entity Accounting Standards Reduced Disclosure Regime. A full copy of the Financial Statements and Audit Report are available in hard copy from Totara Hospice's registered office.

The Summary Financial Statements are presented in New Zealand dollars, which is the Trust's functional currency, rounded to the nearest dollar.

These Summary Financial Statements have been extracted from the full Separate Financial Statements dated 23 September 2020. They cannot be expected to provide as complete an understanding as provided by the full Financial Statements.

RELATED PARTY TRANSACTIONS AND BALANCES

Totara Hospice has control of The Totara Foundation. The following transactions have been entered into with The Totara Foundation and other related parties as indicated.

Related party	Nature of transaction	2020	2019
The Totara Foundation	Rental expense (note 1)	(375,000)	(500,000)
The Totara Foundation	Administration fee (note 2)	79,730	79,730
The Totara Foundation	Bequest Funding (note 3)	42,000	42,000
The Totara Foundation	Dang Bequest (note 4)	120,000	30,000
The Totara Foundation	Specific donations (note 5)	163,866	(1,700,800)

Note 1 - The Trust has entered into a lease agreement with The Totara Foundation for the premises at 140 Charles Prevost Road, The Gardens, Manukau. The Totara Foundation forgave 3 months rent during the year which was valued at \$125,000.

Note 2 - The administration fee paid by the Trust to The Totara Foundation is as stipulated in the management agreement between the two entities

Note 3- Bequest Funding was paid by The Totara Foundation to the Trust in order to develop this source of funding on an ongoing basis.

Note 4- Under the terms of a bequest from the Dang family, The Totara Foundation makes a payment back to the Trust to cover operating expenses. This amount has been agreed by the trustees as \$10,000 per month.

Note 5- During the year, The Totara Foundation transferred the Francis Fennel Scholarship Fund to the Trust for distribution on the same terms and conditions as previously undertaken. In the prior year the Trust paid specific donations The Totara Foundation.

	2020	2019
Balance derived from the above transactions		
Receivable from The Totara Foundation	-	-

These financial statements should be read subject to the Audit Report on p31

SUMMARY FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 30 June 2020

OPERATING LEASE COMMITMENTS

The Trust has entered leases for seven premises operated as Charitable shops, including a warehouse. In addition, the Trust leases the premises at 140 Charles Prevost Road, The Gardens, Manukau from The Totara Foundation. There are no restrictions placed upon the Trust by entering into this lease. During the current year the Trust entered into a 5 year lease with Cannon for printing and copying equipment located within the main office.

Operating lease payments, where the lessors effectively retain substantially all the risks and rewards of ownership of the premises, are included in the determination of the operating surplus in equal instalments over the respective lease terms. The operating leases are of a rental nature and are on normal terms and conditions.

Future minimum rentals payable under non-cancellable operating leases as at 30 June 2020 and 2019 are, as follows:

	2020	2019
Within one year	433,784	975,554
After one year but not more than five years	427,828	495,589
More than five years	-	-
	861,612	1,471,143

CONTINGENT ASSETS AND LIABILITIES

There are no contingent assets or liabilities at the reporting date. (2019: \$Nil).

EVENTS AFTER THE REPORTING DATE

The Trustees are not aware of any other matters or circumstances since the end of the reporting period, not otherwise dealt with in these financial statements that have, or may, significantly affect the operations of the Trust (2019: \$Nil). On 12 August, New Zealand increased its COVID-19 alert level to level 3 for Auckland and level 2 for the rest of New Zealand. As a result, the retail shops were not operational for a period of 19 days.

GOING CONCERN

The Trust opens the 2021 financial year with negative working capital and the Trustees have conservatively budgeted for a 2021 year-end deficit under the following key assumptions:

- Expected ongoing impact from COVID-19 global pandemic on the NZ economy
- Donations, fundraising and bequest target income levels are budgeted conservatively
- The Totara Foundation will provide financial support as necessary under the terms of the Underwrite Agreement

These financial statements have therefore been prepared on a going concern basis based on the successful outcome of the assumptions above.

COMPLETENESS OF INCOME

Controls over charitable shop sales, fundraising and donations prior to being recorded are limited. There are no practical procedures to determine the effect of this limited control.



