

HAUORA HOKIANGA TRUST

WHAKAPAPA TE ORANGA



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ANNUAL REPORT 2025

Te Hononga, named carved entrance way of Te Ara Rongoā Hīkoi Whakaora was dedicated at the end of 2024.

This significant occasion under the guidance of Nopera Pikari, led by Te Kapehu I Te Kainga, and supported by Te Whare Awhina and Whakaoranga Whānau Recovery Hub was created to enhance Te Ara Rongoā space which is a mantle created by Jessie McVeagh and the visions of Hauora Hokianga.

Te Ara Rongoā is a visual expression of connection and grounding. Included are strategically placed QR codes which brings voice to Te Ara Rongoā expressions of community, traditions and health and wellbeing. Te Ara Rongoā is a space of healing for all generations. This brings back the realisation and importance of connection, all stemming from the elements that have created and sustained us from the beginning.

Te Tomokanga itself represents whakapapa.

- Hone Taimona
Taurahere I Director of Tikanga

Whakapapa embodies our profound connection to origins —
the weaving of physical and spiritual threads
that form creation, ancestry,
and the continuum of life binding past to future.

Water — wai — holds a crucial role in this connection.
Across the world it symbolises the source of life,
of healing and sustenance.
It bridges the seen and unseen,
linking us to our ancestors
and to the living world around us.

In this way, wai aligns with ora —
the flow of health and vitality that sustains all beings.

The question “Ko wai koe?”
— literally, “Who are you?” —
carries within it the essence of wai,
expressing identity through ancestral waters.

The unaunahi, or fish-scale pattern,
echoes this truth:
the movement of water,
the continuity of lineage,
the enduring cycle of life.



Pou Karakia

*Tikina te mauri, kawea te mauri
Tokona te mauri, toi tuu te mauri
Ko te pou tokotoko mauri ora o Rongo
Poua te pou o Rongo, taamaua te rongo mau
Taamaua te rongo taketake e hora nei
Aio ahuru nuku, aio ahuru rangi
Whitirere ki te whei ao, ki te ao marama
Whano, whano, haramai te toki ee
Haumi ee, hui ee, taiiki ee*

Pou Whakatauki

E tere e ngā waka i ngā tai o Tangaroa i roto i te awa tapu o Hokianga, ki a Niwa rāua ko Arai-te-Uru Ngā taniwha tiaki i te wahapū. Huri whakaripo ki a Pouahi rāua ko Mapuna, Ngā toka whakaora o Hokianga Whakapau Karakia. Whakarongo ki ngā hau o te hauāuru ki ngā wai māturuturu o ngā maunga whakahii ki a Papatūānuku, te herenga o te mana, te ihi, me te tapu o te tangata, te whakaritenga o ngā wawata o te Hauora Hokianga. Tihe Mauri Ora!

The tides of Tangaroa carry the canoes swiftly on the sacred river of Hokianga towards Niwa and Arai-te-Uru, the guardians of the river mouth. They turn to Pouahi and Mapuna, at the heart of Hokianga. Listen to the wind from the West and to the trickling waters of the beloved mountains flowing through Papatūānuku, binding together the people for whom the aspirations of Hauora Hokianga are fulfilled. Behold the sneeze of life!

— Joe Topia (Former Trust Chair 1999–2008)

Reo Whakamihi

Ka kui kui, ka koa koa

Ka tere ka whaanui i waho atu i a au e

Kau ana i te puninga, kau ana i te wananga

Kau ana i te waru, whiti, whiti, whitiwhiti ora

Tioro i te whitu, tioro i te waru, tioro, tioro, tioro kia uu mai

Horahia ana te papa pounamu o te mauri ora e aio ai te ao

Rere papa pounamu ki tai e tau ee, rere papa pounamu ki uta e tau ee

Aue, tiro tiro kau ana, aue, rapurapu kau ana, kei hea koutou aku manu tiutiu i te ata, papa te whatitiri, kahukura i te rangi, tawhana kau ana, ko ahau ki muri e tangi mokai nei, aue taukiri ee, aue te aroha eee. Maa te ranga pokaitara i muri nei e tuku te tangi aue o te ngakau ki te hunga nui kua nunumi i te tirohanga kanohi. Ko te kaumatua a Tipene Morunga tera, naana a Tuumatauenga, naana te poutoko a Tanenuiarangi, naana te rau kotuku o Rongo, naana te kahu korowai whai reo o te kainga, whai tikanga o te kainga i kura ai te tuu o Hauora Hokianga i nga tau. Noona ano te reo whakawaha i nga tikanga tuku iho, kua rurukutia ki nga pakitara o te hohipere, taapoko noa ki nga kokonga o te ngakau tangata o te hohipere. Kua whakarerea iho nga kawenga, hei ohaki kii korero, hei ohaki kii tikanga mo te tuu puumau motuhake o Hauora Hokianga apopo ake nei, kaati, kua ea, kua ea, kua ea.

Kua heke atu koutou katoa e te tira moe rangi, ki te pou o te aka ki te reinga, kua kake atu ki te pou aka ki te rangi, kua tuu koutou katoa i runga i te pou whakamaharatanga, tuu te poo, tuu te ao. Katj, huri tuu ana.

E ko Hokianga nui, ko Hokianga roa, ko Hokianga Whakapau Karakia, tena raa koutou, otira tena tatou katoa i tenei ekenga o too tatou hohipere a Hauora Hokianga ki tua o te tau kua pahure ake nei. Kua huakina, kua tomokia te tau hou e hihiko ake nei, kua tau te aroaro ki te mahana o Hine Raumati, e mura ake nei. Koia te ngakau whai reo o Hauora Hokianga e tuku nei te reo maioha ki nga mea katoa o te waa, otira, ka mihia koutou katoa e te iwi e noho kainga ana ki nga takiwa katoa o Hokianga, noo reira, tena raa koutou katoa.

E Te Iwi, i roto i nga kaupeka o te tau 2024-2025, he nui ano nga kawenga papai me nga kawenga hore he painga i paa mai, aa ko nga momo werohanga akinga a tai o te waa. Ko nga wero o nga whiu o tenei Kawanatanga mo te patunga o Te Aka Whai Ora, mutu rawa ake, e hoki muri ana ki wetahi tikanga kawenga hauora o mua, e whai hua oranga kore ana mo tatou mo te iwi e noho papa kainga whenua ana ki Hokianga. Whuia rawatia ki nga taimahatanga o te noho kainga kore ana, e noho mahi kore ana, e noho kai kore ana, e noho pohara ana ki wetahi kawenga whakaora tangata, me nga ngangara kikino e kai tangata ana, e kai whanau ana, e kai kainga ana. Ahakoa atu tenei, ahakoa atu tera, tuu toi ana ano a Hauora Hokianga hei poutokomanawa whakaora tangata, whakaora whanau, whakaora kainga, whakaora iwi.

Whakanuia ana ano e Hauora Hokianga i nga raa tohu rangatira o He Wakaputanga, Te Tiriti o Waitangi me te Raa o Mangungu. Ka rewa a Puanga nui i te maatahi o te tau, ka poua e Hauora Hokianga oona raa whakanui i te wehenga rua o te tau. Ka whakanuia te tangata e Hauora Hokianga, mai ano i te oroko koputanga i te whaea, ki te whanautanga, me te ara oranga o te tangata, tae noa atu ki te ara whakawhitinga ki tua o tenei ao.

E Te Iwi, naa tatou ano tatou i hiki ake, i hapai ake pau noa te rerenga o te tau, me te mohio ake ano, ka poo te raa, ka ao ake ano he raa ano maa tatou mo te tiaki, manaaki, atawhai me te whakaora ake i a tatou ano. Nei raa te kii korero, kei oo ringaringa te oranga moou, oranga mo toou whanau, oranga mo toou kainga noho, ka mutu, me whakakotahi oo tatou ringaringa hei oranga mo te katoa, hei oranga ano hoki mo te rangi me te whenua me oo reira mea katoa.

Mai ano, kei roto i nga kawenga oranga o Hauora Hokianga te muka tuitui nga herenga ki nga marae katoa, hapu katoa me nga papa whenua tupuna nohoanga a nga Iwi o Hokianga nui tonu. Ko te Hokianga te paparahi whenua e tuu tapatahi ana nga pou maunga, e tokona ake ana te taahuhu nui e tuu nei, e ora nei, e kawe nei e Hauora Hokianga i toona mauri oranga hei hohipere mo te iwi o Hokianga, tae noa ki Pawarenga kainga.

E Te Iwi, e whakahoungia ana e Hauora Hokianga i oona aho taura herenga, ki nga marae katoa me oo reira mana motuhake mo te oranga tonutanga o tena kainga, tenei kainga, tera papa kainga nohoanga tangata. Kawea tonu atu e Hauora Hokianga nga tohu o tenei taonga, tohu Koha e tauutuutu whakawhiti ana i tetahi ki tetahi hei tohu oranga mo nga taha e rua. He oranga tauutuutu ano kei roto i te rehitanga tangata e noho kainga ana ki Hokianga, kia rehiatia ki Hauora Hokianga me te ara o ACC mo te hunga e taea ana. Ko nga aho muka oranga matua e ora ake ai te tangata, e ora ake ai te hohipere, noo reira, e tohu mai ana, kotahi ano te taura herehere oranga i a tatou katoa, kahore he wehewehenga kotahi.

E Te Iwi, hei whakakapinga korero, noo koutou katoa te hohipere nei a Hauora Hokianga e tuu ake nei. Kia whakakiki too tatou taura herenga i a tatou ano mo te oranga o te katoa, ahatia, ko tehea whakatupuranga, ahatia te waa, ahatia te raa, ahatia te waahi. Naa kona, kati ake i konei, tena raa koutou, tena raa tatou katoa.

Mauri ora ki nga kokonga katoa o te ao o Hokianga nui e noho kotahi nei tatou katoa i raro i te haa manawa mauri ora o Te Atua Matua.

‘Whiti, whiti, tata, tata, whiti, whiti, tata, tata, he raa taua ki tua, takoto te pai, takoto te pai!’



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Kōrero from the Chair and CEO

He Kupu Whakataki | Introduction

E ngā mana, e ngā reo, e ngā karangatanga maha o te Hokianga, tēnā koutou katoa. It is with deep respect and gratitude that we present the 2024–2025 Annual Report on behalf of the Hauora Hokianga Trust.

This year has been one of profound change and reflection for our organisation and for the wider health sector. Against the backdrop of continued complex national health reforms, political transitions, and funding pressures, our focus has remained steadfast — to uphold the hauora and wellbeing of our Hokianga whānau through care that is grounded in our values and our community.

Navigating a Complex Health Environment

Across Aotearoa, the health system continues to evolve, shaped by the restructuring of Te Whatu Ora / Health New Zealand and significant system deficit. While the vision of a national, integrated system remains, the pace and complexity of reform have created uncertainty for many Māori health providers. For Hauora Hokianga, this has meant operating within limited and reducing funding streams, the exiting of critical contracts, adapting to new reporting frameworks, and maintaining continuity of care amid resource constraints.

Despite these challenges, we have continued to deliver services that are both clinically excellent and culturally grounded. Our kaimahi have demonstrated resilience, innovation, and unwavering dedication — qualities that remain the foundation of our success.

Transformation and Renewal

The most significant organisational milestone was our transition from Hokianga Health Enterprise Trust to Hauora Hokianga Trust on 1 July 2024. This change represents more than a new name; it reflects a renewed sense of purpose and identity, firmly anchored in kaupapa Māori values. The new Trust Deed overviews the structure of the Trust moving from 30+ Trustees to a maximum of fifteen, with the new Trustees formally commencing their new role in October 2024.

The new Trust Deed also introduced a new Community Representative Forum structure. The role of the Forum is to work closely with the Hokianga community in each of the community clinic areas to obtain and provide feedback on the Trust’s performance in meeting its purposes. Each clinic area will have an elected member, with a total of ten members of the Community Representative Forum.

We acknowledge our Trustees and community input and feedback for guiding this transformation with integrity and vision.

Another highlight was the unveiling of Te Tomokanga. Our local tohunga whakairo, Nopera Pikari, led the development of Te Hononga, the name of our Tomokanga, which represents the coming together of Rangī-nui and Papa-tū-ā-nuku to create their seven children, each of whom is represented by a pou whenua along the pathway.

Sadly, Hokianga lost one of its long-standing whānau-owned businesses this year with the closure of Rawene Pharmacy. After nearly 40 years of service to the community, the local pharmacy dispensed its last medication in February and closed its doors. Alternative arrangements have been put in place with Kaitaia and Kaikohe pharmacies to ensure the continuity of medication to Hokianga residents.

Investing in Our Future

We have made meaningful progress in modernising our infrastructure and systems:

- Solar power installations and network upgrades, including Wi-Fi, have improved sustainability and resilience across the hospital and clinics.
- The launch of Health365 – the patient portal – enables personal access to your own health records, and Health TV enhances communication, access, and health literacy for our patients.
- Internal digital initiatives such as Kāinga Ahi – our local intranet site – have supported kaimahi connection and knowledge sharing.

Over the past year, the team have also achieved positive results from the Home and Community, MSD, and Hospital Menu audits, which are important compliance requirements.

Celebrating Our People

Our people remain our greatest strength. We were privileged to welcome Dr Laine Marsh (*Ngāpuhi, Te Rarawa, Ngāti Wai*) — our first permanent Māori doctor — to the medical team. We also celebrated our kaimahi through the inaugural Matariki Stars Awards, honouring those who embody our shared values of Whanaungatanga, Wairuatanga, Manaakitanga, and Rangatiratanga.

We acknowledge our long-serving staff who left Hauora Hokianga after many years of loyal service: Donna Leaf-Dunn (18 years) – Community Health Nurse; Venus Barber (28 years) – Community Support Worker; Lawrence Wikaira (12 years) – Maintenance Officer; and Kim Jones (29 years) – Medical Receptionist.

We also remember with deep respect Matua Steve Morunga, whose contribution as kaimahi, Trustee, and kaumātua will continue to inspire us.

Financial Sustainability

While financial pressures have been significant for the organisation over this period, we are taking active steps toward financial recovery. Ongoing collaboration with Te Whatu Ora Te Tai Tokerau and Mahitahi PHO has been critical in exploring new funding pathways, strengthening contract discussions, revenue generation, and reducing costs.

In April, the Trust initiated a Board-led review to examine the operating model, identify key drivers of the deficit, and develop a roadmap for the sustainability of services. Returning to a balanced budget remains a priority for the coming year.

Closing

To our Trustees, kaimahi, partners, funders, and community — ngā mihi maioha mō tō koutou tautoko me tō koutou kaha.

Together, we continue to nurture a vision of a healthy, connected, and thriving Hokianga.



Kathrine Clarke
Trust Chairperson



Margareth Broodkoorn
Ahorangi | Chief Executive

Vision and Guiding Principles

Tirohanga Matua Vision

Whānau Oranga Kia eke rawa te taumata manaaki tāngata, manaaki whānau, manaaki kainga achieved through collaboration and service excellence

Nga Whaingā Matua Values

These values reflect who we are, what we do and how we act as the Hauora Hokianga Trust

Ngā Pou Matua Guiding Principles

To achieve this vision, we are committed to:

- Te Tiriti o Waitangi, the founding covenant of Aotearoa New Zealand
- Equitable health and wellbeing outcomes
- Provision of high-quality, integrated, and holistic health and wellbeing services
- Offering a service with no cost at the point of need

Our Strategic Priorities

1

Restore and Broaden Our Services, Reviewing Our Model of Care

2

Staff Safety and Wellbeing

3

IT Systems, Capability and Infrastructure

4

Engaging with Our Community

Manaakitanga

Expressed by extending respect, humility, kindness and honesty.

