



**2020/21**  
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 OPERATING PURPOSE:

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

# OUR VALUES



PRIDE & PASSION



PROFESSIONALISM



PARTNERSHIP & INCLUSION



COMPASSION & RESPECT



INNOVATION & COLLABORATION

“  
*Your loving care and passion  
 for looking after his every need  
 was priceless and we could not  
 have asked for more. We know that  
 Dad felt safe in the knowledge that  
 you cared for him in every way.*  
 ~ Family member

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# JOINT REPORT FROM THE CHAIRPERSON AND CHIEF EXECUTIVE

*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*

*Your support to us the family whether it was providing a meal or a shoulder to cry on, or explaining what was happening was amazing.*  
Family member

## Strategic Report

*It is our pleasure to provide this report evidencing Tōtara's delivery of solid outcomes and accountability back to you for the faith and investment that you place in us as a stakeholder.*

The YE June 21 can be summarised as one of resilience, innovation, and growth. In the context of post-wave-1 COVID-19, we commenced our 3-year recovery strategy, 'Gen3 Hospice'. This describes Tōtara in its third generation as a community organisation, focussing us on ensuring we remain in good strategic shape and on the right operational and cultural footing to advance as a progressive, sustainable, and growing hospice, delivering sector-transformative work.

Clinically, Gen3 is centred on equity of, access to, experience of, and outcomes from hospice care. It anticipates that patients, families and whānau expect contemporary, creative, and tailored services that are evidence supported, holistic, culturally safe and where the patient is recognised and empowered as the actual co-pilot in their care. It demands that clinical services are constructed and delivered in a way that recognises and appropriately responds to the social, economic, and environmental barriers to equity at a structural and system level for the organisation, and at a team and individual level for our workforce.

Operationally, it focuses on securing our economic independence via innovative, commercial activity as an adjunct to public sector contract funding for palliative services provision. This means that across our retail, hospitality, events, fundraising and marketing business units, our workforce is thinking outside the box, and pushing the limits on what defines a successful hospice as a connected and enduring presence within its community.

Importantly, Gen3 also commits us to 'triple bottom line' sustainability; economic, social and environmental, recognising the need to address our successes and the impacts of our total business activity with a wider lens.

For our people, Gen3 describes a next-step performance commitment for our hybrid workforce of staff and volunteers. Effectiveness, efficiency, productivity, and demonstrable value is expected from every team and every individual. Our attraction, recruitment and retention approach prioritises the right level, mix and fit of skills, knowledge and values to participate within and contribute to a creative and contemporary organisation. We are focussed on realising and releasing our people's capacity and capability to strengthen relationships and reshape their sector with an employer that offers them an opportunity to develop their learning and leadership and to leave a legacy worthy of the vision of the founders of this social movement.

This year's performance evidences that we have embraced Gen3 challenges.

Growth in clinical services is unprecedented. This year has been the largest in our 40-year history. We believe it is a result of our commitment to Gen3 principles, and the further development of community care partnerships e.g., Papakura Marae clinical service and regional alliancing on capacity and capability building through Poi.



**“ 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.....**

**”**

**“ Approximately two thirds of all Kiwis who voted, voted ‘Yes’ to the introduction of assisted dying as a legal choice for those with a terminal illness. Currently, Tōtara Hospice is the only hospice in New Zealand that commits to working with patients who wish to access this legal service... ”**

When compared to the same period in 2015-16, we have experienced an 18% increase in referrals and over 50% growth in care and support delivered face-to-face in the community. On top of this our e-health service has experienced exponential growth with over 20,000 combined consultations and care coordination activities delivered virtually. Throughout, we have maintained our population equity targets.

We invested in new services and associated clinical staffing. Importantly, we increased the overall size of the allied health and cultural and social support teams, becoming the only Hospice in the country to offer 7-day allied health and cultural and social support programmes. This ensures holistic care is delivered every day, not just Monday to Friday.

The result of the binding referendum on the End-of-Life Choices Act 2019 was very clear. Approximately two thirds of all Kiwis who voted, voted ‘Yes’ to the introduction of assisted dying as a legal choice for those with a terminal illness. Currently, Tōtara Hospice is the only hospice in New Zealand that commits to working with patients who wish to access this legal service; respecting the choice that Kiwis have made. We have worked tirelessly this year and are ready for the changes that the Act will bring from November 7th, positioning ourselves as a host provider.

This is our ultimate testament to our belief in patient centred care partnerships.

Commercial activity has found a good foothold, materially contributing to our sustainability. Innovations have included Café Aroha, local artist partnerships, ‘Café Aroha on the Go’, mobile apps for advance ordering and event-themed goods e.g., Mother’s Day, online sales and a review of our menu and marketing.

We have increased our presence in digital marketing and conducted fundraising via virtual quizzes, shows, connection events and supporter opportunities. We have invested in a new retail superstore – with a new sales and volunteering model, resulting in a steady performance that is the platform for increased sales targets for next year.

Cost management innovation has also been realised. In partnership with State of Flux, we co-created an innovative corporate-charities alliance which combines a relationship focus with world-class procurement management tools, techniques, and technologies, to grow collective purchasing power. This enables our charitable dollar to stretch further. To end the year the Board approved an ICT review and our pathway to carbon reduction.



**“ We have applied the changes, processes, discipline, and creativity to ensure we have complete stewardship of and accountability for each precious public, community donated, and innovation earned dollar, and that we spend and invest wisely.... ”**

This work occurs within the context of the ever-increasing equity gaps in our government funding, and so we continue to advocate locally, regionally, and nationally for this to be effectively addressed. Our hope is that the health sector reforms involving the dismantling of DHBs, and the creation of Health New Zealand and the Māori Health Authority will be catalysts for change.

It is fair to say that maintaining momentum on this recovery pathway is vulnerable to a resurgence of COVID-19. However, we have applied the changes, processes, discipline, and creativity to ensure we have complete stewardship of and accountability for each precious public, community donated, and innovation earned dollar, and that we spend and invest wisely. If we do have a second wave, we will continue to adapt wherever possible.

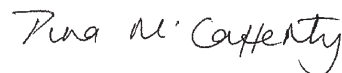
In closing, we would again like to acknowledge all whānau who entrust us to do the best we can, at a time when they need to be able to rely on us the most, and who provide us with feedback and connection to keep improving.

We thank the Senior Leadership team and Board of Trustees, including Tōtara 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, to ensure we deliver to our community.

