



# STANDING TOGETHER FOR THE FUTURE OF HOSPICE CARE

Impact Report 24-25



# Whanonga pono Our values

are woven into everything we say and do



Aroha  
Compassionate



Tautikanga  
Professional



Mō Te Katoa  
Inclusive

## vision

To quadruple the number of people positively impacted by our services by 2036

## mission

To empower a community where people live well, grieve with hope and die with dignity



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“Hospice cared for my grandmother with such **compassion**. Even now, years later, I’m moved to tears remembering how they preserved her dignity - it meant the world to our family.”


Jodie, supporter

Click on the number to go to that page



For every **\$1** the government invests in hospice  
at least **\$1.59** is returned in impact

Hospices save the health system around **\$110M** per year



**“Hospice care has never been more essential.”**

Amanda Fowler, Harbour Hospice Chief Executive

**TĒNĀ KOUTOU KATOĀ** This past year has been one of listening, learning and laying the groundwork for the future of Harbour Hospice. As we’ve settled into new leadership and renewed partnerships, our focus has been clear: to strengthen hospice care for the people who need it today and to sustain it for generations to come.

Across Aotearoa, the health system is under immense pressure. Demand for palliative and end-of-life care is rising rapidly as our population ages, with more people living longer with complex, chronic conditions. In our own region, this growth is already being felt and within a decade the number of people dying who will need hospice support is expected to increase significantly. Against this backdrop, hospice care has never been more essential.

In March 2025, a groundbreaking report confirmed what we see every day: hospice care provides profound value. For every dollar the Government invests in hospice, at least \$1.59 is returned in impact, saving the health system around \$110 million per year. That value is felt in reduced hospital costs, fewer emergency visits, and better outcomes for patients, their family and whānau.

Over the past 12 months, Harbour Hospice cared for 1,434 people - a five percent increase on the previous year. Each one represents a story of dignity, compassion and expert care, delivered in the setting that best meets their needs. Whether through the specialist expertise of our Inpatient Units, the comfort and connection of care in people’s homes, or the ripple effect created by training others across the health sector, hospice care continues to fill a vital role in the wider health system.

We are also adapting for the future. Government funding meets just under half of our operational costs, so achieving financial sustainability remains a key priority. That means taking a disciplined look at both sides of the ledger, containing costs where we can, and developing diverse, enduring income streams that strengthen our independence.





**“Our community’s generosity remains our greatest strength.”**

At the same time, we are redesigning our model of care to ensure it remains fit for purpose as our community’s needs evolve. This work is about anticipating the future, making sure hospice care is accessible, equitable and sustainable as demand grows.

Guided by our Māori Palliative Care Strategy and supported by Mahinga Ngātahi, our Kaiārahi and Kaumātua, we continue to embed cultural safety and partnership into all aspects of care, ensuring services reflect te ao Māori, uphold tikanga and reduce inequities in access.

What you’ll see in the pages ahead is the tangible impact of that work; how hospice care keeps people out of hospital and closer to home, how we’re building capability across the sector, and how our partnerships are shaping care that is both compassionate and effective.

Through it all, our community’s generosity remains our greatest strength. To our donors, volunteers, partners and funders - thank you for standing with us. Your belief in our mahi keeps us going and enables us to provide care that is deeply human and demonstrably effective.

Together, we are ensuring hospice care remains strong, compassionate and accessible for everyone who needs it today and well into the future.

Ngā mihi nui,

*Amanda Fowler Ann Tod*



Left - Ann Tod, Board Chair  
Right - Amanda Fowler, Harbour Hospice Chief Executive



# HOME away from home

Because of your generosity, our Inpatient Units are a place where tūroro/patients, family and whānau feel safe, supported and truly at home.



**For some patients, the best possible care means coming into one of our two Inpatient Units (IPU). From the moment they arrive, they are met with genuine warmth and embraced as part of our whānau.**

Our IPUs provide a calm, supportive environment where complex symptoms can be managed with expert clinical care, and where families can take a breath through respite knowing their loved one is in the best hands.

They also play a vital role in supporting the wider health system, providing specialist, hospital-level care that helps prevent unnecessary emergency department and acute hospital admissions, easing pressure on already stretched hospital and general practice services.

