



Te Kahu Pairuri  
o Aotearoa



**hospice**  
New Zealand

# Annual Review

2024/2025





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**Our Mission:** To lead and support the hospice movement in Aotearoa New Zealand, working to facilitate and support palliative care as a core part of the nation’s public health system.

## Chair Report Richard Westlake



On behalf of Te Kahu Pairuri o Aotearoa – Hospice New Zealand, I am proud to present our 2024-2025 Annual Review, which highlights the strength, impact and spirit of collaboration that continue to define the hospice movement across Aotearoa.

This has been a year of important progress amid ongoing change. I extend my heartfelt thanks to my fellow Board Members for their guidance and support, and to our Chief Executive, Wayne Naylor for his steady leadership, deep sector insight, and unwavering commitment to speaking up for our shared vision – to ensure equity of access and consistent delivery of palliative and end of life care for New Zealanders. My thanks also go to the Hospice New Zealand team, whose energy and dedication ensure our work continues to reflect the compassion and excellence at the heart of hospice care.

We have continued to advocate strongly for fair and sustainable funding. The independent **Sustainable Funding for Hospice Services** report, commissioned by five of our members, and the powerful **Hospice at Risk of Disappearing** campaign drew strong public attention and an impetus for change. Together, they helped secure a commitment from the Minister of Health to review hospice funding, a vital step towards ensuring hospice care remains accessible for all who need it.

It was also encouraging to see momentum build across other major initiatives. The Equity and Sustainability Pathway report, **There is a Better Way**, now guides active collaboration with Health New Zealand – Te Whatu Ora to shape future contracting and funding arrangements. The publication and distribution of **The Palliative Care Handbook – New Zealand Edition** and the continued growth of our online education programmes demonstrate our drive to ensure more health professionals can access quality palliative care knowledge.

I encourage you to read through this Annual Review to appreciate the breadth and depth of what has been achieved this year, while recognising the challenges that continue to face many hospices and the people committed to providing quality palliative care to all who need it.

My sincere thanks go to our generous donors and partners, who continue to believe in the value of hospice care, and to our member hospices for the remarkable difference you make every day for people living with a life-limiting illness and their whānau.

# CEO Report Wayne Naylor



This year we have witnessed the collective strength of the hospice movement in Aotearoa New Zealand. Once again, we've navigated a challenging landscape of reform and uncertainty within the wider health system, while continuing to demonstrate the extraordinary value of hospice care to our communities.

Our focus on advocacy and visibility has been unwavering. We made real progress in showing government the economic value of hospices, along with their considerable benefits to individuals, families and communities. Hosting Dr Kathryn Mannix at Parliament was a powerful occasion, reminding the audience that dying is not a failure of medicine but a natural, human experience that deserves dignity and care. The release of **Sustainable Funding for Hospice Services**, commissioned by five of our member hospices gave the sector the hard economic evidence it needed: for every \$1 the government invests in hospice palliative care, it generates at least \$1.59 in direct health system and wider community and socio-economic benefits. This combination of compassion and data captured national attention and helped us secure direct engagement with the Minister of Health and Director General of Health to review hospice funding.

The Equity and Sustainability Pathway report, **There is a Better Way**, marked a major milestone for the sector. Its findings are now being embedded through the Implementation Reference Group working with Health New Zealand – Te Whatu Ora, ensuring hospices have a voice in shaping future national contracting and funding models.

We also reached new heights in community support. The Farmers Christmas Campaign broke through the million-dollar mark for the first time; a milestone reflecting our communities' generosity and trust in hospice.

Ongoing education and workforce development remained a cornerstone of our work. Demand for online learning surged, with more healthcare workers completing **The Fundamentals of Palliative Care** and Syringe Driver Competency courses than ever before. The first New Zealand edition of

**The Palliative Care Handbook** was published and 4000 copies distributed to every GP practice, aged care facility, hospital and hospice. This has been a landmark step in ensuring consistent, high-quality guidance in providing palliative care in more general settings.

