



Mary Potter
Hospice

With You



*Treasure
Every
Moment*

Annual Review
Year ending June 2017

Our vision

That people in our communities who need palliative care have access to compassionate and quality care, when and where they need it.

Our approach

Taking a whole person approach, we will provide and promote high quality specialist palliative care, grief support, education and care planning services. Working alongside our health partners, we aim to make a difference in the communities we serve.

Our values

- Respect
- Compassion
- Dignity
- Hospitality
- Stewardship



Annual Review
Year ending June 2017

Mary Potter Hospice Board

1 July 2016 – 30 June 2017

Chair:



Ani Waaka (until April 2017)
Mark Cassidy (from April 2017)

Deputy Chair:



Mark Cassidy (until April 2017)
Andrea McCance (from April 2017)

Board Members:



Malcolm Bruce



Stephanie Dyhrberg



Martin Lenart



Sister Margaret Lancaster



Andrea McCance



Dr Grant Pidgeon



Dr David Werry

Mary Potter Hospice Executive Team

1 July 2016 – 30 June 2017



Chief Executive:

Ria Earp

Director Palliative Care:

Dr Brian Ensor

Director Clinical Services:

Rosanne King

Director Support Services:

Diana Pryde

**Director Fundraising, Marketing
and Communications:**

Philippa Sellens

Patron:



Lady Susan Satyanand

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Chair's message



Tēnā koutou kātoa

During the year to 30 June 2017, Mary Potter Hospice has faced some enormous challenges.

I am pleased that the Board has approved a new

strategic direction for the Hospice, called Our Place in Palliative Care. This strategy is about our community. The Board is focussed on providing the service our community needs into the future, and engaging with our community in a positive way.

At the same time as providing palliative care where and when people need it, we are also focussing on our facilities, such as buildings and technology. Thankfully our buildings performed well during the Kaikoura earthquake but the heavy rains we have experienced this year have put pressure on some of our buildings. For example, maintaining our ageing inpatient unit in Newtown is becoming an expensive drain on our financial resources.

For the Board, it is imperative that our facilities and services are sustainable. To this end we have focussed on broadening our revenue streams to help us fund the future needs of the community. We have finally received consents to construct a 39-unit apartment complex next to the Newtown hospice building. It will provide a sustainable source of revenue to fund hospice services in the future. As well, the growth of the Starlight Circle regular giving programme is now providing a reliable income stream.

During the year we were pleased to receive some additional funds (\$400,000) in our contract funding for enhanced services to aged residential care and a boost to our community services.

I want to acknowledge the past work that has made this future direction possible. While not in the period covered by this review, I acknowledge retiring Chief Executive Ria Earp. During her 11 years as Chief Executive, Mary Potter Hospice has grown substantially to meet the needs of patients and their families as the number of those needing care has increased annually. The Board would like to acknowledge Ria's dedication and commitment to the Hospice during her tenure.

I would like to thank my fellow Board members for their energy and commitment over the year. In particular I acknowledge Ani Waaka who completed a two-year term as Chairman in April 2017. I thank her for her hard work, her wisdom and her experience. She has provided amazing support to me to move in to this role.

My most sincere thanks also to Lady Susan Satyanand, who has completed a four-year period as our Patron. She has been a most generous volunteer of her time. Her passion for volunteering was obvious as she attended many of our events thanking volunteers for their dedication. I am looking forward to welcoming our new Patron, Kerry Prendergast, at our annual meeting.

The Board is excited about the future direction of the Hospice. There is a strong acknowledgement that things must change if we are to meet the future needs of our community. I believe that Mary Potter Hospice has the energy and the skills to move forward, for the good of the Wellington community.

We are in a strong place to meet our future challenges head on.

Mark Cassidy
Chair

From the Chief Executive



Kia ora koutou kātoa

It has been a real privilege to be the Chief Executive of Mary Potter Hospice for the past 11 years and to know that once again, the Hospice has

provided wonderful, high-quality, specialist palliative care to so many patients and their families – almost 890 patients in the past year. This care was provided despite the challenges of earthquakes, floods and ongoing funding constraints. It was provided at home, in the inpatient unit and in aged residential care facilities. And, it was provided by a skilled multi-disciplinary team.

The need for our services continues to grow and it is important that we acknowledge that behind the statistics are a wide range of individuals and their families, whose needs are unique to them. To meet the needs of our patients, we continue to look at how we do things. Later in this report, you will read about the progress made in providing day services to patients in the community, as well as aged residential care. The appointment of a Pasifika Liaison to our multi-disciplinary team was a real highlight in the year. Programmes such as children's grief workshops and a social work pilot are all evidence of an innovative approach and a creative workforce determined to do the very best for the communities they serve.

For over 40 years Mary Potter Hospice has been flexible and responsive to the needs of its communities. We know we need to change the way we do things if we are to continue to support those who need us. Growing needs, and the resources required to meet these needs in the coming decades, are a significant challenge. A great deal of time was spent during the year on working through sustainable solutions.

The Hospice continued to build on our regular giving programme, Starlight Circle. The generosity of Wellingtonians gives us great confidence when making our decisions. The support of Wellington communities, households and businesses, is really appreciated. The Independent Commissioner's decision that we can proceed with building a 39-unit apartment complex in Newtown is an important achievement. The rental income from the apartments will contribute to our services into the future. My sincere thanks to long-time volunteer Mike O'Sullivan for his incredibly generous donation of several million dollars as seed funding for the apartments.

It is with sadness but confidence in the future that I announced my retirement from the Hospice, effective from late September 2017. During my time as Chief Executive there have been many changes. The operating budget has increased to well over \$10 million, staff numbers have risen to 130 (or 97 full time equivalents), and the number of volunteers to about 650. Most importantly, during this time the annual number of patients has increased. Daily, the number of patients in our care has risen from about 150 to over 270, and has even been as high as over 300 patients last year.

Our staff are now 'electronic', visiting patients with ipads and mobile phones. Both staff and patient satisfaction rates are high, and our shops are earning more than ever before. Our education programme is well received throughout the sector, and our capital endowment fund has now reached \$7 million.

It has been a privilege to work with so many committed and skilled staff, dedicated Board members and Board Chairs, volunteers who give us the incredible gift of their time and generous donors. I was also delighted to work alongside our Patron, Lady Susan Satyanand. I leave an organisation in good heart and well positioned to meet the needs of the community into the future.

Ria Earp
Chief Executive

Our service: Treasure Every Moment

At Mary Potter Hospice our key goal is to support people and their families or whānau to treasure every moment that they have together.

We care for people and their families when illness is incurable and symptoms are getting worse. Faced with a limited time to live, people experience a host of significant and challenging changes. We seek to be alongside them, supporting and assisting their quality of life, their dying and their bereavement.