Te Tohu Manaakitanga

A symbol that pays homage to Ranginui, Papatūānuku and their many tamariki who provide sustenance and life force to Te Ira Tangata. This symbol is a restoration of balance, to akiaki the mana of humanity.

Whanaungatanga

Created through shared experiences and working together, demonstrated by mutually enhanced relationships and collaboration.

Te Tohu Whanaungatanga

A symbol that weaves generations together, the power of tuakana teina, protected by the whānau, hapu, and iwi as observed in the circular incubators.

Wairuatanga

Enhanced by celebrating identity and uniqueness that promotes a culture of holistic wellbeing

Te Tohu Wairuatanga

Symbolising the connection between the physical and spiritual worlds. The flowing, manawa line represents the idea that everything is interconnected, much like the belief that wairua flows through all aspects of life.

Rangatiratanga

Leadership role modelled at all levels that supports self-determination over one's health and wellbeing

Te Tohu Rangatiratanga

A symbol that reminds us that Rangatiratanga is a genderless role and responsibility bestowed to each of us.

Hauora Hokianga Trust

Following eighteen months of consultation, in June 2024 the community voted to adopt a new Trust Deed, including changing the name of the Trust to Hauora Hokianga Trust and reducing the membership of the Trust from 30 Trustees to a maximum of 15. This comprises one representative from each clinic community area, three Iwi representatives, and the opportunity to co-opt two additional Trustees if required.

In October 2024, the outgoing Trustees formally resigned their positions, and the ten new Trustees were appointed.

Retiring 2023 / 2024 Board		
Clinic Area	Trustee	
Broadwood	Pat Irvine	Vacant
Horeke	Vacant	Vacant
Kohukohu	Darlene Wyles	Vacant
Mangamuka	Ngawai Tuson	Christine Meikle
Ōmāpere	Kathrine Clarke	Gayle Sinclair
Pawarenga	Elizabeth Warr	Kohinemateora Matiu
Rawene	Jessie McVeagh	Lis Bowker
Taheke	Ada Brown	Dawn Waru
Waimamaku	Hiku Cherrington	Pettania Hohaia
Panguru	David Mules	Tania Paikea
Ngāpuhi Representative	Helene Leaf	Linda Pikari
Te Rūnanga a Te Rarawa Representative	Desire'e Andrews	Vacant
Staff Representative	Jane Clabrough	Vacant

Additionally, the community agreed to establish a new Community Representative Forum, comprising one representative from each clinic community. The purpose of the Community Representative positions is to strengthen positive interactions between whānau, communities, and Hauora Hokianga, with the understanding that this will ultimately contribute to improved health and wellbeing outcomes for our whānau.

New Community Representatives	
Clinic Area	Community Representative
Broadwood	Vacant
Horeke	Vacant
Kohukohu	Wally Hicks
Mangamuka	Hiraina Mitai-Harris
Ōmāpere	Lorinda Pereira
Pawarenga	Iritana Rudolph
Rawene	Vacant
Taheke	Vacant
Waimamaku	Natalie Foster (Resigned December 2024)
Panguru	Melissa Williams

Our Board



Jennifer Rutene
Horeke



Helene Leaf
Ngāpuhi Rep



Elisabeth Thomas
Pawarenga



Matilda Bercic
Te Rarawa Rep



Dawn Waru
Taheke



Doug Te Wake
Panguru



Christine Meikle
Mangamuka



Jessie McVeagh
Rawene



Hiku Cherrington
Waimamaku



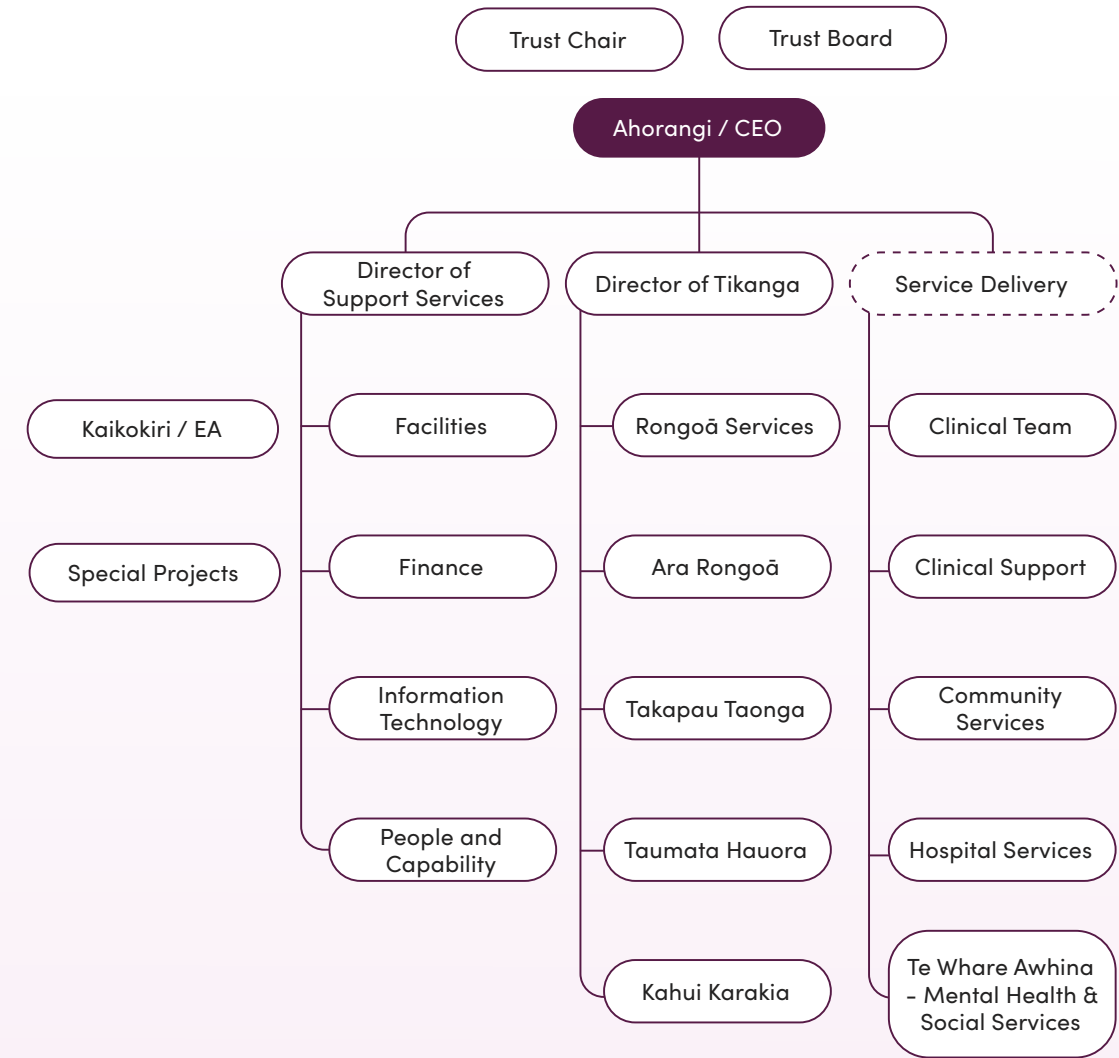
Pat Irvine
Broadwood



Pani Hauraki
Kohukohu



Kathrine Clarke
Ōmāpere



Tō Tātou Kaupapa

Our Purpose and Connection to the Hokianga Community

The Hokianga region is a place of breathtaking natural beauty and deep cultural significance. From the tranquil waters of the harbour to the ancient forests and rugged coastline, Hokianga's landscapes provide a powerful backdrop for connection, reflection, and renewal.

Rooted in strong Māori traditions and shaped through the experiences of European settlement, Hokianga's cultural history offers a unique window into Aotearoa New Zealand's story — past, present, and future.

Hokianga is more than just a beautiful place. It is a living expression of the enduring relationship between people and whenua, the land. Our region's ongoing commitment to protecting its environment, sustaining its resources, and celebrating its culture ensures that future generations will continue to be inspired by its spirit, resilience, and history.

At the heart of Hauora Hokianga lies a shared kaupapa: hei painga, hei oranga mō tātou te iwi o Hokianga — for the health and wellbeing of all our people.

Our Trust Deed guides us to provide holistic, equitable, and free health care that reaches every corner of our community, ensuring that care is available whenever and wherever it is needed.

Grounded in the values of manaakitanga (*care and respect*), whanaungatanga (*connection and belonging*), and kotahitanga (*unity*), our work is shaped by the principles of Te Tiriti o Waitangi and He Whakaputanga.

Together, these guide us in fulfilling our vision:

Whānau Oranga – Kia eke rawa te taumata manaaki tangata, manaaki whānau, manaaki kāinga.
Healthy, thriving whānau through caring for people, families, and homes.

Through our network of community clinics, our dedicated kaimahi, and our strong, community-led governance, we uphold the spirit of our tūpuna who first established this Trust.

Each day, we work to deliver care that uplifts, connects, and sustains the people of Hokianga — nurturing wellbeing not only for today but for generations to come.



Our Clinical Health Services Delivery Model

As part of our ongoing commitment to deliver equitable, high-quality healthcare, Hauora Hokianga’s clinical health services – which cover the hospital, urgent care, after-hours care, and the community clinics – continue to evolve in response to the changing needs of our community and the wider health system.

What Is It?

Our clinical health services delivery model defines how health services are delivered to the Hokianga community. It focuses on improving access to care, offering flexible delivery options, and enhancing quality and efficiency.

At its heart is a commitment to placing the people of Hokianga at the centre of care, ensuring that services are provided as close to home as possible.

Why We’re Doing It

New Zealand’s health system is under significant strain. As people live longer and develop more complex health needs, demand for health services continues to rise. Persistent workforce shortages are placing clinical teams under pressure, leading to burnout and service limitations.

Rural areas have been particularly affected. Across the motu, access to after-hours care has reduced, and waiting times for general practice, urgent care, and specialist appointments have increased. The reliance on transferring rural patients to Te Whatu Ora hospitals adds further pressure to Hato Hone St John services, which can impact emergency response times in remote communities.

In Hokianga, these challenges are intensified by geographic isolation and socioeconomic hardship, which can delay access to essential care and increase the financial burden of travel. Without change, health inequities will continue to grow – a situation we consider unacceptable. This reality calls for innovative and sustainable approaches to service delivery.

What We’re Doing

Over the period July 2023 to June 2025, we have continued to review our clinical health services to identify what care can be safely and sustainably delivered within Hokianga. Our long-term goal is to restore a 24/7 service, though it may look different from the pre-2022 model.

Key Initiatives To Date Include:

- Doctor Recruitment:**
Ongoing efforts to attract both New Zealand-based and international doctors.
- Phone Triage System:**
Ensuring patients seeking same-day appointments are directed to the most appropriate service quickly.
- Improved Urgent Care Coverage:**
Two doctors are rostered most weekdays, increasing access to care and enabling the cautious reinstatement of inpatient ward services.
- Virtual Or Telehealth Consultations Using Tytocare Devices:**
Enabling clinical assessments across all clinics, reducing delays and broadening patient options.
- After-hours Emergency Consult Virtual Service:**
Providing virtual access to an emergency care doctor when no doctor is onsite.
- Ka ora Telecare:**
A recently introduced service supporting initial consultations with a healthcare professional for after-hours medical advice and treatment.
- Two-Bed Clinical Observation Room:**
Creating a safe space for short-term observation and treatment, preventing unnecessary transfers.

Ringa Whakaora – Our Services

What Difference Did We Make?

Key Highlights and Outcomes	2024	2025
Doctor Contacts	34619	46380
Average per Capita Consult	4.8	6.5
Nurse Contacts	35913	38062
Average per Capita Consult	5.0	5.4
Total Contacts	70532	84442
Over 65 Year Olds Received the Influenza Vaccination	45%	48%
Home Based Support and Personal Care Plans		
New Interrai Assessments	45	77
Interrai Follow up	9	81
Average Assessment time (in Hours)	2	2
Te Ao Marama Midwifery		
Number of Women who Received Birth Care	89	122
Births at Te Ao Marama	32	34
Home Births	15	18
Twins	1	4
Antenatal Visits	1202	1154
Postnatal Visits	699	864
Breastfeeding at Time of Discharge	95%	97%
Te Whare Awhina - Mental Health and Social Services		
Community Support Contacts	579	1680
Referrals to Primary Mental Health Co-Ordinator	395	338
Referrals to Health Improvement Practitioner	285	184
Referrals to Health Coach	462	196
Tamariki Ora Well Child		
Well Child Tamariki Checks	327	403
Core Visits	297	339
Follow-Up Visits	29	47
Before School Checks	32	59

Allied Health Professional — Patient Care Services		
Physiotherapy		
Patients	297	339
Treatment	29	47
X-Ray		
Patients	1060	1334
Exams	1580	2205
Podiatry — High Risk		
Patients	100	136
Contacts	100	277
Hokianga Hospital — Inpatient and Urgent Care		
Palliative Care — Inpatients	20	27
Palliative Care — Average Length of Stay (Days)	11.5	5.6
Specialist Clinics Consultations (Ultrasound Included)	473	210
Inpatients Admissions	139	253
Occupied Bed Days	337	551
Acute Patients — Average Length of Stay (Days)	2.8	2.1
Urgent Care Presentation	12993	11494
Whakaaro Nui Hospital Residential Care		
Number of Residents	10	14
Residential Care — Occupied Bed Days	3650	3961
Whare Whakaronui — Occupied Bed Days	107	253
Respite Care — Bed Days	707	449
Mate Huka — Diabetes		
Number of Registered Diabetics	89	122
Diabetic Annual Reviews	15	18
% Good Glycemic Control HbA1c <65mol	1	4
% Average HbA1c	1202	1154
Patients Prescribed Anti-Hypertensive, Lipid Lowering or Anti-Coagulant	699	864
Podiatry Appointment	95%	97%

Reduction of Cardiovascular Disease (CVD)		
Target Population Receiving Review of Risk Factors	686	738
% of Patients Identified With CVD Risks With Regular Review	78%	76%
Number of Patients Receiving Follow-Up After Cardiac Trauma (MI, TIA, CVA)	133	141
Improved Children’s Health Outcomes		
Hokianga Mothers Supported to Fully Breastfeed	89	122
% of Infants Exclusively Breastfed at Six Weeks	95%	97%
% of 8-Month Infants Who Were Immunised	44%	63%
% of 2-Year-Olds Who Were Fully Immunised	40%	48%
% of Children Who Completed the Well Child Check	69%	69%
% of 4-Year-Old Before School Checks	32%	46%
Positive Progress in Women’s Health		
Breast Screening – Number of Women	404	651
% Eligible Women Who Were Screened for Breast Cancer – 2-Year Cycle	73%	52%
Number of Women Who Were Screened for Cervical Cancer	288	289
Taumata Rongoā		
Mirimiri Treatments Performed	1491	1561
Rongoā Products Distributed	8161	3463

Continuous Quality Improvement, Audits and Compliance

Hauora Hokianga successfully completed the Royal New Zealand College of General Practitioners (RNZCGP) Cornerstone Modules for Continuous Quality Improvement (CQI) and Equity. This achievement demonstrates the organisation’s strong commitment to improving access to care and addressing health inequities, particularly for its predominantly Māori and rural population.

