



# Annual Report 2023 / 2024

## Home and Community Health Association



**Home &  
Community  
Health**  
Association

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## **Chairman Report 2023–2024**

I am pleased to present the Annual Report and financial statements for the Home and Community Health Association Incorporated for the financial year from 1 July 2023 to 30 June 2024.

This has, once again been a year of continuing special challenges for the sector. Uncertainty from funders and Government has remained a particular challenge.

In July and August 2023, we were presented with a funding conundrum. The Government expected us to pass on a 3% pay increase to support workers with a risk that regardless of if we did or didn't Government could consider that we had done this anyway in any future pay equity calculations.

This situation highlights the complexities of funding in the healthcare sector, where the Government may set expectations without necessarily providing the necessary resources to implement them. It also emphasises the importance of sustainability and fairness in workforce compensation and the high level of uncertainty in the sector at this point in time.

A lack of Progress in the Care and Support Worker representative Pay Equity claim caused the union to lay a costly second and third pay equity claim. And for some time, it was unclear how we as a sector may progress these second and third claims to a settlement. Despite the changes to the Government's direction for settling Pay Equity Claims in the Funded Sector, I am not sure that we are significantly closer to understanding what a pay equity settlement will look like, how government plans to fund this and when all of these Care and Support Worker Pay Equity Claims will be able to be settled.

The Aged Care and Service Models review commenced and this reiterated again what we have been saying as a sector for many years; Home and Community Support Services are under-funded, the funding models are not fit for purpose, there are material ethnic inequalities in access to aged care services, there are significant workforce pressures and all of the issues are exacerbated in regional and rural Aotearoa. While we have seen some commitment to making positive change from Government, we are still concerned with the time it is taking to design the changes and then implement them.

With the shift from a Labour led government to a National led government, and continual instability in funders this has created a delay in providing a strategic direction and implementing any real actions. We are concerned that the delays continue to put substantial financial pressure on members and the financial status of members continues to worsen.

The Association has been very busy through this with significant work being put into pay equity claims and in many working groups, by the Executive, Board members and many representatives from across our sector. I would like to thank the Association members with the support you have given us in participating in forums, workshops and advocacy to Government.

Pay Equity Settlements and the Aged Care redesign alongside our constant advocacy for the sector will remain as focusses for our sector during the 2024/2025 year.

We bade farewell to Carmela Petagna as Chief Executive Officer and we thank her for the work she did in raising the profile of the sector and in supporting and representing the Sector for pay equity claim work and in many forums.

We welcomed Lisa Foster and she has been instrumental in supporting the joint peak body process, significantly raising our profile in government and connecting with key officials.

You will note that the Association recorded a deficit for the 2023/24 year due to significant pay equity cost pressures. It is anticipated that the costs associated with pay equity are going to continue to place some financial pressure on the Association in the 24/25 year, however with an increasing membership and the continued support of members, the Association continues to be in a healthy position with reserves in place.

As always, I would like to acknowledge the elected and independent HCHA Board Members for their commitment and contribution to the Association and the sector. These positions are voluntary, and all Board Members give generously of their time and expertise.

In addition, I would like to acknowledge the work of our Chief Executive Officer Lisa Foster who we appointed early this year. She has worked tirelessly this year and it is directly through her efforts that the profile of the HCHA has been significantly raised with the government. With her leadership we continue to grow from strength to strength.

Murray Penman



*Murray Penman*

Murray Penman  
Chair  
Home and Community Health Association



## **HCHA Board Members 1 July 2023 – 30 June 2024**

### **Appointed Independent Board members**

Alison Van Wyk (Deputy Chairperson) (appointed Independent Board Member March 2023)

Penny Hanning (appointed as independent board member 09 November 2023)

### **Elected Board members**

Shelley Cunningham (re-elected 1 June 2022)

Murray Penman (Chairperson) (re-elected 1 June 2023)

Meng Cheong (re-elected 1 June 2024)

Wendy Hoskin (elected 1 June 2022)

Carmel Conaghan (elected 1 June 2022)

Androulla Kotrotsos (re-elected 1 June 2023)

### **Board members who have left during the period**

Julie Haggie (resigned 07 November 2023)

Chief Executive’s Report 2023–2024

CEO Report for the Home and Community Health Association Incorporated (HCHA)  
2023–2024 Annual Report

It is with great honour that I present my inaugural CEO report for the Home and Community Health Association (HCHA) for the year 2023–2024. Since assuming the role in January 2024, I have greatly valued the steadfast support of our Chair, Murray Penman, our Deputy Chair, Alison Van Wyk, and the entire HCHA Board. Their guidance has been crucial in navigating the complexities and evolving dynamics of the health ecosystem. This report reflects the significant contribution and focus of my predecessor, Carmela Petagna, who served as CEO from March 2023, as well as the extensive expertise of Graeme Titcombe. Their leadership has laid a robust foundation that we continue to build upon.