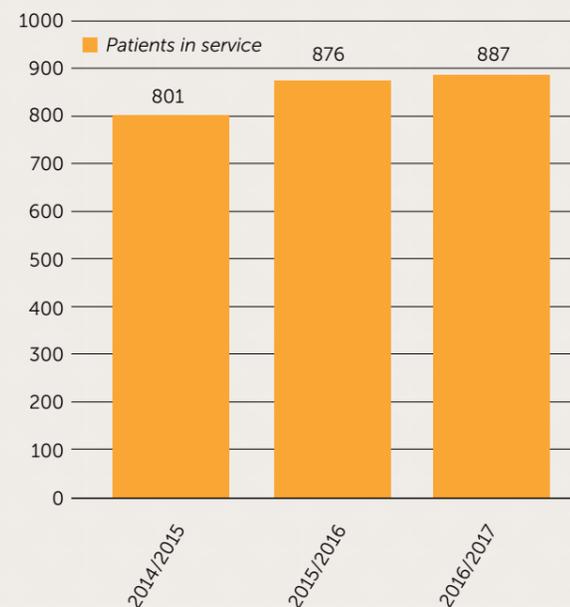
Our services have been refined over the years to meet the many and various needs of our patients and their families or whānau. The Inpatient Unit supports our community services with patients coming for short 'critical care' stays, often returning home once their symptoms and pain management have been stabilised. The Inpatient Unit also supports end-of-life care.

Our approach is to draw on the experience and expertise of our staff and volunteers. We aim to meet the emotional, spiritual, social and physical needs of our patients and their families through specialist palliative care, grief support and care planning.

The goal is to improve the quality of life that remains, understand what matters most in their life and to focus on the person and their family rather than their illness. Individual care plans are developed for each of our patients that embraces families and friends both before and after a death.

We work in close liaison with the patient's other care providers to ensure they are fully aware of their care plan, goals, medication and history.

Volumes of services delivered



Activity	2016/17	2015/16	2014/15
Patients in service	887	876	801
Inpatient Unit Admissions*	454	472	524
Bereavement counselling contacts	1,665	1,599	1,495
New referrals to service	842	816	763
Consult only	41	64	57

* The number of Inpatient Unit admissions is affected by the length of stay in the Hospice. This has increased during the year as patients come into the Hospice with more acute and complex issues.

Our Community Services

Our Community Services encompass a wide range of support for patients and families at home or in aged care facilities. On any one day 260 - 280 patients are being cared for, largely in the community.

Three community teams are in Wellington, North Wellington/Porirua and Kapiti. All teams have Palliative Care Coordinators, doctors, allied health support (counsellors, occupational therapists and social workers) and groups of volunteers.

The teams work closely with our health partners, 'sharing the care' to ensure patients and families receive the quality compassionate palliative care and support when it is needed. Our health partners in the community include General Practice teams, Wellington Free Ambulance, District Nurses, and home support agencies as well as the social agencies. Using the electronic patient record we have been able to extend confidential access to our systems to allow GPs, District Nurses and the Hospital Palliative Care team to share information about patients (unless a person requests otherwise).

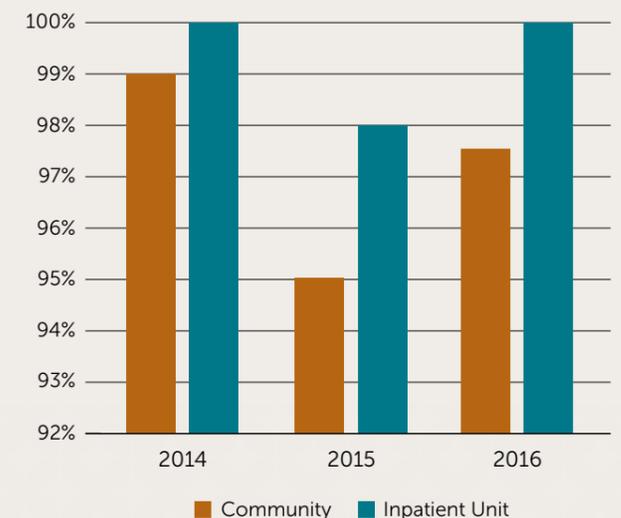
The Hospice offers an out-of-hours advisory and information service for patients, whānau, carers and health care professionals. It provides 24 hour telephone access to specialist palliative care medical and nursing advice, to provide prompt care and support in the community, including the aged residential care sector. All have a part to play as we take a whole person – and whole family – approach.

Hospice satisfaction

Every patient and their family/whānau have the opportunity to complete a Hospice Satisfaction survey. During the last year we noted an increased satisfaction in services.

Overall satisfaction rate in 2016 was 99% for the Inpatient Unit and 97.5% for Community services. Lessons learnt from the surveys include the need for more information (scored 93%) and facilities (scored 92%).

Patient Satisfaction with Inpatient Unit and Community (Calendar years)



Hospice NZ Ambassador Jo Seagar and Kapiti Administrator Debra Minty enjoy a strawberry sundae.



Long time support from the Kapiti Spear Fishing Competition.

Day Services

During this year our Day Service was changed to fit in with the changing needs of our patients and the community. The Day Services team includes Maria-Goretti Sialava'a (Pasifika Liaison), Elizabeth Munday (Māori Liaison), Linda Miller (Day Unit Coordinator, Kapiti), and Christine Thomson (Day Unit Coordinator, Newtown), and is led by Vanessa Eldridge (Manager, Day Services). The team is rolling out innovative bereavement and support programmes.

Day Unit

All three Day Units offer opportunities for patients to be creative in ways that are meaningful for them, while giving their carers some time off. Patients can enjoy a supportive and stimulating environment as well as a nutritious meal prepared by our generous volunteers.

Work continues on the development of various workshops and programmes to support people in the community. Kapiti Occupational Therapist Linda Miller facilitated the first HOT Day (Hospice Occupational Therapists) study day.



A highlight this year was the Matariki Rocks activity championed by Linda Miller and Tanya Loveard. Many staff, patients, visitors and friends participated in this reflective activity over the Matariki period.

Christine Thomson and the Newtown Day Unit patients have created a book of poetry that reflects hope at this time in their lives.

Our staff in Porirua have been learning the Ukulele and look forward to entertaining Day Unit patients. We now have another way of sharing Te Reo Māori!

Pasifika Liaison

Talofa lava, Taloha ni, Kia Orana, Malo e lelei, Ni sa bula, Fakaalofa lahi atu, Halo Olaketa, Ia orana, Kam na mauri, Kia Ora and warm Pacific greetings.

The Pasifika programme was established during the year to forge strong links between the Hospice and the Pasifika community and to increase awareness of the Hospice's palliative care services. Maria-Goretti Sialava'a, the Pasifika Liaison, provides education to staff and volunteers to help build the Pasifika capability of Mary Potter Hospice as an organisation. A Pasifika Services Strategy 'Important Journey – Malaga Taua' helps guide these goals, and a Pasifika Advisory Group meets quarterly to support and guide the work of the Pasifika Liaison.

