OUR VISION: YOUR LIFE YOUR WAY

CEO’s Annual Report
by Martin Harris

Consumer Rights

During 2012 the Trust has implemented many changes but the essence of Hawksbury Trust remains to support people to live satisfying lives.

The past 12 months has seen the Trust farewell eight people. This coupled with the previous 12 months has meant we have reduced the number of people we support from 125 to 112. This has meant significant changes for people and families. Many people not only moved home but have been introduced to a new group of flatmates. People have adjusted really well to the moves and in most cases this has been a success. For some people their moves have only just taken place so it is difficult to make a call at this time on the success of their moves.

Where possible people and their families are being consulted on their living arrangements. The Trust fully recognises we have a long way to go to meet the needs of every person. However, a couple of recent examples come to mind for me of a person in Dunedin and a person in Christchurch wanting to live independently which may involve a move from the Trust. The Trust will support these people to access the most appropriate support for them. The Trust is limited in being the provider of choice due to the inflexibility in contracting with the Ministry of Health (MoH). Continued on Page 6

Meet the Team Leaders

Our experienced and committed Team Leaders do a marvelous job, and I would like to introduce them.

Shane Bean, Gainford Street

Neil Centre St
Coordinator Dunedin

Lenore Pages Rd
Coordinator Christchurch

Kim Gordon Rd

Kathy Gladstone Rd

Margo Highgate

Heather Avonhead Rd

Jan Gainford St

Nola Condell Ave

Karen Bennington Way

Helen Oxley Ave

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Celebrating Success!

Careerforce Training

Hawksbury Trust supports workforce development and as of November 2012 we are proud to announce all staff are in the process of becoming (or are already) qualified in the ‘National Certificate in Health, Disability & Aged Support’ in either Level 2 (Foundation Skills) or Level 3 (Core Competencies).

Below is a list of staff who have recently completed their training. Well done everyone, this is an outstanding achievement!

<table>
<thead>
<tr>
<th>Level 3 - Core Competencies</th>
<th>Gordon Rd: Michele McCutcheon</th>
<th>Gainford St: Jillian Pearce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centre St: Katrina Ross</td>
<td>Gainford St: Phillip Willmott</td>
<td></td>
</tr>
<tr>
<td>Bennington Way: Patricia Webb</td>
<td>Gainford St: Jan Fuller (Team Leader)</td>
<td></td>
</tr>
<tr>
<td>Bennington Way: Donna Terry</td>
<td>Condell Ave: David Wells</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level 2 - Foundation Skills</th>
<th>Gordon Rd: Brenda Wood</th>
<th>Permanent Relief: Ken McDonald</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gordon Rd: Terena Latham</td>
<td>Pages Rd: Anne Stinton</td>
<td></td>
</tr>
<tr>
<td>Gladstone Rd: Raywn Ford</td>
<td>Condell Ave: Akane Nakao</td>
<td></td>
</tr>
<tr>
<td>Highgate: Robyn Boel</td>
<td>Condell Ave: Nobuko Swafford</td>
<td></td>
</tr>
<tr>
<td>Centre St: Gary Smart</td>
<td>Avonhead Rd: David McLean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oxley Ave: Peta Jamieson</td>
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</tr>
</tbody>
</table>

It is our aim to have all support staff complete Careerforce training by January 2014. This will improve the knowledge and skills of our workforce, and ensure this is supported by appropriate attitudes and values. Providing such an opportunity does come at cost; however, I am pleased to announce that Te Pou have been able to help Hawksbury with a grant that will assist with some of the costs arising from staff participation in the National Certificate.

Recent Deaths

Our thoughts go to all families, flatmates and staff who have provided great friendship and support to the following:

Margaret Offen Gordon Road, Mosgiel
Linda-Joy Smith Gordon Road, Mosgiel
Rodger Lane Gladstone Road, Mosgiel
Jeremy Bonifant Avonhead Road, Christchurch
Brian King Pages Road, Christchurch
Update on New Homes

Centre Street, Mosgiel

As you can see by the photo, the build of our two new homes at Centre Street is now complete! I am happy to report that everyone is thrilled with their new home. This means the home in Dalziel Road is now closed.