My passion for advocating positive change in the health sector is deeply rooted in my diverse experiences, particularly in the field of rare disorders. These experiences have deepened my appreciation for the critical role the Home and Community Sector plays within the broader healthcare continuum. I am committed to raising the profile and amplifying the collective voice of our members to drive meaningful progress and ensure the sector’s value is fully recognised.

In 2023, HCHA undertook a comprehensive strategic refresh to reaffirm our vision, core principles, and purpose. This initiative involved meaningful engagement with our members to gather diverse perspectives, allowing us to refine our key focus areas. Additionally, we collaborated closely with our Māori Roopu to ensure that our initiatives are aligned with Tikanga Māori. Our updated vision, informed by comprehensive member feedback, is now clearly defined as:

**“Sustainable, equitable, high-quality provision of home and community health services across Aotearoa.”**

This vision aligns with our core priorities of **Advocacy \ Influence \ Insights**. Providing a strategic framework for our future direction. Serving as a living document, this blueprint is designed to remain responsive and adaptable to the evolving health system landscape and the challenges that are encountered.

As we move forward, I remain committed to fostering collaboration, advocating on behalf of our members, and enhancing the recognition, sustainability, and quality of care within the home and community health sector.

**“Sustainable, equitable, high-quality provision of home and community health services across Aotearoa”**

Advocacy

- Regularly supporting members at a national level
- Recognised thought leadership
- Promote acceptable and sustainable solutions for the sector
- Create alliances with organisations intersecting with home and support

Influence

- Enhance visibility of sector voice
- Productive engagement with senior decision-makers
- Influence on all relevant matters, especially equity, quality and sustainability
- Members are fully informed
- Integrate networks regionally
- Encourage embedding Te Tiriti principles

Insights

- Use data to inform service improvement and sustainability of the sector
- Partnerships and research that can be used to improve and inform services
- Promotion of technology and resources to support optimal services to meet client demand
- Promotion of innovation in models of care and consumer-centred services

PRIORITIES

Provide advocacy and support members with the rollout of the Care and Support Workers Equity claim and the Frontline Managers’ and Service Co-ordinators Claim.

Develop deeper and wider regional networks (regional connectors) to increase our reach and influence.

Gather and utilise insights and evidence from a wide range of sources for the next 5 years to inform and support the delivery of high-quality services, and to also support provider members within our sector.

Use results from the Client and Whānau experience of care to elevate the consumer voice, explore future service improvement opportunities, and acknowledge successes where they occur.

Reimagine services using and influencing the Aged Residential Care Service Review (focussing on community and in-home care and aged residential care).

ACTIONS

- Review content and centralise communication on members’ only Portal.
- Provide the national collective voice into key Tripartite Forums to support the sector.
- Support members with Pae Ora (Healthy Futures) Act 2022 legislation.
- Align opportunities of Whānau Ora model to provide flexibility in services.
- Engage with the wider sector to inform and facilitate engagement forums as required.

- Increase visibility and influence through media, networking events and marketing.
- Explore the Disability and/or Mental Health models as a reference to increase regional networks and community engagement.
- Target regional small-scale providers with limited networks to become members.
- Increase Māori roopu, enhance Whaikaha engagement and integrate Te Tiriti principles into service delivery.
- Convene with the Board to inform and review the outcome of the Aged Care review, and its implications on our sector

- Annually repeat and review members’ survey to gather insights, gaps and opportunities with services for continuous improvement.
- Use national data sets and resources to obtain insights into current and potential workforce.
- Stay informed about emerging trends, events and internal initiatives to identify opportunities for workplace planning.
- Collaborate and interact more with intersecting agencies to address shared issues.

## Key Priorities

### Pay Equity

Pay equity remains a critical priority for HCHA as we continue to serve as a vital bridge for our members navigating the complexities of multiple Care and Support Workers' Equity claims (Claim 1, 2 and 3), including the Frontline Managers' and Service Coordinators' Claim. This landscape was further impacted by the strategic reset announced by Hon. Nicola Willis in May 2024 with a shift in Government's overall approach. This new fiscal management approach leaves uncertainty as each relevant Government agency will determine how it will support pay equity claims in the future, aligned to new agreed 'principles.'