As well as working with patients and their families and with Hospice staff, Maria-Goretti works in the community with other organisations and health professionals to identify and assist those who need our services, some of whom are reluctant or afraid to seek help. When a patient is referred to Mary Potter Hospice sometimes the Pasifika Liaison is the first point of contact. She will usually visit them in their home, sometimes working alongside our Palliative Care Coordinators (PCCs) during the first assessment. From here she can gauge how best to support the patient going forward.



Māori Liaison

Tena ra koutou katoa. Ka mihi, kamihi, ka mihi.

In March 2017, after five years as our Māori Liaison, Vanessa Eldridge took the post of Manager, Day Services. Elizabeth Munday, Vanessa's replacement as Māori Liaison, comes to us from Internal Affairs and Parliament. After just a few short months in service, Elizabeth has delivered the Kia Ora e Te Iwi cancer support group alongside local iwi health service Ora Toa. We keenly await the karakia and waiata booklet she is working on.

This year Hospice was able to send five of our staff to the Annual Hospice New Zealand Māori Kaimahi Hui in Auckland. This representation reflects our solid workforce development focus in recent years. It is with pride that we employ a greater number of Māori staff than any other hospice in Aotearoa. We value the contribution of Māori, work hard to be an attractive employer, and honour our Treaty commitment.

Pasifika Liaison: A patient's story

"As a family we were scared – Mum has breast cancer and our doctor said it would be good if Mary Potter Hospice be involved with mum's journey – we did not know what this meant. The Hospice's Pasifika Liaison rang us and we agreed to meet. We felt comfortable straight away, even though we didn't know how the Hospice could help mum or us, we found ourselves asking the hard questions and talking freely. A nurse visited mum at home regularly and sometimes the Hospice doctor would visit her too.

There was a time when mum was in great pain and so the doctors could look at her medication, she spent five days in the Inpatient Unit in Newtown. Well mum thought she was on holiday! She had her own TV; there was a special spa bath; the meals were delicious and the staff and volunteers were just so kind and caring.

We kept in contact with the Pasifika Liaison and mum trusted her. Mum shared with her some of her concerns if she was to die. The Pasifika Liaison brought home one of her Social Worker colleagues and organised an Enduring Power of Attorney and a Will for mum. An occupational therapist visited our home and did an assessment and special equipment was ordered in to make things easier for mum and us at home. Mum also shared with the Pasifika Liaison that she wanted to leave gifts for her children and grandchildren – so a volunteer biographer came in and helped write mum's life story. The occupational therapist helped mum make some beautiful and memorable legacy treasures for her grandchildren – gifts that are treasured with so much love. If we didn't meet the Hospice's Pasifika Liaison we would have missed out on the quality time we have had with our mum. Thank you Mary Potter Hospice."

Children's grief

During the year Hospice staff worked with around 100 children at two schools running the Art for Tough Stuff programme. This is a hands-on programme designed to help children build resilience. Art for Tough Stuff incorporates two powerful tools in resilience building: 'real' talking and the exploration of ideas through art.

Following the programme, a successful exhibition of the children's art was held at the Hospice. The children painted homes expressing their self-care when experiencing tough stuff, to go with their written story. This exhibition generated much interest from staff, family and patients. It also inspired Hospice visitors in their time of grief to create art using supplied materials.

Over the year we have had strong support from young volunteers, 15 to 20 year olds, in preparing and delivering the school programme, supervising play in the Hospice and creating a garden adjacent the lounge.

The creation of sock puppets has remained a good medium for relaxation and the expression of grief. Many sock puppets have been made by children, grandparents and patients.



Beautiful art created by school children in the Art for Tough Stuff programme.

Our work in Aged Residential Care

The new aged residential care (ARC) team of two nurse specialists and a social worker, has been working alongside staff, patients and families in ARC facilities. The initial emphasis has been supporting the transition of Hospice patients into ARC and building relationships with the multidisciplinary teams working in ARC and primary care settings. Palliative care education is a large component of the team's role - both formal delivery through Mary Potter Hospice education programmes and informal education within the ARC facilities by working alongside staff and families. There has been an increase in requests for ARC staff education from the facilities during the past year, highlighting the increased need for upskilling staff, as ARC facilities are experiencing greater complexity of care provision for end of life palliative residents.

A Link Nurse Programme is a new initiative to provide selected ARC and primary care nurses with an intensive immersion in hospice palliative care. It offers five days in a variety of hospice palliative care settings where nurses work alongside experienced practitioners. The aim is to upskill and encourage participants to develop innovative ideas that are relevant to their own practice and can be utilised and shared in their working environment.

Social Work Pilot

As a life comes to an end there are many official and administrative things that must be dealt with by the patient and by their family and friends. A 12-week pilot carried out by Hospice Social Worker Mary Hulme-Moir during the year aimed to improve patient and family preparedness for these processes through early Advanced Care Planning (ACP).

Having the opportunity to meet and engage with patients and families at the start of their relationship with Mary Potter Hospice helps to create a trusting and open relationship, which lays a good foundation for being able to talk about difficult topics.

Advance Care Planning involves thinking about personal preferences and future treatment choices as well as Enduring Powers of Attorney



Patients, staff and volunteers from the Newtown day hospice. They meet every Thursday to do activities, support each other and share a meal.

(EPOAs), wills and funeral plans. The positive results of the pilot indicate that talking about these big issues earlier rather than later can give the patient and their loved ones more control over what happens, and reduce distress in the long run.

Treasuring our stories

Our volunteer biographers bring skill and empathy to a very special task: capturing patients' life stories in their own words. Eleven biographers have met with 30 patients in Porirua and Wellington so far this year.

Monthly group supervisions for the biographers are an opportunity to share biographies, discuss ethical concerns and enjoy peer support.

A positive upward trend in men attending counselling has been noted this year - sometimes equalling the number of women. Children attending with their parents make the most of drawing and playing as they talk about their grief in an open way with their parents attending.

Resilience

Twice in recent times, Newtown was plunged into darkness as storms caused electrical failure. It was very reassuring that our backup power

generator switched on within 30 seconds. It purred away until power was restored six and a half hours later. We are very grateful to our donors for this resource.

We are also very pleased to have our 30,000 litre emergency water tank hiding beside our car deck.

Our buildings performed well in the November 2016 Kaikoura earthquake; none sustained any damage and all remained operational.

The rolling out of electronic devices to our mobile workforce during the year is another reassuring contingency plan, as staff will be able to keep working remotely during storms, road closures and IT outages.

Apartments project

In order to ensure the future financial sustainability of the Hospice, the Board decided to proceed with building a 39-unit apartment complex on its site in Mein Street, Newtown. The rental income from the apartments will help to fund Hospice services.