We continued to invest in connection and shared learnings. Our Communities of Practice grew to sixteen, with new groups for AI and Retail Managers joining the fold. These forums are strengthening the bonds between hospices, creating space for connecting and innovating together.

Our national conference in Wellington was another highlight celebrating hospice and palliative care in all its diversity. Hundreds of hospice nurses, doctors, allied health, and therapy clinicians, along with many community partners came together to reflect on what it means to provide compassionate care in a complex health environment.

None of this would be possible without the generosity of our partners. From Farmers, Harcourts and BNI to the pro bono creativity of Clemenger Group, the renewed partnership with House of Travel and the ongoing contributions of Panasonic, Quest and Dilmah. Each partnership adds strength to the network and amplifies our impact.

I want to thank our Chair and Board Members for their steadfast support in leading and supporting the hospice movement in Aotearoa New Zealand.

Finally, I want to acknowledge our member hospices, their leadership and Boards, and the Hospice New Zealand team. Your spirit, resilience and dedication continue to inspire. Together we are keeping hospice visible, valued, and ready for the future ensuring that every person in Aotearoa can live fully until they die.

## OUR VISION

▶ Every person in Aotearoa New Zealand has access to quality palliative care when and where they need it.

## TE TIRITI O WAITANGI

▶ We will give effect to Te Tiriti o Waitangi principles and ensure that those principles are part of what guides all our mahi – Partnership, Options, Tino Rangatiratanga, Active Protection, Equity.

## OUR VALUES

▶ Our values reflect how we deliver our services to members, stakeholders, partners and the public.

WHAKAMANA TĀNGATA	WHANAUNGATANGA	AUAHATANGA	TAKATŪTANGA	KAITIAKITANGA
Placing People First	Building & Growing Relationships	Creativity, Learning & Problem Solving	Prepared & Ready for the Future	Guardianship & Protection

## OUR FOCUS AREAS



### Hospice Care is visible and valued

Hospice care is visible and understood by Government, Crown agencies, health providers and the general public. It is seen as a valuable and essential part of the national health system in Aotearoa and is funded as such.



### All People can freely access hospice care

Hospice care is provided at no charge to all who need it, is available when and where it is needed, and is provided in such a way that all people feel comfortable accessing hospice care. There is a focus on equity of access to, and outcomes of, hospice care.



### Hospice Funding meets community need

Funding for hospice care, including from Crown funders, supporters/partners and hospice generated, is sustainable and fair. It means different communities are able to access an agreed range of hospice services to meet their needs.



### Our Workforce is growing in capability and diversity

The palliative care workforce has the capability and capacity to meet community need. It includes a diversity of people and professionals across a range of settings and services so all those who need palliative care have their needs met in a way they find acceptable.



### Palliative Care is delivered collaboratively

Palliative care services and other health and social service providers work together to ensure patient and whānau care is seamless, and resources are used effectively and efficiently. Opportunities for partnership, innovation and research are maximised.

# Statement of Service Performance

## For the year ended 30 June 2025

Te Kahu Pairuri o Aotearoa – Hospice New Zealand is a federation which includes 32 member hospices that are all independent charities.

These Service Performance measures reflect Hospice New Zealand's achievements in support of its member hospices and in delivering nationally managed advocacy, resources, education, projects, and systems for the federation members and wider health and social care sectors.