It was marvellous to see the people we support, families, friends, and staff at the opening. The Chair of the Board, Richard Thomson and CEO, Martin Harris spoke about the future of the Trust.

Bennington Way, Christchurch

Exciting news to report! Housing New Zealand have finally given us the green light to move into the two new homes they have built for us. The possession and moving in date is set for 30 November 2012. I am sure the wait will be worth the while. The homes look fantastic and they are in a very nice neighbourhood. I can’t wait for everyone to move in, I am sure they’ll love it!

Of course, this means the homes at Waikuku and Rochford Place are now closed.

Seasons Greetings!

From all of us here at Hawksbury Trust, we would like to wish the people we support, families, staff, and friends, a happy holiday season!
Making a Difference - Bequests and Donations

Bequests

Big or small, a bequest or deferred giving, can make a difference. By remembering Hawksbury Community Living Trust in your Will, you are supporting people with intellectual disabilities to achieve their life choices. Your bequest will help provide personal growth for people and will ensure they are able to live in an environment which they are proud to call home.

After you have taken care of your family and loved ones in your Will, you can choose to allocate a portion of your estate as a bequest to the Hawksbury Trust. By choosing this you demonstrate in a practical way your ongoing care and concern for people with intellectual disabilities. We need your support. We invite you to join us in caring for the people we support in this very special way. We appreciate that a bequest is a deep and personal gesture.

If you have already included Hawksbury Community Living Trust in your Will, we would be grateful if you could let us know. Or if you would like further information please contact Owen Bradley on (03) 358 7632 or email owen@hawksbury.co.nz.

Donations

You can either donate to help Hawksbury Trust deliver services in general, or to a specific home, or you can choose from the list below to donate financially towards any of our special appeals.

- Wheelchair hoists for vans
- Whiteware
- IT / computer equipment
- Digital televisions (or freeview sets)
- Vehicles to transport people
- Table & chairs/furniture

We’re grateful for all donations and would like to thank the following: Smith (Linda-Joy) Family $3,555 & $1,000, Daphne Smith $2,000, and the Estate of EMF Bichan $10,560. If you would like to contribute please contact Owen Bradley on (03) 358 7632 or email owen@hawksbury.co.nz.

Donor Story: Making a Difference

The Trustees of the Estate of EMF Bichan wanted to make a difference and agreed to donate the full cost of a replacement wheelchair hoist for the van at Centre Street, Mosgiel. A big thank you from all at Hawksbury for this very kind act of generosity and support. What a magnificent donation, we are truly appreciative!
Snapshots

Graeme Richardson, Condell Ave, Far Left: Mowing the lawn Left: Celebrating his 60th birthday

Liz Bichan, Centre St, helping staff member Rhonda Griffin water the vegetable garden

Thomas Hall, Highgate, at the Centre St opening

Susan Wrigley, Gainford St, and staff member Jillian Pearce going for a bike ride
CEO’s Annual Report  Cont.../

People’s lives have been further enhanced recently with the job opportunities provided to people in their own homes, gardening, lawn mowing and window cleaning. People have also been encouraged with more natural supports; this has included support being withdrawn at the local hairdresser and people taking the opportunity to spend time at home without staff. Obviously a lot of care is taken to ensure their safety.

Organisational Management

I made reference to the current inflexibility of the contracting arrangements with the MoH. However, I am pleased to report the MoH intends to provide more flexible contracts in the future. The MoH initiated demonstrations of Local Area Coordination (LAC), Choices in Community Living, Enabling Good Lives and Enhanced Individualised Funding. The aim of these trials is to assist in implementing what is currently being referred to as, “The New Model”. These trials will run for the next two years.

The Trust has been involved in four separate audits this year, all resulting in positive outcomes. These audits have included the annual finance audit, the Health and Disability Service Standard audit, a SAMS audit solely around outcomes for people, and a Self-Assessment trial with the MoH. Internal audits also continue which include the quality audits for each home and family and staff surveys at the time of the Team Leaders annual review.