It is anticipated that the apartment build will begin in 2018 and take around 12 months.

Research

Two studies aimed at helping caregivers, those under-recognised and invaluable people who care for someone with a terminal illness, were published during the year.

Leanne Bolton, one of our nurses, Tanya Loveard an Occupational Therapist and Penny Brander who is a researcher and volunteer published an article 'Carer experience of inpatient hospice care for people with dementia, delirium and related cognitive impairment.' (*International Journal of Palliative Nursing 2016, Vol 22, no 8.*) It is not easy for carers to 'hand over' the care of a loved one, particularly with dementia, to the staff in the Inpatient Unit. The authors led the instigation of Te Kete Marie, a group of interventions aimed at helping a person with dementia or delirium in the Hospice. In this study they asked the caregivers whether it worked for them. The feedback was very positive. It may lead on next year to further research with partners in Auckland and Sydney.

The second study from our former Research Fellow Dr Beth Johnston Taylor, was based on interviews with Mary Potter Hospice patients and

families on the importance of food and meals. 'Eating related distress among NZ hospice patients and family carers' (*Journal of Hospice and Palliative Nursing 2016 Vol 18 no 2*) describes how important food and meals are, and what might help when the appetite goes and food no longer has the benefits that it did.

Our Research Fellow Dr Martin Woods holds a position with the Victoria University Graduate School of Nursing, Midwifery and Health. He has been involved in exploring the issues around euthanasia, particularly studying nursing attitudes within hospices. He has presented this work internationally, in the UK and Europe, as well as nationally through the Genesis Oncology Breakfast Lecture.

Over this year we have been pleased to be involved with Dr Sunia Foliaki and his Massey University-based project looking at the palliative care needs of Pasifika patients and families. This has become a priority for us, marked by the appointment of Maria-Goretti Sialava'a, our first Pasifika Liaison. We look forward to seeing the results of this project over the next year.

Treasuring our people

Thanks to a funding boost from Innovative Funding, in the past year we have recruited staff into new roles and expanded our services into the aged residential care sector. Our excellent orientation process was in full swing, introducing staff to our core values of respect, dignity, compassion, hospitality and stewardship. The high calibre applicants and relative ease of recruitment testified to the strong employer brand that Mary Potter Hospice works so hard to foster.

Leadership development

We once again ran a formal leadership development programme and a catch-up programme for our new and emerging leaders. These programmes focussed on analysing different approaches to work and fostering high performance environments. Areas of emphasis were motivation, resilience, leading change, exerting influence and dealing with conflict. We also ran an advanced programme focussing on emotional intelligence and managing change.

In addition, quarterly leadership forums and monthly lunchtime leadership talks generated fresh ideas about our organisational culture and about what leadership means.

Organisational culture

We continued strengthening our organisational culture by rolling out a positive conflict resolution workshop throughout the Hospice teams. This workshop encouraged our staff to start thinking of conflict in a different light – not as something negative but as an opportunity to enhance and develop relationships. Respectful culture expectations were introduced and staff were given tools to assist them in undertaking difficult conversations.

Maturing workforce

Our workforce development project (focussing on our maturing workforce) made good progress and put in place the following initiatives:

- a retirement planning programme assisting staff to transition to retirement
- an alumni association of retired staff and volunteers
- engaging with mature staff to ensure they know we want to support and retain them
- a staff survey to determine retirement plans
- the Maturing Workforce Strategy included in our Wellness Policy, which commits to supporting phased retirement, retirement planning, flexible working conditions, equal employment opportunities for mature staff, and the specific needs of mature workers.

Dr English shares a cuppa

As a GP, Dr Mary English is very familiar with the work of Mary Potter Hospice. When she received an invitation to support Mary Potter Hospice's Hospice Cuppa project she was delighted to help out. Dr Mary English visited the Inpatient Unit in Newtown to join volunteers, staff, and patients for a Hospice Cuppa.

Running a Hospice Cuppa is a great way to have a good time and support Mary Potter Hospice. It was one of the Hospice's annual appeal events in May. Those wanting to support the Hospice by holding their own cuppa were provided with posters, balloons, tea kindly donated by Dilmah

and coffee donated by Flight Coffee, and donation buckets.



Dr Mary English shares a cuppa with patient Duncan Paton in the Inpatient Unit in May 2017.



Patient Daisy Tait and Palliative Care Coordinator Michelle McCartney. "I wish to say a huge thank you for the care and attention I received," said Daisy. "The biggest achievement was giving up smoking. The encouragement I got was second to none. A special thank you to the night staff for making me coffee and toast in the middle of the night. It takes a special person to do the work they do. I will be forever grateful."

Education and training

Symposium

Seventy health professionals from throughout the country attended this year's Symposium 'The Dying Truth: Communications in Advanced Disease', led by Dr Brian Ensor, our Director of Palliative Care. Presentations were delivered by our partners in the Wellington Hospital palliative care team and colleagues from the Graduate School of Nursing, Midwifery and Health. Mary Potter Hospice staff presented a Te Ao Māori perspective. Community speakers highlighted the specific needs of Pasifika and Chinese patients and their families.

'An amazing day – has made me think a lot about my practice and reinforced other aspects – especially loved role play and framework as so applicable to my practice.' (RN - Cardiac).

Masterclasses

Our full-day Masterclasses, led by our senior clinicians and multidisciplinary teams across nursing and allied health, drew on Mary Potter

Hospice's considerable in-house knowledge and expertise. Once again, our health partners contributed professional case studies and personal experiences of loss, death and dying. Topics included: Pain and Symptom Management; Ethics at End of Life; Advanced Dementia and Palliative Care; Neurodegenerative Disorders and Palliative Care; and Spirituality Across Cultures and Communities.

A highlight among the Masterclasses was 'Treaty and Tikanga', led by Vanessa Eldridge (Manager, Day Services, Māori and Pasifika). This was held at Hongoeka Marae in Plimmerton and hosted by author Patricia Grace's whānau. Its purpose was to explore the meaning of the Treaty of Waitangi, to talk about bicultural partnership and personal commitment to partnership with Māori, and to look at how Pakeha can be an ally to Māori. Usually presented as in-house training, it was opened up to external participants this year.

Partnerships

Mary Potter Hospice provides many learning opportunities for health professionals, students and community colleagues. Our aim is to provide and promote evidence-based knowledge and the



At The Dying Truth Symposium are, from left to right, past Chair Ani Waaka, presenter Patricia Grace, Board member Sister Margaret Lancaster and Chief Executive Ria Earp.

Farewelling a treasure

After nearly 25 years at Mary Potter Hospice, Dr Susan Hamilton – now retired from medical practice – knows a thing or two about the demands and rewards of palliative care. "I just loved it. I loved working with the patients and the whole family unit. The job used all my skills, not just my clinical skills."

