



“Making Hospice Happen in our Community”

**“ The most amazing team of people I have ever met.
Thank you for looking after us we can never repay
your kindness. ~ Family member ”**

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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.

Compassion & Respect

Treating others with care, maintaining dignity. Demonstrating kindness and concern for the situation and circumstances of others

Partnership & Inclusion

Working alongside and with others. Treating people with respect and dignity: valuing individual and cultural differences and diversity

our values

Innovation & Collaboration

Constantly seeking new ideas and striving for better solutions. Achieving success by working together and valuing each other's skills and contributions

Professionalism

Acting with integrity and embracing the highest ethical standards

Pride & Passion

Stewardship of our vision and values and advocacy for our cause



Totara Hospice South Auckland Board Chair Barbara Astill (L) and Totara Hospice CE Tina McCafferty

CHAIR & CHIEF EXECUTIVE REPORT

Kia ora tātou, Kia Orana, Talofa Lava, Malo e lelei, Fakaalofa Lahi Atu, Ni sa Bula Vinaka, Namaste, Ní hǎo, Hola, Warm Greetings to All.

On behalf of the Executive Team and Board of Trustees of Totara Hospice South Auckland, it is our pleasure to present this 2015-16 report.

2015-16 was a year of engagement, enculturation, encouragement and future proofing as Totara Hospice adapted and evolved. Our people and services have continued to grow and develop, ensuring high quality care and business responses are consistently delivered within our resource parameters. We continue to model and predict to ensure we are fit for purpose for the future.

As Hospice, it was our privilege to be able to help over 1200 patients and whānau this year. This comprised of approximately 9000 visits from our community hospice at home service, 2600 beds days within our In-Patient Unit, 700 Day Hospice attendances and in May we introduced an Out-Patient Clinic and had our first 40 patients through by June.

Over the course of the year the Minister of Health has reviewed palliative care across New Zealand (outcomes of the review are

due late 2016). The recommendations from this review will shape sector policy for the coming years.

Our work across the year has been to ensure we are ready for the pending sector changes. We predict the advent of a defined 'next level' of operations for the hospice sector with regard to: the need for data driven business intelligence, multidisciplinary care delivery, enhanced clinical integration and the redefining of our role and value as coaches and consultants to colleagues across the health system e.g. primary care and aged residential care. Leadership skills development is a focus. Over the 2015-16 year we invested significantly in leadership development across the organisation, aligning our behaviours with our values and realigning our organisational structure to maximise performance.

Our people delivered a series of programmes and initiatives that reshaped our home visiting and Day Hospice services and introduced Out-Patient services. We implemented new business models for our retail chain and restructured our fundraising team to ensure maximum impact. We are 3/4 of the way through the



“As Hospice, it was our privilege to be able to help over 1200 patients and whānau this year...”

national innovations fund applications and approvals process; working with hospice colleagues to deliver increased integration, service equity and workforce training approaches.

Our people participated at every level of the organisation in efficiency and effectiveness drives, saving dollars wherever we could, without compromising our care or service quality.

As a result, we are delighted that despite significant ongoing economic challenges our services continue. Government funding has increased from 53% to 60%. We have been supported by a number of trusts, foundations, donors and sponsors from our community and business networks. Our fundraising and retail teams have increased their net profits and our clinical teams have focused on productivity gains. We have much to be proud of and thankful for.

The additional \$1million of funding from the government was gratefully received to enable sustainability of services. However we still remain the lowest funded specialist hospice per capita in New Zealand. Consequently we again need to raise a minimum of \$3.5million this year to continue to make hospice happen for those patients and families/whānau who require specialised palliative care without the burden of co-payment charges.

We continue to work with the sector to access funding at the government’s target level for hospices of 70% and we will continue to advocate for both parity and equity based funding through Hospice New Zealand and our District Health Board.

Innovation and creativity, fundraising, networks and operational opportunity will also continue to be maximised to meet the shortfall.

None of this could be done without the skills and commitment of the Board of Trustees, the wider Executive Team, clinical leadership, management, staff and volunteers. Thank you to you all.

