



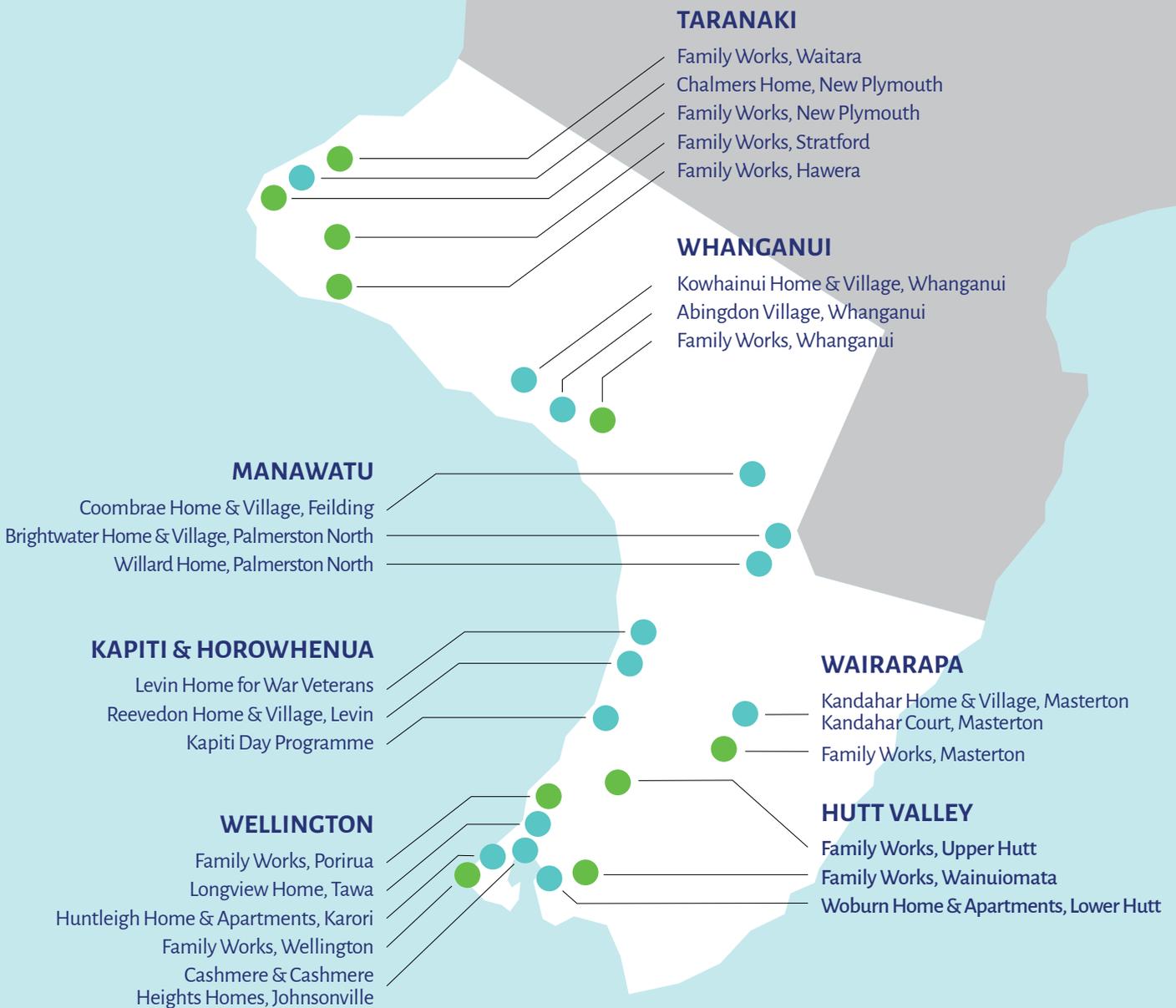
Presbyterian Support Central
Annual Report 2019/20



Presbyterian Support Central Sites

KEY

-  FAMILY WORKS CENTRE
-  ENLIVEN HOME OR VILLAGE



Chair Report



Presbyterian Support Central has been supporting people and communities for 111 years. Looking back on the past year I am struck by the impact of Covid-19 on the world. 2020 must be one of the most difficult years we have faced. Yet by working together we have taken it in our stride.

For PSC's Board and Senior Leadership Team the past year has been one of solid focus and determination. The primary focus has been working towards growing our services, growing our service offering and solidifying the longevity of PSC. After all it has become increasingly apparent that relying solely on government funding for aged care and social services is insufficient for us to operate effectively, let alone allow for future replacement of our older age care facilities. We recognise that many of our services, in particular our Family Works social services, will always struggle to cover its costs because the contracts only partially contribute to the cost of delivery.