Finally, 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 their time and resources to help support our vision.

**Ngā mihi nunui ki a koutou,**



**Tina McCafferty – Chief Executive**



**Kirsten Corson – Chair Tōtara Hospice**



*Me mahi tahi tātou mo  
te oranga o te katoa*

*We should work together  
for the wellbeing of everyone*

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

“

*A big thank you for all the wonderful care and support you all gave mum during her illness. It was always reassuring for us knowing mum had such kind and caring people supporting her, ensuring she received the best possible care while providing reassurance and guidance to us as a family.*

*~ Family member*

”

## Clinical Services Quality Improvement

*The risk of further disruptions to working momentum from the COVID Pandemic was always in the background but we remained committed to continuous improvement and determinedly future focused.*

**A** key pillar of Gen3 is to recognise and further develop the skills, knowledge and capabilities of our workforce to ensure that Tōtara Hospice reaches our community and makes a positive impact through the provision of quality, valued care and support.

In December 2020 we welcomed our new Director of Nursing – Hayley Colmore-Williams and we invested in this key role being full-time. Under her leadership, a review of Tōtara Hospice Nursing capacity, capability and composition was completed for Gen3. The recommendations from this have placed a lens on the development of advanced nursing practice and excellence, along with the creation of an Education Hub.

We also shared the knowledge and wisdom held by our Medical Director and Palliative Care Specialist – Dr James Jap- with others through forums such as an East Health PHO Inservice and the Goodfellow Webinar schedule.

Dr Charlotta Uggla travelled from Sweden to join the team for a year of clinical sharing and skills exchange. Her knowledge, skills and approaches from Europe and Scandinavia brought positive new dimensions for patients, families and the clinical team.

All clinical leaders continued to support education programmes by hosting students in their placements and short observational visits. Medical and Paramedical students, General Practice trainees, Counselling students and Nursing students.

To augment our patient management system and further support electronic records, good administration and data capture, we invested in two key systems. The first was MediMap. This is an electronic medications management programme that supports clinicians to prescribe and administer medicines and audit safety in practice. There was a significant reduction in paper processes and importantly, with the cessation of handwritten prescriptions, far less potential for error.

Secondly, we transitioned our Clinical Quality Programme onto a totally electronic platform called Quality Hub. This change has reinforced the expectation that ‘Quality is everyone’s business and responsibility’, and the system allows all staff a review of data and events and a closed loop process to support learning.

Early in the year following our launch of Mauri Mate; A Palliative Care Framework for the Hospices of Aotearoa with our partner organisations TeORA and Mary Potter Hospice, we began to explicitly weave this important guiding framework into our approach with patients, with the aim of evidencing our commitment to equity, and biculturalism in practice with whānau Māori.

Asking how we could do things differently and better under Gen3 was also the catalyst for further collaboration amongst many individuals and teams across our Hospice, regarding improvement to outpatient clinics, programmes and day services. Our deep compassion and care for people on palliative journeys and our desire to provide

meaningful services that are fit for today's more holistic needs, saw the end of traditional day hospice and the commencement of Te Puna Ora O Tōtara/Living Well Centre. This is a holistic, multidisciplinary community service based on a number of new approaches to emotional, spiritual, physical and family wellbeing. By year end, the data and statistics informed us that the new programmes in Te Puna Ora were keenly sought and attended by patients. Programmes such as Palliative Rehab, Mind and Body, Youth Group/Rangatahi programme, Breathing Well classes, the Asian Men's Group and Te Ao Māori and Pasifika Talanoa had ready uptake.

The year did bring a number of mini lockdowns and whilst we were determined to not be singularly COVID facing, we were aware of its impact and ongoing 'long tail'. We continued our focus as a cohesive Tōtara Hospice team and sourced funds to respond to additional lockdown stressors by way of food parcels, care packages and practical support, led by our Allied Health, Cultural and Social Support Staff in partnership with Nursing and Fundraising colleagues.

A major piece of patient focused work was commencing preparations to ensure our readiness for the introduction of assisted dying as a pathway of choice for New Zealanders eligible under the End-of-Life Choices Act 2019. Tōtara Hospice care will continue equitably and without bias for all patients. Patients' choices across their entire palliative journey will be respected and upheld.

All of these improvements within our Gen3 work programme were put under the spotlight of the District Health Board audit in April 2021. This audit covered all standards, from care planning to food safety, clinical interventions to human resource systems, cultural support to demonstration of diversity and inclusion.

The resulting achievement of 'full compliance and no corrective actions required' was pleasing and validated that Gen3 is the right approach to deliver to our vision to honour living and dignify dying via the provision of leading-edge palliative care.

## Clinical Services Data

The 2020-21 year was the largest in the history of our organisation.

It is evident that our drive to provide care and support that is focussed on reaching equity in access to, experience of, and outcome from our palliative care is gaining good traction.

<b>New Referrals</b> <b>1055</b>	<b>Total Case Load 1st July to 30th June</b> <b>1267</b>
<b>Face-to-Face Interventions</b> <b>14,817</b>	<b>E-Palliative Care Interventions &amp; Care Coordination</b> <b>20,538</b>
<b>Number of Bed Days in the IPU</b> <b>2,268</b> (281 patients, 83% had metastatic cancer and 17% had a chronic condition or neurological disease)	<b>Average monthly caseload across combined other services</b> <b>353</b> (68% of patients across combined community services had metastatic cancer and 32% had a chronic condition or neurological disease)