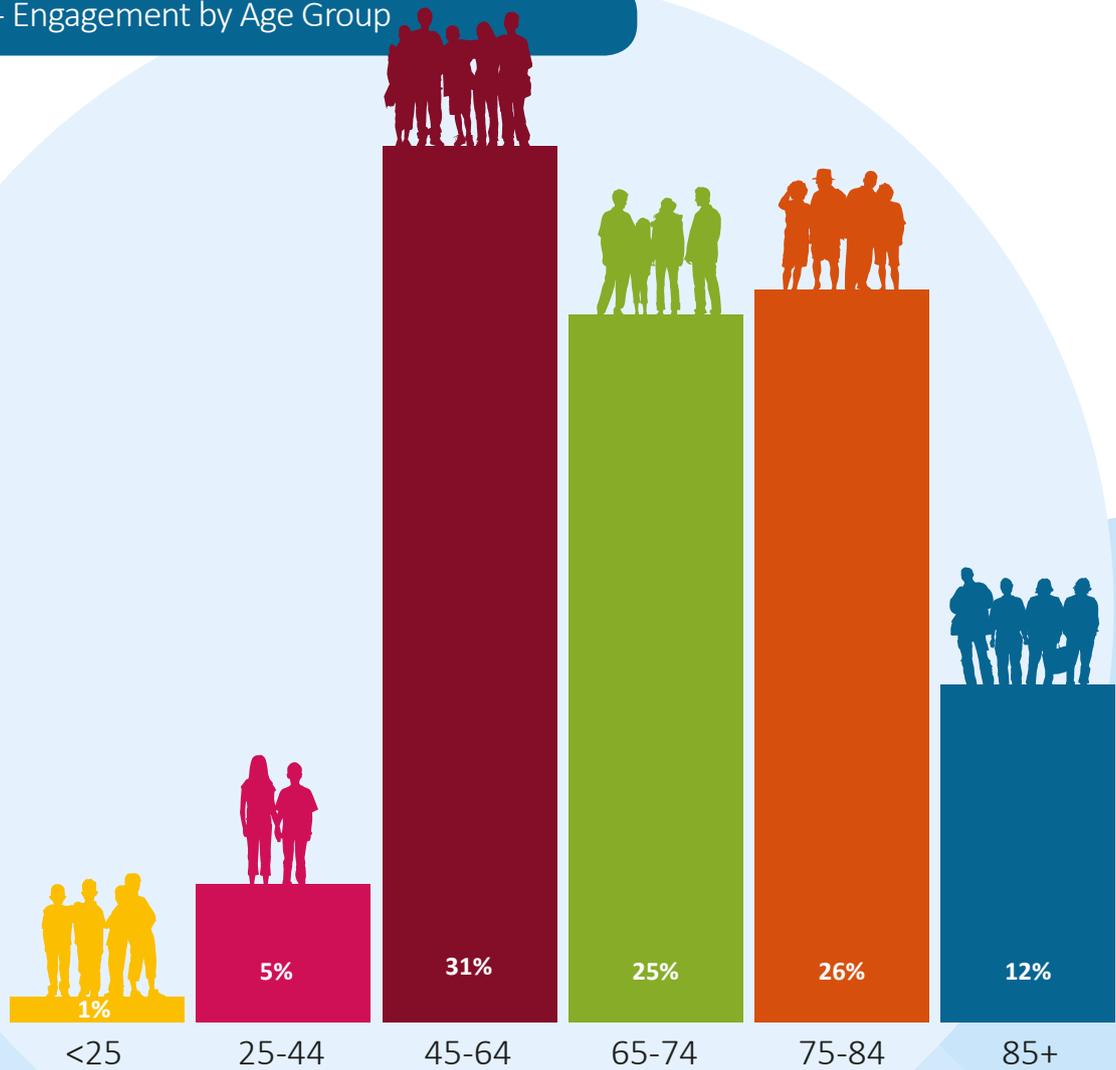
Our gratitude also goes out to the many organisations and individuals from within our community and wider networks who donate time, resources and funds to ensuring our sustainability.