The shift toward 'potential contribution or contingency funding to support pay equity claims' has introduced significant challenges, particularly the requirement for comprehensive data collection, with the analysis and methodology under the exclusive direction of Te Whatu Ora, the lead funding agency. The future trajectory centres on the development of 'robust data' to inform a proposal for approval by the Health and Finance Ministers, with no negotiations anticipated for providers, leaving considerable uncertainty. A key principle of this reset is the focus on mitigating the risk of service disruption, prompting HCHA to underscore that sector sustainability must be a top priority.

HCHA remains closely engaged with the evolving pay equity claims, a responsibility that shows no signs of diminishing. In collaboration with other peak bodies, we consistently advocate for a sustainable sector solution while calling for transparency and clarity from the Government on proposed sector plans. Through regular communication via newsletters, emails, and webinars, we ensure our members remain well-informed as we navigate this complex area.

### Financial Impact

The financial statements for the year ended 30 June 2024 report a deficit, largely attributed to the escalating workload and legal complexities associated with pay equity. This has placed significant financial strain on HCHA's operations. While costs have been managed prudently, with cost-sharing arrangements in place with other peak bodies where feasible, the continued demands in this area have necessitated additional financial measures.

To address these pressures, HCHA has implemented a special levy for the 2024/25 financial year, requesting contributions from members to cover a portion of the additional pay equity costs, particularly legal expenses. Furthermore, a 5% increase in membership subscription fees has been approved for the 2024/25 year. Together, these initiatives are expected to partially offset the reported deficit. To demonstrate where our effort has gone, and the impact of our work, please refer to the visual of our **performance impact report**. In the coming year, HCHA will strategically pursue opportunities for revenue growth through raising profile and awareness of the membership benefits, the scoping of potential grants, and the development of project-based initiatives or partnerships aimed at strengthening our financial position.

### Operational performance

In alignment with our objectives, we have incurred costs during the financial year related to staffing changes and the implementation of initiatives aimed at streamlining our financial processes and enhancing operational efficiency. HCHA transitioned from MYOB to Xero, a more user-friendly and supportive system for office digitisation. This shift streamlines financial processes, including year-end accounts and audits. While this resulted in higher accounting costs, the conversion is a significant milestone, improving resilience by distributing key financial responsibilities across the team and offering future cost savings once embedded.

As a requirement under the Incorporated Societies Act 1908 HCHA will need to re-register and there are key requirements including refinements of our constitution. This will be signalled in our AGM and next steps will be outlined.

## **ADVOCACY**

### **Engagement**

Throughout the year, we have prioritised fostering sector cohesion by facilitating regular communication and engagement opportunities, including an increased number of webinars, Māori hui, CEO breakfasts, and member forums. These efforts are essential for maintaining a united, well-informed sector that is prepared to address emerging challenges. A key component of our strategy is providing regular updates and timely Pānui (newsletters) on issues affecting our members' businesses, workforce, and clients/whānau, including information on pay equity changes

Another key aspect of our initiatives is networking and fostering opportunities for Whakawhanaungatanga and sharing ideas, experiences, connections, and resources. The inaugural HCHA Māori hui was held in November 2023 in Tauranga, with a follow-up hui occurring in May 2024. Ongoing Quarterly online hui with the Māori Roopu feature key guest speakers who lead engaging kōrero.

We are excited to hold a face-to-face gathering at the upcoming **CEO and leaders Forum** scheduled for November, under the theme **"Kotahitanga: Collective Capability."** This forum serves as a crucial platform for leaders to convene, hear updates from Ministers and officials plus engage in meaningful discussions on emerging issues that impact our sector. Key topics will include an opening address from Hon Minister Casey Costello, Associate Minister of Health, updates on pay equity, the Aged Care Review, and invaluable opportunities for networking and fostering collaborative relationships.

### **Political**

Ongoing advocacy to strengthen HCHA's connections and raise awareness among political leaders about the key opportunities and barriers affecting our sector is a critical priority. Significant focus has been on demonstrating the value of the Home and Community sector within the broader healthcare system. We have made substantial progress, thanks in part to the leadership and support of Todd Stephenson, ACT MP and Party spokesperson for Health who has facilitated key connections across political parties, helping to build awareness for the sector's needs. Looking ahead, political advocacy remains a key area of focus. We continue to work collaboratively with government representatives to address the challenges facing our sector to ensure that its essential role is fully recognised and supported.

## **INFLUENCE**

### **Partnerships**

Increased meaningful representation for our members remains a top priority. Throughout the year, HCHA has actively engaged in various working and advisory groups to influence policy changes within the sector. Requests have emphasised the need for an improved format for these meetings that fosters collaborative dialogue, enabling participants to share suggestions and pose questions to gain insights from officials. Other participation includes the Funded Sector Tripartite Forum (He Ara Tapatahi) to sustain a focus on strategic issues that impact the workforce across the funded sector. Furthermore, HCHA has advocated for enhanced engagement through the Joint Working Group for Home and Community Support Services (HCSS) and the Whaikaha CEO Forum, which included 17 senior leaders from the disability sector. This emphasis on sector-led engagement offers essential opportunities for collaboration when implemented effectively.