Being able to build a rapport with people quickly was a vital. "I'm a good listener. I like caring for people. It was important for me that the Hospice paid attention to the spiritual dimension of people, as well as all other dimensions. For me, that spirituality is expressed in a strong Christian faith, but many people today do not have a spiritual framework they can rely on. I think my faith helped me to help them."

In her last five or so years at the Hospice Susan ran out-patient clinics in Kapiti and Porirua.

"That was what I enjoyed the most. I visited people in their own homes. You learn to be very inventive - to come up with novel solutions that will work for each individual."



Susan found special satisfaction working with families from a range of ethnic and cultural backgrounds. "I found that hugely fascinating and rewarding, to see how different cultures cope with death. It was a privilege to see the wonderful care that Māori and Pacific families provide."

Does she have any advice for new doctors and carers coming in to palliative care? "It can be an all-consuming job. I think it's better if you've had a few edges knocked off you, whatever your role. We've a lot to learn from those with years of experience in the field. Spend time and listen to them before you commit to Palliative Care. It is a profession that requires all your skills - personal and professional. It can be hugely challenging but it is always rewarding."

skills needed to meet the needs of patients, families and whānau.

Our Education Team continues to provide education and training in partnership with the University of Otago Medical School for its palliative curriculum for fourth and fifth year medical students. We also teach and mentor Bachelor of Nursing students at Whitireia (including Māori and Pacific programmes) and we provide mentorship through internships at the Hospice for nursing students from the Victoria University Graduate School of Nursing, Midwifery and Health and the Massey University School of Nursing. Every year fourth year medical students produce beautiful works of music, art, poetry and narrative writing for their creative reflection project.

The Hospice NZ Fundamentals of Palliative Care programme, led by the Hospice Nurse Educator,

has delivered 10 palliative care modules to the Aged Residential Care Sector (ARC).

Mary Potter Hospice staff are represented on the regional Advance Care Planning (ACP) group, which is committed to growing awareness around the importance of ACP plans for patients and their families and whānau. We have also developed a partnership with Auckland University's Te Arai Research Group for Palliative Care and End of Life Research to explore the efficacy of ACP plans through patient interviews.

Many of our staff continue their professional development through e-learning opportunities and more formal postgraduate study with the encouragement and support of management. The full Palliative Care Education and Training Programme 2017 can be seen at www.marypotter.org.nz/registration

Quality – achieving the best outcomes for patients

At Mary Potter Hospice we are always evaluating our performance and seeking to improve the quality of our care for patients and their families and whānau. Our chief tools are consumer feedback and data evaluation, and we would like to acknowledge all the Hospice teams for their contributions to these vital activities throughout the year.

In addition to our self-assessment efforts, an external audit of Hospice services took place in 2016. The audit validated our robust culture of quality improvement, awarding an 'Extensive Achievement' (EA) rating. This rating was also achieved in the last audit in 2014, though the results registered improvements in our services.

"The commitment and enthusiasm of the clinical team is evident in so many aspects of care. Staff engagement and willingness to be part of quality improvement projects is commendable. High quality innovations have been put into practice by staff members who are active in achieving the best outcomes for patients. The service is 'values based' and this is evident throughout the projects viewed and staff and patient interviews."

Excerpt from the 2016 audit

Particular areas of strength during 2016/17 were: positive consumer feedback, improved written information for patients, enhanced play-based resources, excellent uptake of education opportunities by staff, and the publication of two articles in international journals relating to Te Kete Marie / Caring for People with Dementia.

Consumer satisfaction

Feedback is a key measure of how well we are doing. Our feedback mechanisms include interviews, satisfaction surveys, comment cards, and complaints. Feedback continues to be overwhelmingly positive, with our consumer satisfaction survey indicating a satisfaction rate of 99.26%. This correlates with 2015/16.

A selection of overall views (Inpatient Unit):

What is the best thing about the service?

- The focus on patient comfort is really good.
- The entire experience was a pleasure.
- Everything was better than expected (especially the food). Thank you very much.

Where complaints were made, the 2016 external audit showed 100% compliance to policy, and validated the Hospice's systems and procedures around issues of consent and the ethical aspects of care.

Incident management

While rising numbers of clinical incidents can reflect higher patient numbers as well as improved procedures for reporting incidents, statistics in 2016 do indicate areas for improvement. Falls are one of the top incident categories with Hospice patients being especially at risk, and the need to decrease such incidents will be a focus going forward. Plans are in place to analyse incident data during 2017 through revised incident forms for both medications and falls.



Mobility

Our work in the community has undergone a technological revolution in the past year, with over 50 iPhones and 30 iPads being distributed to more than 60 staff – and those numbers are growing every month.

The vast majority of our care for patients and their families is home based so that they can continue to treasure every moment of their daily lives. Having mobile, connected staff is making a huge practical difference to the service we can provide to our patients.

Now, when a Community Coordinator visits a patient at home, their records can be accessed, changes can be recorded and equipment can be ordered on the spot. Staff can even use the recording features to playback a conversation with a patient when discussing their case with a doctor. Such efficiency vastly reduces administration and travel time, increases staff availability and makes things happen for our patients faster.

Kapiti occupational therapist Linda Miller says that the iPad has been of great value to her work both in the community and in the day unit setting.

"As well as quick access to patient notes and contact details while out and about in the community, it has so many other practical applications that have made me more efficient and effective in my work. For example I have been able to order urgent equipment without leaving the patient's house, and for less urgent needs I have been able to use it to show patients and their families images of the assistive equipment I feel would be of benefit to them, which helps them in their understanding and decision-making process.

"It is an excellent tool in my creative legacy work with patients, with access to movie making and other sites that help me personalise projects with



Most of Mary Potter Hospice's patients are at home or in aged residential care. Technology enables our staff to have quick access to notes and information, freeing up time to care for patients.

patients for their loved ones. I use it frequently in our day unit sessions – keeping the patients connected to the world around them. It has really added value to my work and I can't imagine being without it now."

The transition from a service operating in the community without technology to one whose staff use tablets and devices everyday – as a matter of course – is a milestone in the Hospice's history. With the assistance of our Mobile Device Management, we have been able to ensure that our staff always have the latest applications and software, and a private yet flexible workspace.

Treasuring our communities

Contributing to the wider Wellington community is a responsibility we take seriously at Mary Potter Hospice, but it's also a great opportunity to get in among our loyal supporters and have some good times together.

Early in the financial year we celebrated 20 years of Mary Potter Hospice on the Kapiti Coast. In those 20 years Mary Potter Hospice supported well over 2000 patients and their families. An afternoon tea was attended by patients, families, volunteers, current and past staff, the Board and current and past Patrons. It was preceded by a public talk in Paraparaumu: 'Living Well, Dying Well' by Dr Brian Ensor, Director Palliative Care.