## Description and quantification of Hospice NZ's Outputs

	Description of project and measure(s)	Jun-25	Jun-24
HOSPICE FUNDING MEETS COMMUNITY NEED	<b>Farmers Christmas Charity campaign</b>		
	Total \$ amount raised	\$1,005,950	\$932,000
	<b>Harcourts – HNZ Grant Programme (\$30,000)</b>		
	Grants awarded	12	12
	<b>BNI Scholarships for hospice allied health staff professional development (\$12,000)</b>		
	Scholarships awarded	12	13
HOSPICE CARE IS VISIBLE AND VALUED	<b>Hospice Awareness Week (digital campaign figures)</b>		
	Total content views	2.07 million	2.6 million
	Clicks through to HNZ website	6,262 <sup>#</sup>	10,500
	Ministerial and MP engagements	5	3
	Media engagement (TV, radio and print)	30	20
	Total number of subscribers to HNZ e-newsletters	3808	2,753
OUR WORKFORCE IS GROWING IN CAPABILITY AND DIVERSITY	<b>Palliative Care Breakfast Lecture Series</b>		
	Lectures delivered	11	12
	Average attendance	310	324
	Total attendees	3,414	3,888
	<b>Knowledge Hub</b>		
	New Individual Registrations	5,269	1,369
	<b>The Fundamentals of Palliative Care</b>		
	'Essence of Palliative Care' Course Completion	1329	839
	'The Palliative Care Approach' Course Completion	816	660
	'Managing pain and long-term illness' Course Completion	749	590
'Care and support at the end of life' Course Completion	698	549	
	<b>Total Online Course Completion</b>	<b>3,592</b>	<b>2,638</b>
	<b>Syringe Driver Competency Training Programme</b>		
Registrations	2,285*	2,067	
Course completion	1,574	1,464	
	<b>National Palliative Care Conference (biennial)</b>		
	Number of delegates	305	N/A
PALLIATIVE CARE IS DELIVERED COLLABORATIVELY	<b>Community of Practice groups</b>		
	Number of active CoPs	9	14
	Virtual meetings	39	31
	In-person meetings	2	4
	<b>Hospice Kaimahi Māori National Hui</b>		
Number of attendees	32	43	

<sup>#</sup> Google Demand Gen blocked campaign advert partway through campaign due to a ban on "health advertising" which significantly affected 'click throughs' to HNZ website.

\* Data taken from PalEd & The Knowledge Hub for 2025 registrations and completions, as course was migrated to HNZ's Knowledge Hub website.

