OTAGO COMMUNITY HOSPICE

ANNUAL REPORT 2023





OUR VISION OUR PURPOSE OUR APPROACH OUR VALUES



OUR VISION / TŌ MĀTOU WHAKAKITENGA

Supporting people with terminal illness to live and die well. Te pairuri tängata i te wā o te ora, i te wā o te mate.



OUR PURPOSE / TŌ MĀTOU PŪTAKE

We provide care for people with terminal illness, enabling them to live their lives as fully as possible.

We work in partnership with our community, offering education, support, care to family, whānau, carers and health and social service professionals, through a patient's illness and following death.

We support our patients wherever they want to be – that may be in their home, in a residential care home setting or, if their needs are complex, within our inpatient unit.

Where we can, we aim to keep people in their environment symptom-free, for as long as possible.

We affirm life and believe in making the most of it, neither hastening nor postponing the natural progression of death.



OUR APPROACH / TA MĀTOU MAHI

Te Whare Tapa Wha - The Four Cornerstones of Health

Te Taha Hinengaro - Mental Wellbeing

Te Taha Wairua - Spiritual Health

Te Taha Tinana - Physical Health

Te Taha Whānau - Family Wellbeing

OUR VALUES / Ō MĀTOU UARA

Te whakamiha - Respect

We embrace and honour the individual needs of all those we deal with.

Te ngākau nui - Compassion

We walk alongside those we interact with and are empathetic and life affirming.

Te ngaiotanga - Professionalism

We are accountable for our individual and collective actions, using our expertise with integrity.

Te mahi ngātahi - Inclusivity

We empower our patients and whānau as partners in their care.

We value working collaboratively with health professionals and with the wider community.

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Chair and Finance Committee Reports



STUART MCLAUCHLAN

I have pleasure in presenting the 37th Annual Report of the Otago Community Hospice Trust Board.

We now have most Covid restrictions behind us after a very demanding three years of dealing with this pandemic.

As we recover from this the Hospice is faced, like many families and organisations, with a cost of living crisis which is impacting on the cost base we work with but more importantly the generosity of our wide donor base is also being tested due to people having less discretionary income.

On top of this is the national equity settlements that have and are being negotiated, which once again puts pressure on the health providers that are not directly involved in these settlements.

We have a highly skilled and loyal workforce ably led by Ginny, but we must never take them for granted. The Board is mindful that we must lobby and make sure we are heard to protect our staff from any inequities resulting from these settlements.

We are once again thankful for the continued support we have received from the Gordon Allen Foundation Trust. Without this support we would struggle to provide the full range of services currently available.

The community support for the Hospice in the past 12 months has been outstanding. Once again, without this support some services would come under pressure.

On behalf of the Board, I would like to thank all of our wonderful staff and volunteers for all they do to ensure our patients are supported to live and die well.

Finally, I would like to thank my fellow Board members, Ginny and her management team for the advice and support given over the past year.



PETER MCINTYRE
CHAIR FINANCE COMMITTEE

The financial year ending was one of "hard grind" for all aspects of the Hospice, with several moving parts throughout. Salary negotiations, staffing, inflation, cost of living pressures and a move to normality after Covid all played their part. To end the year in a small surplus was a very credible result. While the Hospice may feel battered and bruised, the ability to call upon the foundation and the magnificent performances of the shop network played their part in this surplus. The shop network continues to grow and without their contribution and that of the foundation the Hospice would not be in existence.

We would like to thank the community for their financial support, we are aware that "cost of living" pressures has meant we cannot fully budget for donations from the public. We continue to thank our donors who have been a key component to the ongoing viability of the Hospice.

The Hospice continues to evolve, and we have worked hard on efficiencies with demand for services expected to grow over the coming years throughout the Otago region.

Once again, I'd like to thank all staff at the Hospice for their dedication and their commitment to making the Hospice an organisation that all residents in Otago can be proud of.

CEO'S Report



OTAGO COMMUNITY HOSPICE

There is nothing surer in this sector than change. The Otago Community Hospice has to flex and adapt constantly to keep up with a speciality, and a sector, that is ever-moving. I am extraordinarily proud of team's ability to go with it and even embrace it.

This past year saw change in the OCH leadership structure to better support clinical leadership to manage the burgeoning clinical team, the complexities around service delivery and ensure support resource was appropriately allocated.