RSM Hayes Audit

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Newmarket, Auckland 1149
Level 1, 1 Broadway
Newmarket, Auckland 1023
T +64 (9) 367 1656
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Report of the Independent Auditor On the Summary Financial Statements To the Trustees of Totara Hospice

Opinion

The accompanying summary statement of financial position as at 30 June 2020, summary statement of comprehensive revenue and expenses, summary statement of changes in net assets/equity and summary statement of cash flows for the year then ended, and related notes, are derived from the audited separate financial statements of Totara Hospice for the year ended 30 June 2020.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited separate financial statements, in accordance with PBE FRS 43: Summary Financial Statements issued by the New Zealand Accounting Standards Board.

Summary financial statements

The summary financial statements do not contain all the disclosures required by Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR"). Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited separate financial statements and the auditor's report thereon. The summary financial statements and the audited separate financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited separate financial statements.

The audited separate financial statements and our report thereon

We expressed a qualified audit opinion on the audited separate financial statements in our report dated 28 September 2020. The Trust's reported income includes charitable shop sales, fundraising and donations received in cash over which limited controls exist prior to the cash received being recorded in the Trust's accounting records. There were no practical procedures available to us to confirm the completeness of this revenue, and accordingly, we were unable to obtain sufficient appropriate audit evidence in this regard.

The report also includes a material uncertainty related to going concern that draws attention to note 24 in the audited separate financial statements. Note 24 of the audited separate financial statements indicates that the Trust has a negative working capital position and a budgeted deficit for the 2021 financial year. The financial statements are prepared on a going concern basis, the validity of which depends upon receiving sufficient donations, fundraising, bequests income and financial support from its related entity, Totara Foundation to meet its day to day obligations as they fall due. Our opinion is not modified in respect of this matter. These matters are addressed in the going concern note of the summary financial statements.

Trustees' responsibility for the summary financial statements

The Trustees are responsible on behalf of the entity for the preparation of the summary financial statements in accordance with PBE FRS 43: Summary Financial Statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited separate financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), Engagements to Report on Summary Financial Statements. Other than in the capacity as auditor, the firm has no other relationship with, or interests in, the Totara Hospice.

Who we report to

This report is made solely to the Trustees. Our audit has been undertaken so that we might state to the Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trustees, for our work, for this report, or for the opinions we have formed.

RSM Hayes Audit
Auckland

28 September 2020

COMMUNITY FUNDING AND ENGAGEMENT

“

Faith, Love & Trust:
These three words is what Ana (Mum) got tattooed on her during her time at Hospice. Thank you for demonstrating these powerful emotions when caring for our beloved Ana.

~ Family member

”

Connected Communities

A huge thanks for all your support. We couldn't do what we do without you.

As a local charity we rely on the support of our community to help fund our services in the community. Without this support, we would not be able to provide care and comfort to families when they need us most. We are so grateful for every single donation, wish list item donated, hot drink bought from Café Aroha, purchase in our shops, and every hour that is given in volunteering for us. Thank You.

Community Fundraising:

As a member of the Fundraising Institute of New Zealand, Totara Hospice are proud that at all times we reflect and follow the professionalism and ethical fundraising practices that all members abide by when communicating with donors and supporters.

Totara Hospice carefully stewards the donations we receive from supporters like you. We are committed to investing your contributions efficiently and effectively to support those in the community travelling the journey of a terminal illness.

The benefits of a priority focus on digital engagement and giving in 2019 was brought to the forefront during the COVID-19 Pandemic Alert Levels. Straight away we were able to adapt communication, events and donor giving through to online activities.

As we operate in a time of rapid change, the intention is to continue increasing income streams through traditional and digital channels at our disposal, in an integrated way to reach and expand to you our community audiences. Ensuring we spark engagement, and grow giving opportunities, innovation in this area will continue to expand.

Community Engagement - Building awareness, empathy and support:

Throughout the year we created successful campaigns and communications via print, digital and our social media profiles to build awareness, empathy and support of Hospice and the services available.

Honouring our Community Legacy:

Father Frances Fennell and a committed team of volunteers founded hospice services in the south and south east Auckland region nearly four decades ago. Over this time we are proud to have the ongoing support of passionate donors, enthusiastic fundraisers, long-standing corporate and school partnerships, inspiring ambassadors and loyal volunteers—a community that believes, as we do, that no patient or whānau should go through the journey of a terminal illness alone, or unsupported.