The CQI initiative focused on redesigning access pathways through standardised call handling, strengthened clinical triage processes, and upgraded digital infrastructure. These improvements have resulted in greater same-day appointment availability, reduced urgent care demand, and enhanced continuity of care.

Completion of these modules also reinforces Hauora Hokianga’s standing as a teaching facility, ensuring alignment with national quality standards and supporting its ongoing role in training and developing the future health workforce.

A full and comprehensive Home and Community Services audit occurred in July 2024, with a good result, which is a positive reflection on the effort made by the team to review and improve systems and processes within the service.

We also undertook a Ministry of Social Development (MSD) audit to ensure that we are accredited to provide any future MSD-funded services.

Hospital Services

Year in Review

This year has been one of adaptation and achievement across Hauora Hokianga's hospital services. Our focus has remained on delivering high-quality, whānau-centred care close to home.

Following the closure of the Rawene Pharmacy, Hauora Hokianga successfully assumed responsibility for the pharmacy dispensary. This transition has improved continuity of medication management for inpatients and outpatients, ensuring the community retains access to safe, reliable dispensing and clinical advice.

Urgent and after-hours care continue to experience high demand, with expanded doctor and emergency consult availability improving access and reducing travel for acute needs.

We also saw a steady return of patients from Whangārei Hospital for post-operative recovery, mobility support, and ongoing medical care — reflecting growing trust in our local capacity and reducing pressure on the regional health system.

Our Te Ao Mārama maternity model continues to provide culturally grounded, safe birthing options, both in hospital and at home.

Specialist clinics, including cardiology, gynaecology, paediatrics, and cardiac ultrasound (ECHO), have continued on-site, ensuring access to essential services.

Demand for respite and palliative care has outstripped available funding, yet our team continues to provide compassionate support to patients needing care closer to home. Our residential care unit remains full, with highlights such as an RSA-funded trip for residents to attend the Manea: Footprints of Kupe cultural experience — a special celebration of connection and wellbeing. We again extend our appreciation to the RSA for their ongoing support of our people's wellbeing.

Staff development remained a priority, with training in plastering, suturing, advanced resuscitation, and deteriorating patient assessment. Five nurses achieved Proficient status in the Professional Development and Recognition Programme, and one is currently undertaking a Diploma in Infection Control. Medical and nursing students from NorthTec continue to be supported, strengthening the future Māori and rural health workforce.

In summary, despite significant service transitions and increasing demand, our hospital teams have remained steadfast in delivering safe, high-quality, and compassionate care for the Hokianga community.



Te Whare Awhina

Improved Integration, Better Whānau Outcomes

The 2024–2025 year was one of consolidation, integration, and improvement for Te Whare Awhina. Strengthened alignment across clinical, cultural, and community services has improved the way whānau access care and wellbeing support.

By working more cohesively across teams, we have enabled earlier intervention, smoother navigation, and stronger outcomes for the people of Hokianga. Our integrated approach has enhanced collaboration, data sharing, and workforce alignment – positioning Te Whare Awhina as a cornerstone of rural mental health and social service delivery.

Our commitment to the theme “Improved Integration, Better Whānau Outcomes” has been demonstrated through coordinated case work, shared hui, and strengthened clinical–cultural liaison across all services. Integration has not only increased efficiency but also deepened trust, with whānau expressing that they feel “seen, heard, and supported.”

What Difference Did We Make?

Whānau Ora: Expanded mobile outreach, problem-solving support, and micro-enterprise mentoring.

He Kākano Āhau: Empowered rangatahi through workshops on identity, belonging, and purpose.

CSW Team: Anchored engagement, housing, and community connection initiatives.

Health Coaches and HIPs: Delivered early, integrated physical and mental health support.

Nurse Practitioner (MH): Provided advanced assessments, reducing wait times for secondary care.

Talk Therapy & Counselling: Offered accessible, trauma-informed sessions for grief, anxiety, and recovery.

Ngā Ngaru, Tai Timu Tai Pari AOD: Expanded kaupapa Māori peer support through wānanga and karakia..

ACC Navigator: Strengthened partnerships and improved rehabilitation outcomes.

Ngā Tini Whetu: Supported whānau aspirations through flexible funding and goal setting.

Our team of eighteen brings together clinical, community, and cultural expertise. Investment in Safe365, Guardian Angel, and kaupapa Māori training has enhanced safety and strengthened practice identity.

Strategic partnerships with Te Whatu Ora, Te Rau Ora, ImpactLab, and ACC continue to drive innovation in workforce development and outcome measurement, enabling a more data-informed and integrated service model.

Mā te kotahitanga e whai kaha ai tātou – *Through unity we are strong.*

He whenua, he tangata – *the land and the people are inseparable; so too are our services and our whānau.*

Whānau Ora Outcomes 2024–2025

The following whānau kōrero highlight the impact of our Whānau Ora approach – empowering individuals and whānau to build resilience, confidence, and sustainable wellbeing through connection, opportunity, and collective action across the Hokianga.

Building Skills, Building Futures

Through our Whānau Ora partnership approach, local whānau were supported to participate in a basic building skills course. Our team helped with transport, attendance, and connection – removing barriers so whānau could focus on learning. At the completion of the course, participants received materials to build their own cabin.

One participant used her skills to build a tin house on her own whenua, creating independence, shelter, and pride for her whānau.

This story reflects how Whānau Ora investment turns learning into lived opportunity – building homes, skills, and confidence grounded in cultural identity and self-reliance.

Ngā Tini Whetu – Growing Confidence and Connection

Through our Ngā Tini Whetu service, our māmā came together to transform an unused space at the local childcare centre into a whānau-led playgroup held twice a week. This created a safe and welcoming hub where māmā and tamariki could learn, play, and grow together, opening doors to new learning and social opportunities.

Since The Programme Began:

- All tamariki are now enrolled in kōhanga, puna reo, or ECE.
- Six māmā are in mahi; two hold full scholarships – one in Early Childhood Education, and one in Nursing (Māori).
- One māmā has completed building and beauty training to start her own business.
- Three pāpā are developing a contracting business.

This story reflects mana motuhake and kotahitanga in action – turning isolation into connection and confidence.

Ngā Ngaru, Tai Timu Tai Pari – Waves of Change

The Ngā Ngaru, Tai Timu Tai Pari service supported whānau overcoming alcohol and drug challenges through wānanga and one-on-one tautoko guided by lived experience. The programme combined group wānanga and individual support to help people find stability, purpose, and self-belief.

Many participants achieved sobriety, reconnected with whānau, and entered education or employment – proof that aroha, tautoko, and whanaungatanga can transform lives and restore wellbeing.

Ehara taku toa i te toa takitahi, engari he toa takitini – *My strength is not that of an individual, but that of the collective.*

Aka Kōkiri o Taumata Rongoā

Key Highlights and Outcomes

Over the past year, Taumata Rongoā has continued to strengthen the presence and practice of rongoā Māori within our communities, responding to significant and growing demand across the rohe. The following initiatives reflect our commitment to restoring, sharing, and sustaining traditional healing practices within Hauora Hokianga's holistic model of care.

Service Expansion: Taumata Rongoā successfully secured 10 Pou Rongoā healers, enabling the expansion of services to meet very high community demand. The rollout was implemented in five progressive stages to ensure quality, safety, and continuity of care.

Aka Hohipere: A regular Friday Rongoā clinic was established at Pou Kara Ariki Marae, providing rongoā services for kaumātua in long-stay, acute, and respite care. A dedicated referral day was also introduced to support wider access for community members.

Aka Takiwā: In partnership with clinical teams and marae leadership, eight community Whare Hauora clinics and marae were developed to deliver rongoā services to whānau in the outer reaches of Hokianga. These clinics operated fortnightly throughout 2024 and early 2025, enhancing equitable access to traditional healing.

Aka Marae: Pouā Rā Rongoā Whakaora healing days were held across seven marae throughout Hokianga, bringing rongoā practices directly to hapū and local communities.

Aka Te Tupu: A series of Rongoā learning hui and wānanga were delivered, covering diverse healing practices that promote wellbeing for oneself, whānau, kāinga, and community. Participants also engaged in te reo Māori, karakia, waiata, mihihihi, and tikanga, fostering connection, learning, and cultural identity.

Whakapapa te Oranga: This kaupapa has become an increasingly valued therapeutic intervention and is now embedded within our ongoing service delivery, reflecting its proven benefits for holistic wellbeing.

ACC Accreditation: The Rongoā service achieved official ACC accreditation, affirming the quality and credibility of our traditional healing practices within the broader health system.



Ara Rongoā Hīkoi Whakaora

Promoting mental wellness, strengthening immunity, and nurturing connection, Ara Rongoā continues to provide a peaceful and inclusive space for healing, learning, and intergenerational wellbeing. It stands as a place of cultural grounding and environmental awareness, observing tikanga, the seasons, and the natural rhythms of our environment. The Māra Kai supports both the hospital and community by providing weekly fresh produce, reinforcing the link between healthy soil, healthy kai, and healthy people.

Throughout the year, Ara Rongoā achieved a wide range of valuable wellbeing initiatives and community collaborations, including the opening of Tomokanga o Ara Rongoā, with recognition and acknowledgements of kaimahi and Taumata Rongoā achievements; the installation of donated seating to enhance comfort and accessibility for visitors; lighting installed for Pou; and the launch of digital narratives via QR codes created by local tamariki and kaiwhakairo, sharing stories and knowledge with all who visit.

Healthy Families Far North commenced development of a report on Ara Rongoā's impact on wellbeing, further evidencing its value to community health.

Mahi Toi (Art Installations): Creative works continue to attract visitors, strengthen connections to place, and express cultural narratives through art.

Ara Rongoā also provides hands-on learning experiences for schools, kōhanga reo, marae, adult education groups, and other organisations in sustainable gardening practices, Rongoā Tūpuna (traditional Māori healing), and environmental care and regeneration.

Community Engagement and Partnerships

Ara Rongoā worked with more than 20 community groups, including local kura, marae, kōhanga reo, and whānau; health and support services across Hauora Hokianga, including Cancer Care and Te Whare Awhina; youth and cultural groups such as He Kākano Ahau and Rākau Whakamaru; and community organisations including Corrections, RSA, Lions, and others.

Environmental and Sustainability Practices

Guided by the kaupapa Tiaki Taiao, Tiaki Tangata – care for the environment and people, our practices are organic and regenerative, with no synthetic chemicals used. A zero-waste approach is upheld through recycling, composting, and worm farming. Preference is given to eco-sourced plants, local seed saving, and reuse of natural resources, and local people and groups are included in all stages of mahi, ensuring shared ownership and connection.

Rongoā and Learning

Over 25 varieties of rongoā rākau are organically grown and made available for use by Pou Rongoā and other practitioners.

At least 12 volunteer days weekly provide opportunities for learning, service, and giving back through kai growing, rongoā preparation, and sustainability skill-building.

Rangatahi from Te Kura Taumata o Panguru completed 30+ days of mahi in the māra, gaining NCEA credits for their learning.

Collaboration with Omanaia Kura ā Iwi recorded intergenerational rongoā knowledge for inclusion in QR code learning resources.

The Seed Bank was extended and strengthened, with seeds gifted across Hokianga to support food security and biodiversity.

Hauora Hokianga's organic waste was further repurposed into compost, significantly reducing landfill contributions.

Featured in the "Once Were Gardeners" television series on Whakaata Māori, highlighting community engagement and sustainable practice.

Ngā Rā Matua – Honouring Important Days

Ara Rongoā continues to uphold and celebrate key national and regional commemorations, including He Whakaputanga Day, Te Rā o Waitangi, and Te Rā o Māngungu, alongside the creation of Puanga Nui celebrations. Rongoā, kaupapa, and tikanga learnings were shared through Takapau Wānanga, Waiwhakaata Wānanga, and Ngā Wānanga o Hine Kōpū, ensuring the continued intergenerational transfer of knowledge and practice.



Community Health Services

The delivery of community-based healthcare continues to strengthen and expand across Hokianga, ensuring equitable access to quality services close to home. Our Community Health Nurses (CHNs) are based within local clinics and provide a comprehensive range of core clinical services tailored to meet the needs of their communities.

Each clinic reflects the distinct character, needs, and strengths of its local whānau, enabling services to be delivered in a way that is both responsive and culturally grounded. The CHNs are supported by a multidisciplinary team comprising doctors, Kaimanaaki Tangata, and a wider network of health and support staff who work collaboratively to enhance access to general practice, public health, and social services.

This integrated approach ensures that healthcare delivery across Hokianga remains person-centred, community-driven, and aligned with Hauora Hokianga’s vision of holistic wellbeing for all.

Outreach Service

Expanding Access Through Flexible Care

The Outreach Service, a new Community Health Nursing initiative, was introduced to improve immunisation coverage across Hokianga and reduce barriers to access. The programme focuses on empowering whānau to make informed decisions about their children’s health and wellbeing.

Community Health Nurses, working alongside Kaimanaaki Tangata, provide proactive support to families with children under six who are overdue for immunisations and have not responded to reminders from their primary healthcare provider.

The service offers flexible and convenient immunisation options delivered both in-home and within community settings, ensuring care is accessible, culturally responsive, and whānau-centred.

“Bringing care closer to home has made a real difference for whānau who might otherwise face barriers to accessing essential health services.”



Mana Aka Programme

Building Resilience and Wellbeing in Tamariki

Now in its second year, the Mana Ake Programme continues to strengthen the wellbeing and resilience of tamariki across six South Hokianga schools (Years 1–8). The programme focuses on supporting tamariki Māori and enhancing engagement in learning through activities that nurture identity, confidence, and emotional wellbeing.

Key initiatives include music and art, weaving and gardening, and mindfulness practices, each designed to foster creativity, connection, and balance. These activities help build resilience, wairua, and mana, empowering tamariki to face challenges with strength and optimism.

Through Mana Ake, Hauora Hokianga continues to invest in the wellbeing of its youngest whānau members, supporting them to grow into confident, capable individuals who are strong for tomorrow.

Schools participating in the Mana Ake Programme have reported positive and measurable changes in student wellbeing and engagement. Observed outcomes include:

- Increased confidence and communication skills
- Greater respect, empathy, and positive peer relationships
- Improved routines, focus, and learning continuity

“Our tamariki are thriving — more confident, expressive, and connected.”

This feedback reflects the growing impact of the Mana Ake initiative in strengthening emotional resilience and fostering a sense of belonging among tamariki across South Hokianga.

LYNKZ Programme

Building Inclusive Community Connections

Launched in March 2024, the LYNKZ Programme supports whānau of all ages living with learning, intellectual, physical, or sensory disabilities. Operating across both North and South Hokianga, the programme has quickly become a valued and well-embedded part of the community.

Group activities include New Zealand Sign Language, exercise, cooking, art, and music, as well as Te Ao Māori learning and cultural engagement. These activities foster connection, confidence, and inclusion, supporting participants to develop new skills and build meaningful relationships.

Through whakawhanaungatanga, the programme creates a sense of belonging and participation, promoting wellbeing and strengthening the social fabric of the Hokianga community.



Cancer Coordination Service

Te Ao Māori Care for Better Cancer Outcomes

The Cancer Coordination Service delivers holistic, culturally grounded care that supports improved cancer outcomes and enhances the experiences of whānau across Hokianga. Guided by the principles of Te Ao Māori, the service focuses on ensuring equitable access, early intervention, and seamless coordination of care.

