



Hospice
Memorial Wall 
Est. 2020

Whare Manaaki

Living Every Moment



hospice

mid-northland

Whare Manaaki Te Tai Tokerau

Annual Report 2025

Photo credit: Bruce Hunt

OUR PURPOSE

To advocate for, support and deliver sustainable community-based specialist palliative care 24 hours a day, 7 days a week, to patients living in the mid-north.

Our area covers from Taupō Bay in the north to Hukerenui in the south and coast to coast in between, serving a population of over 43,000 people.

Our clinical team provides care and support to patients and their family/whānau in their own home at this most vulnerable time. There is no charge for these services.

OUR VISION

To be the leading specialist in Palliative Care across the Mid North of Te Tai Tokerau, where our care is both visible and highly valued. We are committed to delivering care through a collaborative approach, ensuring the highest quality support for patients and their whānau

OUR VALUES

- **People First** - Tuatahi te mea nui he tangata
- **Go the extra mile** - kia anga-mua I nga wa katoa
- **We are as one** - He iwi kotahi a tatou katoa
- **Always educating** - ko tatou rite te iwi kotahi
- **Celebrate life with dignity and respect** - Whawhai tia te mate, kia rangatiratia tonu tou to.

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CHIEF EXECUTIVE AND BOARD CHAIR'S REPORT



Cristina Ross
Chief Executive



Yvonne Sharp
Board Chair

“**98%** of respondents rated their experience with us as very good or excellent.”

Financial Environment

The organisation continues to operate in a challenging financial environment. Less than 40% of income is currently derived from Te Whatu Ora (Health NZ), and this limited government funding, combined with a downturn in public spending and rising operational costs, continues to place pressure on financial sustainability.

Patient Demand and Service Intensity

Patient needs remained consistently high throughout the year, with active patient numbers often exceeding 100. Many of our patients required complex, ongoing clinical care, increasing service intensity and resource requirements. Despite these pressures, the organisation maintained a strong focus on patient safety, quality, and continuity of care. Our most recent bereavement survey showed that 98% of respondents rated their experience with us as very good or excellent.

Governance and Quality Oversight

Significant progress was made in governance and quality systems. A biannual plan (2025–26) has helped keep the organisation on track, alongside the completion of revised emergency management plans, a comprehensive risk register, and updated quality and health and safety plans. The introduction of internal clinical tracer audits has further strengthened oversight by helping to pinpoint areas where improvement is needed.

Service Innovation and Clinical Strengthening

To strengthen service delivery and workforce sustainability, several initiatives were implemented. These included the introduction of a twilight nursing shift, revised after-hours medication protocols, and continued coordinated after-hours ambulance plans in partnership with St John. Clinical efficiency was further enhanced through the introduction of AI-assisted clinical documentation tool.

We strengthened relationships with Kawakawa Hospital to support safe discharge planning. Microsoft Teams was introduced to improve internal collaboration, and Power BI was used to develop a clinical dashboard, improving visibility and supporting operational efficiencies. The organisation also employed its first Nurse Practitioner and has secured increased medical specialist input, with weekly specialist visits commencing in February 2026.

Volunteers and Community Contribution

Volunteer engagement increased during the year, supported by the establishment of a Volunteer Council. Volunteers in our retail and processing centre continue to play a **vital** role in maintaining the organisation's financial viability, contributing remarkable hours of effort. Improvements to our grounds and gardens have been widely noted, with volunteers generously giving their time and skills to transform these spaces for the benefit of all. We celebrated our valued volunteer community with a Christmas garden party, with food, entertainment, and event set-up all provided by staff as a special way to say thank you.