Therefore, the board and senior management have been working not only on ensuring we are operating effectively and efficiently but also looking for business and community engagement opportunities. I am excited at the work being done to build revenue and awareness from new areas.

The Family Works team is striving to enhance their delivery with new relationships that are based on payment for services rather than the model of contribution towards delivery. In the Wairarapa, our Family Works centre has moved from Featherston to Masterton. The move to the main road in Masterton gives us more visibility, a stronger community presence and has enabled us to further build our relationship with local iwi, police and other community partners.

Work has also begun to establish a PSC learning academy. An example of this is Enliven offering training (the Competency Assessment Programme) for international nurses who need to complete training before they can work in New Zealand. This will also be for our own nurses to further their professional development. These achievements and many more have contributed to the excellent headway in returning PSC to a more balanced position. This focus is a work in progress and will subsequently remain a continuing focus for the upcoming year.

For all that has been achieved this year I have many I would like to recognise and thank, too many to mention here.

I must however recognise the dedication of our amazing PSC team led by our Chief Executive Pat Waite and the senior leadership team. These capable individuals lead a remarkable team of 1049 employees and more than 250 volunteers working across 22 sites between Taranaki and Wellington.

I must take this opportunity to thank our essential workers, our support staff, our understanding families, our residents, our clients and our community. I have heard numerous stories of personal sacrifice undertaken for the collective good in this past year and for this I thank every one of you for your part in keeping our communities safe.

Thank you to our funders, members and those who so generously support PSC with donations, grants and above all, your prayers for the continuing success of PSC.

We must also welcome our newest Board member Ronald Karaitiana, Ngati Kahungunu ki Wairarapa, who was appointed by Presbyterian Central (Nukuhau Tapu Presbyterian Church of Aotearoa New Zealand). Ronald joined us in May and has already made a valuable contribution to the Governance of PSC.

The Board looks forward to the year ahead – our 112th year with enthusiasm and gratitude at the privilege of serving our community.



Peter Sherwin
Chairman

Chief Executive's Report



What a year it has been. When I reflect on the past 12 months, I am proud to say the PSC team has celebrated some important accomplishments. One of the most noteworthy is that Covid-19 hasn't made it into any of our facilities or the homes of our clients and staff.

Our team of more than 1000 has worked very hard to make sure we kept each other safe. I recently watched a documentary on an age care facility that did have a Covid-19 outbreak - resulting in a number of deaths and some very sick residents. My heart goes out to them and everyone effected by this terrible virus.

At PSC the real superheroes of our organisation are our front-line team. Every single day, including throughout this Covid-19 pandemic, these superstars work in our Enliven homes and villages, Family Works centres and communities with enormous courage and commitment. **I applaud our team who live by our purpose, our aronga which says "We make a positive difference in the lives of those we serve. Their future is in our care".**

The hard work of the PSC team has also resulted in a satisfying financial result for the past 12 months. We have reduced our annual deficit significantly, but we also recognise it's not enough and we have plans to do more and do better.

The average occupancy of our Enliven homes and villages has improved – currently averaging 90 per cent, with many homes at 100 per cent.

With the support of our extraordinary External Relations team, Enliven has launched an online shop 'ShopEnliven' offering a range of products targeted towards the ageing community in New Zealand. We have also applied to become a community housing provider so we can offer more social housing, particularly for older people in our communities. We have even been approached by other aged care organisations interested in us providing consultancy or management support.

Excellent progress has been made on Kandahar Village, our 52 villa retirement complex in Masterton, with stage one being completed in late 2020. Plans are also underway to build a similar sized village in Levin next to Levin

Home for War Veterans. The sale of our Central Office building in Wellington will see us moving to new rented premises in the coming year with the funds from the sale contributing to our ongoing enhancements.

Our dedicated Family Works teams have also been exploring new opportunities for growth. The team have been increasing their capacity and opportunities through partnerships with iwi and community partners. The new Whānau Resilience programme in the Wairarapa, where we have partnered with Ngati Kahungunu is a great example of this.

We're also well on our way to becoming a learning organisation. We've recognised the quality of the training we provide to our teams and are working to share this with other organisations.