The Trust reviewed the 2013 budget in July and was presented with a deficit which could not be sustained and was the direct result of the increased number of people who had died over the past 18 months and the decreased number of new referrals. This warranted some major discussion resulting in a decision to close Rochford Place in Christchurch. This meant the number of people in Christchurch reduced from 75 down to 65. The same decision was taken for Dunedin a couple of years ago reducing the number of people from 50 to 45. This was achieved this year with the closure of Dalziel Road and the opening of Centre Street.

My thanks go out to my management team for their backing in achieving some great results along the way with both restructures.

The management team this year has seen some changes, the appointment earlier in the year of Karen Sibbles (Team Leader, Bennington Way) and the resignation of Chris Ellis (Team Leader, Pages Road). Two internal moves also occurred with Helen Jefferies moving to manage Oxley Avenue and Lenore McCarthy-Calder moving in to manage Pages Road along with her role as Coordinator in Christchurch.

Service Delivery

I wish to pass on my thanks to all staff who worked with me in making the restructures in Dunedin and Christchurch such a success. I fully appreciate the initial uncertainty they faced with their changes in not only their rostered hours but also their place of work. Through this they have shown their true commitment. The direct dealings I have had with staff has been extremely professional, a job well done.

Staff forums are the opportunity each year for me to meet directly and have a conversation with staff. This is another part of my role which gives me great pleasure and ensures I keep engaged with the current issues they are facing. This year did not disappoint this aim.
**CEO’s Annual Report**  Cont…/

Another real achievement is the new Careerforce qualifications. Recently we were able to report that all staff have either enrolled with Careerforce or already hold a relevant qualification. One of the major benefits of these units is that they are referenced back to the organisation’s policy and procedures. We have manuals now that are not just dust collectors.

**Safe & Appropriate Environment**

The major successes for this year have been the opening of the three new homes in Centre Street in Mosgiel. These developments were completed by the Hawksbury Property Trust and well and truly live up to the standard of homes we aim to achieve.

The homes at Bennington Way will be opening on 30 November 2012. This has been a development completed by Housing New Zealand (HNZ) replacing the homes that were extensively damaged in Snell Place and Halberg Street through the earthquakes. Our thanks go out to HNZ for their commitment in replacing what we had lost.

**Chairman’s Annual Report**

by Richard Thomson

This report is written after what has to have been one of the most difficult years the Trust has faced since its inception. During this time we have had to deal with temporary accommodation (due to the Christchurch earthquake), long delays in earthquake insurance payments (still not completely resolved as I write this), a period in which Government has signalled clearly payment increases will not match cost of living increases, a significant tightening up in funding for new residents, and a vacancy rate due to older residents passing away but not being replaced. Oh, and we also found some time to build new houses to replace our Dalziel Road rented facility, and oversee development of a long term replacement for quake damaged Snell Place. Blimey.

Over the last 2 years we have seen a significant vacancy rate develop in our homes as older residents have passed away. This is not peculiar to Hawksbury and is being replicated in all providers. Whereas in the past there was always a flow of new people seeking care, government belt tightening and in some cases policy changes around the kind of care they will provide, has meant this has largely dried up. For Hawksbury our costs virtually stay the same if we have an empty bed or two but of course our revenue drops significantly. We recognised at the beginning of this year that this trend was unlikely to change any time soon and if we did not react to it we would be facing a very large financial deficit.

Continued on next page
By the time you read this we will also have opened our permanent replacement for the quake damaged Snell Place property in Christchurch. We were very fortunate at the time to find a temporary replacement at Waikuku, but it was only ever suitable for the emergency situation we found ourselves in and it is fantastic to have all our people back in Christchurch proper again.

As a result of these changes the Trust is able to face the future with a positive financial outlook and with significantly enhanced facilities. It is good to look back at the last couple of years and review the progress made. The dated and unsuitable Larnach Road property has been replaced with a very successful property in Roslyn that meets the needs of our physically disabled far better. We have replaced the large format Gordon Road property (with its constant repair costs) with two modern and beautifully presented five bed homes on the same convenient site. The 15 bed (and expensive to rent) Dalziel property has been replaced with two six bed town houses, and now Snell Place too is replaced with something far more suitable.