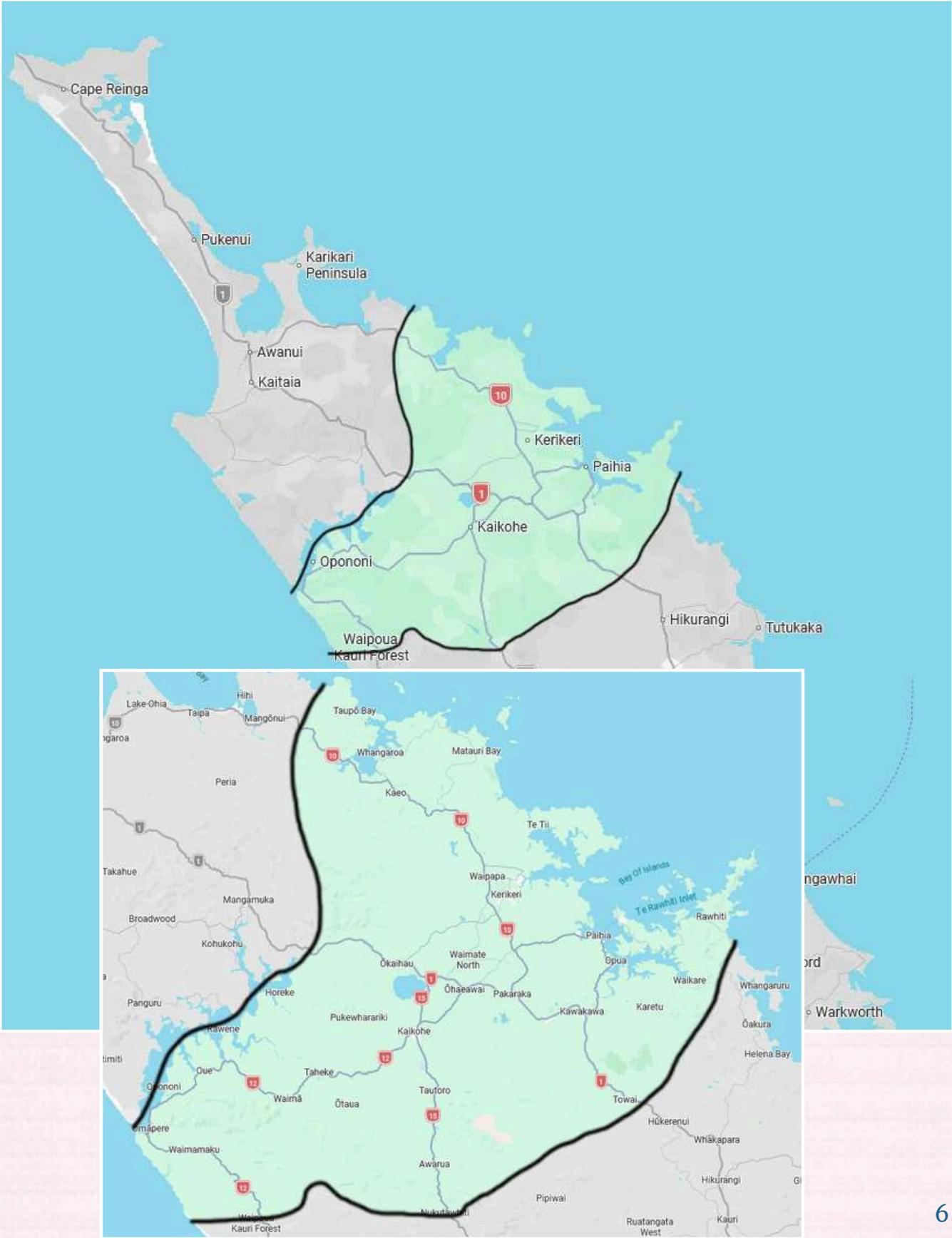
Fundraising and Income Diversification

To support financial sustainability, the organisation focused on diversifying income and improving operational efficiency. This included retail shop redesigns, a renewed focus on arts and collectables sales, expanded furniture sales, cost-saving recycling initiatives, increased visibility via social media and successful community fundraising activities, including the Mitre 10 Helping Hands Project, Battle of the Ballroom, Blu Heelers fishing competition, Golf tournament and a family carnival held in the hospice grounds.