Our loyal Camellia Heritage Club members enjoyed a luncheon event, sponsored by the James Cook Hotel. These are the people who have indicated they are leaving a gift in their Will to the Hospice. It was a pleasure to again meet with our supporters, and thank them for their ongoing support. A real hit at the lunch was a presentation by Inpatient Unit Hospitality Manager Jon Rouse



Mary Potter Hospice was one of the charities supported by the Kapiti Expressway.

who spoke about our value of hospitality, and how homely and beautiful food has a positive impact on the quality of life of our patients.

To show our commitment to our Newtown community we asked Sheyne Tuffery to paint a mural on our Mein Street wall. The mural acknowledges the long history of Newtown and the relationship that Mary Potter Hospice has had with the community since it was built in Mein Street in 1989.



The new mural on Mein Street, painted by artist Sheyne Tuffery (left) with funding support from volunteer Tony de Joux, and admired by Chief Executive Ria Earp.

This year our digital fundraising strategy has grown in leaps and bounds. This connects us to a different community of supporters. Communications to supporters via the monthly electronic newsletter *Hospice Happenings*, social media and the biannual hard copy newsletter has resulted in increased engagement. We are pleased with a 50% increase in Facebook likes, 166% increase in Twitter followers and a 341% lift in click-through rate in our monthly electronic newsletter *Hospice Happenings* in the past year.

A review of the Mary Potter Hospice website marypotter.org.nz has also increased engagement with an increasing number of visits to the website and a longer time spent viewing the site. Improved engagement via digital channels is reinforcing our strong branding and engagement with supporters.

Our Starlight Circle programme is providing us with a valued sustainable funding source so that we can plan with confidence into the future. We are so grateful for this regular source of income.

There are always too many community events to mention and we are grateful when our community gets behind us. During the year, Katie Evans competed in the ultra-tough guy/girl competitions in memory of her Dad who passed away through our service, and a fun run was held on the Wellington waterfront for Bernie Portenski, a passionate Wellingtonian and world record runner.

We were honoured when Delaware North chose us as their charity of choice and raised more than \$10,000 in just 10 months. A longstanding relationship with BNI is enormously valued, as they continued to support the Hospice with many colourful events.



Grateful thanks to children at Kapiti Beach School for holding their annual Green Day to support Mary Potter Hospice.



We couldn't hold our annual Midland Park Strawberry Festival without our amazing volunteers. Thank you!

The Kapiti community has always strongly supported the Hospice. For example, this year Mary Potter Hospice was selected as one of the Kapiti Expressway charity recipients, and the Splash Spear Fishing Competition fish auction has been an annual event since 2002.

In Porirua, Summerset Aotea held a successful high tea with the vivacious Hospice NZ Ambassador Jo Seagar.

Our annual Hospice Strawberry Festival at Midland Park in November 2016 was a huge hit, achieving the highest sales ever. Unfortunately the Kapiti event was cancelled due to the Kaikoura earthquake and major flooding. We were so grateful when many sponsors and stall holders maintained their financial support despite the cancellation of the event. The high tea with Jo Seagar continued and people arrived in style, in cars sponsored by Gear Jammers.

Christmas is as always a big time of celebration at the Hospice. We continued our Christmas gift wrapping in Wellington city, this time outside Unity Books on Willis Street and Whitcoulls on Lambton Quay. The Farmers Tree of Remembrance in Farmers stores across Wellington was a big success, although the closure of the Cuba Street Farmers Store had an impact on income.

Mary Potter Hospice is grateful for the tremendous support we receive from our many donors, community groups, trusts and businesses in Wellington, Porirua and Kapiti – thank you.

Using other's pre-loved treasures

In an increasingly competitive retail climate, we are justifiably proud of our nine Hospice shops for producing sales of over \$2 million and an overall profit this year around 3.5% ahead of budget. This success would not be possible without the dedicated support of our staff and 300+ volunteers, and of the generous people who donate to us. We are immensely grateful.

There were standout performances by our Tawa and Miramar stores, and by our 'Grabba Bag' store in Newlands that sells slow-moving stock at a very low price. But once again all areas of our store operations had a valuable part to play in a great year.



It was with mixed emotions that we saw the retirement of our long-standing Retail Operations Manager, Lynn Blann. Her position has been filled by the internal promotion of our Retail Supervisor Ashley Bell and his position has been filled by our Porirua Store Manager Monique Byres.

Lynn Blann joined the Hospice in 2002 when we had one small second-hand store in Kilbirnie, along with a big dream to earn funds to help keep Mary Potter Hospice free for patients and their families. "When I started, the Hospice had just had a massive garage sale. But no one had thought about what they would do with what was not sold. There was so much stock they got

the Army to move it to a donated warehouse in Rongotai," says Lynn.

Lynn's first job was to put an ad in the paper for volunteers. "These people became our core shop volunteers. Some are still with us. We hired a van and moved all the stock to two new shops in Tawa and, a week later, in Paraparaumu. I based myself at Tawa and visited Kilbirnie and Paraparaumu every day."

Every year for 16 years Lynn has either opened or relocated a second-hand Hospice store. Thanks to Lynn and her loyal volunteers, Mary Potter Hospice now has eight stores, including Miramar, Karori, Porirua, Thorndon and Newlands.

In recent times Lynn's tremendous efforts in the area of online trading via Trade Me have also produced outstanding results. "We've been in that space since it was first started. It's opened our market to the whole of New Zealand." With Lynn's departure we have now established under her guidance a permanent Online Trading Manager position to carry on this aspect of our operations.

Lynn says she never looked on the Mary Potter Hospice stores just as op shops. "Every inch of space in our stores has value for the Hospice and we want to attract as many buyers as possible." But in addition to fundraising, she is also focussed on the volunteers themselves. "We have tried to give back to volunteers by rehabilitating people with injuries and helping young people through probation and trying to educate them about working as a team. I developed a 12-week certificate to give to volunteers to go with their CVs."

Everyone at the Hospice is pleased to hear that Lynn treasured every moment: "I don't think many people get to have a job they love and contribute to their community. I've been privileged to work with such a fantastic organisation and extraordinary people."

The coming year will present its own mix of challenges, but the Hospice retail network is well placed to face them as we continue to build on the success of Lynn's reign.

Our volunteers: real treasures

Hospice volunteers provide a strong backbone for our organisation, and play a critical role in keeping our service free to all who need it. We treasure every moment volunteers spend helping our patients and their families.

The numbers are impressive: over 600 volunteers are out there working in our retail shops, serving meals, helping with administration, and everything in between. Such a huge workforce needs high-quality management practices.

To this end, our Volunteer Services team has expanded to include three new volunteer roles to assist with human resources and administration. The staff who source and coordinate volunteers on a day-to-day basis are now better supported, and it makes excellent sense for them to have volunteers as part of the team to consult with.