Following consideration of the growth OCH has experienced and the increasing complexities from a financial and infrastructure perspective, it became clear we needed a financial head at the senior management level covering accounting functions, compliance, asset management and infrastructure. We were extremely lucky to recruit a skilled and experienced accountant with excellent leadership skills, Megan Vintiner, who has joined the team as the Director of Finance and Support.

Similarly, the human resource and organisational development functions were being undertaken by a number of staff and needed corralling into a senior position with an organisation-wide people and communication focus. Becs Wilson, was appointed to this role and she has overall responsibility for human resources, education, public relations, communications, fundraising, volunteers and retail.

The Operations Manager functions were reallocated to the above positions and the incumbent, Deb Connor, was transitioned to the Director of Quality and Risk. This ensures that the quality improvement and risk management focus is held tight and applied across the organisation.

These three new roles sit alongside the Director of Nursing and Clinical Services, Louisa Ingham, and the Medical Director, David Butler, ensuring they can carry out their roles without being over-burdened by administration tasks.

To ensure the clinical structure was sustainable for the region's needs into the future and supported a consistent model of care across the district, second tier clinical roles evolved into rural, urban and inpatient unit clinical team leaders. This change also addressed the impending departure of long-term Director of Nursing and Clinical Services, Sharon Stewart.

This new clinical structure ensures that our inpatient unit, community care coordination and family support teams can deliver excellent care to patients and whānau and develop and thrive through strong, capable leadership and support.



A bright light shone on Otago Community Hospice at the Te Whatu Ora Nursing Excellence Awards with Sharon Stewart taking the Nurse Leadership Award, Denise van Aalst won the Quality Improvement & Innovative Practice Award for her work creating the Ending Life Well podcast and Sharyn Clearwater took home the Clinical Excellence in Nursing Care Award. Three out of 11 awards - not bad going for this small organisation!

THE FOUR PO OF OCH'S STRATEGIC PLAN

SERVICE

OCH builds capability, capacity and confidence throughout our community, to meet current and predicted increase in demand by being adaptable, flexible, responsive and equitable.

We will do this by:

- Identifying gaps in our services and continually improving through meeting these gaps.
- Supporting key partners and ensuring we are providing appropriate resource where it is most required.

WORKFORCE

OCH has an engaged workforce and facilitates a culture that supports staff and volunteers and meets the needs of the organisation.

We will do this by:

- · Ensuring appropriate resource is assigned to where it is most required.
- · Future-proofing our human resource by undertaking succession planning.
- Ensuring a sustainable workforce by continual improvement of staff and volunteer processes and education.

RESOURCES

OCH receives sufficient funding to support its strategic goals and OCH maintains suitable infrastructure for its services and workforce.

We will do this by:

- · Advocating for a sustainable purchase framework for hospice services.
- Developing a fundraising plan that focuses on sustainable revenue generation.
- Advocating for integrated information and communication systems across the sector.
- · Establishing a 'hub' in Central Otago.
- · Maintaining facilities and equipment to a high standard throughout.

ENGAGEMENT

OCH is recognised regionally and nationally as leader in the provision of palliative care.

We will do this by:

- Engaging with the community and the health sector.
- Being the principal source of resources regarding palliative care in the region.

CHALLENGES OCH IS FACING

DEMAND

- A significant aging population in a resource challenged setting.
- Developing equity of service provision throughout the large and complex region of Otago.
- A large increase in deaths forecast in the next 20 years.
 Change in population from 2023 to 2043: New Zealand 115%
 Te Waipounamu 111%. Change in deaths from 2023 to 2043:
 New Zealand 148% Te Waipounamu 143%.
- Increasing and enduring pressure to deliver services at short notice to plug increasingly large gaps in community based services.

WORKFORCE

- A competitive landscape for health workers, during a complex restructure of commissioning and service provision
- Continued pressure to meet crown funded equity rates and new claims predicted
- A changing demographic of volunteers with decreasing ability for long-term commitment, and challenges around effective recruitment, especially in the regions.

FUNDING

- Donor fatigue against a backdrop of sustained high inflation, and looming recession
- Lack of a sustainable funding model for hospice services nation wide
- A very heavy reliance upon increasing shop revenue.