Despite ongoing financial pressures, the organisation remains committed to delivering high-quality, person-centred specialist palliative care and continues to demonstrate responsible stewardship of resources in service to patients and whānau.

OUR REGION

Our area covers from Taupō Bay in the north to Hukerenui in the south and coast to coast in between serving a population of over 43,000 people.



OUR CLINICAL TEAM



2025 has been a year of growth and positive change for our service, focused on improving support for patients and whānau while navigating ongoing pressures in the wider health system and our finite resource as a partially funded service.

A key milestone was the introduction of a Nurse Practitioner role, with highly experienced primary care clinician Kathy Menary joining the team. This role has strengthened our ability to care for people with complex health conditions like heart failure and chronic obstructive pulmonary disease, many of whom also have cancer or are dying of a non-cancer disease.

Our nursing team continues to practise at a high level, demonstrating flexibility and adaptability to meet the changing needs of patients and the wider health system. In 2025 we undertook extensive preparation, further building upon strong after-hours management skills, which allowed us to transition away from overnight visiting. This change was supported by the introduction of a twilight nursing shift, and availability and use of different types of medication.

Our Patient and Whānau Support Team continued to grow its impact through direct patient and whānau connection, life stories, volunteer companions, bereavement groups and education. The introduction of a trial Health Improvement Practitioner role to provide short, focused support for emotional and wellbeing needs, was also a useful adjunct to the traditional ongoing input of Hospice psychosocial support.

We are proud of the professional achievements within our team, with Pip Field and Stella Rihari both completing their Master's degrees enhancing clinical expertise leadership and cultural knowledge. Patient and Whānau Support Team Leader, Monica Donnelly, has additionally completed her Post Graduate Cert in Palliative Care.

Looking ahead to 2026, upon completion of refurbishment of Te Rangimārie Cottage, we plan to introduce regular in-person clinics for patients able to attend safely and to expand group programmes to include both patients and carers again. We also aim to extend the Link Nurse Programme into primary care, continuing to build connections, develop skills across our team, and support compassionate, high-quality specialist palliative care for a greater number. We will also see an increase to in-person specialist medical support, improving timely access to medical review for patients with complex needs.