Most patients come to us for short-term symptom management or respite care, with 45% of patients discharged home - a clear reflection of the quality and effectiveness of hospice care. Only 28% of admissions are for end-of-life care. This mix demonstrates the evolving role of hospice, supporting people to live well and maintain quality of life in their final months.

Over the past year, we've worked hard to ensure our IPUs continue to meet the rapidly evolving needs of our ageing and growing population. We've listened closely to those in our care, using their voices to guide how we improve. We also examined how our IPUs are being utilised, to make sure we're meeting the needs of our community in the right way, at the right time – now and well into the future.



**489** inpatient admissions  
15% increase  
from 23-24

**15%** rise in inpatient admissions

42% symptom management

30% respite care


28% end-of-life care

**118** day respite admissions  
34% increase  
from 23-24

**3,798** 

inpatient bed days  
4% increase from 23-24

**7** NIGHTS  
average length  
of stay

**45%**   
of patients discharged home

**3** 

dedicated family and whānau rooms to stay overnight



**15** beds across two sites



Brent and his son, Campbell

**“It felt like we were home.**

We had family all around us, including the grandkids and even the dog. We had a whānau lounge and kitchen and if you needed a break you could go for a walk in the garden or spend time in one of the quiet rooms. It wasn't just the environment, but the caring nature of everybody at hospice.

**That made it all so much easier for us.”**

DJ, family member

“I used to stand in the hallway and think, ‘a building like this, where so many lives end, could be the most macabre-feeling place ever. Heavy, dark, sad.’ But it isn't. It feels **full of love and compassion**, and the people in it, they exude that too.”

Brent, family member



“Whenever Gary went into the inpatient unit, I would feel this relief that they could just take over for a few days. Gary enjoyed his stays, too, because **he was so well looked after.**

**He thought everybody at hospice was marvellous.”**

Margaret, family member



Click the mouse to read the full stories



# CARE that comes to you

Because of your generosity, we can continue to meet people where they are, extending hospice care beyond our walls and keeping it close to home for everyone who needs it.





**Most of our tūroro/patients want to remain at home, surrounded by the people they love. Thanks to your support, our community teams make that possible.**

Every day our nurses, doctors, social workers and volunteers travel across our region to provide specialist palliative care, support and comfort to people in their own homes.

This care goes far beyond medical treatment. It's about taking the time to listen deeply, guiding families and their whānau through complex situations, and walking alongside them at every stage of the journey. Each person feels heard, supported and empowered, receiving care that is tailored to their unique needs and wishes.

Community care is also essential to the wider health system. By providing expert symptom management, medication review and psychosocial support at home, our teams help people avoid unnecessary hospital or GP visits, freeing up capacity across the healthcare network. We work closely with general practice, aged-care facilities and other providers to make sure every patient receives the right care, in the right place, at the right time.

Over the past year, 30% of our care was delivered in people's homes, reflecting a strong need for flexible, responsive and coordinated community care. Our teams made more than 33,600 face-to-face and remote interactions with patients, families and whānau, helping people remain safely at home, connected to their communities and supported with dignity.

For many, home is also where their journey ends. During 2024-25, 59% of Harbour Hospice patients died at home or in aged residential care, surrounded by familiar places and the people they love.





**76%** of patients are referred from GPs and hospitals



more than **9** at-home visits per patient (on average)

**33,600**

face-to-face & remote community interactions with tūroro/patients, family & whānau



**3,799** after-hours calls

**155 DAYS**

average length of time in our service



**59%**

of patients died at home or in aged residential care



# THE REACH OF OUR COMMUNITY TEAMS

**1434** tūroro/patients in our care

- 178** Warkworth/Wellsford
- 422** Hibiscus Coast
- 834** North Shore



WE VISIT PATIENTS WHEREVER THEY CALL HOME FROM DEVONPORT TO TE ARAI



“Hospice made our lives easier. They phoned all the time and sent their nurses round, who would suggest things that made our lives more comfortable. It was Hospice that applied for a Disabled Parking Permit for us. We hadn’t even thought of that. I don’t know whether I would have been able to cope much longer if they hadn’t stepped in. Gary never complained but people don’t realise how exhausting it is to look after a loved one.”