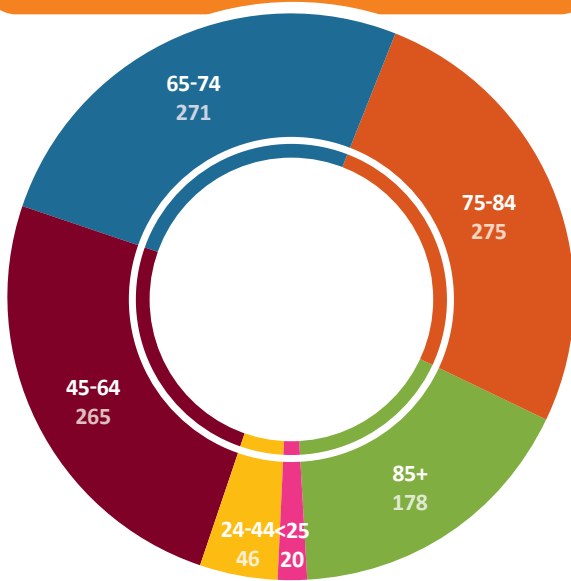
## % of Referrals by Service



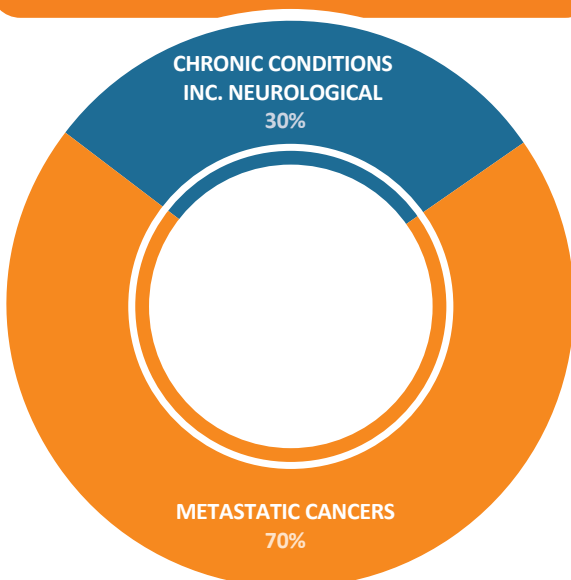
## Hospice for All

Tōtara Hospice is committed to equity of, access to, experience of, and outcome from our care. We are committed to having service access and use targets that reflect population equity – all age groups and ethnicities and particularly to ensure Māori and Pasifika groups are at district population equity level. We have achieved this.

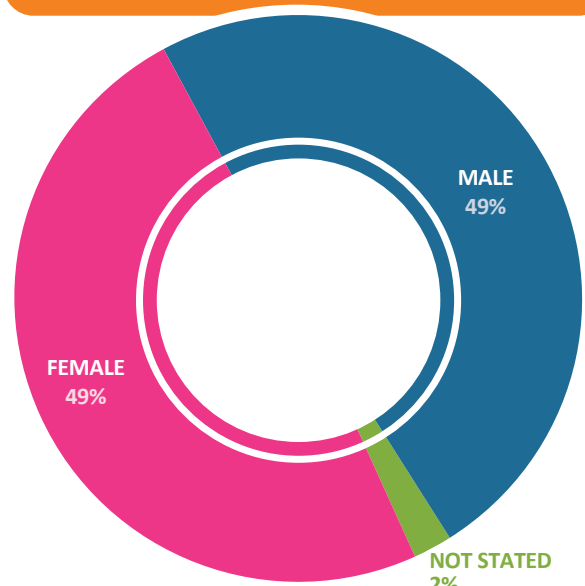
Referrals by Age Group



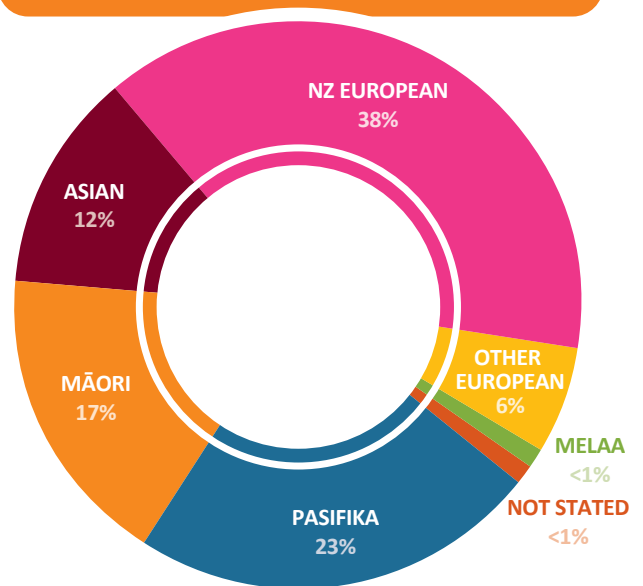
Referrals by Illness



Referrals by Gender



Referrals by Ethnicity



## Not Just Cancer

It is important that Hospice care is not only associated with care for those with terminal cancer but that Hospice care reaches those in need of care with a range of terminal illnesses e.g. chronic conditions like heart and kidney failure, or neurological illness e.g. motor neurone disease. Since 2015 the latter categories have increased from 17% to 30% of all referrals.

## All Neighbourhoods/Localities

Tōtara Hospice serves some of the most socio-economically disadvantaged localities in Aotearoa New Zealand. In contrast some of our areas of service are very affluent. We focus on equity of access for all.

- Manukau includes Manukau City including Papakura and Manurewa down to Drury
- Mangere includes Mangere, Papatoetoe, Otara
- East includes Botany, Howick, Pakuranga, Flatbush and out to the eastern Beaches

### Referrals by Locality

MANUKAU	321
MANGERE	308
EAST AUCKLAND	286
ARC	137
INTRA-DISTRICT	3
TOTAL	1055

## Te Puna Ora o Tōtara - Living Well Centre Programmes Launched

The new programme incorporates palliative rehabilitation, family support, socialisation, patient clinical care and review of individual needs. Also cultural support, well being, education, and bereavement services.

It can also provide carers with a regular time out. Our Te Puna Ora o Tōtara is situated at Totara House and is staffed by a registered nurse, health care assistant and a team of volunteers.



**TE PUNA ORA  
O TŌTARA**

LIVING WELL CENTRE



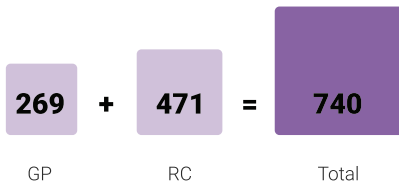
## Tōtara Hospice: Poi Programme Delivery

Tōtara Hospice is proud to collaborate with the specialist hospices of Auckland with the aim of supporting palliative care capacity in primary care (general practice and residential care facilities).