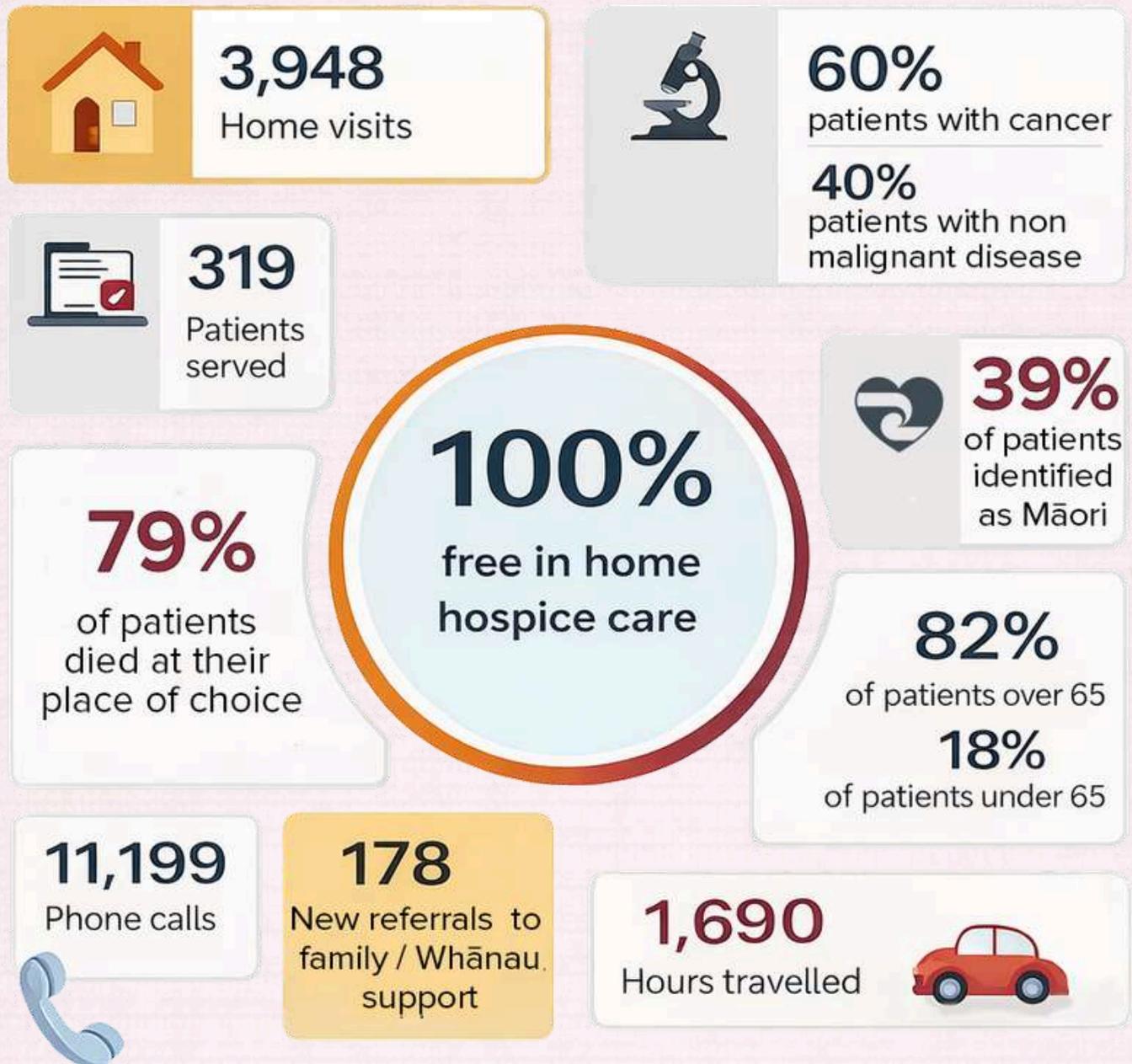
Our clinical team look forward to continuing to grow and connect locally and as one of four Hospices of Northland. Central to this is the community itself, a backbone of a palliative care provision in the Mid North.



One of many quilts donated to us

The Kerikeri Quilters raised funds at their exhibition late last year and generously donated \$1,500 to us. They also regularly donate beautiful handmade quilts, which we are privileged to share with our patients and their families. We are incredibly grateful for their kindness and ongoing support.

2025 PATIENT IMPACT AT A GLANCE



Tiakina Te Kaitiaki - Caring for Carers

Facilitated by Jane Aoina, the Tiakina Te Kaitiaki (Caring for Carers) service supports informal carers of people with life-limiting conditions. The programme connects carers with practical support, resources and networks to strengthen wellbeing and help them continue their vital role caring for whānau.

HOW WELL ARE WE DOING

We receive and greatly appreciate feedback in many formats. Formally we undertake patient and bereavement surveys.

Patient surveys

Patients receive an annual postal survey. Our exclusion criteria are patients new to service (less than 6 weeks) and those receiving end of life care.

97%

Satisfaction Rate

The overall feedback from patients was overwhelmingly positive.

“Hospice services have been amazing for us as a whānau, support and advice offered is greatly appreciated. All staff we have dealt with have been awesome. Thanks heaps and keep up the great work.”

“Hard to improve on perfection. We would not survive without you all, we are so privileged to be under your care.”

“Government needs more funding for hospice; is great end of life care service we can't afford the loss. Pick up your act government!”

In preparation for the introduction of video conference an additional question was added in 2025, seeking feedback on how people felt about the possibility of Hospice introducing video calling.

YES

50%

NO

22%

UNSURE

28%

This supports the intent to introduce this as an option in 2026.