Barbara Astill - Board Chair

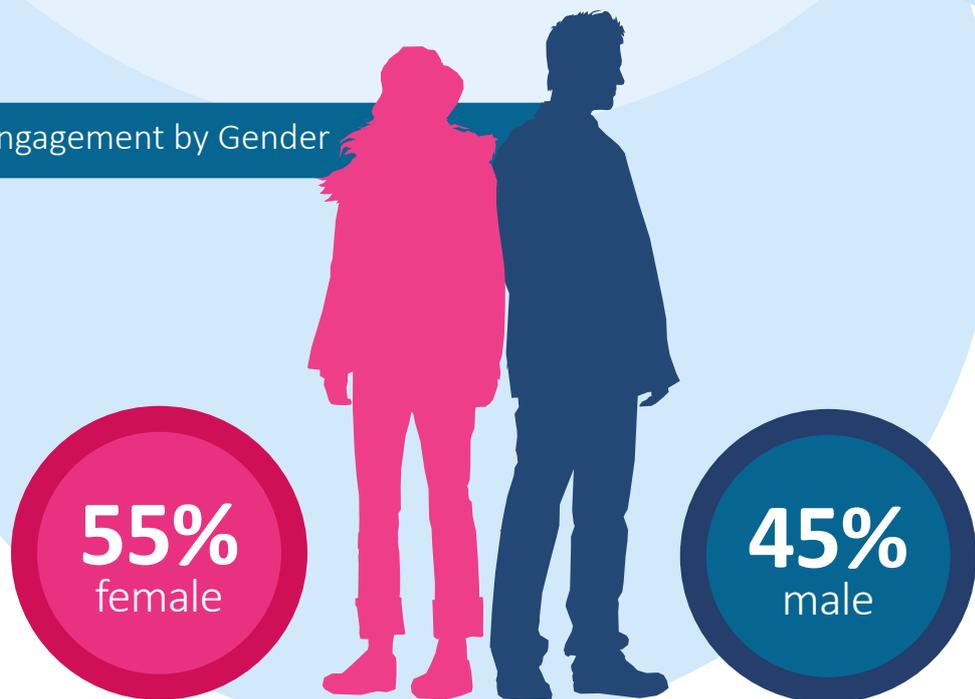

Tina McCafferty - CE

WHO WE ARE ENGAGING WITH

Snapshot - Engagement by Age Group



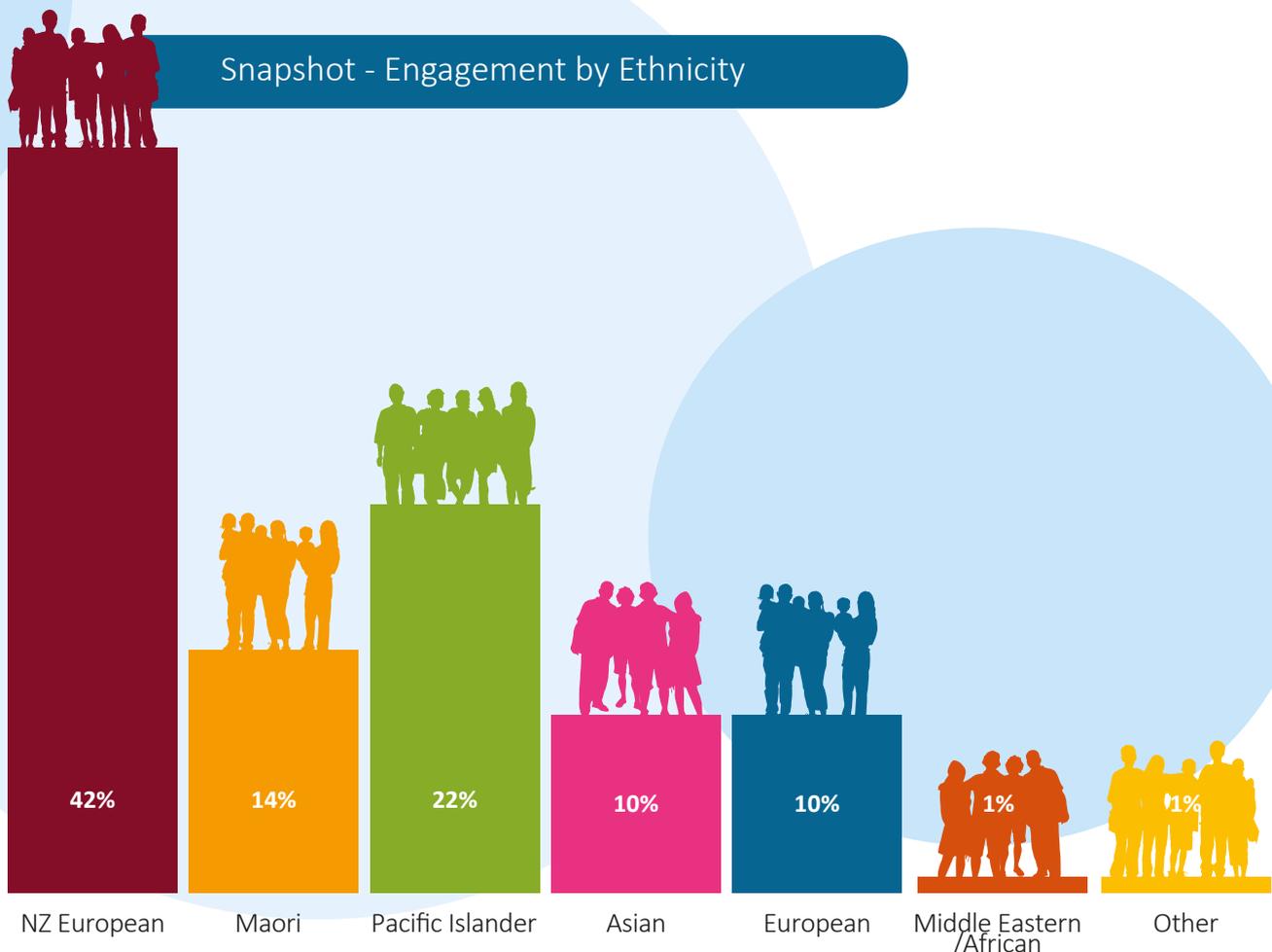
Snapshot - Engagement by Gender



“As a hospice we offer dignity, calm, affirmation and holistic care and support for persons who access our services and for their family/whānau; understanding that while death is inevitable, dying unsupported is unacceptable.”

“The integrated services we provide recognise that those who are dying have different needs at different times of their end of life journey. Our approach ensures people get the right care at the right time by the right team in the right place and that their families/whānau are supported throughout.”

Snapshot - Engagement by Ethnicity



CLINICAL DIRECTOR'S REPORT

Thank you everyone for your ongoing support, we couldn't do what we do without your **generous support**.

It has been a very busy year since we last touched base, with lots of changes having occurred. Overall there has been a more **positive energy** running throughout our organisation as a whole. Two cohorts of staff members have graduated from the six-month **"The Ultimate Leader"** training programme and our organisation is benefiting from increased leadership capacity and capability at all levels.

Project Thrive

introduced Lean Thinking methodology to Totara Hospice and allowed us the opportunity to review all of the clinical processes that we are involved in. Right from receipt of referrals, admission onto our service, and eventually to discharge from our service. The previously oft quoted "That's the way we've always done things," was abolished, as we are trying to make our organisation fit for purpose and fit for the future as well.

Our whole model of care

is being re-examined as part of our continuing quality improvement process. This is essential as the complexity of cases that we are dealing with continues to increase. We really do want to do the best we can for the community that we are privileged to serve.