Through trusted relationships and sustained whānau engagement, the team has strengthened access to screening and treatment services, reduced delays in care, and increased confidence among whānau navigating their cancer journey.

During this period, we supported 222 individuals and their whānau, received 92 new referrals, and facilitated 587 appointments across specialist consultations, diagnostic investigations, and treatments. In addition, we delivered 15 health promotion activities and hosted 5 support groups to strengthen community wellbeing.

Whānau voices:

“Builds confidence as we go through the treatment.”

“Without the support of the cancer care whaea, my whānau would have struggled – especially when going through treatment appointments or just having someone there when I have been overwhelmed or not able to attend my appointments without their support.”

“The help we get is awesome and I don’t feel whakamā to ask... just need the help to get through this. Without my mate and whānau going without, I would go without for them, and it’s good because I don’t need to do that – I can just ask for help.”

These reflections demonstrate the impact of culturally responsive care, ensuring that compassion, connection, and coordination remain at the heart of every cancer journey in Hokianga.

REAP and CAYAD

Empowering Rangatahi & Promoting Safer Communities

Hauora Hokianga’s Community Action on Youth and Drugs (CAYAD) and Rural Education Activities Programme (REAP) continue to play a vital role in supporting rangatahi wellbeing and promoting safer communities across Hokianga. Delivered by a small but dedicated team, both programmes focus on education, empowerment, and prevention through community-based initiatives.

Delivered drug and alcohol education programmes to more than 150 rangatahi across Hokianga schools.

Facilitated after-school activities that promote wellbeing, build confidence, and reduce risk behaviours.

Coordinated road safety education and awareness campaigns, addressing key areas such as alcohol- and drug-impaired driving, young driver safety, safer speeds, seatbelt use, and fatigue.

Supported numerous driver licence achievements, enhancing independence and access to employment opportunities:

19 achieved learner’s licence

25 achieved restricted licence

8 achieved full licence

Together, these programmes strengthen community capability, promote positive life choices, and contribute to a safer and more connected Hokianga for all.

Manawa Ora

Creating Healthier Homes for Whānau

The Manawa Ora Service supports whānau with tamariki to create warmer, drier, and healthier homes – improving living conditions and contributing to overall wellbeing.

Assistance is tailored to each whānau’s needs and may include home insulation, curtains and carpeting (for Kāinga Ora homes), as well as heating, beds, and bedding to enhance comfort and health.

Thirty-nine referrals and 39 comprehensive assessments were carried out throughout the year, underscoring the continued need for housing-related wellbeing support and the meaningful impact of this service.

“Our home is warmer, and our tamariki are healthier – thank you for helping us breathe easier.”

Through Manawa Ora, Hauora Hokianga continues to foster healthier environments where whānau can thrive.

Home Support and Needs Assessment

Maintaining Independence and Quality of Life

Hauora Hokianga’s Home Support Services and Needs Assessment Service (NASC) work together to ensure that more than 150 whānau receive the appropriate support to maintain independence, safety, and wellbeing within their homes.

The team conducts comprehensive assessments for individuals with health or disability needs, determining the most suitable level of care and support. Close collaboration between NASC and Home Support enables seamless, person-centred service delivery and continuity of care.

Services provided include:

- Personal Care and Home Help
- Social Connection and Community Participation
- Coordination of Ongoing Care Needs

“Our goal is to help people live safely and independently in their own homes for as long as possible.”

Through these services, Hauora Hokianga continues to uphold its commitment to supporting dignity, independence, and quality of life for all whānau.

School-Based Nursing Programme

The Hauora Hokianga school nurse provides timely and accessible clinics across the four area schools within the rohe, supporting the physical health and wellbeing needs of students in Years 9–13.

In addition, the school nurse delivers an agreed vaccination programme to Year 7 and 8 students, ensuring vaccinations are administered safely, efficiently, and in a culturally responsive manner.

2024 Highlights:

– 98 nurse consultations were provided, with 69 of these supporting Māori students.

– 161 vaccinations were administered across participating schools.

Facilities Team

Infrastructure and Safety Improvements

Over the past financial year, the Facilities Team has successfully delivered a range of key infrastructure and safety projects to enhance the functionality, safety, and overall presentation of the hospital.

Major works included the reroofing of one of the doctors' houses and a full repaint of the hospital's front exterior, addressing areas where paint had deteriorated over time. These upgrades have significantly improved the appearance of the site while also supporting the longevity and protection of essential buildings.

Several important safety and comfort initiatives were also completed during the year. Air conditioning units were installed throughout the hospital, enhancing both staff wellbeing and patient comfort. Emergency lighting was added across all areas, and the fire safety system was comprehensively upgraded with new equipment to maintain compliance and high safety standards.

Further improvements included a complete repaint of the internal staff accommodation building and the construction of a second emergency exit for Te Whare Awhina, providing an additional safe evacuation route in the event of an emergency.



Special Projects

Emergency Preparedness and Response

In response to recent severe weather events, including Cyclone Gabrielle, Hauora Hokianga reviewed and updated its Emergency Plan to strengthen resilience and preparedness across all services.

The Hauora Hokianga Health Emergency Plan (HHHEP) establishes a shared, tikanga-based framework that defines responsibilities and guides coordinated responses to emergencies that exceed the organisation's capacity to manage independently. Recognising five categories of emergencies that may overlap—such as civil defence, infrastructure failure, or pandemics—the Plan ensures a holistic and adaptable approach centred on the wellbeing of people and place.

Guided by the "four R's" of emergency management — Reduction, Readiness, Response, and Recovery — and grounded in the values of manaakitanga, kotahitanga, whanaungatanga, and kaitiakitanga, the HHHEP integrates cultural integrity with operational effectiveness.

The Hauora Hokianga Health Emergency Plan has been endorsed by the Trust and Executive team.



Helipad Upgrade:

Strengthening Emergency Response Capability

Hauora Hokianga continues to provide essential health services to our remote community, ensuring equitable access to quality healthcare. A vital component of this service is the hospital's helipad, which plays a critical role in emergency medical transport, enabling rescue helicopters to transfer patients requiring urgent or specialist care to tertiary hospitals swiftly and safely.

In 2024, it was identified that the existing helipad required an upgrade to accommodate larger helicopters used in emergency evacuations. The project involved expanding the helipad area and installing upgraded lighting to enable safe operations around the clock. During the upgrade period, a temporary helipad was established at the Rawene Golf Club to ensure that emergency air services remained uninterrupted.

The total cost of this essential infrastructure project was significant, with Hauora Hokianga contributing \$20,000 towards the upgrade. This contribution included costs associated with the temporary helipad setup and new lighting installation.

To meet this unbudgeted expense, Hauora Hokianga launched a community fundraising campaign through the Givealittle platform. The response was extraordinary – 137 donors contributed a total of \$20,391 within seven days, ensuring our emergency helicopter service remains fully operational and fit for purpose.

We extend our sincere appreciation to all donors for their generosity, to the Rawene Golf Club for allowing us to use one of their fairways for the temporary helipad, and to CoastLine Markers, who kindly donated their time, paint, and resources to mark the upgraded helipad.

This collective support exemplifies the strong community spirit that underpins Hauora Hokianga's mission.



Budget Review:

Improving Financial Sustainability

In November 2024, Hauora Hokianga launched a comprehensive Budget Review Project aimed at analysing all existing expenditure and revenue streams to identify opportunities for greater efficiency and financial sustainability.

As part of this initiative, a formal Request for Proposal (RFP) process was undertaken across key supplier categories to secure more competitive pricing and improved contractual terms. New supply agreements were successfully negotiated, resulting in substantial cost reductions across multiple areas. Although the projected savings are reflected in the FY26 budget, the majority of targeted monthly savings were already realised during the latter part of FY25 – with the exception of fuel, where savings will commence in FY26.

Projected Cost Savings	
Cleaning Products	47%
Food Supplies	24%
Telecommunications	56%
Waste Management	10%
Stationery	61%
Clinical Supplies	11.5%
Fuel	25%

In addition to expenditure reductions, Hauora Hokianga also focused on optimising revenue recovery by reviewing and improving the accuracy of claims processes. This work identified opportunities to increase revenue by an estimated \$173,000 in FY26, further strengthening the organisation's financial position and supporting the long-term sustainability of health services for the Hokianga community.

Implementing CareCall:

Enhancing Efficiency in Home Support Services

Hauora Hokianga's Home Support Services have long been a cornerstone of care for clients across the region. Previously, these services relied on manual scheduling and communication methods that were time-intensive and prone to human error. This approach often resulted in inefficiencies such as scheduling conflicts, delays in service delivery, and limited visibility of workforce availability and client needs. The absence of centralised data reporting also restricted the organisation's ability to analyse and improve service performance.

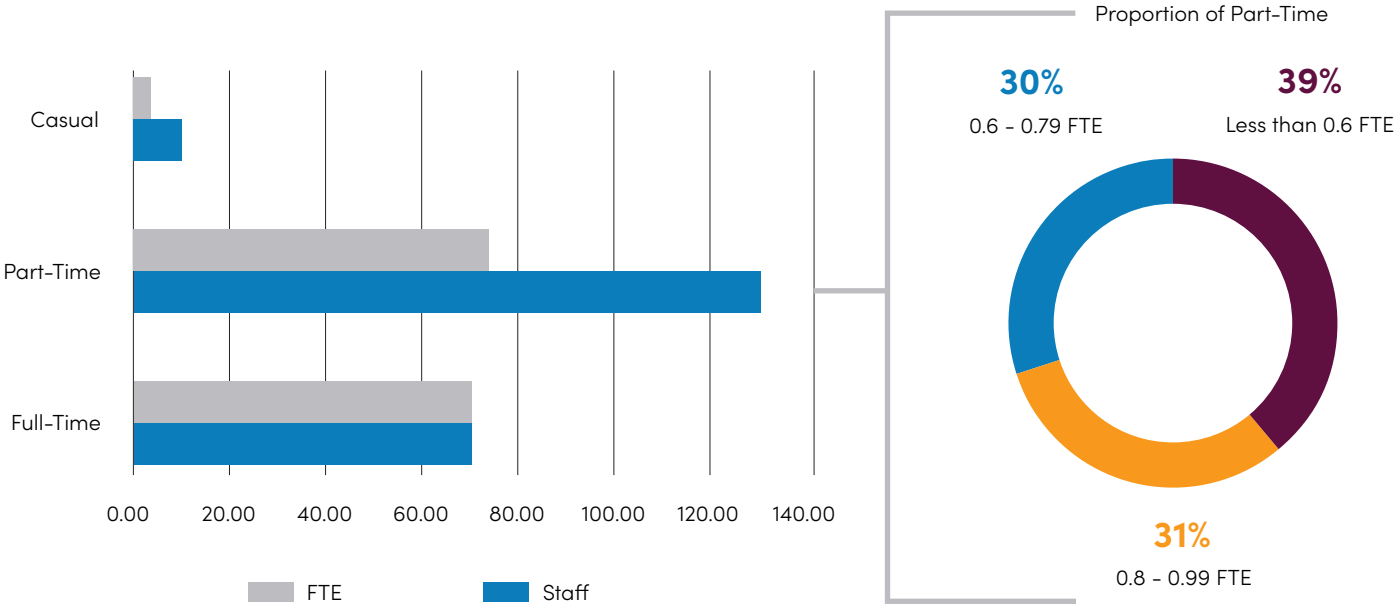
In early 2025, Hauora Hokianga implemented CareCall, a centralised digital platform designed to optimise the management of home support operations, enhance client outcomes, and strengthen alignment with the organisation's operational and strategic goals.

The project involved equipping every home care worker with a Hauora Hokianga-issued mobile device loaded with the CareCall application. This system has streamlined scheduling, communication, timesheet completion, payroll processing, and reporting—significantly reducing administrative workload and improving the management of Home Support contracts.

Since its rollout in early 2025, CareCall has delivered measurable benefits, including improved staff safety through location tracking and monitoring, enhanced service quality through accurate and timely data collection, and cost savings achieved through more efficient payroll, workforce, and resource management. In addition, greater payroll accuracy has reduced unnecessary expenditure on travel and leave, ensuring resources are directed where they are needed most.

Our People

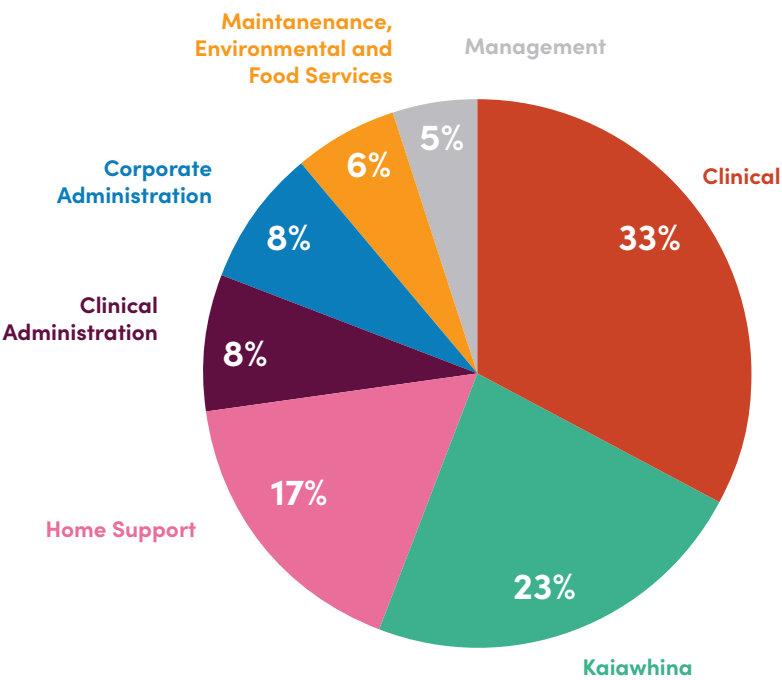
Employment Type *Headcount increased 11% from FY23*



Hauora Hokianga has 211 employees, comprising 69 full-time, 132 part-time, and 10 casual staff – an increase of 4 employees from FY24. Just under two-thirds of our employees work part-time (63%), which is reflected in a total FTE of 146.50 for a headcount of 211. While we continue to have a significant proportion of part-time employees, just over 60% work at least three days per week, with 31% working four days per week or more.

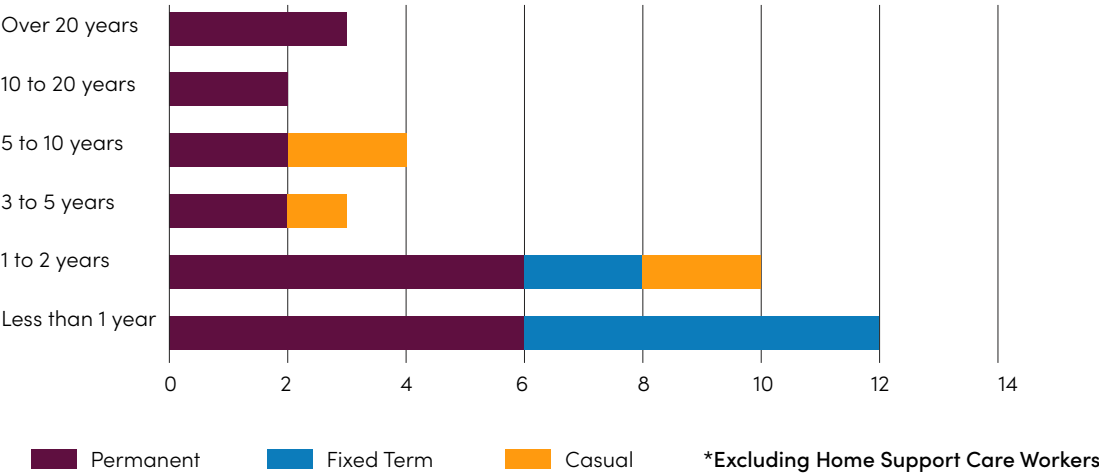
Workforce

Staffing numbers remained relatively steady in FY25. Just under three-quarters (73%) of our workforce provide direct patient care, representing a 3% increase from FY24. A further 8% provide clinical administration support. Corporate administration functions decreased by 3% from FY24, while the proportion of management positions, as well as maintenance, environmental, and food services, remained the same.