Margaret, family member



“I know I took good care of my husband at home, with the support of hospice.”

Patsy, family member



“We wouldn’t have had that time if not for Hospice. I think that for anyone who is facing the end of their life, all you can hope for is that they will be well cared for and respected and surrounded by love. That’s what Harbour Hospice enabled us to do.”

Hayley, family member



Hayley’s daughter and mother

Click the mouse to read the full stories

SHARING  
knowledge  
STRENGTHENING  
care

Because of your support, we're able to share our knowledge and expertise with others who care for people at the end of life - helping them feel confident, supported and ready to give the very best care.



**By working in partnership with others who provide care across our community, the impact reaches far beyond our own service. This ripple effect eases pressure on specialist services and ensures more people receive compassionate, expert care when they need it most.**

Through the Palliative Outcomes Initiative (Poi), we work alongside GPs, aged residential care (ARC) facilities and other healthcare partners to ensure that people in the final months of life receive high-quality care wherever they are. Poi provides training, coaching and practical tools to help clinicians, tūroro/patients, families and whānau create personalised plans that reflect what matters most.



At the heart of this work is the Poi Link Nurse programme, developing palliative care champions within residential care and general practice. By building close relationships with the Poi team, Link Nurses help improve communication and strengthen confidence in providing end-of-life care.

We also hold regular Poi Rounds, where ARC staff meet with our palliative care nurse specialists to discuss cases, share challenges and receive hands-on support.

Many of the tūroro/patients supported through Poi are frail, elderly and living with chronic, non-malignant conditions; people who might otherwise not receive any hospice support. By equipping their carers with specialist guidance, we're extending the reach of hospice far beyond our own walls, and helping relieve pressure on the wider primary care system.

This year, thanks to your generosity, we deepened relationships with Link Nurses, supported more teams through Poi Rounds, and expanded our reach across general practice - helping local healthcare partners meet the growing and complex needs of our community.



Harbour Hospice Poi Team



“Completing the Poi training and using care plans has profoundly benefited everyone. We now use these to start important conversations about future care and, with the team’s support, offer advanced care planning to all residents.

This has been invaluable in tailoring care to individual values and goals.”

Toni, Acting Nurse facility Manager - The Beachfront Home and Hospital.

**33** ARC facilities regularly engage with Poi Rounds reaching over 80% of ARC patients in our region

**28** Poi Link Nurses trained in ARC and General Practice

**388** patients supported and discussed through Poi Rounds  
**34% increase** from 23-24

## Fundamentals of Palliative Care

**180** participants  
**up 69** from 23-24

**1,167**

online and in person  
modules completed

**up 424** from 23-24

## Syringe Driver Competency Training

**180** participants



**TOGETHER, WE'RE NOT ONLY  
IMPROVING CARE TODAY  
BUT WE'RE ALSO HELPING  
SHAPE THE NEXT  
GENERATION OF THOSE  
WHO WILL DELIVER IT.**

This year, Harbour Hospice continued to provide placements and mentoring for medical and paramedic students, and supported postgraduate learning across disciplines. By developing clinical capability and compassion early, we're building a workforce ready to meet the complex needs of an ageing population.

**30** 5th year medical students trained

**39** paramedic students trained

**8** total placements  
(Palliative Medicine Registrars, House Officers, Nurse entry, counselling student)

**"I love how holistic hospice care is. A patient isn't just a list of symptoms to treat. They're a whole person who's lived an exciting and complex life. You look at what's important to them - spiritually, physically, mentally, within their family and social situation."**

**Natasha, final-year medical student - University of Nottingham, reflecting on her elective with Harbour Hospice**

Dr James Sze Wei Chua and RN Natalie Pearce

HE ARA  
WHAKAMUA  
a pathway  
forward  
together

By listening, learning  
and walking in  
partnership, we're  
creating compassionate  
and equitable care.