Various members of our clinical teams

were involved in the development of innovations projects for Hospice New Zealand/Ministry of Health. The projects are currently being rescoped into an Auckland-wide project, involving all of the hospices of Auckland, and will be submitted this November. Success means we can support more services in our community.

The Allied Health and Social Support Team

continue to deliver invaluable support to patients and families regarding the impact of death and dying on the family - emotionally, financially and on the functions of everyday life.

Thank you again

for your contributions to our fundraising efforts. Every dollar raised provides care for members of our shared community.



Clinical Director - Dr James Jap

DIRECTOR OF NURSING'S REPORT

The development and implementation

of the Out-Patient Clinic coincided with the Day Hospice review and provided the opportunity to integrate these ambulatory services. The Out-Patient Clinic is still in development, facilitated by our Nurse Practitioner candidate with oversight from the medical team.

The community nursing team

developed and implemented an electronic patient management tool which provides a more streamlined process for facilitating patient visits, managing workload and identifying patient acuity. The tool is still being adjusted to meet need but is working well.

As part of *Project Thrive*

a review of medical consumables was undertaken with a focus on products used by the community team. This had a flow on effect to all medical supplies and a more robust control on usage across all clinical settings.

The Inpatient Unit Coordinator Role

was developed with a key function of managing the day to day operations of the IPU and providing opportunity for staff to develop leadership skills. This is proving to be a very worthwhile role.

A group of clinicians have undertaken **Advance Care Planning** (ACP) training which enables the hospice team to facilitate this important process with patients. The ACP Support Group meets monthly to ensure current practices and processes are being met.

A busy year for the nursing team with the completion of the **Capability and Capacity Review** and implementation of the Project Thrive innovation.

Both projects enabled a review of systems and work practices within nursing but also the wider clinical and organisational framework.

A review of Day Hospice was undertaken prompted by a desire to improve this service and expand its function to include more emphasis on patient education and carer support.



Director of Nursing - Jessie Mravicich

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.



Tina McCafferty - CE



Barbara Astill - Board Chair



Valerie Sugrue - Board Member



Ann Linton - Board Member



David Jones - Board Member



Kirsten Corson - Board Member



John Savory - Board Member



Stephanie Maitland - Board Member



Dr. Allan Adair - Board Member

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.