Responders

Patients completed 58% of all replies, whānau 38% with 6% unknown.

Ethnicity

Surveyed - Māori were 39% and non-Māori 61% of patients surveyed

Response Rate

Māori 17%

non-Māori 75%.

The reduced response from Māori may reflect a non-preference for postal surveying.

Some of the comments relating to video conferencing:

YES

“I have no problem with video calling”

“No issues, saves driving around”

Unsure/No

“Not sure, technology sometimes has me baffled”

“Too old for technology”

“Prefer face to face”

Bereavement Survey

Our bereavement surveys are rolling surveys conducted at 6 months with families/whānau/carers who had loved ones in hospice care. Again, feedback was overwhelmingly positive.

98%

Satisfaction Rate

Overall satisfaction rate of 98% from families/whānau is on par with previous surveys.

90% responded yes to the question ‘if this service was needed would you recommend our service to friends and whānau’ (the remaining 10% was left blank).

96% felt the timing of referral was appropriate.

92% of carers felt that they “as carers were supported” (with the remaining 8% blank).

Those blank responses could be due to a variety of factors like respondents choosing not to answer certain questions or potentially issues with the survey process.

A flavour of the sentiments expressed:

“Liked the way hospice was introduced – quality of life”

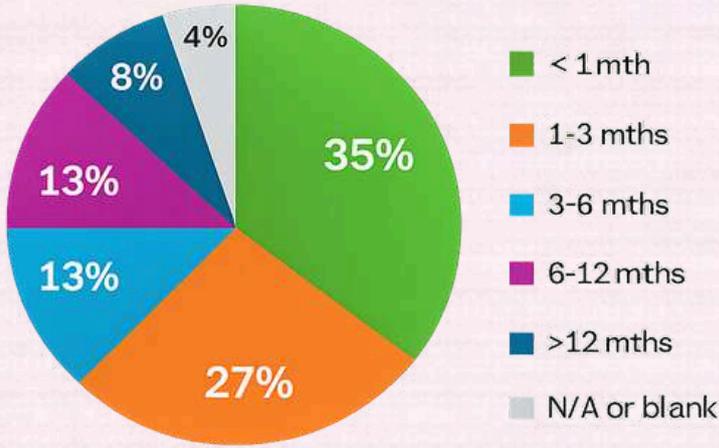
“Was surprised that she could get the service, thought it was only for cancer patients.”

“Hospice was awesome from start to finish, and she finds the monthly phone calls healing for her.”

“Including me while also saying ‘how about this’. Felt validated.”

Duration of Hospice Care

Of those surveyed over half (62%) of our patients were in hospice care for less than 3 months with a third of those (35%) less than 1 month which indicates the service was provided for more short-term intensive care. Ideally hospice care could and should be included much earlier.



Our Family Support team continue care for up to 12 months post bereavement.

Place of care and place of death

92%
were cared for in the preferred place

79%
died at their place of choice.

We asked how you would feel

A one-off question was incorporated into the bereavement surveys to specifically elicit carers/whānau opinions about having hospice vehicles branded with a hospice logo and sponsorship.

SUPPORT **AGAINST**
87% **13%**

This supports our intent to have branding on some of the fleet vehicles in 2026.

OUR TRAINING AND EDUCATION

In addition to direct patient care, the team contributed to community education and workforce development across an array of primary health providers.

Our aim remains to continue to provide specialist palliative care education opportunities for the primary health care sector across the region and through that build their knowledge and expertise that improves care for all in our communities.

2025 saw an increase in demand and engagement for specialist palliative care education across our region. We reached 15 different organizations with a total of 291 participants receiving education.

Some of the highlights include:

- The adapted Fundamentals of Palliative Care was again delivered to St John, was also extended to Health Coaches across Te Tai Tokerau,
- Introduction of a link program supporting registered staff in Aged Care Facilities,
- Focused education for Alzheimer’s and Parkinson’s groups,
- Two study days- one held at Bay of Islands Hospital and the second at Hokianga Health.