Kaiārahi Barb O'Loughlin



Social Worker Maria Collins



Matua Kereama Nathan  
from Te Herenga  
Waka o Orewa Marae

Our commitment to upholding the principles of Te Tiriti o Waitangi is embedded in everything we do. Te Tiriti guides how care is given and how partnerships are built, and how we ensure that everyone who comes to Te Kahu Pairuri mai i Takarunga ki Te Hana, Harbour Hospice feels seen, respected and cared for in ways that are meaningful to them.

Māori are recognised as Tangata Whenua, with the knowledge, strength and perspective of te ao Māori enriching hospice care. By working alongside iwi, hapū and Māori health partners, we aim to ensure our services meet Māori needs and that hospice care is accessible, equitable and grounded in partnership.

Guided by our Māori Palliative Care Strategy and Action Plan, and supported by our Kaumātua, Kaiārahi and Mahinga Ngātahi we continue to shape culturally safe services, deepen understanding, and uphold tikanga across all parts of our organisation.

Over the past year, we've taken action to reduce inequities, reshaping Mahinga Ngātahi to guide Māori care initiatives, continuing our Māori Action Plan with Tangata Whenua / Tangata Tiriti Rōpū.

All kaimahi also take part in regular Te Tiriti o Waitangi training, alongside ongoing Te Ao Māori tikanga sessions that deepen knowledge and practice.

**“Mahia te mahi, hei painga moo te iwi. Manaakitia te iwi, whaangaingia te tangata. Kia mau ki te aroha, me te rangimaarie.”**

**“Do the work, for the benefit of the people. Uplift and serve the people. Allow love and peace to be our foundation.”**

**Te Paea Herangi**



“One of our Clinical Nurse Specialists, originally from England, has a beautiful connection with one of our Kaumatua and his whānau. When he was last in for respite care, I saw the two of them embracing with a hongī – **tikanga Māori in action**, in a beautifully natural way.”

Barb, Kaiārahi

“Our regular tikanga sessions have really helped me feel more connected to te ao Māori. The more we talk about it the more comfortable I feel using te reo Māori and tikanga Māori.”

Staff member

“There’s a difference in Māori dealing with Māori. We always find a connection with one another, there’s always a cousin or a shared experience. And we think differently. There’s no I in Māoridom, it’s always us or we. All of the hospice staff have been wonderful, but the relationship I’ve formed with hospice’s Kaiārahi, Barb, is really valuable because she helps me with my spirituality. **She helps me with my wairua.**”

Lucyanne, patient



Kia hora te marino,  
kia whakapapa pounamu te moana,  
kia tere te kārohirohi i mua i tōu huarahi,  
ā, ko tōu hoa haere ko te rangimārie

May peace be widespread,  
may the ocean glisten like greenstone,  
may the shimmer of light dance across  
your pathway, and may peace itself be  
your travelling companion

# Where does our money come from?

## Operational funding source

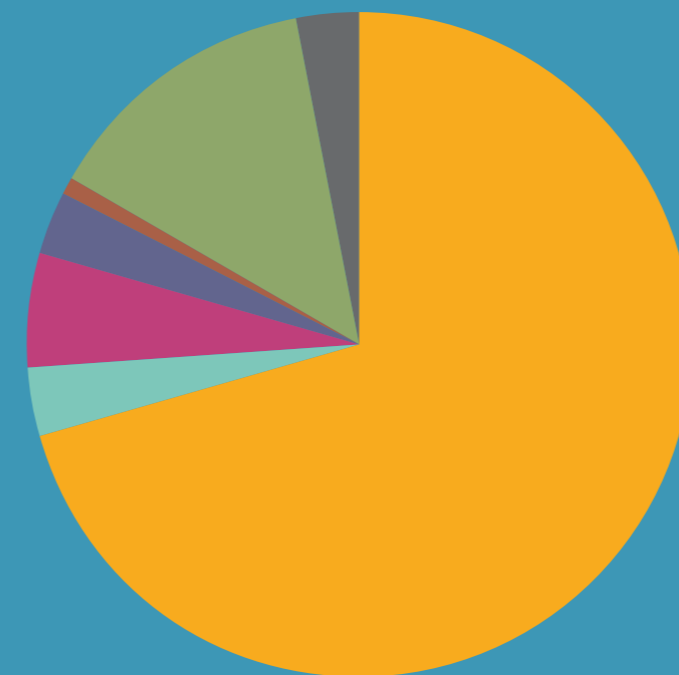
Health NZ funding (net)	49.25%
Retail (net)	24.12%
Fundraising (net)	20.55%
Reserves	1.05%
Other	5.03%



# Where does our money go?

## Operational funding expenditure

Caring for patients	67.08%
Sector capability costs (Poi)	3.20%
Support services	5.20%
Facilities & buildings	3.00%
Education & training	0.82%
Administration	12.75%
Depreciation	7.95%



To download our consolidated performance report, click on the image, then select 'Jun/2025'.