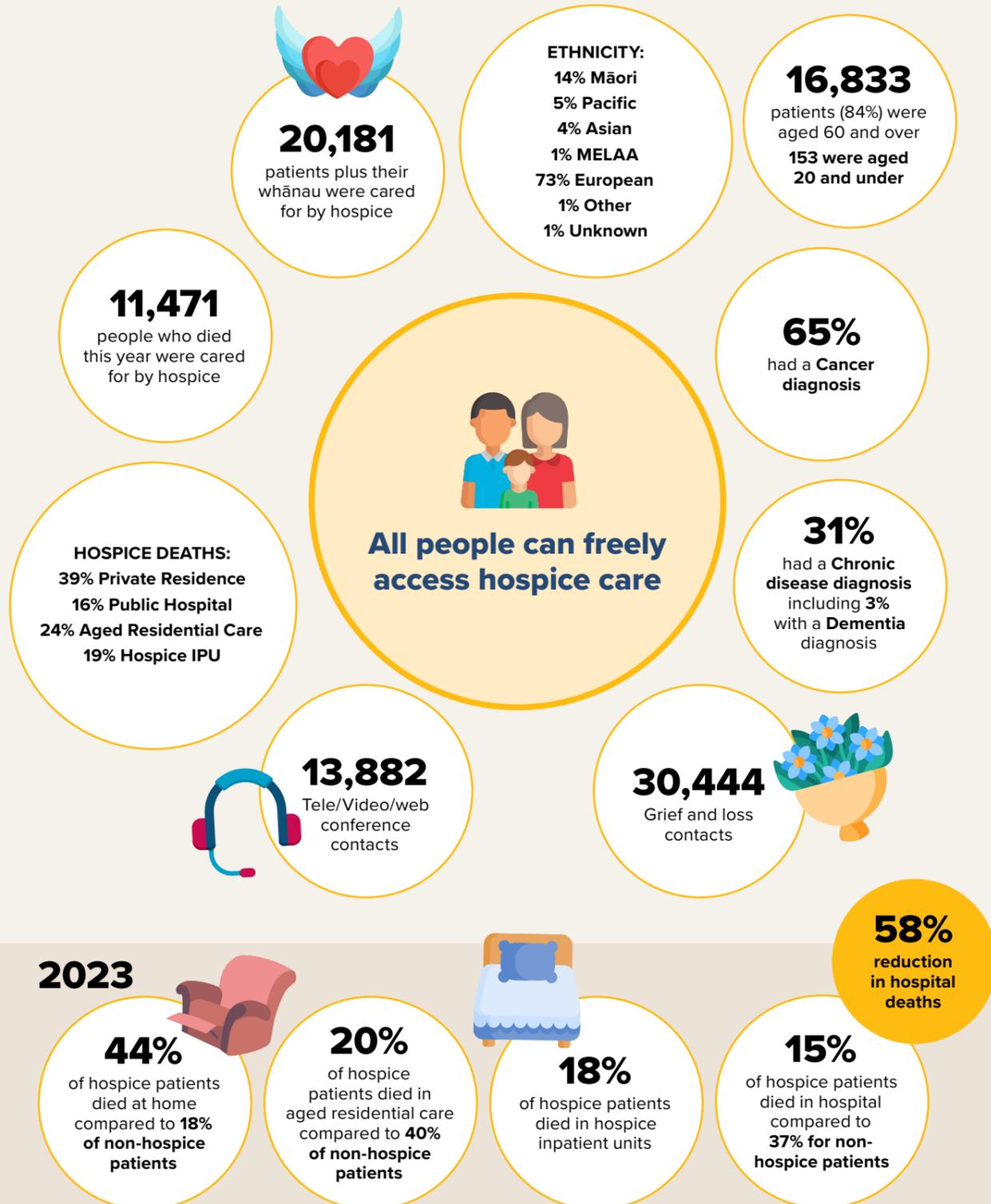
Hospice cares for patients and their whānau, at home, in the community.

# Measuring our Impact



# Measuring our Impact

A national snapshot of the overall impact our member hospices achieved in the 2024-25 financial year.



Hospice care fits around people and what they need.



I get invited into people's lives at a really vulnerable point and I get to be a part of making things better for them and supporting them and that's a really humble place to be.

# Annual Highlights

## Government Advocacy for the Sector

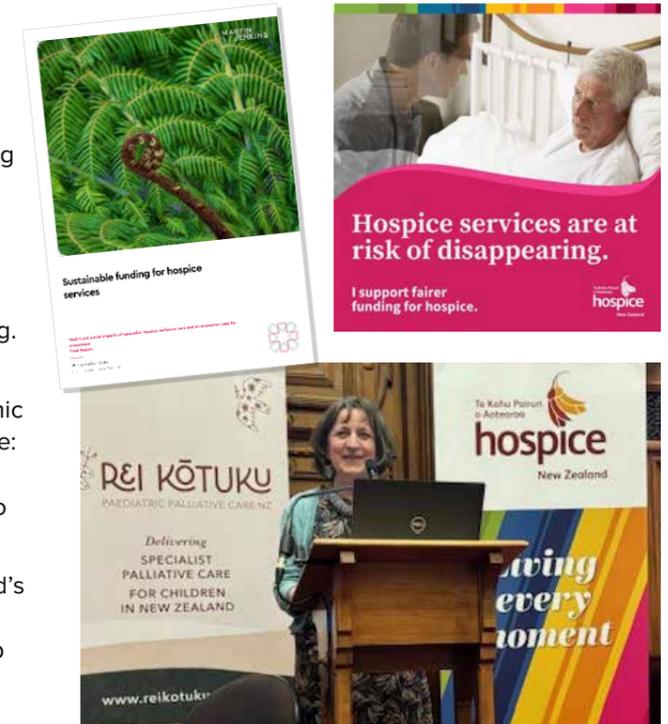
This year we focused on demonstrating to government the true value of hospice and pushing for fairer, sustainable funding.