2025 Education Impact



VOLUNTEER CONTRIBUTION



Photos taken at the Hospice Mid-Northland Volunteer Christmas Party.

The volunteers in our processing centre and retail operations are exceptional. The organisation simply could not function at its current level without them.

They sort, clean, shift and lift, repair, box, label, prepare and sell every donated item that comes through our doors. They handle challenging and repetitive work with care, consistency, and pride. The productivity, reliability, and work ethic they bring to their roles is exceptional.

Our volunteers show up day after day out of genuine aroha for their community and Hospice. Their contribution underpins everything else we do, from retail income to event fundraising and service delivery.

The same applies to event volunteers. Large-scale events such as Battle of the Ballroom, the Golf Tournament, and the Community Carnival simply would not be possible without volunteers giving their time, skills, and energy.

Their hours, effort, and commitment are what make Hospice Mid-Northland's fundraising success and community impact possible and sustainable.

25,879
Volunteer Hours

Our volunteers generously contributed 25,879 hours of their time this year, supporting Hospice Mid-Northland's services, events, and retail operations across the community



18.72 Tonnes

Textiles diverted from landfill every year through our CBEC sustainability partnership.



31 Tonnes

Clothing donations sorted, processed and rehomed through Hospice shops each year.



416 Packets

Biscuits consumed by volunteers every year. Fuel for the mahi.



4 Shops

Kerikeri Kawakawa Furniture Shop
Kōwhai Curiosity Shop
Serving the Mid-North community.



8,736 Hours

Combined shop opening hours every year.
Powered almost entirely by volunteers.



Reducing Textile Waste

Unsellable textiles are shredded and repurposed into insulation and mattress materials.

VOLUNTEER COUNCIL

The Volunteer Council was an initiative introduced by the Chief Executive, who recognised the importance of ensuring that our largest workforce – our volunteers – have a voice within the organisation.

The Council meets monthly with the Chief Executive to discuss ideas, raise concerns, and review matters affecting volunteers. Minutes are taken at each meeting and shared accordingly.

To date, the group is working well and is already making a positive difference to the organisation.

The Volunteer Council includes:

Christina Knox

Elizabeth Wakeford

Olive Shepherd

Sue Grant

Tracy Wakeford

Annie Keith

Rachel Robinson

Jeremy Wakeford

Bryan Souster

Peter Knight

Merlin Curreen

RETAIL REPORT

This year, our four Hospice shops have embraced significant character-building changes to keep pace with the evolving economic landscape of our community. Each shop has taken meaningful steps to strengthen its identity, improve customer experience, and increase revenue to support our free Hospice services.



Kōwhai Corner Curiosity Shop

A New Identity and a New Audience

Our newly reimagined Kowhai Curiosity Shop has emerged as a destination for collectors, antique hunters, and lovers of the unusual. It attracts tourists and local shoppers alike. The shop is now generating double the revenue compared to this time last year. Operated primarily by a dedicated volunteer team, it has become a standout example of creativity, community engagement, and financial growth.



The Hospice Hub

Streamlined, Efficient, and Under One Roof

Kowhai Curiosity Shop now sits within the enhanced Hospice Hub, alongside the Processing Centre and the Furniture Shop. This centralised layout has transformed workflow: donations move quickly from processing to the shop floor, ensuring items reach customers faster and generate the income needed to keep our services free for the community.



Processing Centre

Innovation and Environmental Responsibility

This year, the Processing Centre launched an exciting new partnership with CBEC, ensuring all unsellable textiles are shredded and repurposed into insulation for Healthy Homes New Zealand and materials used in mattress manufacturing. These mattresses may become part of our retail offering. Our volunteers have worked tirelessly to reduce waste, protect the environment, and give new life to items that would otherwise incur disposal costs — a meaningful contribution to both sustainability and financial stewardship.