An illustration of several hands in various shades of orange and yellow, reaching towards the center to form a circle. The hands are stylized with simple line art for fingers and palms. The background is a solid, warm orange color.

# THANK YOU

## for supporting our essential services

Charitable Trusts and Foundations are vital in helping us meet the funding shortfall we face each year. Grants received over the past year enabled us to deliver community and inpatient care, provide spiritual, cultural, emotional and social support (including for children), offer education and training, cover essential operating costs, support families experiencing financial hardship, and purchase vital medical equipment to enhance the care we provide.

Akarana Community Trust  
Ara Lodge No 348 IC  
Charitable Trust  
BlueSky Community Trust  
Constellation Communities  
Trust  
Dairy Flat Community Trust  
David Levene Foundation  
Dorothy Williams Charitable  
Trust, proudly supported by  
Public Trust  
Dragon Community Trust  
Ernest Hyam Davis & The Ted  
and Mollie Carr Legacies  
Estate of Helen Stewart Royle  
Charitable Trust, proudly  
supported by Public Trust  
Four Winds Foundation  
Freemasons Foundation  
Freemasons Hospice  
Charitable Trust  
Geoffrey & Nell Erne Adams  
Charitable Trust  
The J A Redwood Charitable  
Trust, proudly managed by  
Perpetual Guardian  
The Jorgia Charitable Trust  
The Kelliher Charitable Trust  
Lake Memorial Charitable Trust,  
proudly managed by  
Perpetual Guardian  
Lister Presbyterian Health Trust  
Louisa & Patrick Emmett  
Murphy Foundation, proudly  
supported by Public Trust

Lottery Auckland  
Community Grants  
The Lion Foundation  
Maurice Paykel  
Charitable Trust  
Milestone Foundation  
North & South Trust Ltd  
NR & JH Thomson  
Charitable Trust,  
proudly managed by  
Perpetual Guardian  
One NZ  
Oxford Sports Trust  
Pelorus Trust  
Potter Masonic Trust  
Pub Charity Ltd  
Ralph & Eve Seelye  
Charitable Trust  
The Reed Charitable  
Trust, proudly supported by  
Public Trust  
St Aidans Presbyterian  
Property Trust  
The Sargood Bequest  
The Sealgair NZ  
Charitable Trust  
Upper Harbour Auckland  
Council Community Grants  
Kerry & Bronwyn  
Titchener Trust  
Trillian Trust  
Zelda Roberts  
Charitable Trust,  
proudly supported  
by Public Trust



# HARBOUR HOSPICE TRUST BOARD

Ann Tod **Chair**

Kerry Francis **Deputy Chair**

Carmel Conaghan

Lou-Ann Ballantyne

Gillian Cossey

Kirsty Vercoe

Katie Noble

Nicolette Bodewes

Natasha Geo

Suzanne Lasenby

Peter Yoo (November 2023 – June 2025)

# SENIOR MANAGEMENT

Amanda Fowler **Chief Executive** (appointed November 2024)

Jan Nichols **Chief Executive** (June 2012 - November 2024. Retired)