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 20 to Jun 21 unless otherwise stated

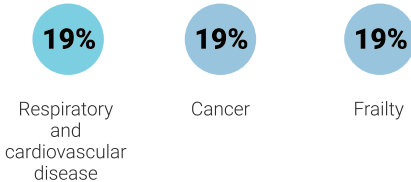
### POPULATION CHARACTERISTICS



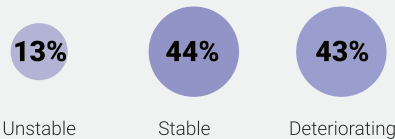
**27%**  
Identified as non NZ European

**92%**  
Aged more than 65 years

### PROPORTION OF PPAS AND THEIR PRIMARY SPICT\* CLINICAL CONDITIONS



### PHASES OF ILLNESS\*\*



**56%**  
Of people had the most clinically appropriate severity score, with an AKPS\*\*\* of 40 or 50

**47%**  
Of ARC providers have activated a PPA for at least one resident

### CLINICAL IMPACT DATA FROM JUL 20 TO DEC 20

**96%**  
Of people in the Poi programme complete the approach in less than 2 weeks (from beginning the PPA to completing the PAS response)

**19%**  
Died within 1 month of the PPA being completed

**84%**  
Of all people with a PPA submitted who live longer than a month do not use ambulance or hospital services

**1%**  
Of those in Poi die in hospital

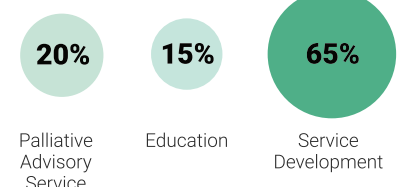
**16%**  
Of people with a PPA use the Emergency Department in any quarter

### CLINICAL SERVICE DEVELOPMENT

**92%**  
Of people do not require a referral to Specialist Palliative Care at the time of Poi Multi Disciplinary Team review

**86%**  
Primary Health Organisations have at least one enrolled patient receiving a PPA

### RANGE OF ACTIVITY SESSIONS DELIVERED



**7151**  
Hours of activity per year is spent on Education, Service Development\*\*\*\* and PAS

**831**  
Attendees per month on average at Poi education and service development sessions

### STAFF TRAINED SO FAR



### 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**





*“ Thank you so much for all that you do. Whilst our time with you was at a very sad time, the doctors, nurses, cooks and volunteers were amazing. We will never forget your wonderful care, compassion and love shown to our son.*

*~ Family member*

## People & Capability

*Building on the achievements of previous years, staff at Tōtara Hospice continued to learn and grow in a range of ways.*

**H**onouring our commitment to Te Titiri o Waitangi, we continued with bicultural education with 59% of staff having experienced the Empowering Change Kia Tupu te Toi training programme. Participants report this as having been enjoyable, informative and assisting them in their work.

This education provides a baseline of understanding that helps form foundations on which we can build, resulting in a harmonious blending of cultures – reflecting the very community that we serve. The establishment of Te Rōpu Māori o Tōtara will provide guidance and recommendations for the Senior Leadership Team to enhance Tōtara Hospice’s tikanga. These, and other initiatives form important strands of the fabric of diversity and inclusion that is woven throughout our organisation.

Other education programmes include foundations of palliative care and spiritual care, working with the rainbow community. All programmes are focussed on ensuring non-clinical staff as well as clinicians are able to share an organisation-wide belief that the pursuit of equity is central to our charitable purpose.

Many of our training courses are offered externally, enabling others to expand their knowledge and understanding, and to better serve those in need.

Our Gen3 approach means we adapt the way we work to ensure the right outcomes. Changes to recruitment processes are yielding the attraction of quality candidates, and we are excited to welcome a number of professionals



### Bi-cultural Awareness Training Courses

**70 pax**  
undergone  
training

**4 days**  
Each course was  
4 sessions long

**280**  
Day's worth  
of investment

to our high-performing teams. Our structure continues to demonstrate a commitment to staff empowerment and career development. An unrelenting push to encourage professional and personal development provides not only a rich and rewarding work environment, but also helps to deliver superior outcomes for our patients and their families; they literally receive the very best care.

Despite the resumption of restrictions imposed by further COVID-related lockdowns, our staff moved swiftly and calmly into adjusted protocols, ensuring the values and goals of Tōtara Hospice are continually maintained. As an essential service, we were able to access COVID vaccinations in March, which were quickly taken up. We continue to promote and recommend vaccination to all with whom Tōtara Hospice interacts. COVID testing of staff provides further reassurance that we are committed to the health and safety of our teams, patients, and all those we interact with.

# Volunteers

The resilience and commitment of our loyal volunteer base continues to impress and astound, when after a year of uncertainty and change due to the pandemic, they faithfully return to their volunteer roles with a clear focus of supporting our patients and their whānau. They may volunteer in retail helping to raise the additional funds we need, work in the distribution centre sorting goods, or in a direct patient support role helping across Tōtara House. We appreciate the journey our volunteers take with us, and we strive to meet their needs as they work so hard to meet ours.

Our community volunteers, with a purpose in mind, and their individual expectations remain at the forefront of consideration to ensure a successful volunteer team. We continue to offer appreciation and recognition events, support to learn new skills, and help them with gaining experience, new education and training opportunities. Our future focus is a partnership with an established education provider, who will enable our volunteers to achieve a recognised qualification in retail, hospitality, and leadership. This will be an attractive recruitment tool and result in assisting with the training and development of a skilled volunteer team.

There was a continued recruitment focus this year, but due to the pandemic, we had many professional, highly skilled people applying to volunteer, often short-term in

between their employment commitments. Offers of help were gratefully accepted and utilised resulting in informed, enthusiastic ambassadors for hospice returning to the community, with the genuine intention of volunteering for Tōtara Hospice in the future due to their rewarding and positive experience.

An intense recruitment drive for over 50 new retail volunteers by May, enabled the two new Pakuranga stores to open and start trading. Volunteers spent many additional hours helping to set up the stores in time to open and welcome our southeast Auckland community to shop and support their local hospice.

We have continued to build strong relationships over the year with corporate organisations, retirement villages and education facilities. Regular groups have volunteered in the Pakuranga Megastore, the Takanini Distribution Centre, and have helped in the beautiful gardens that surround Tōtara House.

This year, perhaps even more than others, we acknowledge and recognise our volunteers. Their commitment, flexibility and resilience to change, the gift of time, skills and experience they share, and their continued focus of exceptional care for our patients and their whānau. Thank you, we literally couldn't do it without you.

## Volunteer long service anniversaries

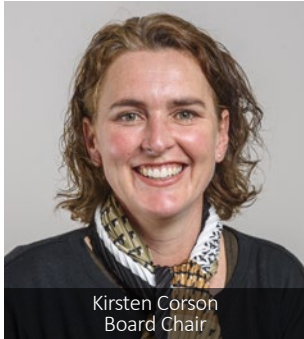
This year we celebrated long service anniversaries for 28 volunteers, which totalled a whopping 325 years of service!