Tina McCafferty - CE



Dr James Jap - Clinical Director



Roberta Maxwell - Head of Business Support Services



Jessie Mravich - Director of Nursing



Chris Shepherd - Head of Volunteer Services



Laura Marshall - Retail Services Manager



Chris Scott - Head of People and Culture

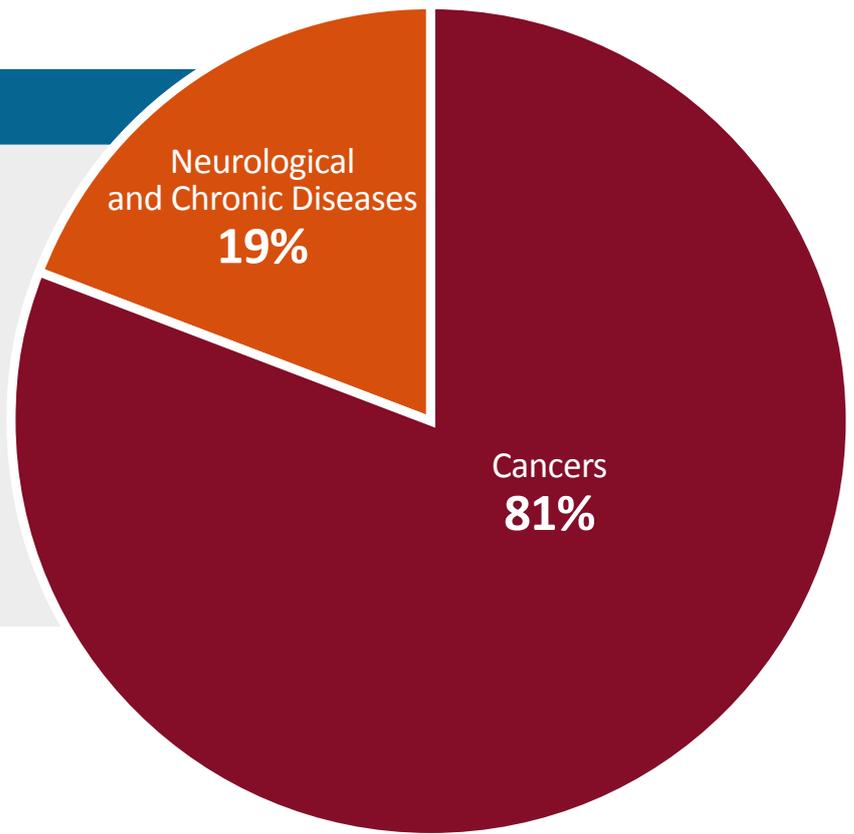


Melinda Seal - Head of Fundraising, Sponsorship & Marketing

2016 KEY STATISTICS

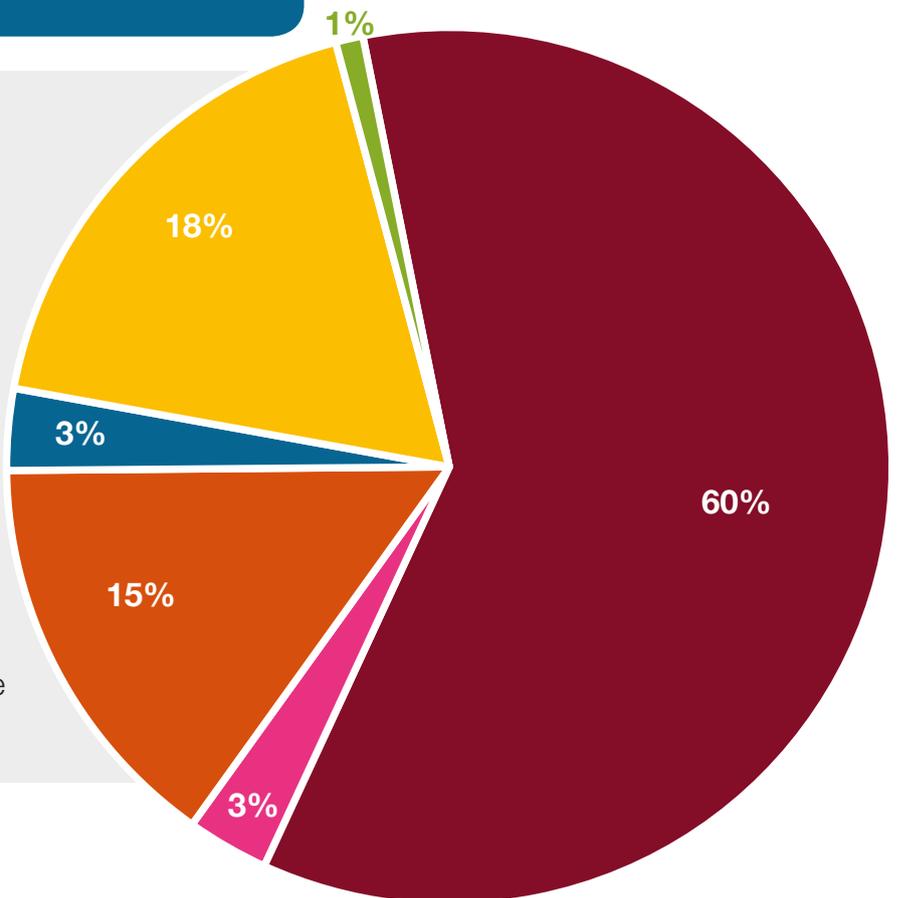
Snapshot - Referrals by Illness

Totara Hospice provides multi-disciplinary, specialist palliative care, to those living with a range of life limiting diseases including cancers and other diseases eg. Motor Neuron Disease.



Snapshot - Funding Sources

- Ministry of Health
\$5,371,530
- Retail
\$1,538,353
- Fundraising & Community Gifting
\$1,226,882
- Grants
\$293,400
- Foundation Donation
\$250,000
- Miscellaneous Income
\$95,482



Snapshot - Part of the team – our Volunteers



Totara Hospice currently has **719 volunteers** working across the organisation in a variety of roles.