Bev Platt **Director Nursing & Family Support**

Eugenia Romboli **Medical Team Leader**

Paul Roberts **Chief Financial Officer**

Jennifer Green **People & Culture Manager**

Dianna Lints **Operations Manager**

Maria Baird **Retail Services Manager**

Amber West **Fundraising Manager**

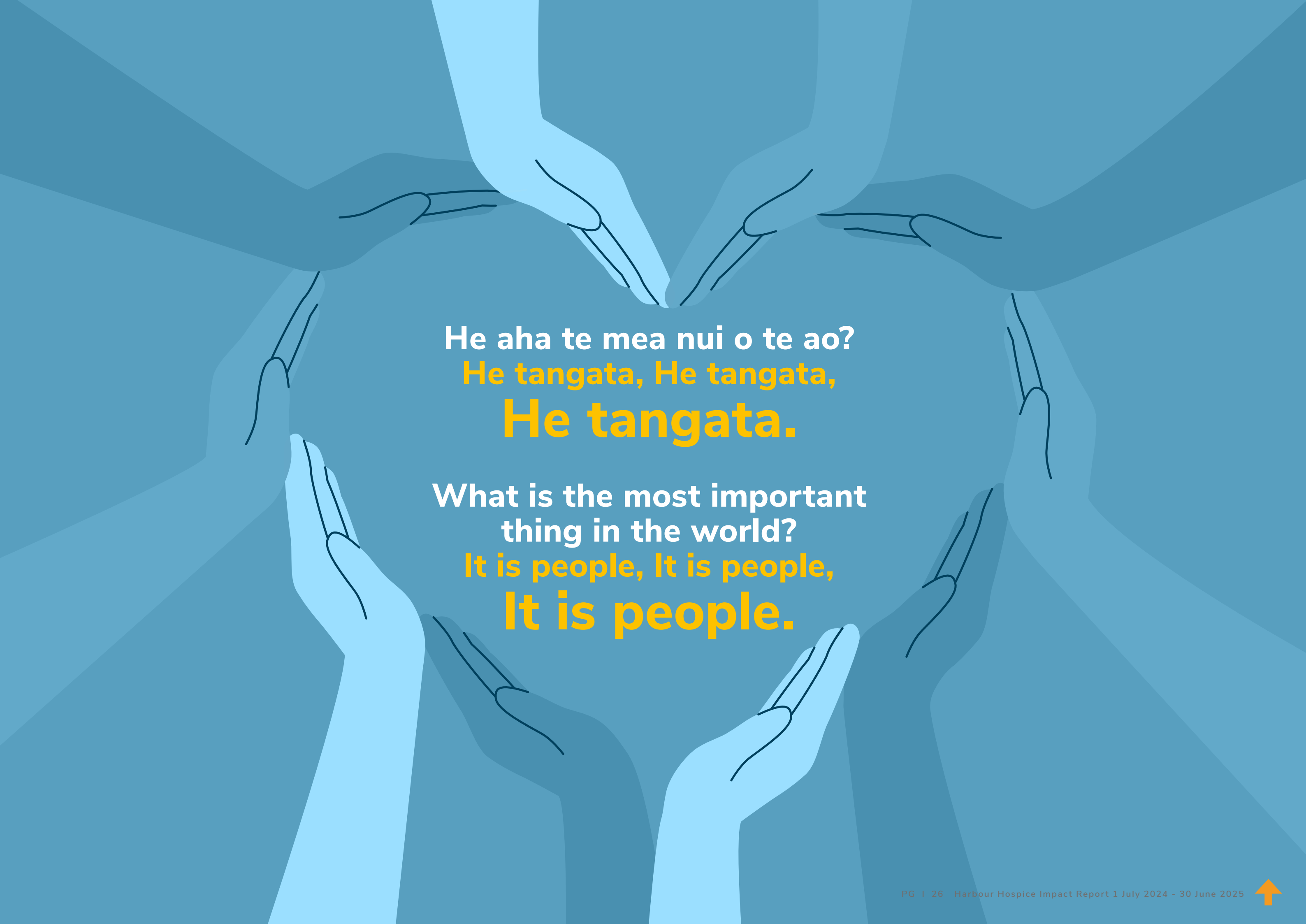
Shannon Slade **Communications & PR Manager**

Heidi Conway **Medical Team Leader** (joined January 2025)

Barb O'Loughlin **Kaiārahi** (joined June 2025)

Bram Kukler **Director of Strategy & Innovation** (February 2023 – April 2025)



An illustration of several hands of different shades of blue and white, reaching in from the edges of the frame to hold each other in a circle. The hands are simple line drawings with flat colors. The background is a solid medium blue.

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.**