In March we hosted TED Talk star, author and palliative care physician Dr Kathryn Mannix at Parliament. We invited politicians along with the public to hear Dr Mannix talk about ordinary dying.

Immediately after, the release of *Sustainable Funding for Hospice Services*, by leading economic specialists Martin Jenkins provided hard evidence: for every central government dollar invested, hospice returns at least \$1.59 in health benefits to New Zealanders.

The report, commissioned by five of New Zealand's publicly funded hospices gained strong national media and political attention which we backed up further with our Hospice Awareness Week campaign; **Hospice at Risk of Disappearing**.

Designed to be hard hitting, the campaign used powerful imagery (such as nurses fading from view) to drive home what's at stake without sustainable funding. Media coverage was extensive and nationwide, and social engagement reached record levels.



Together, this momentum of expert voices, economic proof, and a hard-hitting public campaign, built pressure that secured direct engagement with the Health Minister, resulting in a commitment to review government funding for hospice.

## Over \$1 million Raised with Farmers

Each year, Hospice New Zealand partners with Farmers to deliver the nationwide Christmas campaign. In 2024, the campaign reached an extraordinary milestone – raising over \$1 million for the first time. Every dollar raised stays in the community where it was given, helping to ensure hospice services remain available to people and families throughout New Zealand.



## Renewed partnership with House of Travel

House of Travel has been a valued partner of Hospice for nearly 20 years. After a pause during COVID, the partnership was proudly renewed with Hospice New Zealand in May 2025. This relationship is strong at both national and local levels, with House of Travel stores across the country fundraising and volunteering in support of their local hospices.



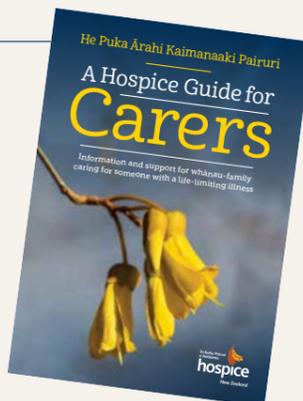
## Demand for Online Learning Courses to Improve Palliative Care Education

We partnered with Learning Works to refresh and enhance the online **Syringe Driver Competency Training** course. The update made navigation smoother and administration easier, supporting healthcare workers to build their confidence and skill. Between the transition and 30 June 2025, 1,304 people registered for the training, with 700 completing the online learning.

The **Fundamentals of Palliative Care** programme, designed for any healthcare worker caring for people with a palliative care need, saw a dramatic leap of 284% in enrolments in the year as more healthcare workers sought training to improve the assessment and outcomes for people in their care, their family and whānau.

## Supporting the Carers

More than 10,000 of the *Hospice Guide for Carers* were distributed to hospices so they can support whānau caring for loved ones at home.



## Keeping Hospice Alive for Future Generations

Hospice New Zealand partnered with *Gathered Here*, a free online Will-writing platform, to encourage supporters to leave a gift in their Will to their local hospice. Eighteen hospices, including Hospice New Zealand, joined the initiative. In just ten months, supporters pledged **101 gifts** with an estimated total value of **\$3.19 million**.

Most of these are residual bequests, meaning a percentage of whatever remains in a person's estate after other gifts and debts are settled.



## Hospice NZ National Palliative Care Conference November 2024

The **2024 Hospice NZ National Palliative Care Conference** brought together close to 300 people in Wellington; nurses, doctors, health workers, academics and others, to share insights and explore the rich, holistic nature of palliative care with speakers from Aotearoa and beyond.



## Palliative Care Lecture Series

The **Palliative Care Lecture Series** continued to inspire and inform, with eleven lectures delivered across the year. Topics ranged from paramedics' contributions to palliative care through to creating compassionate communities.