RETAIL REPORT



Kerikeri Shop

Our Highest Performer

Our Kerikeri shop remains our strongest income source. Recent cosmetic upgrades — including new shelving, signage, layout improvements, and a fresh coat of paint — have lifted the energy of the store. These changes have not only improved customer flow and presentation but have also helped attract new volunteers.



Kawakawa Shop

A Rural Success Story

Primarily volunteer run, the Kawakawa shop continues to provide an essential service to our rural customers and donors. The dedicated team has doubled their income compared to this time last year, while maintaining a well stocked, well-presented store that reflects pride and community spirit.



Furniture Shop

Growth Through Space and Presentation

The Furniture Shop, now operating from an improved and more spacious location. Plans are underway to create a bright, welcoming foyer showcasing local art, pottery, quilts, and handmade crafts, further strengthening its role as both a retail space and a community hub.



Behind the Scenes

Donated items are sorted checked and prepared for sale at our Processing Centre by volunteers.



More Than Just Shops

Hospice shops raise vital funds while giving quality goods a second life in the community.



Community Donations at Work

Every donation helps fund free specialist palliative care-across Mid-Northland.

Events & Fundraising Summary



Hospice Golf Tournament 2025

Raised approximately \$20,000.

A highly successful day focused on community support, relationship building, and increasing awareness of Hospice services. Strong sponsor and participant engagement.



Community Carnival

Raised approximately \$3,000.

While fundraising was modest, the primary objective was community engagement and awareness. The event was family-friendly, accessible, and provided an opportunity to give back to the community while also moving older retail stock.



Arts and Collectables
Hospice Mid-Northland 2025



Art Auction

Raised approximately \$10,000.

A strong event that helped lift the public profile of the Kerikeri Hospice shop and highlighted the value of donated goods and local artistic support.

Events & Fundraising Summary



Battle of the Ballroom

Raised approximately \$100,000.

An outstanding result and Hospice Mid-Northland's largest fundraising event. It delivered exceptional community engagement and awareness. It was also a major undertaking, requiring significant time, coordination, and many hands. A huge collective effort from staff, dancers, sponsors, and especially volunteers.



Hospice Awareness Week

The photo competition was particularly successful in engaging the community and increasing awareness of Hospice services in a positive and accessible way.



Blu Heelers Fishing Competition

Raised approximately \$23,000.

A community-driven event with strong local support, reinforcing Hospice's connection to the wider region while raising meaningful funds.



FARMING FOR HOSPICE

Since 2011, farmers have supported Hospice through our Farming for Hospice programme by grazing livestock alongside their own stock. Proceeds from the sale help fund free specialist palliative care. This year the farming community contributed an additional \$53,000, coordinated by Bill King, with transport support from Okaihau Transport. We are deeply grateful for their continued support.



GOOD BITCHES BAKING



good bitches
BAKING

Last year, the Far North Kerikeri chapter of Good Bitches Baking approached Hospice Mid-Northland offering to deliver home-baked treats for our patients and their families. Made with aroha by volunteers, these sweet treats bring small moments of comfort and joy during difficult times.

We are incredibly grateful for this thoughtful and generous support.

COMMUNITY AND BUSINESS SUPPORT

Hospice Mid-Northland is grateful to the many local businesses, organisations and individuals who support our work. There are simply too many to name, but every contribution helps keep specialist palliative care free for our community. Thank you for your support.

100+
Businesses

More than 100 businesses supported Hospice Mid-Northland this year through sponsorship, donations, prizes and services. We are incredibly grateful for their ongoing support.

HOSPICE GARDEN REVAMP PROJECT

This year, Leigh Rockell established a Weekend Working Bee group to focus on the front of the property – the public face of Hospice Mid-Northland. With additional volunteers, lead by Rachel Robinson, support from management, and generous material donations, the wider grounds began a significant transformation.

Overgrown beds, unmanaged flaxes, large weeds, garden waste, and worn fencing have been replaced. The result is a space that once again feels welcoming to patients, families, staff, volunteers, donors and visitors.