Gathering feedback from our volunteers is vital if we are to retain their help and improve our service to patients. We are introducing a Volunteer Advisory Group to support the work of Volunteer Services, and to retain and attract volunteers now and into the future. The group will consist of

existing volunteers, each representing a cohort of volunteers based on location, role, gender, ethnicity, occupation (students, working, retired), and so forth.

Our volunteers can also give feedback via our new drop-in sessions in Newtown, Porirua and Kapiti. These sessions give volunteers the opportunity to have a one-on-one chat to a member of the Volunteer Services team about anything they would like to share.

An exit survey for volunteers has been developed to help us discover why people leave their volunteering roles. The information gathered will help the organisation identify what can be done to retain more volunteers, especially in areas where turnover is higher than others.

One of our ongoing goals is to have a diverse volunteer workforce that reflects the communities we work with. In recent months, it has been pleasing to see a rise in the number of young people volunteering for the Inpatient Unit meal service and the Education team. Having more young people is also important because they can replace older volunteers as they retire.



Two of our loyal Kapiti volunteers who organised the High Tea with Jo Seagar, Shirley Hertnon (left) and Lynne Shepherd.

Financial reporting

The year to June 2017 for Mary Potter Hospice finished with an operating deficit of \$218,215 before allowing for a gain on revaluation of investments of \$55,616, giving a total comprehensive deficit for the year of \$162,600. This compares with the previous financial year's operating deficit of \$3,009 before allowing for a loss on revaluation of investments of \$79,468.

While some extra DHB contract funding for 'new services' was received during the 2016-17 financial year, additional expenditure was required in the development of new income streams in order to ensure the long-term sustainability of the Hospice services. Overhead costs remained fairly stable while costs associated with new fundraising

projects have impacted on Administration and Fundraising costs.

Income

This year we received additional DHB contract Innovations funding of \$403,083. The additional Innovations funding has assisted us with the process of extending our community based services, a key aspect to our Strategic Plan.

With an expected increase in demand for Hospice services into the future, the Trustees have looked for other income streams to ensure our long-term financial sustainability. Council have now granted resource consent for the development of a 39-unit residential apartment complex to be built

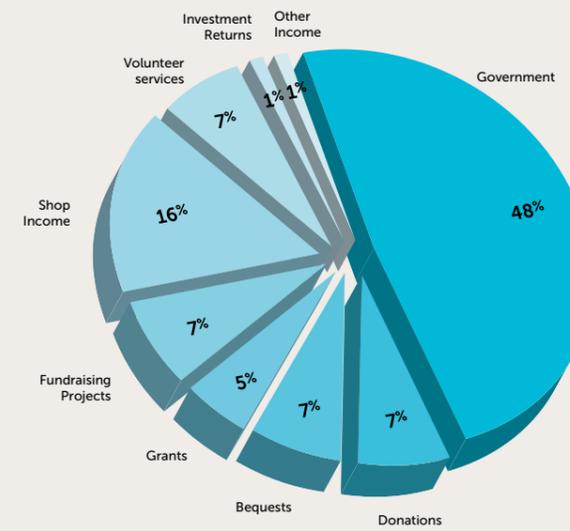
Financial performance

Mary Potter Hospice Operations

For the year ended 30 June 2017

	YE 30/06/17 (\$000) 12 months	YE 30/06/16 (\$000) 12 months
OPERATIONS		
Income		
Government	6,076	5,672
Other	314	536
Total Operational Income	6,390	6,208
Expenditure		
Wages and Salaries	7,105	6,851
Overheads	1,455	1,419
Administration	1,239	1,134
Total Operational Expenditure	9,799	9,405
Operational Deficit to be met by Funds Raised	(3,409)	(3,196)
FUNDS RAISED		
Income		
Fundraising Income	3,315	3,104
Volunteer Services	866	936
Retail Income	2,054	2,039
Total Funds Raised	6,235	6,079
Expenditure		
Fundraising Expenses	1,026	819
Volunteer Services	866	936
Retail Expenses	1,152	1,130
Total Funds Raised Expenditure	3,044	2,885
Net Funds Raised Contribution	3,191	3,193
Net surplus/(deficit) for the year		
	(218)	(3)
Gain/(Loss) on revaluation of investments	56	(79)
Total Comprehensive Income/(Deficit) for the Year	(163)	(82)

Where the money comes from...



behind the Newtown base. Generous donors are helping with the equity required to ensure this project can go ahead.

In addition, the Hospice fundraising team have implemented a new regular giving strategy called 'Starlight Circle'. This involves face to face conversations with the public seeking a commitment to become a regular donors. This fundraising programme initially requires significant investment with returns being expected to impact over the next 2 – 3 years.

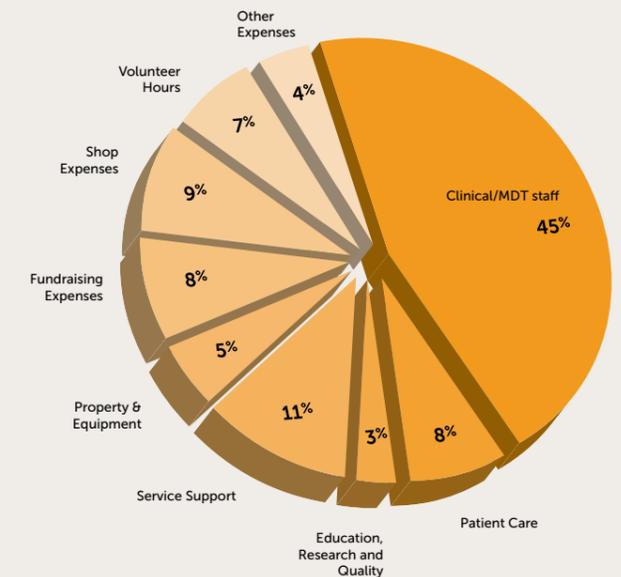
Fundraising income increased by 7% this year. We are extremely grateful to the generosity of individuals who left us a bequest. We acknowledge the ongoing committed support from donors and sponsors, businesses, groups and individuals, across all communities of Wellington. Thank you.

Expenditure

Administration costs increased by 9% from the previous year and salaries and wages costs also increased by 4% from the previous year. Staffing increases including new positions and extended part time hours were required for the expansion of our community-based services teams.

Overall direct patient care/clinical staff expenditure was 53% of total expenditure which is

Where the money goes...



consistent with last year. This includes the multi-disciplinary team, our expanding community services and the Inpatient Unit that operates every day and night of the year.

New retail initiatives including the expansion of online sales (Trademe) have required additional staff and infrastructure expenditure. Successful results have already been achieved in this area.