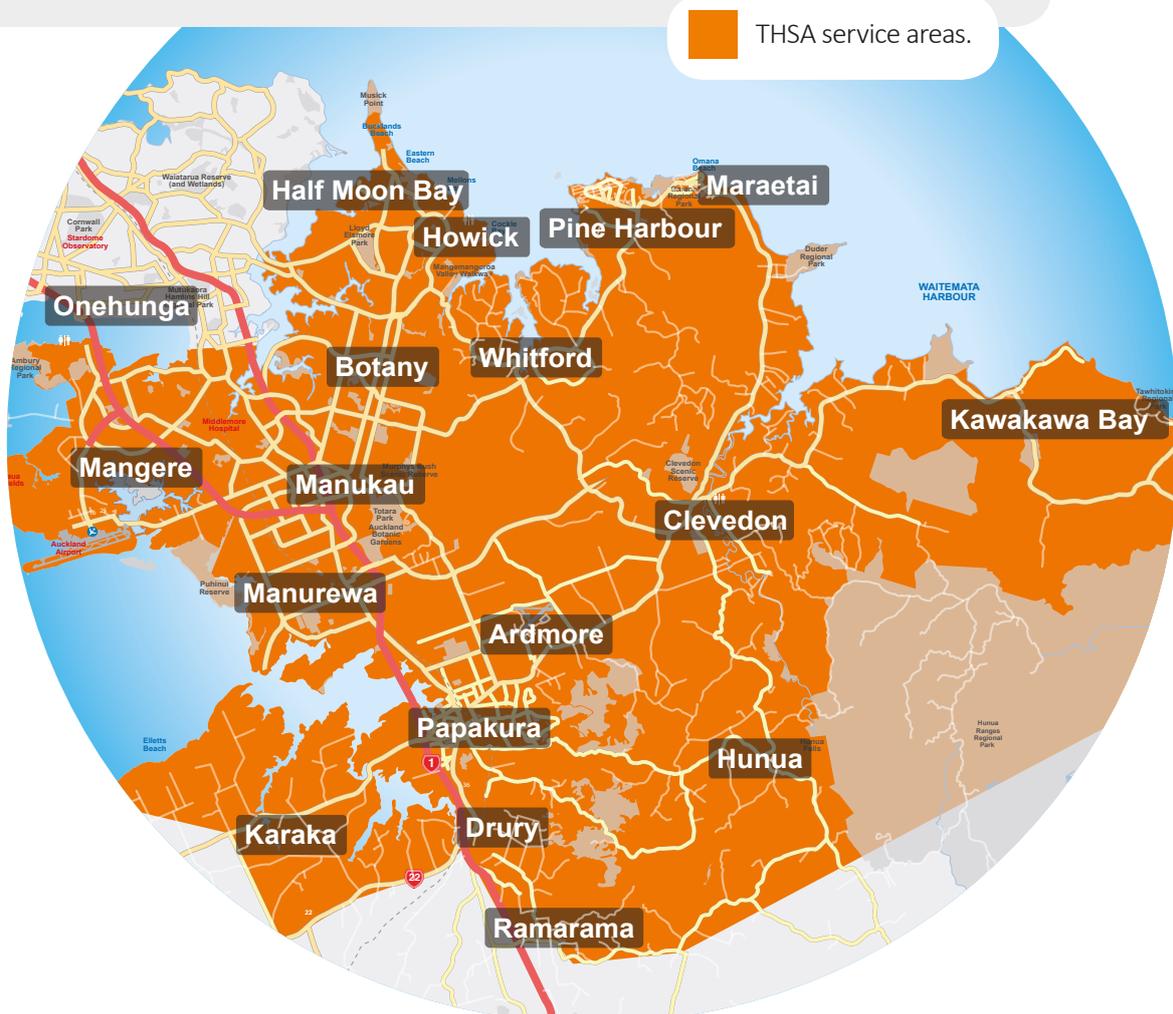


In a financial year, Totara Hospice's volunteer workforce contributes approximately **188,000 hours** to the work of Totara Hospice.



If we were to pay in labour what their volunteering provides, we would have additional operating expenses **in excess of \$4million per year.**

Totara Hospice provides free palliative care services to the South and South-East Auckland area that reaches far and wide. Our community of 520,000+ people is one of New Zealand's largest and most diversely cultured.



MINISTER OF HEALTH HONOURS
TOTARA HOSPICE YOUTH AMBASSADORS



The Totara Hospice Youth Ambassador team received the Youth Health Team Volunteer Award from Minister of Health, Hon. Dr Jonathan Coleman, as part of the Minister of Health Volunteer Awards at Parliament House on Monday June 13th. The national awards programme celebrates and recognises the invaluable contributions of volunteers to the health and disability sector in New Zealand.

The Youth Ambassador team comprises students aged 11-19 who volunteer at Totara Hospice, many of the young Ambassadors have experienced the grief of losing loved ones and find volunteering at hospice a way of giving back. Their work includes helping with fundraising events throughout the year and raising the profile of the hospice in its local community and among other young people. The Youth Ambassador Team dedicates more than 1600 hours of time collectively to Totara Hospice each year – no mean feat for students who are already juggling school and sport commitments.

“ Their volunteering contribution fundamentally enables us to continue to host community events and fundraisers. If we were to pay in labour what their volunteering provides, we would have additional operating expenses in excess of \$33,000 per year. Totara Hospice is thrilled to have the hard work of its Ambassadors recognised. Our Youth Ambassadors are exceptional young leaders – engaging, articulate, passionate and proud. We are very lucky to have them support our Hospice and our wider community and for us to be able to provide them with leadership experiences in return. ”

Tina McCafferty - CE.



Amy Dench - Senior Youth Ambassador

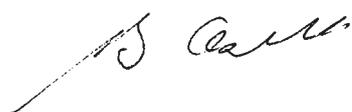
Winning the award was a proud moment for all of the Youth Ambassador team. It acknowledges the work we do and the passion we have for continuing to Make Hospice Happen. Being a Youth Ambassador is a role of which each of us is extremely proud and we embrace as an opportunity to be socially responsible members of our local community. This award gives us the chance to appeal to other youth to join us in our efforts to support Totara Hospice, spread the word about hospice care and bridge the gap between pre-conceived ideas about hospice and the reality of what it means to us and those touched by its services.



SUMMARY FINANCIAL STATEMENTS
STATEMENT OF FINANCIAL POSITION as at 30 June 2016

	2016	2015 Restated*
Current assets		
Cash and cash equivalents	345,119	351,991
Receivables from non-exchange transactions	521,582	413,275
	866,701	765,266
Current liabilities		
Payables under exchange transactions	113,685	135,926
Goods and services tax	84,385	66,628
Employee benefits liability	680,360	738,130
Amounts due to related parties	-	156,250
	878,430	1,096,934
Working capital surplus/ (deficit)	(11,729)	(331,668)
Non-current assets		
Property plant and equipment	691,202	678,363
	691,202	678,363
NET ASSETS/ (LIABILITIES)	679,473	346,695
EQUITY		
Accumulated comprehensive revenue and expense	679,473	346,695
TOTAL EQUITY	679,473	346,695

For and on behalf of the Board:



Chairperson

22/09/2016

Date



Trustee

22/09/2016

Date

* Certain amounts shown here do not correspond to the 2015 financial statements and reflect adjustments made due to first time adoption of PBE standards.