POLITICAL IMPACTS ON SERVICE

- Pandemic recovery
- Restructure of health system.

Highlights - Financial Year 2023

SERVICES

PHONE TRIAGE

A flip-chart to help our inpatient unit staff triage calls from the community was developed, tested and rolled out. This has equipped the team to handle the multiple calls they receive from patients, carers and health professionals 24/7.

NIGHT CARE SERVICE RE-DEVELOPMENT

Covid saw an ebbing of our night care service. In 2022, given the high value of this service to our patient population, we redeveloped the night carer induction and training programme, did a large recruitment drive and rejuvenated the night carers service across our region.





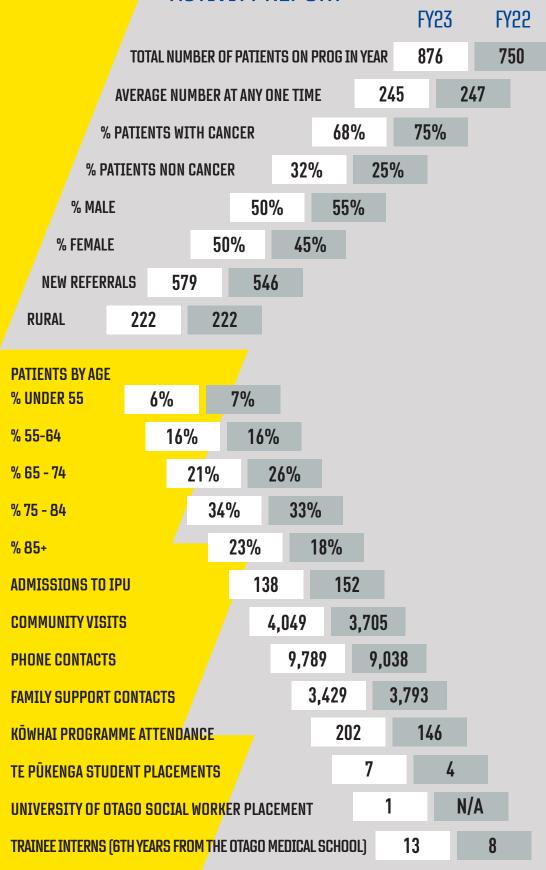
TRANSITIONS OF CARE

A Seamless Service Project saw us review several areas of service delivery and highlighted the need for more considered transitions of care between our inpatient unit back into the community or into aged residential care. We reviewed care procedures, so that better information about patients' specialist palliative care needs is now provided to other health care providers: including a discharge checklist for our inpatient staff, alongside a patient information pack for ARC facilities.

SURVEILLANCE AUDIT AGAINST THE NGA PAEREWA HEALTH AND DISABILITY SERVICES STANDARD

The audit report noted that OCH had robust quality systems and processes being implemented. Feedback from patients and families/whānau were very positive about the care and the services provided. The auditors were particularly impressed with the continual evolution of the Kōwhai Programme with the development of the Ending Life Well Podcast Series.

ACTIVITY REPORT



WORKFORCE



ORIENTATION OVERHAUL

The Seamless Service Project also identified a need to build and rejuvenate staff orientation across all areas of the Hospice. An area-specific orientation booklet, including an education checklist, was created for administration, clinical, family support and shop staff, with aligned development of information available on the intranet. All staff were re-inducted to ensure the processes and requirements under their roles and areas were understood fully. This re-engagement was an excellent way to reconnect our team with the organisational intent, and their role within that.

HR PROJECT COMPLETED

2023 saw the full implementation of the HR Management System - Doogle - across all recruitment, contracting, orientation and professional development requirements. This has fine-tuned systems and processes, with a full profile for every individual easily accessed by team leaders.

VOLUNTEER NUMBERS BACK ON TRACK

Our volunteer numbers were significantly impacted by Covid, so this financial year saw a concerted effort to recruit new volunteers and retain those volunteers we still had. Concerted improvement of volunteer orientation across all areas, plus a heavy recruitment drive has seen our volunteer numbers nearly back where they needed to be by the end of June 2023. We are seeing a downward trend in the amount of shifts volunteers can commit to, which remains a challenge. The volunteers are highly engaged with each volunteer newsletter edition being read by 280 volunteers. We currently have 312 volunteers across our shops, and 103 volunteers at our North Road operation - including kitchen assistants, gardeners, cleaners, receptionists and biographers.