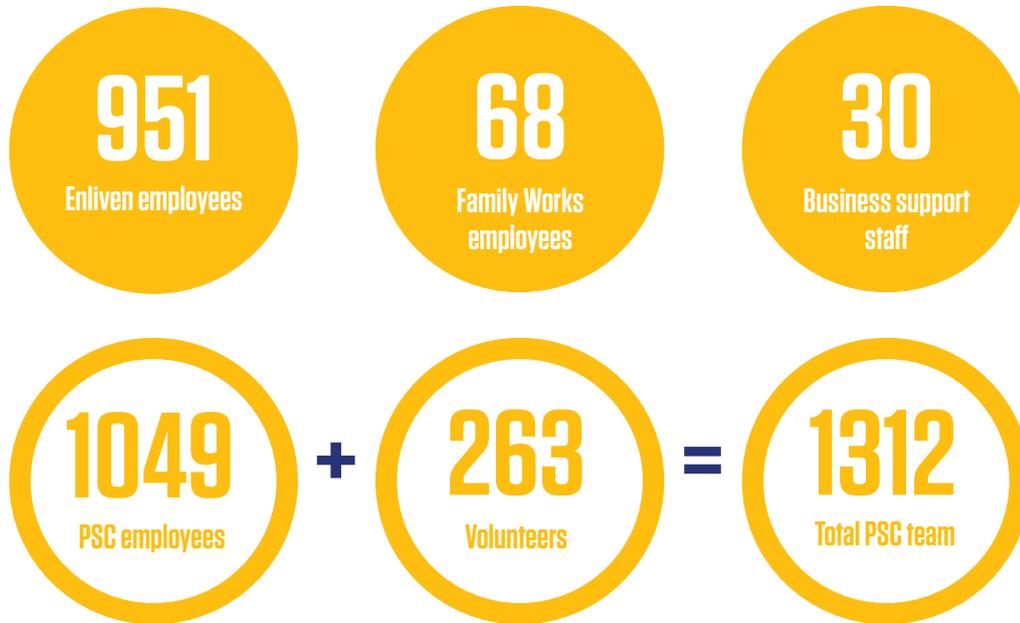
Our cultural programme, which has been developed within Family Works and PSC, is already being offered to other organisations. Members of our Family Works team are working with two commercial organisations to support their staff to become more culturally aware and engaged with Māori within the workplace.

I could continue further but I hope this gives you a sense that PSC is energized, focused on its core purpose and has a team of people that are amongst the best in the industry.

A handwritten signature in blue ink that reads 'Pat Waite'.

Pat Waite
Chief Executive

Our People



Presbyterian Support Central Board and Senior Leadership Team

Back row from left to right: GM Enliven Nicola Turner, GM Family Works Julia Hennessy, People and Capabilities Director Holly Bodiam, GM Property Anthony Taylor, Deputy Chair Stuart Francis, Board member So'o Leatigaga and CFO Steph Drabble.

Front row from left to right: GM External Relations Alisha Kennedy, Board member Marie Callander, Board Chair Peter Sherwin, Board member Debbie Chin and CEO Pat Waite. **Inset from top:** Board members Nigel Willis and Ronald Karaitiana.



Enliven – a year in review



Giving a daily insulin injection to a cat may be one of the more unusual tasks for an Enliven staff member but is an indication of our ongoing commitment to creating a family-like environment for residents of Enliven's homes and villages

Like any family, there are ups and downs, and despite the impact of Covid-19, the past year has been mainly one of 'ups' for Enliven. During the lockdown period, staff and residents lived and played together in a way we have never seen before. There were many impromptu fun activities and although there was sadness at being unable to have in-person contact with loved ones, residents and staff largely enjoyed the lockdown period. Families were able to keep in touch with their loved ones via video calling and photo messages. A dance challenge between homes saw some entertaining videos uploaded to our new Enliven Facebook page – some of them receiving 1,000s of views, much to the excitement of the residents featured in the videos.

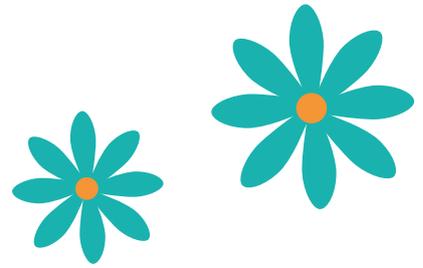
Unfortunately, due to the Covid-19 outbreak, we were not able to undertake our annual Eden Alternative (Eden) visits. The Eden Alternative is an internationally recognised, elder-directed model which is the basis of Enliven Central's philosophy of care. However, our newly certified Eden Trainer, Davina, is now able to run in-house Eden Alternative training. The training offers a different perspective and helps staff to view their work around the needs and wishes of residents rather than a list of tasks. Being able to offer this service in-house means we can train large groups of Enliven staff at a single time, which will also be more effective in embedding the culture change in our homes. It also lets us tailor the training to our specific needs.