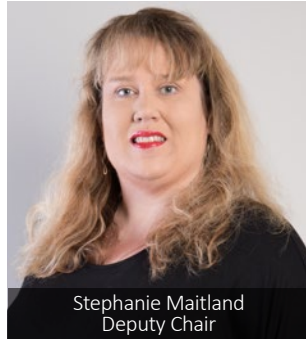
Our regular onsite Volunteer Darren supporting the Property Services team at Tōtara House.

## 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 Tötara Hospice.



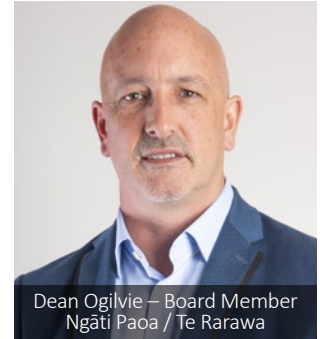
Kirsten Corson  
Board Chair



Stephanie Maitland  
Deputy Chair



John Savory  
Board Member



Dean Ogilvie – Board Member  
Ngāti Paoa / Te Rarawa



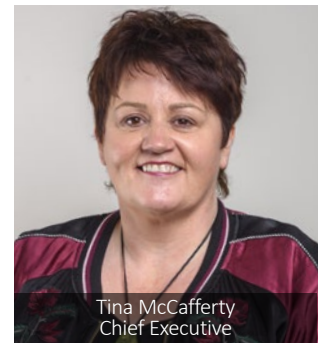
Joycelyn Tauevihi  
Board Member



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 Tötara Hospice team.



Back L-R: Tina McCafferty (Chief Executive), 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)  
Inset: Hayley Colmore-Williams – Director Of Nursing

strategic report

clinical services

people & capability

business support

financial statements

community support

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

“

*I think of you often,  
and feel blessed that  
the patients have such a  
fabulous team to care  
and nurture them.”*

*~ 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.*

Our ability to operate smoothly at the front line is entirely dependent on the effectiveness, efficiency and enduring quality of the support we have from our second line, Business Support Services (BSS). BSS is comprised of a diverse mix of people who have the skills and experience to contribute to our shared goals through Finance, Accounts & Payroll, Data Analytics, Information & Communication Technology, Business Quality, House Services and Facilities & Grounds. Individuals and teams across these areas provide the infrastructure backbone to our work. Across the 2020-21 year, BSS achieved a number of commendable goals including:

### House Services and Facilities & Grounds

The reason that Tōtara House presents like a well-kept hotel is due to the commitment of the staff in these areas. Over the last 18 months they have gone the extra mile at every turn to ensure that we can safely operate during and outside of COVID-19 restrictions, that our spaces and places are of the highest hygiene and safety standards, and that people have peace and dignity. That we can take the most basic things for granted – hot water, beautiful restrooms, manicured gardens, and waste management, is testament to their teamwork.

### Data Analytics

Plays a key role in collecting, collating and inquiring into data sets to support the organisation to manage risk, make informed decisions, identify opportunities, ask quality improvement focussed questions, and provide accountability reports to stakeholders. This year the Power BI platform was optimised to support the commencement of national data sets across New Zealand on the impact of Hospice care. It was also fundamental in informing the business case for Te Puna Ora o Tōtara and defining the capital and infrastructure resource programme to enable us to better manage current and future capital requirements.

### Business Quality

This year we underwent a District Health Board Contract Delivery & Accountability Audit. The response to the audit requirements covered a number of areas and was coordinated and centralised through business quality and effectiveness. Tōtara Hospice was found to be fully compliant with all contractual domains and had no areas for improvement identified. This is really pleasing as the contract audit assesses the management of care, workforce, governance, finance and operations. It is comprehensive and evidences our accountability and stewardship.

### ICT

Again, this year the maintenance of all servers, hardware and software and the support given from ICT staff into the wider teams kept our services online, adaptable and mobile. This supports e-health, portable electronic notes, good cyber security and importantly, due to the number of COVID lockdowns, flexible working from a number of sites.

### Finance & Payroll

Ensuring we manage our resources with care, pay our business partners on time, ensure our staff wages are paid out without interruption, monitoring controls and ensuring we receive monies owed to us are all at the heart of Finance and Payroll. This service is a key indicator of our health and wellbeing and operates with a great level of reliability and customer service.

# **SUMMARY FINANCIAL STATEMENTS - TŌTARA HOSPICE 2020/21**

## SUMMARY FINANCIAL STATEMENTS

## STATEMENT OF FINANCIAL POSITION as at 30 June 2021

	2021	2020
<b>Current assets</b>		
Cash and cash equivalents	913,330	1,269,199
Funds held on behalf of HOA- Better Palliative Care project	887,991	1,557,249
Receivables from non-exchange transactions	714,393	862,502
Prepayments	7,092	9,817
Short Term Deposits	-	250,000
Amounts due from related parties	-	-
	<b>2,522,806</b>	3,948,767
<b>Current liabilities</b>		
Payables under exchange transactions	447,741	946,952
Goods and services tax	95,250	132,444
Income in advance- tagged grants	123,714	136,986
Employee benefits liability	1,101,879	1,329,315
Funds held on behalf of HOA- Better Palliative Care project	887,991	1,557,249
	<b>2,656,575</b>	4,102,946
<b>Working capital surplus/ (deficit)</b>	<b>(133,768)</b>	(154,179)
<b>Non-current assets</b>		
Property plant and equipment	628,256	742,099
	<b>628,256</b>	742,099
<b>Non-current Liabilities</b>		
Lease liability	38,300	47,240
	<b>38,300</b>	47,240
<b>NET ASSETS/ (LIABILITIES)</b>	<b>456,188</b>	540,680
<b>EQUITY</b>		
Accumulated comprehensive revenue and expense	292,322	376,814
Francis Fennel Scholarship Fund	163,866	163,866
<b>TOTAL EQUITY</b>	<b>456,188</b>	540,680

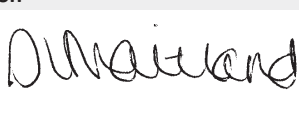
For and on behalf of the Board:



Chairperson

22 September 2021

Date



Trustee

22 September 2021

Date

These financial statements should be read subject to the Audit Report on p27

**SUMMARY FINANCIAL STATEMENTS****STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES** for the year ended 30 June 2021