Each lecture drew strong engagement averaging **310 attendees** and reaching more than **3,400 live participants overall**. The most popular session, *End of life needs and considerations for people with Dementia* by Dr Michal Boyd, attracted 635 attendees. Other well-attended lectures included *Assisted Dying – the Whānau Experience* (Dr Aida Dehkoda) and *Palliative Care in Renal Failure* (Dr Frank Brennan). Recordings are available on the Hospice New Zealand website.

## Hospice Communities of Practice

A new *AI Community of Practice (CoP)* was launched this year, and the *Retail Managers* group was revitalised, bringing the total number of Hospice CoPs to sixteen.

A national survey helped us understand what people value and where we can do better. Hospice colleagues said they most appreciate learning from others, sharing best practice, and building connections. Feedback also showed a desire for more tailored sessions to meet the needs of both large and small hospices.

## Equity & Sustainability Pathway (ESP) Project

The final report, *“There is a Better Way”*, was submitted to Health New Zealand in October. Following this, an ESP Implementation Reference Group was established, primarily made up of Hospice representatives on Health New Zealand's Contracting and Funding Working Group for the National Palliative Care Work Programme. This group is applying the findings of the ESP Project to guide ongoing work.



## Hospice National Data Commons

Patient data uploads continued this year, with 24 of 27 member hospices successfully submitting their data. Most hospices also provided Hospice Service Variation and Costs (HSVC) and Cost Identification data for 2023/24.

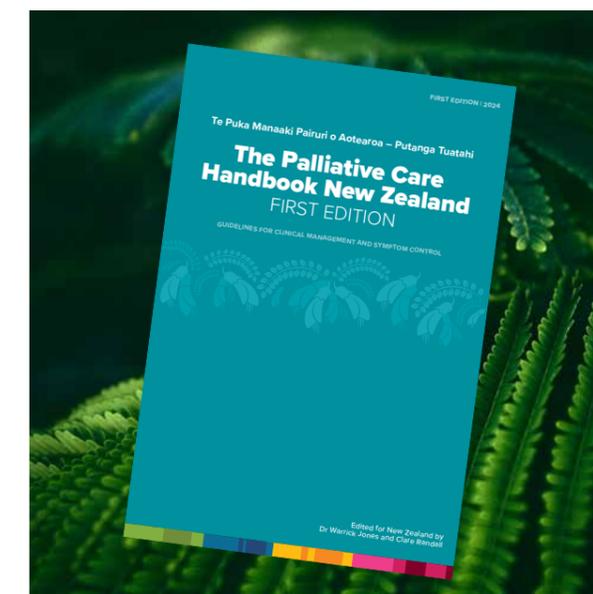
The updated *Hospice Data Insights* platform was launched, featuring patient, cost, and service indicators, and enabling data sharing between hospices.

The HSVC and Cost Identification model was reviewed and completed by all 27 hospices in October–November and a new data validation app for patient data was also developed and launched.



## Te Puka Manaaki Pairuri o Aotearoa – Putanga Tuatahi The Palliative Care Handbook New Zealand – First Edition

We launched a first edition, New Zealand version, of this long-term trusted companion for health professionals. Every GP practice across New Zealand now has a hard copy of the Handbook, with digital copies downloadable from the Hospice New Zealand website.



# Our Partners

We make far bigger impact working in partnership than we could acting alone. Te Kahu Pairuri o Aotearoa, Hospice New Zealand and our 32 member hospices are incredibly grateful to work with some amazing corporate partners who support our work and communicate our message.

## Platinum



In 2024-2025 Farmers raised over \$1million for hospices across the country through the annual Christmas campaign.

## Gold



From Jan 2024 to Jan 2025 BNI Chapters raised approximately \$300,000 for local hospices and BNI New Zealand donated \$12,000 to fully fund the Palliative Care Scholarship Programme.