These financial statements should be read subject to the Audit Report on p18

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE for the year ended 30 June 2016

	2016	2015 Restated*
Revenue from non-exchange transactions		
Ministry of Health grants	5,371,530	4,112,006
Hospice shop sales	1,538,353	1,402,893
Bequests	475,976	518,294
Fundraising	536,834	558,982
General donations	214,072	196,062
Special donations for operation	293,400	188,448
Professional earnings and sundry income	95,482	161,247
Revenue from exchange transactions		
Rental revenue	-	-
Dividends	-	-
Total revenue (excluding gains)	8,525,647	7,137,932
Expenses		
Employee costs	(6,136,982)	(6,044,466)
Property costs	(749,696)	(728,482)
Fundraising expenses	(758,031)	(704,008)
Administration expenses	(396,659)	(311,681)
Patient care	(207,659)	(220,236)
Depreciation	(171,298)	(171,432)
Audit Fees	(13,500)	(10,500)
Total expenses	(8,433,825)	(8,190,805)
Finance costs	-	-
Finance income	2,926	2,627
Net finance costs	2,926	2,627
Operating surplus	94,748	(1,050,246)
Other gains	-	15,212
Other losses	(11,970)	-
Surplus/(deficit) before non-operational donations	82,778	(1,035,034)
Specific donations received from related entity	250,000	815,417
Net surplus for the year	332,778	(219,617)
Other comprehensive revenue and expense	-	-
Total comprehensive revenue and expense for the year	332,778	(219,617)

* Certain amounts shown here do not correspond to the 2015 financial statements and reflect adjustments made due to first time adoption of PBE standards.

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SUMMARY FINANCIAL STATEMENTS
STATEMENT OF CHANGES IN NET ASSETS/EQUITY for the year ended 30 June 2016

	Accumulated comprehensive revenue and expense
As previously stated as at 1 July 2014	327,460
Adjustment for changes in accounting policies due to initial application of PBE Standards	238,852
Restated total equity at 1 July 2014*	566,312
Surplus/ (deficit) for the year	(219,617)
Other comprehensive revenue and expense	-
Total comprehensive revenue and expense for the year	(219,617)
Net transfers to/from other reserves	-
At 30 June 2015	346,695
At 1 July 2015 (restated*)	346,695
Surplus/ (deficit) for the year	332,778
Other comprehensive revenue and expense	-
Total comprehensive revenue and expense for the year	332,778
Net transfers to/from other reserves	-
At 30 June 2016	679,473

* Certain amounts shown here do not correspond to the 2015 financial statements and reflect adjustments made due to first time adoption of PBE standards.

These financial statements should be read subject to the Audit Report on p18

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF CASHFLOWS for the year ended 30 June 2016

	2016	2015
Cash flows from operating activities		
Receipts		
Receipts from non-exchange transactions	8,170,152	7,290,812
Receipts from related party	250,000	815,417
Payments		
Payments to suppliers	(1,882,841)	(1,861,766)
Payments to employees	(6,194,752)	(6,033,716)
Net cash flows from operating activities	342,559	210,747
Cash flows from investing activities		
Receipts		
Proceeds from sale of property plant and equipment	5,660	27,062
Interest received	2,926	2,627
Purchase of property, plant and equipment	(201,767)	(151,116)
Net cash flows from investing activities	(193,181)	(121,427)
Net cash flows from financing activities		
Repayment of borrowings	(156,250)	-
Proceeds from related party borrowings	-	137,500
Net cash flows from financing activities	(156,250)	137,500
Net increase/(decrease) in cash and cash equivalents	(6,872)	226,820
Cash and cash equivalents at 1 July	351,991	125,171
Cash and cash equivalents at 30 June	345,119	351,991

These financial statements should be read subject to the Audit Report on p18

SUMMARY FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS

BASIS OF PREPARATION

The Summary Financial Statements are prepared in accordance with New Zealand Generally Accepted Accounting Practice. 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 Totara Hospice South Auckland's registered office.

The Summary Financial Statements are presented in New Zealand dollar, which is the Foundation's functional currency.

These Summary Financial Statements have been extracted from the full Financial Statements dated 22nd September 2016. They cannot be expected to provide as complete an understanding as provided by the full Financial Statements.

RELATED PARTY TRANSACTIONS AND BALANCES

Totara Hospice South Auckland has three common trustees with The Totara Foundation. The following transactions have been entered into with The Totara Foundation and other related parties as indicated.

Balances	Nature of transaction	2016	2015
The Totara Foundation	Rental expense (note 1)	500,000	500,000
The Totara Foundation	Administration fee (note 2)	48,000	44,000
The Totara Foundation	Specific donations (note 3)	250,000	815,417
The Totara Foundation	Payables (note 4)	-	156,250

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 rent paid for the premises is as stipulated in the lease agreement.

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 - During the year, the Trust received specific donations from The Totara Foundation as stipulated above. The specific donations do not have any "use or return" conditions attached and have therefore been recognised as revenue in the year of receipt.

Note 4 - The amount payable by the Trust to The Totara Foundation is unsecured, interest free and is repayable on demand. Therefore, no discounting is required and the liability has been disclosed as a current liability.

CONTINGENT LIABILITIES

There are no contingent liabilities as at reporting date (2015: \$Nil)

GOING CONCERN

The Trust has the confirmed, formalised and ongoing financial support of the Totara Foundation and as such has surety and continues as a going concern.

Given the above, the Trustees have prepared the financial statements on a going concern basis.