	Parent Entity	
	2021	2020
Revenue from Government Contracts	7,478,458	6,778,251
Government Covid Funding	227,606	780,265
Patient Care	(5,316,774)	(6,090,643)
Support Services	(604,605)	(526,780)
Education and training	(212,699)	(218,517)
<b>Facility Costs</b>	<b>(920,710)</b>	<b>(728,828)</b>
<b>Depreciation</b>	<b>(227,962)</b>	<b>(271,826)</b>
Administration	(1,830,692)	(1,543,939)
<b>Operating Deficit</b>	<b>(1,407,378)</b>	<b>(1,822,016)</b>
Revenue from Hospice shop sales	1,474,505	1,352,195
Retail expenses	(1,189,932)	(1,066,539)
<b>Surplus from Hospice Shop Sales</b>	<b>284,573</b>	<b>285,656</b>
Revenue from fundraising	787,172	680,028
Trusts and Grants	311,832	452,162
Hospitality & Catering	77,756	64,804
Fundraising expenses	(834,781)	(683,361)
<b>Surplus from fundraising</b>	<b>341,979</b>	<b>513,632</b>
Other income	296,940	305,861
Bequest income	400,348	214,621
<b>Deficit before finance income</b>	<b>(83,538)</b>	<b>(502,246)</b>
Finance Income	1,952	7,674
Finance Costs	(2,906)	(3,928)
Investment income	-	-
<b>Total Finance income</b>	<b>(954)</b>	<b>3,745</b>
<b>Surplus / (deficit) before non operational donations</b>	<b>(84,492)</b>	<b>(498,500)</b>
Donation from related party	-	163,866
<b>(Deficit) / Surplus for the year</b>	<b>(84,492)</b>	<b>(334,634)</b>



## SUMMARY FINANCIAL STATEMENTS

### STATEMENT OF CHANGES IN NET ASSETS/EQUITY for the year ended 30 June 2021

	Accumulated comprehensive revenue and expense	Francis Fennell Scholarship Fund	Total
At 1 July 2019	875,314	-	875,314
Surplus/ (deficit) for the year	(334,634)	-	(334,634)
Other comprehensive revenue and expense	-	-	-
<b>Total comprehensive revenue and expense for the year</b>	<b>(334,634)</b>	<b>-</b>	<b>(334,634)</b>
Net transfers to/from other reserves	(163,866)	163,866	-
<b>At 30 June 2020</b>	<b>376,814</b>	<b>163,866</b>	<b>540,680</b>
At 1 July 2020	376,814	163,866	540,680
Surplus/ (deficit) for the year	(84,492)	-	(84,492)
Other comprehensive revenue and expense	-	-	-
<b>Total comprehensive revenue and expense for the year</b>	<b>(84,492)</b>	<b>-</b>	<b>(84,492)</b>
Net transfers to/from other reserves	-	-	-
<b>At 30 June 2021</b>	<b>292,322</b>	<b>163,866</b>	<b>456,188</b>

**SUMMARY FINANCIAL STATEMENTS****STATEMENT OF CASH FLOWS** for the year ended 30 June 2021

	2021	2020
<b>Cash flows from operating activities</b>		
<b>Receipts</b>		
Receipts from non-exchange transactions	11,189,454	11,166,412
Funds administered on behalf of Third Party- net	(669,258)	(538,282)
<b>Payments</b>		
Payments to suppliers	(3,359,752)	(2,576,760)
Payments to employees	(8,280,515)	(7,741,101)
Donation (made to) / received from related party	-	163,866
Net GST Received / (Paid)	(37,194)	26,298
<b>Net cash flows from operating activities</b>	<b>(1,157,265)</b>	500,433
<b>Cash flows from investing activities</b>		
<b>Receipts</b>		
Proceeds from sale of property plant and equipment	-	5,000
Dividends received	-	-
Interest received	1,952	7,674
Proceeds from Short Term Deposits	250,000	200,000
Purchase of property, plant and equipment	(119,814)	(368,183)
Purchase of shares and bonds	-	-
Investment in Short Term Deposits	-	(250,000)
<b>Net cash flows from investing activities</b>	<b>132,138</b>	(405,509)
<b>Net cash flows from financing activities</b>	-	-
Net increase/(decrease) in cash and cash equivalents	<b>(1,025,127)</b>	94,924
Cash and cash equivalents at 1 July	<b>2,826,448</b>	2,731,524
<b>Cash and cash equivalents at 30 June</b>	<b>1,801,321</b>	2,826,448
<b>Represented by:</b>		
Cash and cash equivalents	<b>913,330</b>	1,269,199
Cash held on behalf of Better Palliative Care project	<b>887,991</b>	1,557,249
	<b>1,801,321</b>	2,826,448

These financial statements should be read subject to the Audit Report on p27

## SUMMARY FINANCIAL STATEMENTS

### NOTES TO THE FINANCIAL STATEMENTS for the year ended 30 June 2021

The Summary Financial Statements are for Tötara Hospice for the year ended 30 June 2021.

#### REPORTING ENTITY

Tötara 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. Tötara 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 Tötara Hospice South Auckland to Tötara 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 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 Tötara 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 Financial Statements dated 22 September 2021. They cannot be expected to provide as complete an understanding as provided by the full Financial Statements.

#### RELATED PARTY TRANSACTIONS AND BALANCES

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

Related party	Nature of transaction	2021	2020
The Tötara Foundation	Rental expense (note 1)	<b>(500,000)</b>	(375,000)
The Tötara Foundation	Administration fee (note 2)	<b>79,730</b>	79,730
The Tötara Foundation	Bequest Funding (note 3)	<b>42,000</b>	42,000
The Tötara Foundation	Dang Bequest (Note 4)	<b>120,000</b>	120,000
The Tötara Foundation	Specific donations (note 5)	-	163,866

**Note 1** - The Trust has entered into a lease agreement with The Tötara Foundation for the premises at 140 Charles Prevost Road, The Gardens, Manukau. During 2020 The Tötara Foundation forgave 3 months rent which was valued at \$125,000.

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

**Note 3** - Bequest Funding was paid by The Tötara 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 Tötara 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 2020 year, The Tötara Foundation transferred the Francis Fennel Scholarship Fund to the Trust for distribution on the same terms and conditions as previously undertaken.

	2021	2020
<b>Balance derived from the above transactions</b>		
Receivable from The Tötara Foundation	-	-

#### 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 Tötara Foundation. There are no restrictions placed upon the Trust by entering into this lease. During the 2020 year the Trust entered into a 5 year lease with Canon for printing and copying equipment located within the main office."