House of Travel has renewed its partnership with Hospice New Zealand, reinforcing its dedication to ensuring hospice services thrive across the country with a generous donation of \$75,000.



In the 2024-2025 year, Clemenger Group contributed approx \$200,000 of pro bono creative and design expertise to continue supporting the Dying Reviews campaign, a world first review system giving voice to the dying.

## Silver



In 2024-2025 Dilmah donated 400,000 teabags to local hospices at a value of \$20,000.



In 2024-2025 The Harcourts Foundation sponsored the Hospice New Zealand Grants Programme in full, which distributed \$30,000 in equipment grants to local hospices.

## Bronze

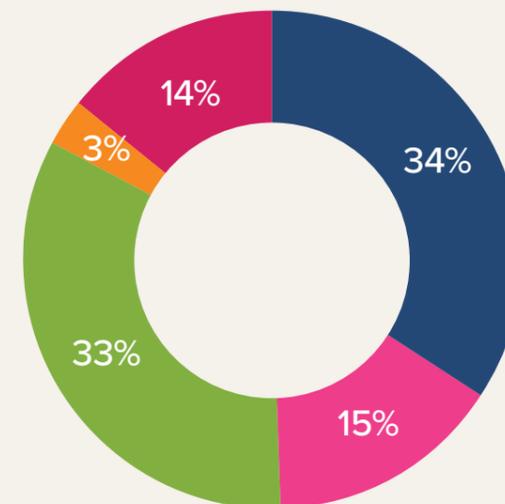


In 2024-2025 Quest Apartment Hotels donated \$7,500 to Hospice New Zealand to support our national work.

# Statement of Financial Performance

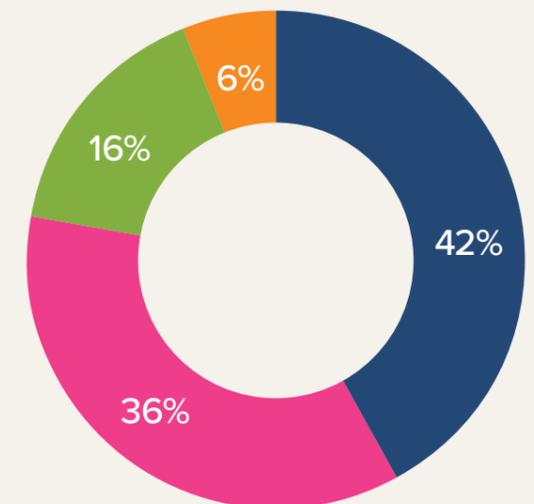
OPERATIONS	30 Jun 25	30 Jun 24
Subscriptions	900,198	877,492
TWO contracted projects	388,026	394,025
Conference Income	246,132	-
Pay Parity	90,000	-
Other income	129,962	128,044
<b>TOTAL OPERATING INCOME</b>	<b>\$1,754,318</b>	<b>\$1,399,561</b>
Wages and salaries	916,090	855,719
TWO contracted projects	126,841	149,997
Membership costs	772,535	402,131
Overheads/administration	349,203	371,702
<b>TOTAL OPERATING EXPENDITURE</b>	<b>\$2,164,669</b>	<b>\$1,779,549</b>
Operating surplus/(deficit) before fundraising	<b>(410,351)</b>	<b>(379,988)</b>
<b>FUNDRAISING INCOME</b>		
Donations	743,839	283,080
Grants and Sponsorship	129,501	97,206
<b>Net Fundraising Income</b>	<b>\$873,339</b>	<b>\$380,286</b>
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>	<b>\$462,989</b>	<b>\$298</b>

## Income 2024/2025



- Subscriptions
- TWO contracted projects
- Fundraising
- Pay Parity
- Other

## Expenditure 2024/2025



- Wages and Salaries
- Membership
- Overheads & Administration
- TWO contracted projects