RESOURCES SUSTAINABILITY

THIS YEAR SAW A HUGE FOCUS ON CENTRAL OTAGO, WITH TWO KEY DEVELOPMENTS.

NEW WĀNAKA SHOPS

The Upper Clutha Hospice Trust handed over the keys to its two Wānaka shops, for Otago Community Hospice fundraising. This transition occurred on the 1st June, and has seen our shop revenues increase by \$38,000 a month. This was a tremendous gift to the Hospice, and will ensure that our team is well-funded for service delivery in the Upper Clutha.



CENTRAL OTAGO HUB

On May 15th, our Central Otago team relocated from Cromwell's industrial area to a new Hospice Hub at 156 Ripponvale Rd in Cromwell. The new site, in a beautiful vineyard setting, is more suitable for our eight-person hospice team, with space for the growing team and includes a staff room for the team to gather.



GRANT SUPPORTERS

Central Lakes Trust CB Charitable Trust Aotearoa Gaming Trust EMM Haynes Charitable Trust Goodwill Charitable Trust DCC Community Grant Lot 47 Cromwell Community Project V M D Collier Charitable Trust **Trust Community Foundation Upper Clutha Hospice Trust Dunedin Casino Charitable Trust Marsh Family Trust** JN Lemon Charitable Trust The Lion Foundation The Aurora Fund **McPherson Trust NZ Lottery Grants Downie Stewart Trust** The Blueskin Trust Otago Service Clubs Medical Trust Healthcare Otago Trust **Gordon Allen Foundation Trust** Bendigo Valley Sport and Charity Foundation



CORPORATE SUPPORT

NATIONAL PARTNERS













SPECIAL THANKS TO OUR CORPORATE SUPPORTERS

PLATINUM



GOLD













SILVER







BRONZE































CLUB SUPPORTERS

Otago Masonic Charitable Trust
Port Chalmers Women's Institute
Lions Club of Milton
Women's Institute of Allanton
Inner Wheel Club of Dunedin South
Taieri Bridge Club

Portobello Bowling Club
Rotary Club of Dunedin South
Rural Women NZ Henley
Catholic Women's League Ranfurly
Woman's Institute of Kuriwao
Outram Bowling Club
Rotary Club of Cromwell

Women's Institute Green Island
Womens Institute Waihola/Clarendon
Lions Club Maniototo
Lodge St Patrick



\$41,468

Santa's Elves celebrate their win at the Edinburgh Women's Golf Tournament which raised over \$14,000.



The shops continued to deliver strong revenues, generating \$1.2 million towards our fundraising target.

What would we do without the brilliant annual Farmers Campaign – this year raising \$35,000.
Thank you Farmers Dunedin and Damaru – and to all their shoppers!



Annual Street Appeal raises over \$38,000 thanks to the generous support of our community.



The Rotary Club of Dunedin South Trailer Raffle, very generously supported by Mitre 10 Mega, made in excess of \$27,000 worth of tickets across just six weeks.



Gully (Kevin Galliven), ring master and fundraising extraordinaire works his m<mark>agic</mark> for the 16th time pulling in \$45,000 at the golf tourna<mark>ment.</mark>



A beautiful setting, delicious food and stellar company saw the Central Otago Dinner Club raise over \$26,000 for hospice services in Central Otago. Special thanks to Pioneer Energy.



Cooke Howlison Toyota revved up their support with several initiatives across the year cementing their Gold Corporate Supporters status.





The Lindy Chicks, with Fun<mark>draising Coordinator Amy, raise a tea cup to</mark> celebrate <mark>\$7,804 raised at their High Tea event in April.</mark>



Dunedin Beerfest – D<mark>unedinites love this fabulous event, and we have a new found love for it too after the organising committee donated \$18,000 from the event's proceeds</mark>



Murdoch and his team led the cha<mark>rge with the Mornington Taphouse Car</mark> Cruise on its second annual outing raising \$12,000.



Zen Hair co-director Haley Cron (front left) initiated a 24-hr charity hair cut-a-thon, an initiative inspired by Haley's personal experience with hospice care. The epic event raised \$17,500! Haley then went on to be the face of the 2023 Hospice Awareness campaign, sharing her story nationwide.