Turnover

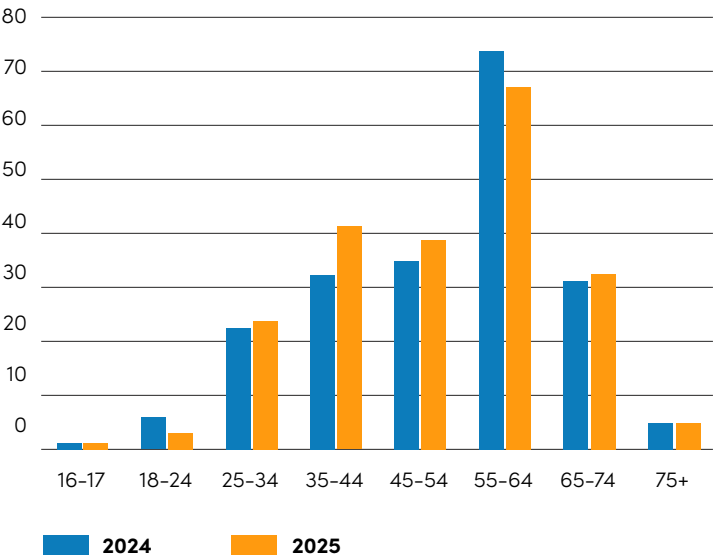
34 employees left Hauora Hokianga in the year ending 30 June 2025. Although turnover was 7% higher than FY24, 11 fixed-term and casual positions came to an agreed end, or involved staff we no longer engage. There were 3 unregrettable losses due to conduct or performance concerns. Two long-standing employees retired after over 20 years of service.



Age

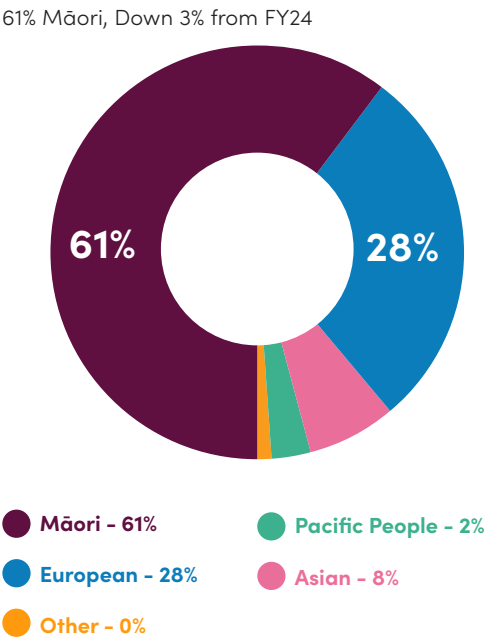
Age Range on Par with Health Workforce

Our workforce age ranges from 17 to 77 years, with 50% aged between 45 and 64 years. The overall age of the workforce has reduced since FY24, with fewer employees in the 55–64 age bracket and more staff between 35 and 54 years.



Ethnicity

128 staff members identify as Māori (61%), with 61 staff noted as European (29%). There are 17 Asian staff, some of whom are Indian, along with three Pacific and two of other ethnicities. The ethnicity mix reflects the recruitment of internationally qualified clinical staff; however, we continue to focus on recruiting and developing a local workforce.



Workforce Development

Building and Sustaining Our Workforce

Hauora Hokianga prioritises recruiting and developing a skilled, motivated, and resilient workforce that meets both current and future needs. This includes training initiatives, creating and supporting career pathways into health, and growing the future health workforce through education and mentorship.

We achieve this through partnerships with education providers and by utilising workforce development grants and funding to build capacity across our organisation and within the community.

Our efforts to strengthen local clinical expertise are supported by the recruitment of internationally qualified doctors and registered nurses. In FY25, three additional registered nurses were recruited, with plans underway to appoint a permanent international doctor.

Employee Wellbeing – Supporting Our People

Our annual Staff Engagement Survey, reinstated in February 2025, showed positive results, with 78% of respondents reporting they were satisfied or very satisfied.

Staff identified Hauora Hokianga’s organisational culture and team relationships as key strengths, reflecting a strong sense of belonging and shared purpose.

Areas for Development and Goals

Communication:

Ensure staff are well informed and have regular opportunities to connect with senior management.

Recognition and Wellbeing:

Strengthen meaningful acknowledgment of staff achievements and expand access to wellbeing support, including external EAP services.

Performance Management:

Provide clear expectations, enable staff to perform at their best, and address underperformance promptly and fairly.

Community and Workforce Development Initiatives

Our workforce partnerships and funding have also enabled a range of educational and community-focused initiatives.

House of Science Sponsorship: Science kits branded with the Hauora Hokianga logo to inspire tamariki toward science and health careers.

Hokianga Science Festival: Sponsored event with over 60 tamariki attending from across the region.

Community Open Day: Highlighting pathways into health careers; attended by around 80–90 rangatahi and adult learners.

Poutama (Intern) Programme: Paid placements for two local rangatahi to gain experience in healthcare settings.

Puawananga Māori Nursing Placements: Eight first-year students participated in community-based learning experiences.

Support for Local Learners: Course and travel contributions for students in nursing and postgraduate study, including –

- 2 Registered Nurses
- 1 Registered Māori Nurse
- 1 Enrolled Nurse

Emergency Responder and First Aid Training

Sponsored Emergency Responder Training continued for a second year, giving isolated communities the opportunity to gain critical first aid and pre-hospital emergency care skills.

A total of 136 community members qualified in FY25 through an investment of nearly \$120,000 in training.

Participants achieved Unit Standards 6402, 6401, and 6400 — prerequisites for Advanced Pre-Hospital Emergency Care (Unit 29321).

Psychological and Outdoor First Aid Training sessions were held across Rawene, Whirinaki, Waipoua Forest, Motukaraka, Waimamaku, and Pawarenga, with 161 registered and 113 completing the courses.

Pre-Hospital Emergency Care (five-day) courses in Whirinaki and Opononi saw 35 registered and 23 completing, with further sessions planned for mid-2025 in Pawarenga.



Acknowledging Community Support

The success of our workforce initiatives, especially the immersive student placements, depends on the generosity of our local hapū, marae, and community groups.

Hauora Hokianga acknowledges Matua Hone Taimona (Pakanae), Matua Charlie Waata (Whirinaki), and Matua Wiremu Sarich (Motukaraka), along with our many kuia and kaumātua who welcomed and mentored students. Their wisdom, hospitality, and aspirations for community wellbeing have enriched the programme immeasurably.

Te Takapau Wānanga Programme

Now in its third year, our Te Takapau Wānanga programme, delivered in partnership with the University of Auckland, provides students with experience in rural health, Hauora Māori, and interprofessional education alongside clinical placements.

During the past twelve months, we hosted 22 undergraduate students from areas including medicine, nursing, optometry, midwifery, and physiotherapy who undertook the programme. In addition, 14 unregulated health workers from areas of study including management, administration, reception, maintenance, home support, Kaimanaaki Tangata, and a cadet attended the programme.

Students consistently report powerful learning outcomes, including:

- A Deeper Understanding Of The Practical Barriers To Healthcare Access In Rural Communities
- Recognition Of The Importance Of Holistic, Culturally Responsive Care Through Community Engagement
- An Appreciation For Teamwork And Collaboration In Resource-Limited Rural Environments

Insights Into How Education And Empowerment Improve Health Outcomes

The value of building strong community relationships to advance equitable healthcare

In early 2025, the University of Auckland appointed a new Academic Coordinator to expand participation across disciplines. Numbers have since increased, with new student cohorts from paramedicine and other fields joining the programme.

Hauora Hokianga's Takapau Taonga cultural responsiveness kaupapa is woven throughout the programme, including:

- Wānanga Marae Experiences
- Exploration Of He Whakaputanga (Declaration Of Independence) And Te Tiriti O Waitangi
- Introduction To Te Ao Māori Health Principles
- Rongoā Māori Practices
- Study Of The Social Determinants Of Health In Hokianga



Waiwhakāta Wānanga and University Partnerships

Our Waiwhakāta Wānanga programme, part of the University of Otago's Rural Hospital Medicine Programme, continues to grow.

The Waiwhakāta Wānanga Marae, a residential component of Reflections in Rural Clinical Practice, returned to Whirinaki — home of Te Hikutū hapū — where the programme first began in 2006.

Students immerse themselves in rural medicine while engaging deeply with our communities, exploring cultural awareness, professional practice, and personal reflection. This year's cohort was hosted at Moria Marae, gaining real-world insight into the challenges and rewards of rural hospital medicine.



Tahua Moni – Financial Report

Investing in Our Workforce and Services

The 2024–2025 year was a period of rebuilding and renewal for Hauora Hokianga.

Our focus was on restoring full 24-hour, seven-day services for our community after several years of workforce shortages and service disruption. This work has been essential to ensure that people across the Hokianga can continue to access safe, high-quality care close to home.

Restoring continuous coverage required significant investment in people. We have recruited new doctors, nurses, and support staff; increased after-hours and weekend rosters; and strengthened our clinical and cultural teams to support the return to a full 24/7 model of care.

As a result, staffing costs rose by around \$2.6 million — the single largest factor affecting our financial result. This increase reflects the real cost of maintaining a safe, stable, and capable workforce in a rural setting. In part, this was driven by sector-wide salary adjustments resulting from union-led settlements and the movement toward clinical pay parity for Hauora Hokianga. Clinical pay parity is critical to retaining and recruiting qualified staff and ensuring the ongoing delivery of care.

Alongside staffing growth, operating costs rose by about 11%, driven by higher costs for supplies, fuel, insurance, and digital infrastructure, while depreciation increased as we continued to maintain and upgrade essential hospital equipment and facilities. Together, these factors led to a net deficit of \$2.27 million for the financial year. This deficit does not reflect inefficiency or poor performance; it reflects the systemic underfunding faced by rural hospitals like Hauora Hokianga, where the cost of providing continuous emergency, inpatient, and community services far exceeds what current national funding arrangements provide. Every dollar spent in FY25 went toward ensuring that our community continued to receive safe, compassionate, and culturally grounded care.

Despite these challenges, the Trust remains financially stable and operationally strong. Our reserves and careful management allowed us to absorb the deficit while maintaining all services. We continue to work with Te Whatu Ora, Mahitahi PHO, and our partners to secure fair and sustainable funding that reflects the true cost of delivering health services to the people of Hokianga — by Hokianga, for Hokianga.

Directory

Hauora Hokianga Trust For the year ended 30 June 2025

Nature of Business

Delivery of integrated Health Services

Registered Office

163 Parnell Street, Rawene, Far North

Charity Registration Number

CC11039

IRD Number

057-912-855

Trustees:

Chairman: Kathrine Clarke

Deputy Chairman: Pani Hauraki

Patricia Irvine, Elisabeth Thomas, Jennifer Rutene-Reweti

Christina Mickle (Blakeborough), Jessie McVeagh, Hiku Cherrington, Matilda Bercic

Dawn Waru, Helene Leaf, Doug Te Wake

Bankers

Bank of New Zealand

INDEPENDENT AUDITOR'S REPORT TO THE BENEFICIARIES OF HAUORA HOKIANGA TRUST

Opinion

We have audited the general purpose financial report of Hauora Hokianga Trust ("the Trust"), which comprises the financial statements on pages 6 - 27, and the statement of service performance on pages 4 - 5. The complete set of financial statements comprise the statement of financial position as at 30 June 2025, the statement of comprehensive revenue and expense, statement of changes in equity, statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion the accompanying general purpose financial report presents fairly, in all material respects:

- the financial position of the Trust as at 30 June 2025, and its financial performance, and its cash flows for the year then ended; and
- the statement of service performance for the year ended 30 June 2025, in that the service performance information is appropriate and meaningful and prepared in accordance with the Trust's measurement bases or evaluation methods,

in accordance with Public Benefit Entity Standards Reduced Disclosure Regime ("PBE Standards RDR") issued by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit of the financial statements in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and the audit of the statement of service performance in accordance with the ISAs (NZ) and New Zealand Auditing Standard 1 (NZ AS 1) (Revised) *The Audit of Service Performance Information (NZ)*. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the General Purpose Financial Report section of our report. We are independent of the Trust in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Trust.

The Trustees' Responsibilities for the General Purpose Financial Report

The Trustees are responsible on behalf of the Trust for:

- a) the preparation and fair presentation of the financial statements and statement of service performance in accordance with PBE Standards RDR;
- b) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present a statement of service performance that is appropriate and meaningful in accordance with PBE Standards RDR;

- c) the preparation and fair presentation of the statement of service performance in accordance with the Trust's measurement bases or evaluation methods, in accordance with PBE Standards RDR;
- d) the overall presentation, structure and content of the statement of service performance in accordance with PBE Standards RDR; and
- e) such internal control as the Trustees determine is necessary to enable the preparation of the financial statements and statement of service performance that are free from material misstatement, whether due to fraud or error.

In preparing the general purpose financial report the Trustees are responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the General Purpose Financial Report

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole, and the statement of service performance are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) and NZ AS 1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate or collectively, they could reasonably be expected to influence the decisions of users taken on the basis of this general purpose financial report.

A further description of the auditor's responsibilities for the audit of the general purpose financial report is located at the XRB's website at

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/audit-report-14-1/>

This description forms part of our auditor's report.

Who we Report to

This report is made solely to the Trust's beneficiaries, as a body. Our audit work has been undertaken so that we might state those matters which we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trust and the Trust's beneficiaries, as a body, for our audit work, for this report or for the opinions we have formed.