Our audited Mary Potter Hospice Financial Statements for 2016-17 includes the Forever Foundation results as part of the Consolidated Mary Potter Hospice Group. The Forever Foundation is a separate capital endowment fund. The Forever Foundation has continued to provide an annual grant towards the Hospice operational costs.

Auditor

The auditors signed off the Financial Statement in September 2017, with an unmodified audit opinion.

This summary of financial performance has been extracted from the audited financial reports of the Mary Potter Hospice Foundation. Full reports are available upon request from:

Mary Potter Hospice
PO Box 7442, Wellington South 6242
mph@marypotter.org.nz

Hospice supporters

The support we receive from our community is absolutely crucial as it allows us to keep our services free.

We are grateful to everyone who helps us, in whatever way they can, to achieve the highest quality service possible for people in our care throughout the Wellington region.

Every donation we receive is treasured and is used wisely and respectfully to provide the very best patient care. Thank you to everyone - individuals, families, friends, groups, workplaces and so many more - who donated in the financial year 1 July 2016 - 30 June 2017.

We are pleased to acknowledge the generous support of the following businesses, trusts and organisations.



Thanks to the Good in the Hood programme, the Hospice received \$1437 in donations from customers at the Z Station in Newtown

OTHER CONTRIBUTORS

Adshel; ANZ Staff Foundation; BNI - Accelerate; BNI - Business Abundance; BNI - Capital City; BNI - Harbour City; BNI - North City; BNI - Positively Wellington; BNI - The Brunch Bunch; Bowen Trust Board; Brentwood Hotel; Brian Whiteacre Trust; Craigs Investment Partners; Cyprus Community of Wellington & NZ Inc; Darroch Ltd; Delaware North - Wellington Airport; Dilmah New Zealand Ltd; Dorothy L Newman Charitable Trust; EFTPOS New Zealand Ltd; Elite Services; EM Pharazyn Charitable Trust; Entertainment Publications Ltd; Fabric-a-Brac; FH Muter Charitable Trust; First Sovereign Trust Ltd; Four Winds Foundation Ltd; Freedom Link Trust; Go Media; Goodman Contractors Ltd; Gra Go Deo Family Trust; Graeme Eskrigge Charitable Trust; Johnsonville Club Inc; KPMG; L'affare; Lions Club of Eastern Suburbs; Lions Club of Kapiti; Lions Club of Wellington North; Lodge Tawera-O-Kapiti 253; Luvly; M2PP Alliance; Mafutaga Faifeau Samoa Ueligitone Tutotonu - Fellowship of Samoan Ministers in Wellington; McKone Consultancy; MediaWorks Radio Wellington; MetService; Mills Albert; Mojo Coffee; Mokoia Masonic Perpetual Trust; Moore Wilson & Co Ltd; participating New World Supermarkets; Paddy Brow Charitable Trust; Pak'nSave Kapiti, Kilbirnie & Porirua; Paper Plus North City; Pelorus Trust; Phantom Billstickers; PricewaterhouseCoopers Foundation (Wellington Office); QMS Media NZ; Raumatia Beach School; Richard & Doreen Evans Charitable Trust; Riding for Hospice; Robert & Kathleen Lyon Charitable Trust; Ron Long Charitable Trust; Simply Security; Society of Mary; Splash North Island Spearfishing Championships; Summerset at Aotea Residents; T&R Interior Systems Ltd; The Antique Fair Charitable Trust; The Great New Zealand Fundraising Tractor Trek; The Mary Stephen Vella Trust; The Nick Lingard Foundation; The Trusts Community Foundation; Turnat Construction; Village Accommodation Group; Wellington Children's Foundation Inc; Wellington City Council; Wellington Indian Sports Club; Wellington International Airport Ltd; Wellington Suburban Newspapers; Z Energy Constable Street; Z Energy Head Office.

We would also like to acknowledge Nikau Foundation which facilitated a \$15,000 pass-through grant for the Mary Potter Hospice Forever Foundation. Received with grateful thanks.

PLATINUM

Mary Potter Hospice Forever Foundation.

GOLD

Chapman Tripp; Ian Crabtree Trust; The Farmers' Trading Company Ltd - Farmers Stores Wellington Region (Kilbirnie, Lambton Quay, Paraparaumu and Porirua).

SILVER

Capiche Creative; Jack Jeffs Charitable Trust; NZ Community Trust; NZ Lottery Grants Board; Pub Charity; Ray Watts Charitable Trust; TG Macarthy Trust; The Lion Foundation; Trust House Foundation (Porirua Community Trust).

BRONZE

Archaus Architects; Infinity Foundation Ltd; Irene Baker Foy Charitable Trust; Jennie Burns Trust; NZME; Resene Paints; The Dominion Post/Fairfax Media; The Newton Family Trust; WN Pharazyn Trust.



Our namesake
The Venerable Mary Potter

Mary Potter Hospice

Inpatient and Community Services - Wellington

48-52 Mein Street
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F: 04 389 5035
E: mph@marypotter.org.nz

Community Hospice - Porirua

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Porirua 5240

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F: 04 237 0864
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Community Hospice - Kapiti

36 Warrimoo Street
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Paraparaumu 5254

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F: 04 298 3970
E: Kapiti@marypotter.org.nz

Donations Administration

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PO Box 7442
Newtown
Wellington 6242

P: 0800 MARYPOTTER 627 976
F: 04 389 8706
E: donations@marypotter.org.nz

Mary Potter Hospice shops head office/warehouse (for collections)

1B Prosser Street, Porirua
P: 04 237 2300

8am-4pm Mon-Fri
9am-2pm Sat

Mary Potter Hospice shops

Miramar

136 Park Road (opposite California Garden Centre)
P: 04 380 7057

10am-4pm Mon-Sat
11am-2pm Sun (Nov-Mar only)

Kilbirnie

Shop 5 Kilbirnie Plaza (behind Baycourt Pharmacy)
P: 04 387 1705

10am-4pm Mon-Fri
10am-2pm Sat

Karori

282 Karori Road (next to BP)
P: 04 476 0381

10am-4pm Mon-Fri
10am-2pm Sat

Thorndon

95 Thorndon Quay
P: 04 472 5819

10am-4pm Mon-Fri
10am-2pm Sat

Tawa

197 Main Road
P: 04 232 7798

10am-4pm Mon-Fri
10am-2pm Sat

Porirua

1B Prosser Street (opposite Downtown Self Storage)
P: 04 237 2313

9am-4pm Mon-Fri
9am-2pm Sat

Paraparaumu

Cnr Main Highway and Kapiti Road (next to Mobil)
P: 04 298 5700

10am-4pm Mon-Fri
10am-2pm Sat

Newlands

Newlands Shopping Centre (opposite Newlands New World)
P: 04 477 4115

10am-4pm Mon-Fri
10am-2pm Sat



Mary Potter
Hospice
With You