ENGAGEMENT

ENDING LIFE WELL

This podcast series for carers was developed and created by Denise van Aalst (Kōwhai Programme Coordinator) to complement the face-to-face carers programme. Launched on all key podcast platforms in June 2022, the podcast has now been downloaded over 4,000 times, and Denise has presented on the podcast via the Hospice NZ breakfast lecture series in September and at the Hospice NZ conference in November 2022.



EDUCATION REVIVAL

2022 saw the OCH Education Service revitalised post-Covid with a key focus on aged care, through the Palliative Care for Care Assistants programme. A change to an online delivery model which better suited this audience, saw a significant change in attendance – 225 individual session attendances. Following a review of the education strategy, we split the education role into two, with a part-time Education Coordinator (with a clinical background) focusing on education outreach, internal education and overall programme development, and a part-time Education Administrator coordinating all education delivery. Education over the year totalled 1498 attendances. At the same time the internal face-to-face education has been re-established with 18 inhouse sessions presented for staff in the last 12 months.



NATIONAL

- The Chief Executive (CE) is one of eight CEs elected to the Equity and Sustainability Pathway Working Group. The purpose of the group is to design a sustainable, national model for hospice services and an associated commissioning framework. It has also supported testing of models and providing oversight for the pay equity/pay parity project.
- Louisa Ingham, newly appointed Director of Nursing and Clinical Services, continues to be a clinical advisor to the Hospice New Zealand Board.

REGIONAL

 The South Island Palliative Care Workstream continues informally following disestablishment amongst the changes made by Te Whatu Ora. This group is likely to continue playing a regional role in palliative care service planning and development. Dr David Butler, Medical Director, and Sally Fleming, Nurse Practitioner, are on this group.

Notes to the Summary Consolidated Financial Statements for the year ended 30 June 2023

These are the summary consolidated financial statements of Otago Community Hospice Trust (the "Trust") for the year ended 30 June 2023. The specific disclosures included in these summary financial statements have been extracted from the full consolidated annual financial statements dated 18 September 2023. The full consolidated annual financial statements were approved for issue by the Trustees on 18 September 2023 and have been prepared in accordance with Tier 2 Not-For-Profit Public Benefit Entity (PBE) Financial Reporting Standards as issued by the New Zealand External Reporting Board (XRB). They comply with New Zealand Equivalents to International Public Sector Accounting Standards Reduced Disclosure Regime (NZ IPSAS with RDR) and other applicable Financial Reporting Standards as appropriate to Not-For-Profit Public Benefit Entities.

This summary financial report cannot be expected to provide as complete an understanding as provided by the full financial statement of the financial performance, financial position, cash flows statement and notes to the financial statements of the Trust.

A qualified audit opinion has been received on the full consolidated financial statements for the year ended 30 June 2023. The modification is a qualification that is common with other entities of a similar nature, where control over donations, fundraising and other similar revenue prior to being banked is limited. A copy of the full Trust financial statements for the year ended 30 June 2023 can be found online at www.otagohospice.co.nz. These summary financial statements have been audited for the year ended 30 June 2023 and are consistent with the full financial statements. An unqualified audit opinion has been issued.

These summary financial statements were approved for issue by the Trustees on 18 September 2023.

Basis of Preparation

Otago Community Hospice Trust is a public benefit entity and is a charitable trust incorporated under the Charitable Trusts Act 1957 and a registered charity under the Charities Act 2005. The 2023 summary consolidated financial statements comprise Otago Community Hospice Trust and its controlled entity, The Gordon Allen Foundation Trust (the "Foundation"). The Foundation was previously called Otago Hospice Foundation Trust but changed its name on 29 May 2019 to recognise the contribution from Gordon Allen.

These summary consolidated financial statements and the accompanying notes summarise the financial results of activities carried out by Otago Community Hospice Trust and its controlled entity. The Trust provides hospice services in Otago and the Foundation receives and invests funds to provide specialist palliative care of the terminally ill in the province of Otago.

These summary consolidated financial statements comply with PBE FRS 43: Summary Financial Statements. The presentation currency is New Zealand dollars, rounded to the nearest dollar.

The full financial statements upon which these Summary Financial Statements are based, have been prepared to comply with Public Benefit Entity International Public Sector Accounting Standards Reduced Disclosure Regime ("PBE Standards RDR") and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Tier 2 Not-For-Profit entities.