These financial statements should be read subject to the Audit Report on p27

## SUMMARY FINANCIAL STATEMENTS

### NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 30 June 2021

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 2021 and 2020 are, as follows:

	2021	2020
Within one year	<b>480,764</b>	433,784
After one year but not more than five years	<b>262,910</b>	427,828
More than five years	-	-
	<b>743,674</b>	861,612

#### CONTINGENT ASSETS AND LIABILITIES

There are no contingent assets or liabilities at the reporting date. (2020: \$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 (2020: \$Nil). On 17 August, New Zealand increased its COVID-19 alert level to level 4 for Auckland and for the rest of New Zealand. As a result, the retail shops were not operational for a period of 35 days at the time these Financial Statements were approved for issue.

#### GOING CONCERN

Tōtara Hospice presents negative working capital and a loss for the 2020 and 2021 financial year. Tōtara Hospice has also forecast a negative cashflow for the 2022 financial year. It is expected that COVID-19 lockdowns will have further implications for their financial performance and position for the 2022 financial year.

The Tōtara Foundation has provided a letter of support to Tōtara Hospice which includes commitment to provide specific funding at agreed upon intervals; provide additional funding for any unforeseen cash shortfalls; and an underwrite to ensure that its obligations are met as they fall due. The underwrite was reviewed and renewed on 28 July 2021 for the period up to 31 October 2022.

Due to the listed mitigating factors, the trustees have prepared these financial statements on a going concern basis.

#### 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.

## 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 2021, 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 financial statements of Totara Hospice and Group for the year ended 30 June 2021.

In our opinion, the accompanying summary financial statements on pages 20 to 26 are consistent, in all material respects, with the audited 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 financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements. Readers should make reference to the audited financial statements of Totara Hospice and Group for the year ended 30 June 2021 as filed on the DIA Charities website.

### The audited financial statements and our report thereon

We expressed a qualified audit opinion on the audited financial statements in our report dated 30 September 2021. The Trust's reported income includes charitable shop sales 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.

### Other information

The Board of Trustees is responsible for the other information. The other information comprises the Chair and Chief Executive Report, Delivering the best possible Palliative Care report, People & Capability report, Board of Trustees and Senior Leadership information, and Business Support Services report on pages 2 to 19 and Community Funding and Engagement report and Grants, Trusts and National Partners information on pages on 28 to 32. (but does not include the summary financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report. Our opinion on the summary financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the summary financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### 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 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

27 October 2021

THE POWER OF BEING UNDERSTOOD  
AUDIT | TAX | CONSULTING

RSM Hayes Audit is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

# COMMUNITY FUNDING AND ENGAGEMENT

“

*I can't express enough  
the gratitude I feel for each  
and every one of you 'angels'.*

*~ Family member*

”

# Tōtara Hospice Retail Group

**Tōtara Hospice forms a bond with and connection between patients and whanau, volunteers, staff, donors, supporters, and our wider community, all in the support of great palliative care being available to all who need it.**

**O**ur retail group play an important part in strengthening these bonds and connections as a hospice shop is often the first place a person comes across/associates with our charity. Approximately 250,000 people choose to visit our shops each year. Hence our shops are a place for conversations and information on Hospice services to be shared.

The Tōtara Hospice Retail Group plays a critical role in making money to bridge the financial gap between what Government funds Hospice to run and what the actual costs of running Hospice are. Tōtara Hospice aims to raise over \$4m in independent income each year to cover this gap. The Retail Group contributes to this through receiving, processing, and selling donated items at great prices. Our shops generate a net profit that ensures patients and whānau/families continue to receive top-class care and support.

July 2021 was the start of an ambitious recovery period from the previous months of chaos endured by retailers worldwide due to COVID-19. This first month of the new financial year realised record sales, but soon we were once

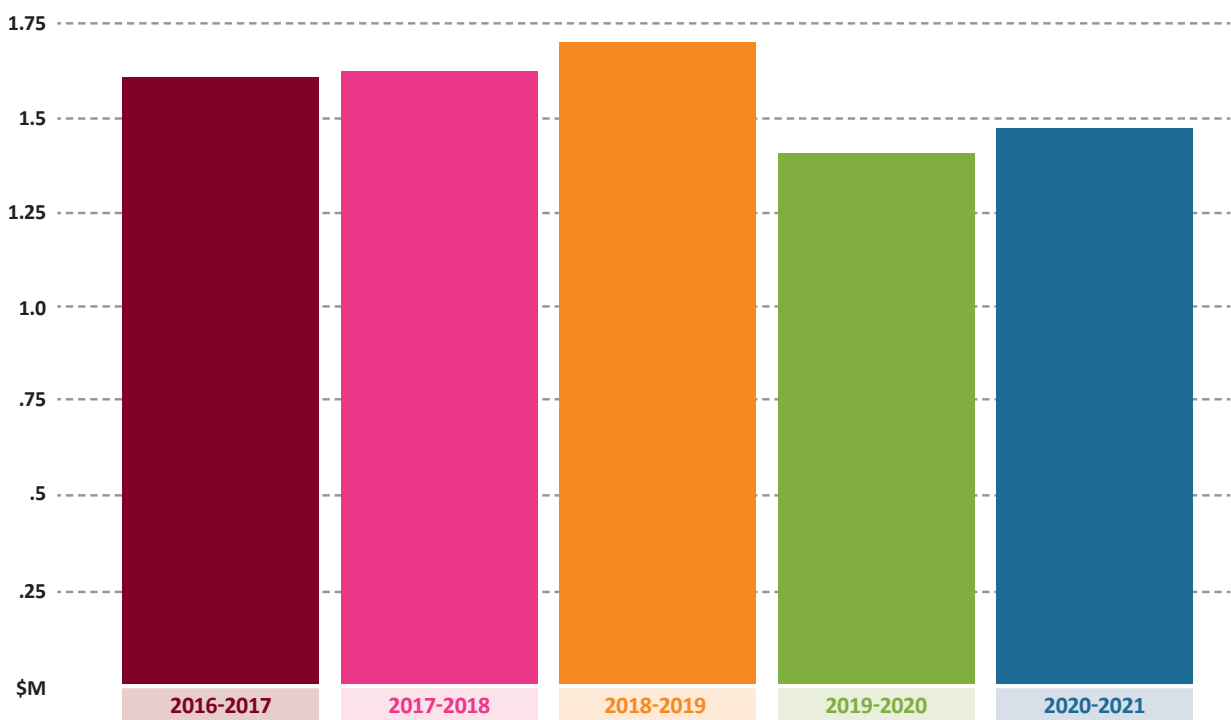
again tested by a series of short lockdowns (August 2020, February, and March 2021). Sadly, we closed our Manurewa shop in September 2020. However, we remained committed to our ambitions and determined to reach our goals.