Something else we have been tailoring to specific needs is our chairs. It may seem like a little thing but sitting in a chair that is the wrong size for a long period of time can cause pain, discomfort and pressure injuries. After identifying that the large one size fits all lazy-boy type chairs did not in fact 'fit all', our physiotherapist has been working with a manufacturer to develop a smaller chair that better meets the needs of smaller residents. These new chairs are now available to all aged care providers and previously disabled residents are now able to eat unassisted and re-engage in daily life.

A change in the way we offer meals has also been a large success offering more independence and choice to residents. Getting a small helping of vegetables and a large serving of dessert has never been easier thanks to the self-service units in most of our home's dining rooms. Combined with the main meal of the day now being served in the evening, the dining experience continues to become increasingly more enjoyable with residents sitting and chatting long after the meal has finished and staying fuller for longer.

Chalmers Home, Kowhainui Home, Cashmere Home and Cashmere Heights Home and Reevedon Home have been accredited with four years certification. This illustrates the high-quality support provided by the clinical and training teams and the fantastic initiatives being implemented such as the ones mentioned above. The challenge is for the remaining homes to also gain four years as their turn comes around. This coming year we will be focusing on taking our skills into the community to ensure we're supporting more older people than ever before. There are too many ideas and projects to list but Enliven is on a roll. Watch this space.

Nicola Turner
General Manager
Enliven



On any given day approximately



Totaling 264,731 bed days



Family Works – a year in review



Kia Kotahi te waihoe I te waka, kia ū ki te uta.

Ka raka te matau, ka raka te mauī.

Only by rowing the canoe in unison will we reach our goal. Always be in tune and balanced, spiritually, physically, emotionally.

As a values-based organisation this saying really resonates with me. I see and experience it every day in the work we do within our communities. Fundamentally this all comes down to our amazing practitioners and staff within Family Works. We strive to deliver our quality services to the people and communities we serve and none of this would be possible without you.

I see the Family Works' teams dedication and commitment in practice every day, but what I witnessed during the Covid-19 lockdown and in the months that followed has truly been something else. It was exceptional. Each region adapted to ensure that our clients received the services they needed, even though we had to work in new, different and often creative ways. Working together with our communities we were able to offer both therapy and practical support. We were able to get people in dire need phones, food parcels and other essentials. Across the region we partnered with people and organisations, like Rev Les Solomona in Wainuiomata delivering food parcels to people in need (who would not open their doors to anyone else!), or the Upper Hutt manager getting up before dawn to meet staff at Pak'NSave Petone who helped pick and pack food parcels. A real community came together. Thank you all.

One way we ensure that all our clients have a voice and an opportunity to provide comment (complementary or otherwise) is through our feedback forms. Every client is offered the opportunity to complete these, including one made especially for children. This provides our clients with a real opportunity to tell us what our service is like and how we have worked alongside them to meet their needs. This year we had 955 forms returned to us with 90 per cent of our clients telling us they felt better prepared for the future. This reinforces the excellent support and assistance we offer our communities.

A big change for us this year was the move of our Wairarapa centre from Featherston to Masterton. The move had been planned for a while, but we took our time

to ensure that the Featherston community were involved in the conversation and would continue to be supported. The relocation has proven a positive step for us. We've increased our profile and community engagement, and the other NGOs in the area have embraced us to join their networks. It's also exciting to note that the team will need to grow to meet the demand for our services. We have also welcomed a new manager Di Te Tau and we are really pleased to have such a dynamic and connected woman leading Family Works in the Wairarapa.

Finally, I want to acknowledge and celebrate our Family Works Resolution Service team who provide Family Dispute Resolution or mediation across the lower North Island and entire South Island. As an NGO we value being able to deliver this service while advocating for the children of the whānau. At Family Works we specialise in incorporating and promoting the voice of the child into the process and strongly believe this makes for much improved outcomes for the whole family. It makes such a difference when the children of separating adults have their wishes heard and put forward when decisions are being made.

I am looking forward to the year ahead of us - working with and supporting our communities to making positive lasting change.



Julia Hennessy
General Manager
Family Works



3386

clients received professional services

8

Family Works centres between Taranaki and Wellington

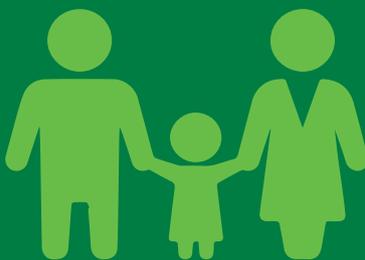
1633

social work and counselling clients

1182

Family Dispute Resolution Service clients*

*Family Dispute Resolution Service clients from Taranaki to Southland



955

client surveys returned

90%

of clients felt better prepared for the future

87%

of clients learnt new skills/strategies

88%

of clients met their goals

73%

of clients reported improved relationships

With thanks

On behalf of all the wonderful elders, incredible families, and beautiful children we work with, we thank our incredible supporters.