BDO Northland
Whangarei
New Zealand
20 November 2025

WHANGAREI PARTNERS: Greg Atkins Scott Kennedy Adelle Wilson

KERIKERI PARTNERS: Solomon Dalton Angela Edwards Joanne Roberts

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Service Performance Report

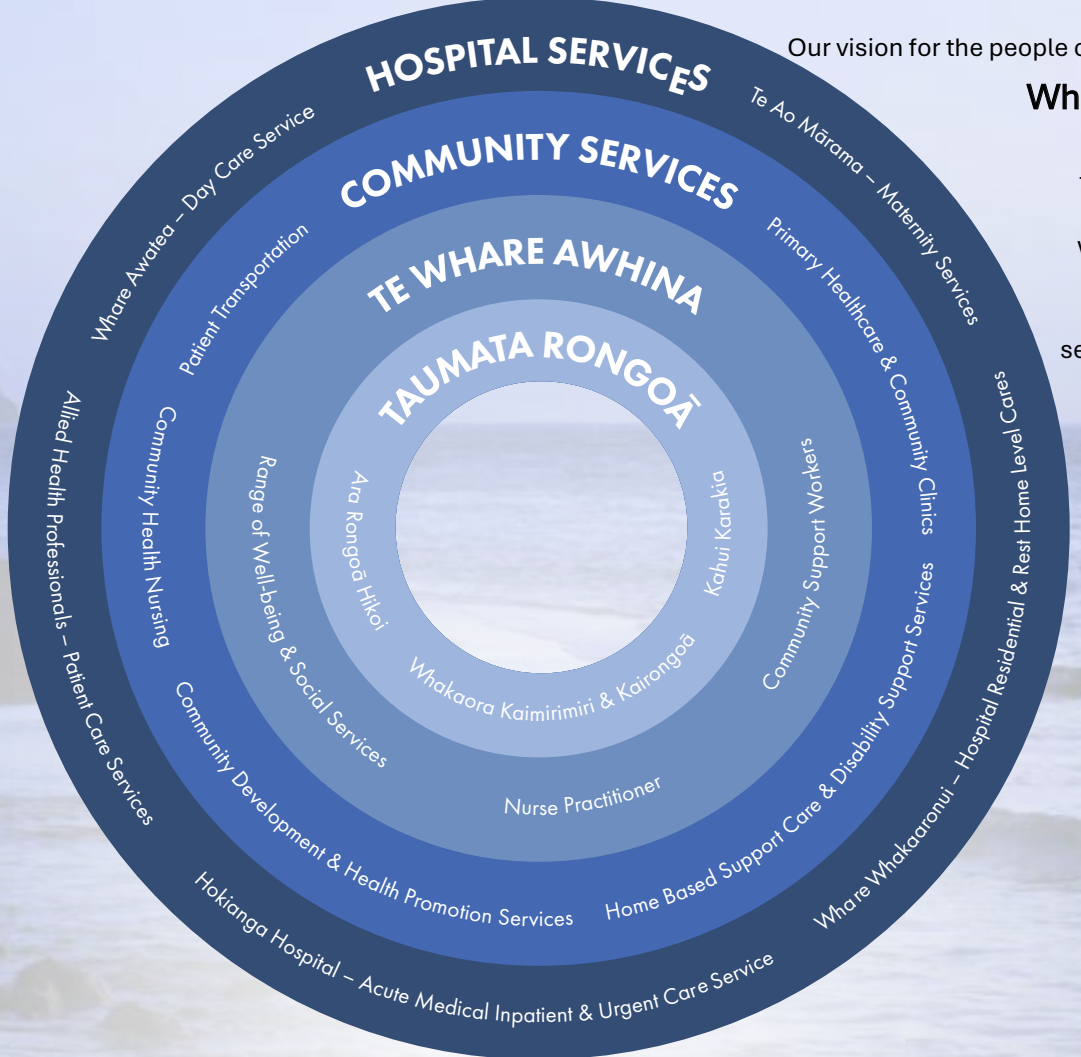
For the year ended 30 June 2025

Hauora Hokianga Trust



This report has been prepared in accordance with PBE FRS 48 Service Performance Reporting. The Board of Trustees of Hauora Hokianga Trust believes that the statements within this report accurately reflect the Trust's overall performance for the year ended 30 June 2025. Comparative information has been restated from prior year audited financial statements to better align with the Trust's initiatives.

The Trust has exercised significant judgment in selecting and presenting performance measures. This includes identifying outcomes and outputs aligned with strategic objectives, choosing a balanced mix of qualitative and quantitative indicators, and excluding operational activities deemed immaterial to overall service performance. These judgments were made to ensure the information is both appropriate and meaningful for users of the financial statements.



Our vision for the people of the Hokianga is

Whānau Oranga

Kia eke rawe te taumata Manaaki tangata, Manaaki whānau, Manaaki kainga achieved through collaboration & service excellence.

Hauora Hokianga Trust exists to improve the lives of whānau in the Hokianga.

Wholly owned and governed by the people of Hokianga, the Trust provides a comprehensive range of integrated health and social services, including primary care, community, hospital, public health, and social support. As a Kaupapa Māori organisation, we are committed to delivering quality services that are accessible and free at the point of need for the people of Hokianga.

Responding to the needs of our Hokianga whānau.

The Hauora Hokianga model is recognised not only for its integrated services, but also for its responsiveness, innovation, and collaborative partnerships – both within the community and with other service providers. Strong communication and coordination between community and hospital teams enable timely assessments, early intervention, and improved health outcomes.



The Difference We Made in 2025



Te Ao Mārama Maternity Services

122 Women Recieved Birthcare (89 in 2024)
1,154 Ante Natal Visits (1,202 in 2024)
864 Post Natal Visits (699 in 2024)



Tamariki Ora Well Child Services

63% Completed 8-month Immunisations (44% in 2024)
48% Completed 24-month Immunisations (40% in 2024)



Taumata Rongoā

1,561 Mirimiri Treatments Performed (1,491 in 2024)
3,463 Rongoā Products Distributed (8,161 in 2024)



Te Whare Awhina Emotional Wellbeing & Social Services

1,680 Community Support Worker Patient Contacts (579 in 2024)
338 Referrals to Primary Mental Health Co-ordinator (395 in 2024)
184 Referrals to Health Improvement Practitioner (285 in 2024)
196 Health Coach Te Tumu Waiora Enrolments (462 in 2024)



Primary Healthcare

72,930 Encounters with Doctors and Nurses (70,532 in 2024)
48% of Over 65-year-olds Received the Influenza Vaccination (45% in 2024)



Hokianga Hospital

11,494 Urgent Care Presentations (12,993 in 2024)
253 Inpatient Admissions (139 in 2024)

Workforce

211 people employed by the trust (207 in 2024)
Māori – 61% (64% in 2024)
European – 29% (28% in 2024)
Pacific – 8% (1.4% in 2024)
Asian – 2% (5% in 2024)
Other – 1% (1% in 2024)

Population

7,120 People Registered with the Trust (7,136 in 2024)
Māori – 74% (74% in 2024)
European – 22% (24% in 2024)
Pacific – 1.4% (1% in 2024)
Asian – 1.3% (1% in 2024)
Other – 0.4% (0.4% in 2024)

2025 has been a year of significant change and continued pressure on the sustainability of both national and local health systems including our services in the Hokianga. Looking ahead, we anticipate further shifts as we work to strengthen our financial footing.

The Hauora Hokianga Trust remains steadfast in its commitment to advocating for and protecting the delivery of quality health services for our whānau in Hokianga.



Statement of Comprehensive Revenue & Expense

Hauora Hokianga Trust
For the year ended 30 June 2025

	Notes	2025 (NZD\$)	2024 (NZD\$)
Revenue			
Revenue from non - exchange transactions:			
Donations		11,050	7,680
Koha		31,598	17,932
NDHB / MOH Contracts	6	13,229,510	11,629,668
Mahitahi Hauora Revenue		4,526,912	4,074,043
Other Service Contracts	7	2,019,232	2,172,673
General Revenue	8	495,701	680,942
Total Revenue from non - exchange transactions:		20,314,003	18,582,938
Revenue from exchange transactions:			
General Revenue	8	200,266	201,796
Gain on disposed Assets		31,012	16,410
Total Revenue from exchange transactions:		231,278	218,206
Total Revenue		20,545,281	18,801,144
Expenses			
Employee Costs	9	16,749,186	14,100,914
Clinical Costs		1,292,617	1,001,850
Depreciation		1,332,403	1,094,844
Trustee Expenses	10	98,759	167,787
Audit fees		45,647	33,602
General Expenses	11	3,459,525	3,109,153
Koha / Donations		20,796	16,300
Loss on Disposed Assets	12	23,536	10,601
Total Expenses		23,022,469	19,535,051
Surplus/(Deficit) for the Year before Net Financing Costs		(2,477,188)	(733,907)
Finance Income			
Interest Earned		206,081	385,722
Interest Expense		(282)	(949)
Net Finance Income		205,800	384,773
Net Surplus/(Deficit) for the year		(2,271,388)	(349,134)
Other Comprehensive Revenue and Expenses			
Gain/(Loss) on revaluation of property, plant and equipment	18	-	7,957,885
Other comprehensive revenue and expense for the year		-	7,957,885
Total comprehensive revenue and expense for the year		(2,271,388)	7,608,751

The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached auditor's report.



Statement of Financial Position

Hauora Hokianga Trust
As at 30 June 2025

Account	Notes	2025 (NZD\$)	2024 (NZD\$)
Assets			
Current Assets			
Cash and cash equivalents	13	3,503,953	131,188
Investments	14	-	6,649,815
Inventory		80,617	192,184
Prepayments and Other Assets	15	39,319	383,745
Receivables	16	1,867,166	2,308,530
Total Current Assets		5,491,055	9,665,462
Non-Current Assets			
Asset Under Construction	17	601,156	565,090
Property, Plant and Equipment	18	21,758,288	21,876,966
Total Non-Current Assets		22,359,444	22,442,056
Total Assets		27,850,499	32,107,517
Liabilities			
Current Liabilities			
Trade Creditors	19	1,497,806	1,908,696
Accrued Staff Benefits	20	1,867,832	1,683,429
Deferred Income	21	-	1,312,724
Other Accruals & Provisions	22	91,849	542,824
Bequest & Gift Funds	23	11,527	6,970
Total Current Liabilities		3,469,014	5,454,643
Total Liabilities		3,469,014	5,454,643
Total Assets less Total Liabilities (Net Assets)		24,381,486	26,652,874
Accumulated Funds			
Retained Earnings	24	8,096,617	10,230,693
Pharmaceutical reserve	25	-	112,781
Koha reserve	25	-	24,531
Equity Reserve	26	1,366,437	1,366,437
Asset Revaluation Reserve	27	14,918,432	14,918,432
Total Accumulated Funds		24,381,486	26,652,874

The Trustees of Hauora Hokianga Trust approved and authorised these financial statements for issue on 20 November 2025.

 Chairperson  Trustee



The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached auditor's report.

Statement of Changes in Equity

Hauora Hokianga Trust
For the year ended 30 June 2025

	2025	2024
	(NZD\$)	(NZD\$)
Trust Capital		
Opening Balance	26,652,874	19,044,123
Surplus/(Deficit) for the year	(2,271,388)	(349,134)
Other comprehensive revenue and expense	-	7,957,885
Total Trust Capital	24,381,486	26,652,874



The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached auditor's report.

Statement of Cash Flows

Hauora Hokianga Trust
For the year ended 30 June 2025

	Notes	2025	2024
Cash Flows from Operating Activities			
Cash Received			
Donations, fundraising and other similar receipts		42,648	25,003
Receipts from providing goods or services		19,862,992	18,689,799
GST		(13,611)	(83,156)
Total Cash Received		19,892,029	18,631,646
Cash Paid			
Payments to suppliers		(5,465,326)	(3,893,363)
Payments to Employees		(16,690,548)	(13,514,862)
Total Cash Paid		(22,155,874)	(17,408,225)
Total Cash Flows from Operating Activities		(2,263,845)	1,223,421
Cash Flows from Investing Activities			
Interest, dividends and other investment receipts		229,394	362,409
Receipts from sale of property, plant and equipment		58,061	24,551
Interest and other investment payments		(282)	(949)
Receipts from the maturity of Term Deposits		6,649,815	
Payments to acquire property, plant and equipment		(1,300,377)	(1,961,914)
Payments to purchase investments		-	(1,505,052)
Cash flows from other investing activities		-	1,764
Total Cash Flows from Investing Activities		5,636,611	(3,079,191)
Net Increase/(Decrease) in Cash		3,372,766	(1,855,770)
Bank Accounts and Cash			
Opening cash		13,188	1,986,957
Net change in cash for period		3,372,765	(1,855,770)
Closing cash (refer to note 13)	13	3,503,953	131,188



The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached auditor's report.

Notes to the Financial Statements

Hauora Hokianga Trust For the year ended 30 June 2025

These Financial Statements are prepared in accordance with the requirements of the Trust, the Northland District Health Board and the Financial Reporting Act 2013.

1. Introduction to the Trust

Hauora Hokianga Trust is a Charitable Trust within the definition of the Charitable Trusts Act 1957. It was formed in April 1992, and effectively commenced operations on 1 July 1993. On 17th July 2024, the Trust changed its name from Hokianga Health Enterprise Trust to Hauora Hokianga Trust.

In managing and reporting on its operations, the Trust seeks to focus its activities on the delivery of integrated Health Services to the Hokianga Community.

The significant activities of the Trust at 30 June 2025 are as follows:

- Primary Health Services
- Acute Hospital Services
- Disability Support Services
- Maternity Services
- Mental Health Services
- Health Promotion
- Community Development
- Rongoa Māori Services

Statement of Accounting Policies

Below are listed the accounting policies used by the Trust

2. General Accounting Policies

The general accounting principles recognised as appropriate for the measurement and reporting of results, cash flows, and financial position on an historic cost basis, except for property, plant and equipment measured at fair value under the revaluation model, have been followed in the preparation of these financial statements.

Financial Reporting Standards Applied

The financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand. They comply with the Public Benefit Entity Standards Reduced Disclosure Regime as appropriate to public benefit entities that qualify for Tier 2 reporting. The Trust is considered a Public Benefit Entity as it meets the criteria specified as “having a primary objective to provide goods and/or services for community or social benefit and where any equity has been provided with a view to supporting that primary objective rather than for financial return to equity holders”.

PBE Accounting Standards Reduced Disclosure Regime

The Trust qualifies for Tier 2 as the Trust is not publicly accountable and is not considered large as it falls below the expenditure threshold of \$33 million per year. All relevant reduced disclosure concessions have been taken. The financial statements are prepared on a going concern basis. Reliance is placed on the fact that sufficient funds are available or will be received to allow the Trust to continue operating at its current level. Accrual accounting is used to recognise and match the cost of services provided and revenues earned. The accounting policies have been applied consistently though the year.

The Trust manages its capital requirements with a capital plan as part of the annual business plan approved by the board.



This statement must be read in conjunction with the attached auditor's report.

Capital Management

The Trust's capital is its equity, which comprises equity funds. The Trust manages its revenues, expenses, assets, liabilities and general financial dealings prudently. The Trust's objective in managing the equity is to ensure the Trust effectively achieves its goals and objectives, whilst maintaining a strong capital base. The Hauora Hokianga Trust policies in respect of capital management are reviewed regularly by the Trustees. There have been no material changes in the Trust's management of capital during the year.

Accounts are presented in NZ dollars, and rounded to the nearest dollar.

3. Use of judgements and estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

(a) Judgements

Judgements made in applying accounting policies that have had the most significant effects on the amounts recognised in these financial statements include the following:

- Revenue recognition
- Classification of lease arrangements

(b) Assumptions and estimation uncertainties

Assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending 30 June 2025 include the following:

- Useful life, recoverable amount, depreciation/amortisation method and rate
- Determination of fair values

4. Particular Accounting Policies

The following particular accounting policies, which significantly affect the measurement of surplus (or deficit) and of financial position, have been applied:

(i) Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Trust and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be met before revenue is recognised. A non-exchange transaction is a transaction in which the Trust receives an inflow of resources (such as cash) but does not provide approximately equal value in return.

With the exception of services-in-kind, inflows of resources from non-exchange transactions are only recognised as assets where both:

- It is probable that the associated future economic benefit or service potential will flow to the entity, and
- Fair value is reliably measurable.

Inflows of resources from non-exchange transactions that are recognised as assets are recognised as non-exchange revenue, to the extent that a liability is not recognised in respect to the same inflow.