Materials and plant donations were generously provided by local businesses and supporters including Waipapa Landscape Supplies, Mt Pokaka Timber Products Ltd, Plantzone Direct Garden Centre, Kerikeri Plant Production, Ruru Tiny Homes, and individual donors.

The Wednesday Gardeners and Weekend Working Bees continue into 2026, ensuring the Hospice grounds remain a welcoming and cared-for environment for our community.



 <p>20 Volunteers Community gardeners involved</p>	 <p>540+ Hours Weekend working bees</p>	 <p>50 Days Hands-on garden work</p>	 <p>547+ Donated Plants +125 reused plants</p>	 <p>21m³ Post Peelings Donated for landscape use.</p>	 <p>60m³ Waste Removed Garden waste cleared</p>
 <p>87 Metres New edging timber donated and painted</p>	 <p>100+ Litres Paint used 7 hours of water-blasting completed.</p>	 <p>5m³ Mulch Dark bark mulch donated and moved</p>	 <p>Built almost entirely by volunteers, the garden revamp has transformed the hospice grounds into a welcoming space for patients, whānau and visitors.</p>		

OUR FINANCIALS

Consolidated Statement of Financial Performance

Hospice Mid-Northland
For the year ended 31 December 2025

	NOTES	2025	2024
Revenue			
Donations, koha, bequests, and other general fundraising activities	1	472,674	279,990
General grants	1	-	9,450
Capital grants and donations	1	-	870
Government service delivery grants/contracts	1	1,229,783	1,179,271
Membership fees and subscriptions	1	239	268
Revenue from commercial activities	1	1,116,492	1,157,895
Interest, dividends, and other investment revenue	1	167,376	213,218
Other revenue	1	5,514	4,957
Total Revenue		2,992,078	2,845,918
Expenses			
Expenses related to fundraising	2	96,111	24,917
Employee remuneration and other related expenses	2	2,215,875	2,128,004
Volunteer related expenses	2	5,537	4,268
Expenses related to commercial activities	2	182,664	159,214
Other expenses related to service delivery	2	155,136	170,005
Other expenses	2	363,524	354,297
Total Expenses		3,018,848	2,840,704
Surplus/(Deficit) for the Year		(26,770)	5,214

OUR FINANCIALS

Consolidated Statement of Financial Position

Hospice Mid-Northland
As at 31 December 2025

	NOTES	31 DEC 2025	31 DEC 2024
Assets			
Current Assets			
Cash and short-term deposits	3	258,745	147,284
Debtors and prepayments	3	151,787	195,870
Inventory	3	63,573	46,757
Total Current Assets		474,104	389,911
Non-Current Assets			
Property, plant and equipment	4	2,440,652	2,480,761
Investments	5	3,695,673	3,743,403
Total Non-Current Assets		6,136,325	6,224,164
Total Assets		6,610,429	6,614,075
Liabilities			
Current Liabilities			
Creditors and accrued expenses	6	96,668	95,180
Employee costs payable	6	246,235	235,457
Other current liabilities	6	-	28,497
Total Current Liabilities		342,903	359,134
Total Liabilities		342,903	359,134
Total Assets less Total Liabilities (Net Assets)		6,267,526	6,254,941
Accumulated Funds			
Accumulated surpluses	7	5,381,388	5,408,158
Discretionary reserves	7	97,947	97,947
Investment revaluation reserves	7	788,191	748,836
Total Accumulated Funds		6,267,526	6,254,941

This statement should be read in conjunction with the Consolidated Statement of Accounting Policies, Notes to the Consolidated Performance Report and Independent Auditor's Report.

Living Every Moment



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mid-northland

Whare Manaaki Te Tai Tokerau

Absent from the cover photo:

Andrea Youngs

Anita Gerrard

Dan Boye

Felicity Wooding

Rita Lawlor

Gareth Russell

Hannah Ledingham

Josie Apiata

Josh Crowley

Francis Tangira

Kelly Hamilton

Lisa Puru

Pip Field

Tracy Fraser