Facebook
[Facebook.com/totarahospice](https://www.facebook.com/totarahospice)
 7,729 supporters



Instagram
[@totara_hospice](https://www.instagram.com/totara_hospice)
 882 followers

\$214,621 from bequests - supporting the longevity of our work and ensuring support for future generations



\$452,000 from grants - funding specific items across Totara Hospice's service offering



Premium signature event **Hospice Long Lunch** (above) welcomed **254** guests with an average donation of **\$554.76 per attendee** on the day!



17 Businesses are holding a **Donation Box** on their counter within the community



\$58,000 raised from local **Farmers** - raising awareness as well as funding



Over **450** volunteers shifts for the **Trees of Remembrance** campaign - accepting donations and engaging with the public



Donations from **'Stand By Me'** monthly and annual givers have increased by **43%** in the past 5 years



Donations made in memory of loved ones raised **\$114,000** to provide care for **patients/whānau** receiving care

3,270 attended a fundraising or engagement event, with **800** of these in **Virtual Events**



Community & Corporate groups **Made Hospice Happen** by fundraising **\$176,000**

We would like to thank the following Trusts and Foundations for their valued support over the past 12 months:

ARA Lodge No 348
 Manurewa Local Board – Jul 2019 & December 2019
 Creative Communities NZ
 Ted & Mollie Carr Endowment Trust and Estate of Ernest Hyam Davis
 Pub Charity
 St Joan's Charitable Trust
 LG & EM Reid

The Trusts Community Foundation
 Four Winds
 Whitford Charitable Community Trust
 Papakura Local Board
 Otara-Papatoetoe Local Board
 Gloray Trust
 Elsie Steele Trust
 Estate of Kathleen Alice Boyd
 Ministry for Social Development

We would like to give special mention to Pub Charity who for many years now have supported Totara Hospice services in the community.



We would like to make special mention of our partnerships through Hospice NZ Grants programme supported by Harcourts Foundation

- BNI Metro
- BNI Connect
- BNI East Auckland
- BNI Howick
- BNI Papakura Business Growth
- BNI Pohutukawa Coast
- Dilmah NZ
- House of Travel Botany
- House of Travel Howick
- Farmers Botany, Pakuranga, Papakura and Manukau
- The Auckland Local Council



BNI Pohutukawa Coast members meeting after lockdown with Melinda- Head of Fundraising and Marketing Development(3rd from left)

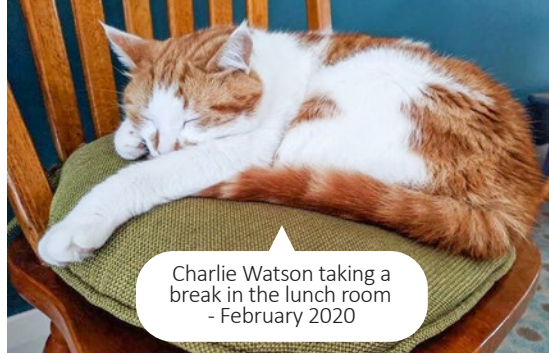


Farmers Trees of Remembrance campaign





Z Energy's Good in the Hood campaign – September 2019



Charlie Watson taking a break in the lunch room - February 2020



Volunteer Team members at the Manurewa Hospice Shop – November 2019



Students from Clendon Park School Kapa Haka performing during Te Wiki o Te Reo – September 2019



Student leaders of Papatoetoe Central School delivering their fundraising efforts – November 2019



Inpatient Unit staff members wearing medical scrubs during lockdown – April 2020



Reshmee, Eirls, Cecilia & Lin with bags for patients from grant funding – March 2020



Hospice Shop teddy bears staying indoors during Alert Level 4 – April 2020



Fundraising volunteers at Meadowlands during the Trees of Remembrance – December 2019



Changing fuel suppliers to community partners, Z Energy - July 2019



Guests at the Totara Hospice Long Lunch – October 2019



*Thank you to everyone who has been involved with
the hospice and supported our work this year.
We're incredibly grateful, and are looking forward
to another exciting twelve months ahead.*

Totara Hospice

Totara House, 140 Charles Prevost Drive, The Gardens, Auckland 2105

PO Box 75560, Manurewa, Auckland 2243

P: 09 640 0025 | F: 09 640 0291 | www.hospice.co.nz

Registered charity CC21683 • IRD Approved Donee Organisation