Liabilities are recognised in relation to inflows of resources from non-exchange transactions when there is a resulting present obligation as a result of the non-exchange transactions, where both:

- It is probable that an outflow of resources embodying future economic benefit or service potential will be required to settle the obligation, and
- The amount of the obligation can be reliably estimated.

The following specific recognition criteria in relation to the Trusts non-exchange transaction revenue streams must also be met before revenue is recognised.

This statement must be read in conjunction with the attached auditor's report.



Revenue from Non-Exchange Transactions

Grant Revenue

Grant revenue includes grants given by other charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when the conditions attached to the grant have been complied with. Where there are unfulfilled conditions attached to the grant, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the condition is fulfilled.

Government and other service contracts revenue

Revenue from government and other service contracts relates to income received from Ministry of Health, Northland DHB, Mahitahi Hauora and other health organisations and is provided as funding for services the Trust provides relating to the delivery of integrated health services to the Hokianga community. Revenue is recognised in the period the services are provided

Donations

Donations are recognised as revenue upon receipt and include donations from the general public, donations received for specific programme or services or donations in-kind. Donations in-kind include donations received for services, food, clothing, furniture and volunteer time and is recognised in revenue and expense when the service or good is received. Donations in-kind are measured at their fair value as at the date of acquisition, ascertained by reference to the expected cost that would be otherwise incurred by Hauora Hokianga Trust. Services in-kind may be recognised as revenue but do not have to be, including volunteer time which has been recorded where possible but has not been given a financial value in these financial statements.

Revenue from Exchange Transactions

General Revenue

Revenue is recognised in the period the services are provided. General Revenue from exchange transactions includes Laboratory and Freight, Staff accommodation rent, Nurse & Doctor wages & education contributions and Visitor charges.

Finance Income

Interest Revenue

Interest revenue is recognised as it accrues using the effective interest method.

(ii) Financial Instruments

Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provisions of the financial instrument expired or are waived, or the Trust has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either;

- the Trust has transferred substantially all the risks and rewards of the asset; or
- the Trust has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

The Trust derecognises a financial asset when the contractual rights to the cash flows from the assets expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risk and rewards of ownership of the financial assets are transferred. Any interest in transferred financial assets that is created or retained by the entity is recognised as a separate asset or liability.

The Trust derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

The Trust also derecognises financial assets and financial liabilities when there has been significant changes to the terms and/or the amount of contractual payments to be received/paid.



This statement must be read in conjunction with the attached auditor's report.

Financial Asset

Financial assets are measured initially at amortised cost (Fair value through other comprehensive revenue and expense – debt investment and equity investment [FVOCRE]) or fair value through surplus or deficit [FVTSD], estimated at the transaction price less any associated transaction costs. The Trust classifies financial assets into the following categories: Amortised Cost or Fair Value Through Surplus or Deficit . The classification of the financial assets are determined at initial recognition.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTSD:

- it is held within a management model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cashflows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCRE if it meets both of the following conditions and is not designated as at FVTSD:

- it is held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cashflows that are solely payments of principal and interest on the principal amount outstanding.

All financial assets except for those at fair value through surplus or deficit are subject to review for impairment at least once each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or group of financial assets is impaired.

Amortised Cost Financial Asset

Amortised cost financial assets are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment. The Trust's cash and cash equivalents, term deposits and receivables from non-exchange transactions fall into this category of financial instruments.

Financial Liabilities

All financial liabilities are initially recognised at fair value and are measured subsequently at amortised cost using the effective interest method.

Amortised Cost Financial Liability

The Trust's Amortised cost financial liabilities include trade and other creditors, and employee entitlement.



This statement must be read in conjunction with the attached auditor's report.

Categories of Financial Assets and Liabilities

The carrying amounts of financial instruments presented in the statement of comprehensive revenue and expenditure relate to the following categories of assets and liabilities:

	2025 (NZD\$)	2024 (NZD\$)
Financial Assets and Liabilities		
Amortised Cost Financial Assets		
Cash and cash equivalents	3,503,953	131,188
Short term investments	-	6,649,815
Receivables from non-exchange transactions	1,867,166	2,308,530
Total Amortised Cost Financial Assets	5,371,119	9,089,532
Amortised Cost Financial Liabilities		
Payables from exchange transactions	1,497,806	1,908,696
Employee entitlements	1,867,832	1,683,429
Total Amortised Cost Financial Liabilities	3,365,638	3,592,125

(iii) Property, Plant and Equipment

Fixed assets taken over from the Northland Area Health Board at 1 July 1993 are included at the values as held by the Northland Area Health Board at 30 June 1993, subject to revaluations of land and buildings since.

Fixed assets purchased or donated since that date are valued at cost. Such cost is the value of the consideration given to acquire the assets and the value of other directly attributable costs that have been incurred in bringing the assets to the location and condition necessary for their intended service.

Items of property, plant and equipment are subsequently measured either under the:

- Cost model: Cost (or fair value for items acquired through non-exchange transactions) less accumulated depreciation and impairment.
- Revaluation model: fair value, less accumulated depreciation and accumulated impairment losses recognised after the date of the most recent revaluation.

Valuations are performed with sufficient frequency to ensure that the fair value of a revalued asset does not differ materially from its carrying amount.

All of the Trust’s items of property plant and equipment are subsequently measured in accordance with the cost model, except for land and buildings which are subsequently measured in accordance with the revaluation model.

Land and Building valuations were undertaken by an independent registered valuer Northland Valuers in April 2024 (previous year). Valuations have been recognised by adjusting the carrying amount to the revalued amount. At the date of the revaluation the accumulated depreciation is eliminated against the gross carrying amount of the asset in accordance with PBE IPSAS 17 paragraph 50(b). Revaluation increases are reflected in other comprehensive revenue and expense and accumulated in net assets/equity under the heading of revaluation surplus. Revaluation decreases are reflected in surplus or deficit except to the extent that a credit balance exists in the revaluation surplus, in which case the decrease is recognised in other comprehensive revenue and expense and reflected as a decrease in the revaluation surplus.



This statement must be read in conjunction with the attached auditor's report.

Buildings:

Depreciation is provided on a straight-line and diminishing value basis at rates calculated to allocate valuation less estimated residual value over the expected useful life of the asset.

Estimated Economic Lives Are:

Land is not depreciated.	
Freehold Buildings and Fittings	25-50 years
Plant and Equipment	3 - 34 years
Motor Vehicles	4 - 5 years
Office Furniture and Equipment	3 - 9 years
Computers	3 - 6 years

Other Non-Current Assets:

All other non-current assets are depreciated on the diminishing value basis at rates calculated to allocate the value of the non-current assets less estimated residual value over their expected useful lives.

(iv) Inventories

Inventory is initially measured at cost and are subsequently measured at the lower of cost and net realisable value. Cost is determined on a first in, first out basis.

(v) Accounts Receivable

Accounts receivable are stated at estimated realisable value.

(vi) Leases

Operating leases are not recognised in the Trust statement of financial position. Payments made under operating leases are recognised in surplus or deficit on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

(vii) Employee Entitlements

The liability of the Trust in respect of Retirement Gratuities, Long Service Leave, and Medical Study Leave has been accrued in these financial statements as at 30 June 2025.

The provision taken over from the Northland Area Health Board included only 60% of the Retirement Gratuities and Long Service Leave for staff with service between 17 to 20 years and 100% for staff with more than 20 years of service.

The policy of the Trust is to accrue 100% of Long Service Leave for staff who have more than ten years service, and who were employed by the Trust prior to 1 November 1997. The residual entitlement (\$3,731) was transferred from the provision for Long Service Leave to the provision for Holiday pay in the 2019 Financial year .

From 30 June 1996, the policy of the Trust has been not to accrue any further gratuities for staff.

A provision for Medical Study Leave (Conference / Continuing Education) was taken over from the Northland Area Health Board at 1 July 1993. This provision included the cost of replacement staff (locums) and daily allowances for the doctors taking such leave. The provision as at 1 July 1994 was extended to include the cost of salaries and a pro-rata allowance for airfares payable - once every five years. This provision is now referred to as Sabbatical Leave.

These employee entitlements, together with Holiday Leave have been formally included to establish a fair and realistic value of



This statement must be read in conjunction with the attached auditor's report.

(viii) Bequests and Gifts

Monies received under bequest or for gift funds for specific purposes are only available for the Trust to support specific activities as defined in the bequest or gift fund conditions. These monies are accounted for separately as current liabilities as shown in the Statement of Comprehensive Revenue and Expense.

(ix) Taxation

The Trust is exempt from Income tax as per Section CW 41 and CW 42 of the Income Tax Act 2007, as it is a Charitable Trust.

(x) Goods and Services Tax

All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

(xi) Statement of Cash Flows

For reporting purposes, items considered to be cash include cash on hand, demand deposits, or highly liquid investments which are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. Investments are convertible to cash at the investor’s option within no more than thirty working days and are regarded as part of its cash management.

Cash also includes borrowings from financial institutions, such as bank overdrafts that are integral to the daily cash management function and which are at call. Cash does not include debtors, creditors or any borrowing subject to a term facility.

Investing Activities are those activities that relate to the acquisition, holding and disposal of fixed assets and investments. Investments can include securities not falling within the definition of cash.

Financing Activities are those activities that result in changes in the size and composition of the capital structure of the Trust. Operating Activities include all transactions and other events that are not investing or financing activities. Interest received and interest paid are included in investing and financing activities.

5. Changes in Accounting Policies

Changes in accounting policies due to the initial application of a new, revised, and amended PBE Standards and general financial reporting requirements as set by XRB standards applicable to year ended 30 June 2025:

(i) PBE IPSAS 1: Disclosure of Fee for Audit Firms’ Services

This amending standard was adopted by the Trust for the first time for its financial reporting period ended 30 June 2025.

The amendments to PBE IPSAS 1 aim to address concerns about the quality and consistency of disclosures an entity provides about fees paid to its auditor review firm for different types of services. The enhanced disclosures are expected to improve the transparency and consistency of disclosures about fees paid to an entity’s audit or review firm.

Tier 2 entities have reduced requirements and are required to disclose:

- the total fee for the audit or review of the financial statements; and
- the total fees for any other services together with a general description of those services.



This statement must be read in conjunction with the attached auditor's report.

	2025 (NZD\$)	2024 (NZD\$)
6. NDHB / MOH Contracts		
Rongoa Māori (DHB)	512,531	505,268
Covid-19 Māori Vaccination Programme (DHB)	-	4,643
Primary Health / Acute (DHB/ Mahitahi Hauora)	8,404,236	7,036,660
Disability Support Services (DHB/MOH)	2,582,640	2,635,594
Dental Services (DHB)	31,241	32,397
Maternity Services (DHB)	879,198	791,959
Youth Health Services (MOH)	181,869	176,921
Mental Health Services (DHB)	581,467	400,302
Smoking Cessation Lead Contract	56,329	45,924
Total NDHB / MOH Contracts	13,229,510	11,629,668

	2025 (NZD\$)	2024 (NZD\$)
7. Other Service Contracts		
Community Connection Service (MSD)	-	302,400
Diabetes Programme (DHBP)	108,299	105,647
Accident Services (ACC)	505,180	364,164
Road Safety Services (LTSA)	71,447	79,486
HEADSS Assessment (DHBP)	-	10,000
Whanau Ora (NHHT)	589,747	367,000
Covid Response	150,000	200,000
Mental Health Services (NHHT)	347,480	385,030
Education Services	247,079	358,946
	2,019,232	2,172,673

DHB = Northland District Health Board

MOH = Ministry of Health

DHBP = Northland District Health Board Provider Arm

ACC = Accident Compensation Commission

LTSA = Land Transport Safety Authority

MSD = Ministry of Social development

NHHT = Ngati Hine Health Trust

	2025 (NZD\$)	2024 (NZD\$)
8. General Revenue		
Revenue from exchange transactions		
Laboratory Freight & Phlebotomies	42,391	38,988
Other income	75,537	101,639
Staff Accommodation Rental	82,338	61,168
Total Revenue from exchange transactions	200,266	201,796
Revenue from non-exchange transactions		
Other Income	495,701	680,942
Total Revenue from non-exchange transactions	495,701	680,942
Total General Revenue	695,967	882,737

Other Income includes revenue for: miscellaneous programs, visitor charges and funds received to increase innovation, sustainability and capabilities.



This statement must be read in conjunction with the attached auditor's report.

9. Employee Costs	2025 (NZD\$)	2024 (NZD\$)
Clinical Salaries	11,569,512	9,904,058
Housekeeping Salaries	667,889	263,132
Health Promotions Salaries	539,072	190,952
Clinical Support Salaries	657,958	633,313
Admin & Executive Salaries	2,758,342	2,550,836
Salary Related Costs	197,746	204,485
Education Services Salaries	25,864	65,830
KiwiSaver Employer Contribution	332,804	288,307
Total Employee Costs	16,749,186	14,100,914

Clinical Salaries include: Medical, Nursing, Physiotherapy, Radiography, Mental Health, Community Support, Home Support, Dental and Day Centre Staff

Housekeeping Salaries include: Domestic, Kitchen and Facilities Staff

Health Promotion Salaries include: Community Development, and Kaimanāki Tangata

Staff Clinical Support Salaries include: Clinic Receptionists and Medical Typist

Admin & Exec Salaries include: Human Resource, Payroll, Administration, Computer Support, Quality and Executive

Salary Related Costs include: Costs for ACC, staff development, superannuation and other staff benefits

Key Management Personnel

The key management personnel, as defined by PBE IPSAS 20 Related Party Disclosures, are the members of the executive management committee which is comprised of administration management and clinical management (medical and nursing) staff. No remuneration is paid to members of the Board of Trustees other than honorarium. The aggregate remuneration of key management personnel and the number of individuals, determined on a full time equivalent basis, receiving remuneration is as follows:

Key Management Personnel	Staff	2024/2025	Staff	2023/2024
Administration Management	6	\$ 932,767	5	\$ 638,954
Clinical Management	5	\$ 729,758	5	\$ 612,864
Total	11	\$ 1,662,525	10	\$ 1,251,818

10. Trustee Expenses	2025 (NZD\$)	2024 (NZD\$)
Meeting Fees	91,671	73,485
Other Expenses	7,087	94,302
Total Trustee Expenses	98,759	167,787



This statement must be read in conjunction with the attached auditor's report.

11. General Expenses	2025 (NZD\$)	2024 (NZD\$)
Telephone	107,921	123,641
Kitchen Expenses	142,642	176,185
Transportation Expenses	316,295	330,829
Health Promotion Expenses	76,453	37,521
House Keeping Expenses	92,851	105,679
Insurance	200,521	181,938
Patient Transport	61,563	55,565
Education Services Expenses	270,184	48,118
Stationery Expenses	148,690	102,439
Property Expenses	688,082	739,838
Consultancy Services	464,669	417,246
Minor Equipment	34,898	129,184
Computer License & Subscriptions	402,627	191,713
Other General Expenses	452,129	469,256
Total General Expenses	3,459,525	3,109,153

Other General Expenses include expenses for: Freight, Bank Fees, Research, Equipment Repairs and Maintenance, Advertising, Supply Fees, Newsletter, Postage and Organisational Development.