September was the beginning of a 7-month trade period with five stores instead of six. Given the circumstances we were delighted that through improving our customer focus and efficiencies, revamping our distribution centre and adjoining shop site., We achieved some of the highest monthly sales in 5 years..

Senior management and Governance approved a business case to open our Megastore (based on a modified Takani Distribution Centre model) and relocate our Pakuranga Store. In May 2021, after much negotiation, investigations, planning and hard work we opened the former in Ben Lomond Cres, Pakuranga Heights and relocated the latter to 114 Reeves Road, Pakuranga. Both are in their developmental stages and showing promise.

**Staying connected to our community and keeping momentum with the cycle of information, communication, donations, and sales will ensure we continue to support Making Hospice Happen.**

The table below shows pre-COVID sales, the impact on sales during the height of COVID and the recovery journey thus far.



# Your Lasting Impact

## Community Connections.

Tōtara Hospice is grateful for the support of individuals, community groups, organisations, and corporate sponsors who help us make a positive impact in our community. Independent income through the communities generous donations help pay for the cost of care and services not covered by the government funding. This allows us to better support our palliative patients and their whānau when they need help the most.

Tōtara Hospice is a proud member of the Fundraising Institute of New Zealand and the NZ Marketing Association. Thus, ensuring we continue to act ethically and responsibly, using best practice when communicating with our donors and supporters.

**Gen3 collaboration and innovation** was at the heart of the marketing team's work. Our marketing team collaborated with other internal teams to convert our Remembrance Service onto an online platform, ensuring that families could still acknowledge their loved ones and their time with Hospice from the safety of home. Additionally the full design of all materials and the event launch of the Te Puna Ora o Tōtara – the Living Well Centre was the result of clinical and marketing teams working in Gen3 partnership.

## Staying connected during distancing.

Digital engagement continued to build as we worked through numerous lockdowns, and a focus is on continuing to develop this in the future. Also, some wonderful in-person events were able to proceed. The annual Ladies Lunch, first launched in 2013 was hosted onsite in November welcoming Will Martin and Ganesh Raj to host. On February 14th Boogie in the Vines - our east Auckland engagement event had over 350 guests dancing away- and even included a lockdown announcement that afternoon.

## Engagement partnership.

A new ongoing sponsorship showcasing matching culture, inspiration and community values. Partnering with the Robinhood Northern Stars provided high visibility for the Tōtara Hospice brand amongst its south Auckland community. Showcasing community integration for our supporters to embrace, enjoy and contribute to.

## Honouring our community legacy.

For just under 40 years Tōtara Hospice has been supporting the delivery of specialist palliative care to your community, this has only been able to happen with the drive from you. Whether you purchased a coffee at the café, donated some food for the kitchen, gave in memory of your loved ones, hosted an event, volunteered at a street appeal, attended one of our events, represented your school with us, no matter the giving you have done – we cannot support the community without the generosity you have.



## 2020/21 Fundraising Supporters





## Hospitality and Catering

Located at Tōtara Hospice is our large commercial kitchen that we operate full multi venue outlet services for the Inpatient Unit (IPU), Cafe Aroha, internal catering requirements, and, all onsite Event Conference Room bookings.

The Hospitality and Catering team operate 7 days a week. At the heart of what we do is providing a patient centred care approach to nutrition and diet. When a patient is welcomed to the IPU a Clinical Holistic Assessment is done. At this time the patient's diet and nutrition requirements, and their personal preferences are discussed, this is then liaised with the Hospitality and Catering team via an interactive board based in the kitchen. We then continue to work with the IPU team to ensure all requirements are being met, and updated throughout the stay at the IPU for the patient. If a caregiver has to stay overnight to support and be with their loved ones, we also supply breakfast and dinner service for the loved one.

Cafe Aroha is our onsite not-for-profit cafe open to the public and our community. The cafe is a welcome place for patient's loved ones and visitors to grab a hot drink and a bite to eat. They can enjoy in the café itself, amongst our beautiful gardens, or head back to the patient's room to enjoy alongside their loved one.

Cafe Aroha has been operating from Tōtara House for over 3 years now, and over 20/21 we saw the café grow to be a true connection to our community. Families come back to enjoy a meal for lunch, kids and mums pop in for coffee groups, local corporates enjoy hosting their meetings in our private meeting rooms whilst enjoying the delicious treats on the menu. Corporates and Service Groups appreciate that as a not-for-profit all the proceeds are going to Make Hospice Happen in the community.



*My 97 year old mother and I visited Cafe Aroha for the first time this morning and will definitely return. The food was great, the coffee just right and the service and friendliness of the young woman who served us was excellent. The surrounding gardens are beautiful. The artwork and other items for sale were different, well presented and of a very high quality.*

*Customer*

*Beautiful wee cafe and all profits go to the hospice! Such a beautiful idea and lovely energy around the place.*

*Customer*

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

Ministry of Social Development  
 ARA Lodge No. 348 I C Charitable Trust  
 Harcourts Group Limited  
 Pub Charity  
 RJ & MI Ross No 2 Charitable Trust

Whitford Community Charitable Trust  
 Gloray Charitable Trust  
 Pu Shien Charitable Trust  
 LG and EM Reid  
 The Auckland Local Council

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

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



### Thank you to our national partners that continue to help Make Hospice Happen in the Community

BNI Metro

BNI Connect

BNI East Auckland

BNI Howick

BNI Platinum Manukau

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 Platinum Manukau members meeting with Melinda and Rosie from the Fundraising Team



Wayne from BNI Howick at the EmbroidMe East Tamaki Tōtara Hospice Charity Golf Tournament with Melinda and Hannah from the Fundraising Team





*He aha te mea nui o te ao?  
He tāngata, he tāngata,  
he tāngata*

*What is the most important  
thing in the world?  
It's the people, the people,  
the people*



***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.***

**Tōtara Hospice**

Tōtara 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](http://www.hospice.co.nz)

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