In this regard we are very fortunate that the long term vision of the Trustees over many years allowed the development of our sister “Property Trust” which has been able to financially facilitate these new developments. Without that capital fund built up from careful stewardship over 20 years we would not be able to do the things we do now. The Trust faces the current year in a healthy financial position again as a result of all these changes.

**Chairman’s Annual Report** Cont.../

The Board reviewed all its options and came to a decision that we needed to downsize our total bed numbers and as a result took a decision to close our Rochford Place Home. This meant relocation for quite a number of our residents and we are grateful for the way in which families, staff and most importantly the residents themselves have responded to this. Whilst change is the one constant in most people’s lives and is often something we welcome as a new adventure, we recognise that change can be harder for many of the people we care for and so we did not take this decision lightly. The reality of course was that failure to reduce our costs to match our resident numbers would ultimately have resulted in change for a much greater number of residents as Hawksbury would not have been able to continue in the long term. It was also the case that Rochford place with its upstairs area and steep access to the first floor was increasingly unsuitable for an aging population which influenced our choice of home to close.

We were fortunate also that this coincided with a decision to build on the success of our new Gordon Road homes and do a similar development on a new site in Mosgiel to replace the Dalziel Road property we have rented for many years. That was developed for 15 people and the new facility is two side by side townhouses with six beds in each. So we were able to reduce our total Dunedin bed numbers as part of that redevelopment. We opened this new facility a month or so ago and I was thrilled with the standard we have been able to develop too. As another provider at the opening commented – Hawksbury really does have the best accommodation in the sector, and I really believe that is true.

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Chairman’s Annual Report Cont.../

It seems almost inevitable that we will see our numbers continue to decline over the next few years. We have an aging population and that will impact. But the Board has taken a view that it is not the number of people we care for that is the point – it is the quality of care we can provide to our residents that matters. We are confident that we can use our built up reserves to manage further short term vacancy and cost pressures such as we have recently experienced to overcome that.

I cannot emphasise enough how fortunate we are to have the calibre of management in place that we do. A very small head office team led by Martin Harris (CEO) delivers well above its weight. They have considerable skill and are totally committed to the welfare of our residents. Their work over the last year to take us through these changes has been simply superb. And I cannot ignore the tremendous support they have received from our Home staff. We are so fortunate to have so many people who have been with us so long that they really identify with the Trust and its residents and the goals we set ourselves. Without them we would be nothing. I thank you all. To my fellow Trustees (some of whom like me who have been along for a 20 year plus journey), thank you for your support. To the Families, thank you for your faith in us. And to our residents – you are the reason we do all this. We are not a commercial business. There are no shareholders taking a dividend. We do it because you make it worthwhile.

About Hawksbury Trust

The Hawksbury Community Living Trust is a successful charitable not-for-profit organisation that was set up in 1992. We provide caring supportive homes for adults who have an intellectual disability. We have 10 homes in the Christchurch and Dunedin regions.

It is Hawksbury’s aim that people in our service are able to live happily in their homes and participate and make friends in their communities just like other New Zealanders. We provide support, encouragement and opportunities for people to achieve these aims.

People are supported to decide what is important to them. Whether it is deciding on the colour of their bedspread, or deciding to join the local bowling club, asking a girl out on a date, getting a job, or going to the beauty salon independently to get their nails done. Our experienced staff help make this happen.
Joining the Hawksbury Trust Family

If you or someone you care for is interested in Hawksbury Community Living Trust you will need to firstly contact your local Needs Assessment and Service Coordination (NASC) service.

The NASC will check your eligibility for Ministry-funded disability support services and make an appointment to see you with any family, whānau, or carer you would like to have with you.

**Local NASCs:**
Christchurch: Lifelinks
Ph: 365 9593

Dunedin: Access Ability Otago/Southland
Ph: 477 6211

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**HAWKSBURY TRUST**

**Mission**
Supporting people with intellectual disabilities to achieve their life choices

**Vision**
Your life your way

**Values**

- Respect and support for all people
- Opportunities for personal growth for all people
- An environment in which all people are proud to live and work