The accounting policies adopted in these financial statements are consistent with those of the previous financial year.

Changes in Accounting Policies

In the current year, the Trust has adopted all mandatory new and amended standards and interpretations from 1 July 2022. All policies have been applied on bases consistent with those used in the previous year.

Specific Accounting Policies

All specific accounting policies have been applied on the same bases as those used in the full financial statements of the Trust.

Controlled Entity

The Gordon Allen Foundation Trust operates independently to Otago Community Hospice Trust. It receives donations, bequests and investment income and makes grants to support the Hospice. Certain investments owned by the Foundation are held in trust and are not available for the Hospice's operating activities.

Summary Consolidated Statement of Comprehensive Revenue and Expenses for the year ended 30 June 2023

Tor the year chaea 30 dulle LoL3	2023	5055
	\$	\$
Revenue		
Revenue from Non-Exchange Transactions	8,951,640	8,253,318
Revenue from Exchange Transactions	565,610	724,392
Total Revenue	9,517,250	8,977,710
Expenses	8,835,855	8,063,315
Total Expenses	8,835,855	8,063,315
Surplus for the year	681,395	914,395
Other Comprehensive Revenue and Expense	535,510	(1,011,640)
Total Comprehensive Revenue and Expense	1,216,905	(97,245)

Summary Consolidated Statement of Changes in Net Assets for the year ended 30 June 2023 $\,$

	2023 \$	2022 \$
Opening Balance at the beginning of the year	18,830,234	18,927,479
Plus Total Comprehensive Revenue and Expenses for the year	1,216,905	(97,245)
Closing Equity at the end of the year	20,047,139	18,830,234

The total comprehensive revenue and expense of \$1,216,905 includes the Foundation. The net surplus for the Hospice before consolidation is \$151,169.

Summary Consolidated Statement of Financial Position

as at 30 June 2023	2023	2022
	\$	\$
Assets		
Cash and Cash Equivalents	1,740,651	1,325,280
Other Current Assets	8,538.596	8,060,406
Total Current Assets	10,279,247	9,385.686
Investments, Property, Plant, Equipment and Intangibles	11,042,136	10,777,290
Total Non-Current Assets	11,042,136	10,777,290
Total Assets	21,321,383	20,162,976
Liabilities		
Trade and Other Payables	210,263	295,853
Other Current Liabilities	1,063,981	1,036,889
Total Current Liabilities	1,274,244	1,332,742
Net Assets	20,047,139	18,830,234

Summary Consolidated Statement of Cash Flows for the year ended 30 June 2023

	2023	5055
	\$	\$
Net Cash from Operating Activities	929,815	1,022,521
Net Cash used in Investing Activities	(514,444)	(1,517,118)
Net Cash used in Financing Activities	0	(31,518)
Net Increase/(Decrease) in Cash and Cash Equivalents	415,371	(526,115)
Cash and Cash Equivalents at 1 July	1,325,280	1,851,395
Cash and Cash Equivalents as at 30 June	1,740,651	1,325,280

Auditors Report



Report of the Independent Auditor on the Summary Financial Statements

to the Trustees of Otago Community Hospice Trust

Our Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at 30 June 2023, the summary consolidated statement of comprehensive revenue and expense, summary consolidated statement of changes in net assets and summary consolidated statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of Otago Community Hospice Trust for the year ended 30 June 2023. In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, on the basis described in the notes to the summary financial statements.

Summary Financial Statements

The summary financial statements do not contain all the disclosures required for the full financial statements. 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 Audited Financial Statements and Our Report Thereon

We expressed a modified audit opinion on the audited financial statements in our report dated 18 September 2023.

Trustees' Responsibilities for the Summary Financial Statements

The Trustees are responsible for the preparation and presentation of the summary financial statements in accordance with PBE FRS-43: Summary Financial Statements.

Auditors' 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 our capacity as auditor we have no relationship with, or interest in, Otago Community Hospice Trust.

Restriction on Distribution or Use

This report is made solely to the Trustees as a body. Our audit work has been undertaken so that we might state to them those matters which we are required to state to them in an audit 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 Trustees, as a body, for this report, or for the opinions we have formed.

Andit Inference Limited
Chartered Accountants
18 September 2023

Dunedin



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