Total Fees paid to BDO Northland for Audit of Financial statements	45,625	33,602
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	2025 (NZD\$)	2024 (NZD\$)
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12. Other Expenses

Loss on Sale of Asset	23,536	10,601
Total Other Expenses	23,536	10,601

13. Cash and Cash Equivalents	2025 (NZD\$)	2024 (NZD\$)
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Bank accounts and cash		
Kiwibank Accounts	-	-
BNZ Cheque Account	97,011	98,370
BNZ Oncall	3,405,812	17,603
BNZ Visa	-	13,058
Cash on Hand	1,129	2,156
Total Cash and Cash Equivalents	3,503,953	131,188

The Bank of New Zealand (BNZ) has arranged security as follows: Registered First Mortgage over land at Parnell Street Rawene, Hospital Site Rawene, Nimmo Street Rawene, and Honey Street Rawene. BNZ has issued a letter of credit to BNZ Visa for \$23,000.



This statement must be read in conjunction with the attached auditor's report.

14. Short Term Investments	2025 (NZD\$)	2024 (NZD\$)
Term Deposits		
BNZ Term Deposit 3257	-	-
BNZ Term Deposit 3260	-	-
BNZ Term Deposit 3261	-	-
BNZ Term Deposit 3262	-	-
BNZ Term Deposit 3265	-	-
BNZ Term Deposit 3266	-	-
BNZ Term Deposit 3268	-	1,000,000
BNZ Term Deposit 3269	-	1,046,735
BNZ Term Deposit 3270	-	1,046,735
BNZ Term Deposit 3271	-	732,714
BNZ Term Deposit 3272	-	1,000,000
BNZ Term Deposit 3273	-	1,015,454
BNZ Term Deposit 3274	-	808,176
BNZ Term Deposit 3275	-	-
BNZ Term Deposit 3276	-	-
BNZ Term Deposit 3277	-	-
BNZ Term Deposit 3278	-	-
BNZ Term Deposit 3279	-	-
BNZ Term Deposit 3280	-	-
BNZ Term Deposit 3281	-	-
Total Term Deposits	-	6,649,815
Total Short Term Investments	-	6,649,815

15. Prepayments and Other Assets	2025 (NZD\$)	2024 (NZD\$)
BNZ Patient Trust Account	2,319	2,400
Prepaid Insurance	-	3,026
Accrued Income		
Primary Care Equity	-	108,667
RHIP Takapau Wananga	-	176,675
Other Income	37,000	69,663
Accrued Interest	-	23,313
Total Accrued Income	37,000	378,318
Total Prepayments and Other Assets	39,319	383,745

16. Debtors	2025 (NZD\$)	2024 (NZD\$)
Receivables from non-exchange transactions		
ACC	23,096	9,305
District Health Board	-	-
Ministry of Health	1,447,327	1,428,425
Other	396,743	870,800
Total Receivables from non-exchange transactions	1,867,166	2,308,530
Total Debtors	1,867,166	2,308,530

The Trust has no exchange transactions from Debtors to report.

This statement must be read in conjunction with the attached auditor's report.



17. Assets Under Construction	2025 (NZD\$)	2024 (NZD\$)
Assets Under Construction		
Signage / Rongoa*	-	12,817
Facilities Workshop*	508,491	30,657
Carpark development*	81,098	131,511
Solar panels*	-	118,907
Satellite security equipment*	-	103,860
HP Pro computer upgrade*	-	167,336
Monkey Toe*	4,162	-
CCTV Additions*	7,405	-
Total Assets Under Construction	601,156	565,088

- *Monkey Toe on Hospital roof. Total expected cost is \$8,000.
 - *Garage is being installed for the purpose of new facilities workshop. Total expected cost is \$600,000.
 - *Expenditure incurred for Carpark development site plan \$81,098; however, the proposal will not proceed.
 - *CCTV Security is half competed with cameras throughout & around the hospital. Total expected cost to complete \$14,810
- All Assets under construction are expected to be completed within 12 months of balance date. Upon completion Assets will be capitalised and recognised under Property, Plant and Equipment.
- Refer to note 28 for details of capital commitments at year end.



This statement must be read in conjunction with the attached auditor's report.

18. Property, Plant and Equipment	2025 (NZD\$)	2024 (NZD\$)
Land		
Cost or Valuation		
Opening Balance	4,299,000	1,685,000
Revaluation	-	2,614,000
Closing Balance	4,299,000	4,299,000
Land Net book value	4,299,000	4,299,000
Buildings		
Cost or Valuation		
Opening Balance	15,223,234	12,910,416
Additions	212,884	257,392
Eliminated Depreciation	-	(3,288,458)
Revaluation	-	5,343,884
Closing Balance	15,436,118	15,223,234
Accumulated Depreciation and Impairment		
Opening Balance	151,703	2,895,893
Depreciation	610,011	544,268
Eliminated Depreciation	-	(3,288,458)
Closing Balance	761,714	151,703
Building Net book value	14,674,404	15,071,532
Computer		
Cost or Valuation		
Opening Balance	461,216	354,578
Additions	2,465	106,638
Transfer - assets under construction	156,799	-
Closing Balance	620,480	461,216
Accumulated Depreciation and Impairment		
Opening Balance	342,894	289,125
Depreciation	95,107	53,769
Closing Balance	438,001	342,894
Computer Net book value	182,479	118,323
Office Equipment		
Cost or Valuation		
Opening Balance	48,795	48,795
Disposal	(23,973)	-
Additions	-	-
Closing Balance	24,822	48,795
Accumulated Depreciation and Impairment		
Opening Balance	43,491	42,107
Disposal	(23,746)	-
Depreciation	1,043	1,384
Closing Balance	20,788	43,491
Office Equipment Net book value	4,034	5,304

This statement must be read in conjunction with the attached auditor's report.



Plant and Equipment	2025 (NZD\$)	2024 (NZD\$)
Cost or Valuation		
Opening Balance	2,584,210	1,683,443
Disposal	(197,771)	(26,096)
Additions	635,412	880,474
Transfer - assets under construction	235,584	46,389
Closing Balance	3,257,435	2,584,210
Accumulated Depreciation and Impairment		
Opening Balance	1,156,091	969,214
Disposal	(180,212)	(15,161)
Depreciation	345,695	202,038
Closing Balance	1,321,574	1,156,091
Plant and Equipment Net book value	1,935,861	1,428,120
Vehicle		
Cost or Valuation		
Opening Balance	1,640,121	1,186,406
Disposal	(124,224)	(171,111)
Additions	21,168	624,826
Closing Balance	1,537,065	1,640,121
Accumulated Depreciation and Impairment		
Opening Balance	685,434	554,153
Disposal	(91,425)	(160,416)
Depreciation	280,548	291,697
Closing Balance	874,556	685,434
Vehicle Net book value	662,509	954,687
TOTAL PROPERTY, PLANT AND EQUIPMENT	21,758,288	21,876,965

Land and Buildings were revalued by independent valuers Northland Valuers in March 2024. The valuer has considered three valuation approaches; Market approach, Income approach, and Cost approach. The basis of valuation being Market Value approach. Market Value is the estimated amount for which an asset should exchange on the Valuation Date between a willing buyer and a willing seller in an arms-length transaction after proper marketing and where the parties had each acted knowledgeably, prudently and without compulsion. Significant assumptions made by the valuer are as follows:

- (1) The stated value estimate is on the assumption that there is no material on the property that would be likely to cause loss of value.
- (2) The valuation is on a basis that the property complies with required legislation / standards or that the legislation has no significant impact on the value of the property.

Market value of Land and Buildings at 31 March 2024 is \$19,356,000. Revaluation surplus on land and buildings of \$7,957,885 has been recognised in other comprehensive revenue and expense and, the asset revaluation reserve.

Please refer to note 26, Equity Reserve, for discussion on cost of fixed assets taken over from Northland Area Health Board as at 1 July 1993.

Refer to note 13, Cash & Bank, for information on property, plant and equipment pledged as security.

This statement must be read in conjunction with the attached auditor's report.



	2025 (NZD\$)	2024 (NZD\$)
19. Trade Creditors		
Creditors from Exchange transactions		
Inland Revenue Department - GST	261,019	239,463
BNZ Visa	7,357	-
Other	1,229,430	1,669,233
Total Creditors from Exchange transactions	1,497,806	1,908,696
Total Trade Creditors	1,497,806	1,908,696

The Trust has no Non-Exchange transactions from Creditors to report.

	2025 (NZD\$)	2024 (NZD\$)
20. Accrued Staff Benefits		
Employee Entitlements	15,668	15,668
Sabbatical Leave	310,060	214,316
Holiday Pay	1,542,104	1,453,445
Total Accrued Staff Benefits	1,867,832	1,683,429

	2025 (NZD\$)	2024 (NZD\$)
21. Deferred Income		
Kaiāwhina & Workforce Development	-	607,262
Whanau Long Term Condition	-	67,271
Other Service income	-	638,191
Total Deferred Income	-	1,312,724

	2025 (NZD\$)	2024 (NZD\$)
22. Other Accruals & Provisions		
Accrued Wages to Year End	60,889	389,181
Audit Fees and Expenses	28,000	19,500
Misc. Accruals	2,960	134,143
Total Other Accruals & Provisions	91,849	542,824

	2025 (NZD\$)	2024 (NZD\$)
23. Bequest & Gifts		

Bequest & Gift Funds Movements	Balance at 30/06/24	Receipts	Expenditure	Balance at 30/06/25
Patient Trust	\$ 2,325	\$ 326	\$ 332	\$ 2,319
Whaiora	\$ 1,013			\$ 1,013
Day Care	\$ 3,633	\$ 6,330	\$ 1,767	\$ 8,196
Total	\$ 6,970	\$ 6,656	\$ 2,099	\$ 11,527

	2025 (NZD\$)	2024 (NZD\$)
24. Retained Earnings		
Retained earnings brought forward	10,230,693	10,579,827
Transfer from Pharmaceutical Reserve	112,781	-
Transfer from Koha Reserve	24,531	-
Surplus/(deficit) for the year	(2,271,388)	(349,134)
Total Retained Earnings	8,096,617	10,230,693

This statement must be read in conjunction with the attached auditor's report.



	2025 (NZD\$)	2024 (NZD\$)
25. Reserves		
Pharmaceutical reserve	-	112,781
Koha reserve	-	24,531
Total Reserves	-	137,312

These reserves arose from the activities of the Trust prior to taking over the entire hospital activity on 1 July 1993. The Trustees decided in their meeting held in December 2024 to transfer these reserves into Retained Earnings.

	2025 (NZD\$)	2024 (NZD\$)
26. Equity Reserve		
Equity Reserve	1,366,437	1,366,437

On 1 July 1993, the Trust acquired from the Northland Area Health Board, the fixed assets relating to the operations of the Trust for a cash payment of \$300,000 plus a capital contribution from the Government for the value of \$1,366,437. The Crown Health Enterprises Establishment Unit established the total carrying value of the fixed assets in June 1993. This reserve has been carried forward to maintain the historical record.

	2025 (NZD\$)	2024 (NZD\$)
27. Asset Revaluation Reserve		
Revaluation Reserve		
Opening Balance	14,918,432	6,960,547
Revaluation	-	7,957,885
Total Revaluation Reserve	14,918,432	14,918,432

28. Operating Leases
The Trust has a lease with Fuji Xerox for the supply and maintenance of photocopier machines. This has not been brought in as a finance lease, but instead treated as an operating lease. The Trustees believe the difference between recognising a finance lease vs operating lease is immaterial to the financial statements. The combined monthly lease payment is \$2,805.77 excluding GST. One of the lease will end in December 2028, while the remaining leases will conclude in July 2029.

The Trust has a lease with Office Tech Finance for the supply and maintenance of photocopier machines. This has not been brought in as a finance lease, but instead treated as an operating lease. The Trustees believe the difference between recognising a finance lease vs operating lease is immaterial to the financial statements. This lease has a monthly payment of \$350.63 excluding GST for a 48 month term from 20th October 2021.

The Trust had an operating lease with Fleet Partners NZ for the supply and maintenance of seven vehicles. This lease was terminated in June 2025. It has been accounted for as an operating lease as four years rental is not representing their useful economic life. The lease commenced on 15th October 2021 for 45 months. The total lease payments for the period total \$38,879.91 excluding GST.



This statement must be read in conjunction with the attached auditor's report.

29. Commitments and contingencies

(i) Contingent Liabilities

The Trust has no contingent liabilities at reporting date. (2024; Nil)

(ii) Contingent Assets

The Trust has no contingent assets at reporting date. (2024; Nil)

(iii) Guarantees

The Trust has no Guarantees at reporting date. (2024; Nil)

(iv) Commitments

As at 30 June 2025, the Trust had capital commitments of \$575,238 as a result of ongoing projects as detailed in Note 17.

Description	Invoiced Costs	Expected Cost	Remaining Commitment
Monkey Toe	\$ 4,162	\$ 8,000	\$ 3,838
Facilities Workshop	\$ 508,491	\$ 552,428	\$ 43,937
Carpark Development	\$ 81,098		
CCTV Additions	\$ 7,405	\$ 14,810	\$ 7,405
Total	\$ 601,156	\$ 575,238	\$ 55,180

As at 30 June 2025 the Trust had a commitment to complete the Monkey Toe \$3,838 - the Facilities Workshop \$43,937 and the CCTV Additions \$7,405.

30. Related Parties

Related Party	Description of Transactions	2025	2024
Jessie McVeagh (Trustee)	Contracted Project Manager for Ara Rongoa Hikoi Whakaora project	\$ 100,391	\$ 31,064
Jennifer Rutene (Trustee & Employee)	Board Reviewer	\$ 23,266	

Jessie McVeagh is a Trustee and Contractor to project manage the Ara Rongoa Hikoi Whakaora and other projects. The dollar figures shown in this report is a composite of income received as a contractor and the additional expense items reimbursed as part of overseeing the projects. Actual income received for the contractor for the FY25 equated to \$59,535.00.

Jennifer Rutene is a Trustee and Employee for the FY25 period commencing employment on the 18 May 2025 to undertake the Board Review.

The Trust Chair, Kathrine Clarke is also an employee of Te Whatu Ora from whom the Trust receives funding. Apart from the above, there were other transactions with related parties during the year; however, these were not disclosed on the basis of materiality.

The Trust employs individuals who are related to members of the executive team and/or Trustees. Remuneration and employment terms for these individuals are consistent with those of other employees and are considered reasonable.

During the year, the Trust sold two vehicles to a staff member. The Trustees determined that the sale proceeds were appropriate and that the terms of the transaction were equivalent to those that would have applied to a non-related party.

Refer to Note 10 for trustee expenses.



This statement must be read in conjunction with the attached auditor's report.

31. Events After the Balance Date

Subsequent to balance date, on 28th July 2025, Helene Leaf resigned as trustee. Other than this, no other events have occurred after the balance date that require disclosure.

32. Ability to Continue Operating

The financial statements have been prepared on a going concern basis. The Trust provides essential health services to the Far North region and is expected to continue receiving government funding to support its operations, even if at reduced levels.

Management has undertaken a preliminary assessment of the Trust's ability to continue as a going concern and concluded that it remains appropriate to prepare the financial statements on this basis. While there are uncertainties regarding future revenue streams and long-term financial sustainability, management believes that the Trust has sufficient resources and flexibility to manage these risks in the foreseeable future.

On 30th June 2025, the Trust announced a Board-led strategic review and CEO-led organisational restructure aimed at improving financial sustainability. Although the announcement occurred on the balance date and does not constitute an event after balance date, it forms a key part of the Trust's Financial Recovery Plan. Management considers this restructure a significant factor supporting the Trust's ability to continue as a going concern.

Accordingly, the Board has concluded that there are no material uncertainties that cast significant doubt on the Trust's ability to continue as a going concern.



This statement must be read in conjunction with the attached auditor's report.