## **Health NZ**

As we look to the future, HCHA is committed to strengthening our partnership with newly established teams. The focus on sector innovation to meet evolving needs, will be a primary emphasis as we transition into the next year. Under the leadership of Commissioner Professor Lester Levy and the three Deputy Commissioners, it will be essential to cultivate key relationships with the regional executive teams. This presents a significant opportunity for strategic discussions, positioning home and community health employers at the forefront of future initiatives.

## **Whaikaha / Disability Support Services**

The disability sector has been affected by major shifts following the findings and recommendations of the Independent Review, as well as the recent updates to NASC Guidelines. The disruptions and impacts on services and support systems are concerning, particularly the imperative that cost containment measures do not undermine the rights and needs of disabled people. A robust disability support system must ensure access to essential services while prioritising measures that promote well-being and reflect the realities for providers of services.

This challenging environment has widespread implications for both service providers and the disabled community, leaving many to navigate uncertainty and strain. However, amidst these challenges, there lies an opportunity for greater unity among key sector partners and stakeholders. Our goal is to safeguard the services and support systems that empower disabled people. To this end, we are committed to establishing connections with the Minister, primary government officials—including those within the cross-agency taskforce within MSD, who will deliver the review's recommendations for DSS. We will continue to advocate for the sector alongside our peak body partner, the New Zealand Disability Support Network (NZDSN), and other key stakeholders.

We recognise that genuine engagement and collaborative approaches are essential to ensuring that the needs of disabled people and the providers who enable this, remain central in future policy and service delivery frameworks. Together, we will work towards a more sustainable, responsive, and equitable support system.

## **Insights**

Access to comprehensive sector data is becoming increasingly crucial for illustrating significance. However, due to the disparate nature of existing data and historical underfunding, we face challenges in creating a clear narrative about our impact. Addressing this issue is a top priority moving forward.

This year, HCHA initiated an in-house survey aimed at providing an overview of the sector. Additionally, we are exploring further opportunities to gather more evidence-based and impactful data and reports that can effectively demonstrate impact and outcomes plus influence decision-makers. Our strategy includes facilitating data collection and fostering collaboration and partnerships within the sector to strengthen insights.

## Home and community support services experience survey 2024

HCHA partnered with Te Tāhū Hauora Health Quality & Safety Commission to initiate a new national Home and Community Support Services Experience Survey. This initiative aligns with Ngā Paerewa Health and Disability Services Standards, enabling consistent collection and response to patient and client feedback. Developed with input from HCSS providers, the survey is designed to be practical and reflective of real-world service delivery. Providers have been actively engaged throughout its design and final implementation. A key objective is to leverage consumer experience data to enhance health services, particularly for **Māori, Pacific peoples, and disabled individuals**, addressing health inequities. The survey tool will soon be launched, with participating providers using the feedback to drive service improvements and elevate care quality.

**In closing**, I would like to extend my heartfelt gratitude to our members for their unwavering dedication in providing care to our most vulnerable, even in the face of increasing challenges and financial pressures. The resilience, pragmatic approach, and commitment to high-quality care that define our sector are its greatest strengths, sustaining us through these uncertain times.

A special thank you goes to those who have played a pivotal role in pushing for pay equity sector solutions, particularly Lynne Sijbrant and fellow peak body leaders. Their exceptional commitment of time, effort, and expertise has been truly remarkable. To our key partners within Government and the amazing NGOs in our communities, it is only by working together with trust, wisdom, and hard mahi that a cohesive and vibrant healthcare ecosystem can be created—one that all New Zealanders can take pride in.

As we look ahead, cohesive advocacy and innovation will be essential in addressing the challenges we face. The collective efforts of our members, alongside the continuous exchange of ideas and concerns, will ensure that we are focused on the right areas. I am excited about the year ahead and the opportunities to grow our profile, enhance the value we provide, and advocate effectively for the needs of our sector, workforce, and clients.

I extend my heartfelt thanks to all Board members for their expertise, support, and governance, as well as their dedication to the work of the Home and Community Health Association.

Together, we are building a brighter, more sustainable future for the sector and the communities we serve, ensuring that the Home and Community Sector remains a vital and valued partner within New Zealand's evolving health and social system.

A handwritten signature in black ink, appearing to read 'Lisa Foster'.

Lisa Foster  
Chief Executive Officer  
Home and Community Health Association