The need for our services doesn't decrease and can only be delivered because of the generosity of wonderful people, trusts, and organisations.



Thank you to all the philanthropic trusts, foundations and groups who have supported us this past year. Your generosity helps us ensure positive lasting change in our communities.

Grants

- Central Energy Trust
- Freemasons NZ
- Hutt City Council
- Hutt Mana Charitable Trust
- KSC Charitable Trust Board
- Lottery Community Grants Board – National
- Macaulay Trust
- Margaret Watt Childrens Trust
- MSD Covid-19 Community Awareness and Preparedness Fund
- Pelorus Trust
- St John's in the City Presbyterian Church
- The Tindall Foundation
- Tom & Ann Cunningham Trust

Legacies are an incredible way of helping secure our services for children, families and elders who need us. Thank you to these wonderful people who have left a legacy by choosing to leave a gift in their will.

Legacies

- Estate of Arthur Maurice Christophersen
- Estate of Elwyn Elsa Gamble
- Estate of Heather Jessie Young
- Estate of Mabel Ruthven
- Estate of Robert Joseph Reeves
- Estate of Ruby Amelia Richards

Endowment funds

- Brechin Endowment
- Effie Taylor Endowment
- Frank & May Griffith Endowment
- Honore Endowment
- I & N Davis Charitable Trust
- McFadzean Endowment
- Teaze Endowment
- Winton and Margaret Bear Trust
- Wotherspoon Endowment

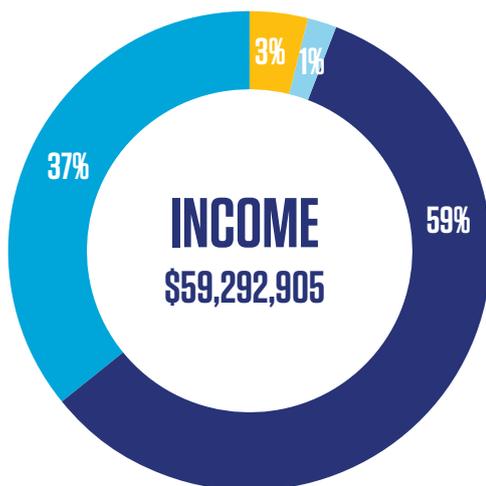
Revenue and Expenditure

For year ended 30 June 2020

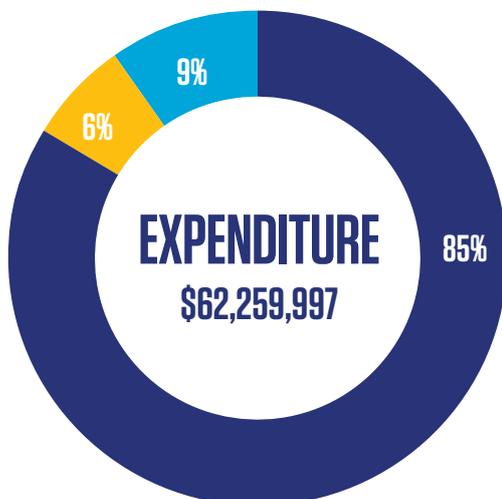
The two major operating segments of Enliven and Family Works continue to be constrained by limited improvements in government funding that do not fully compensate for increased operating costs. The operating results - while still in deficit - are showing improvement on the previous year's deficit, with initiatives in place to continue this trend back to operating surplus. The financial assets of the business increased from \$24.7 million in 2019 to \$28.4 million in 2020 due to the sale of

the George Street Central Office property and partial sale of shares and maturity of fixed interest securities, less the financing of development projects. Net assets are now recorded at \$135 million.

Income: \$59,292,000
Expenditure: \$62,260,000
Deficit: \$2,968,000*



- Government – \$35,416,471
- Fee-For-Service/Private – \$21,909,920
- Fundraising – \$721,891
- Other – \$1,244,623



- ENLIVEN Services for Older People – \$52,171,146
- FAMILY WORKS Services for Children & Families – \$4,076,932
- OTHER – \$6,011,447

*Figures are subject to the final audit sign off. For a full report of our audited accounts please visit our website www.psc.org.nz

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