COMPLETENESS OF INCOME

Controls over fundraising and gifts, bequests and donations prior to being recorded are limited. There are no practical procedures to determine the effect of this limited control. Our auditor's report has been modified accordingly.

These financial statements should be read subject to the Audit Report on p18

RSM Hayes Audit

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Report of the Independent Auditor on the Summary Financial Statements

To the Trustees of Totara Hospice South Auckland

The accompanying summary financial statements on pages 13 to 17, which comprise the summary statement of financial position as at 30 June 2016, the summary statement of comprehensive revenue and expenses, summary statement of changes in net assets/equity and summary statement of cash flow for the year then ended, and related notes, are derived from the audited financial statements of Totara Hospice South Auckland for the year ended 30 June 2016. We expressed a modified audit opinion on those financial statements in our report dated 22 September 2016. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required for full financial statements under Public Benefit Entity Accounting Standards Reduced Disclosure Regime. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Totara Hospice South Auckland.

Trustees' Responsibility for the Summary Financial Statements

The trustees are responsible for the preparation of a summary of the audited financial statements in accordance with PBE FRS-43: Summary Financial Statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810, "Engagements to Report on Summary Financial Statements."

Our firm has assisted Totara Hospice South Auckland with their transition to the PBE standards. This involved undertaking an impact analysis and subsequently suggesting journals for approval by client management. The technical team also prepared a model financial statements template for the entity. The firm has no other relationship with, or interests in, Totara Hospice South Auckland.

Opinion

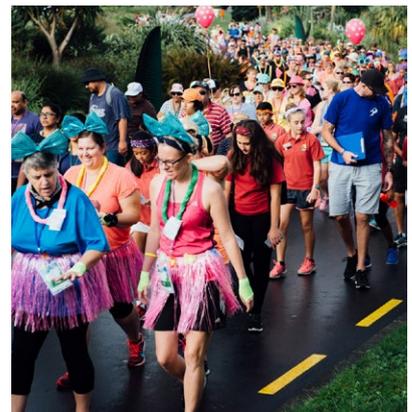
In our opinion, the summary financial statements derived from the audited financial statements of Totara Hospice South Auckland for the year ended 30 June 2016 are consistent, in all material respects, with those financial statements, in accordance with PBE FRS-43.

A handwritten signature of 'RSM' in blue ink.

22 September 2016



Hospice is Community



We are grateful to the Trusts and Agencies that have supported us throughout the 2015-2016 financial year:

Ara Lodge No. 348
Whitford Community Charitable Trust
Trillian Trust
Whitehouse Tavern
Four Winds Foundation
Pub Charity Limited
The Trusts Community Foundation
Mt Wellington Foundation
LION Foundation
J A Redwood
Community Organisation Grants Scheme
Ted and Mollie Carr Endowment Trust
Estate of Ernest Hyam Davis

Some of the great things your support has done:

Allowed us to purchase **essential medical equipment** to help ensure the best possible comfort and care for our patients

Funded the salaries of one of our **Social Workers** and a **Health Care Assistant**

Enabled us to purchase vehicles to keep our **Community Nursing Team** and our **Counsellors** on the road and able to visit patients and their families in the community

Thank you for helping to make “Hospice Happen”

“ I grew up with my Mum volunteering to Hospice. As she aged she was under the Community team briefly. My Mum’s legacy is one of giving to others and the importance of our Hospice. My choice, is to continue to model that for my children and the young people I teach. We are very blessed to have Totara Hospice and the amazing people who work within it. We thank you and salute you for the care and dignity you offer our Whanau, and the way you care for them when maybe we can’t. ”

Local Teacher and Volunteer

“ We just recently lost our mother to cancer this year and hospice cared for her during her last stages!! The place and the staff are amazing we felt so blessed to have such caring people! What a great place for someone coming to the end of their life’s journey to be cared for with dignity! We as a family would like to say our big “Vinaka Vakalevu” (thank you) to Totara Hospice staff for caring and looking after our mum it makes it so much easier for us to accept that this was it for mum. ”

Family member

“ Totara Hospice has an important job in our wider South Auckland Community, when an opportunity arose last year for us to support the Ladies Lunch Event we were most excited to be involved. The event gives us the opportunity to present our brand and products to a wide and varied audience while we support the great work that Totara Hospice do. The marketing team at Totara Hospice are very professional and make a real effort to ensure there is tangible value in any of the sponsorships we have undertaken. The Lunch itself gave our female staff, suppliers and customers the opportunity to connect in a fun, non corporate environment and we have had many requests for a return spot at our table. ”

Corporate Event Sponsor

“ The staff at Hospice South Auckland were just fabulous. They were wonderful in caring for my dad in his last days. ”

Family Member

“ Amazing staff - caring, positive, nothing too much trouble, doctors have time to sit and talk, big rooms, family sitting areas. Could find no fault whatsoever. Thank you for looking after my mum ”

Family member

“ I always come away after shopping with satisfaction, and the thought of contributing to a worthy cause... more people should donate to charity or support charities - buy recycling - most items are very affordable... ”

Hospice Shop Customer

“ *He aha te mea nui o te ao?
He tangata! He tangata! He tangata!*

*What is the most important thing in the world?
It is people! It is people! It is people!*

”



Totara Hospice South Auckland

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