



# ANNUAL REPORT

# 2016



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Member of the Hospice Palliative Care Association of South Africa  
Non-Profit Organisations No: 000 708 NPO  
Registered in terms of Section 18A of the Income Tax Act 1962,  
used exclusively for PBO 930002687

## OUR VALUES

Dignity, integrity and respect at the heart of everything we do

## OUR AIM

To assist individuals diagnosed with a life-limiting illness to live their lives to the fullest, with dignity, free of pain and distress, and to provide support to their families

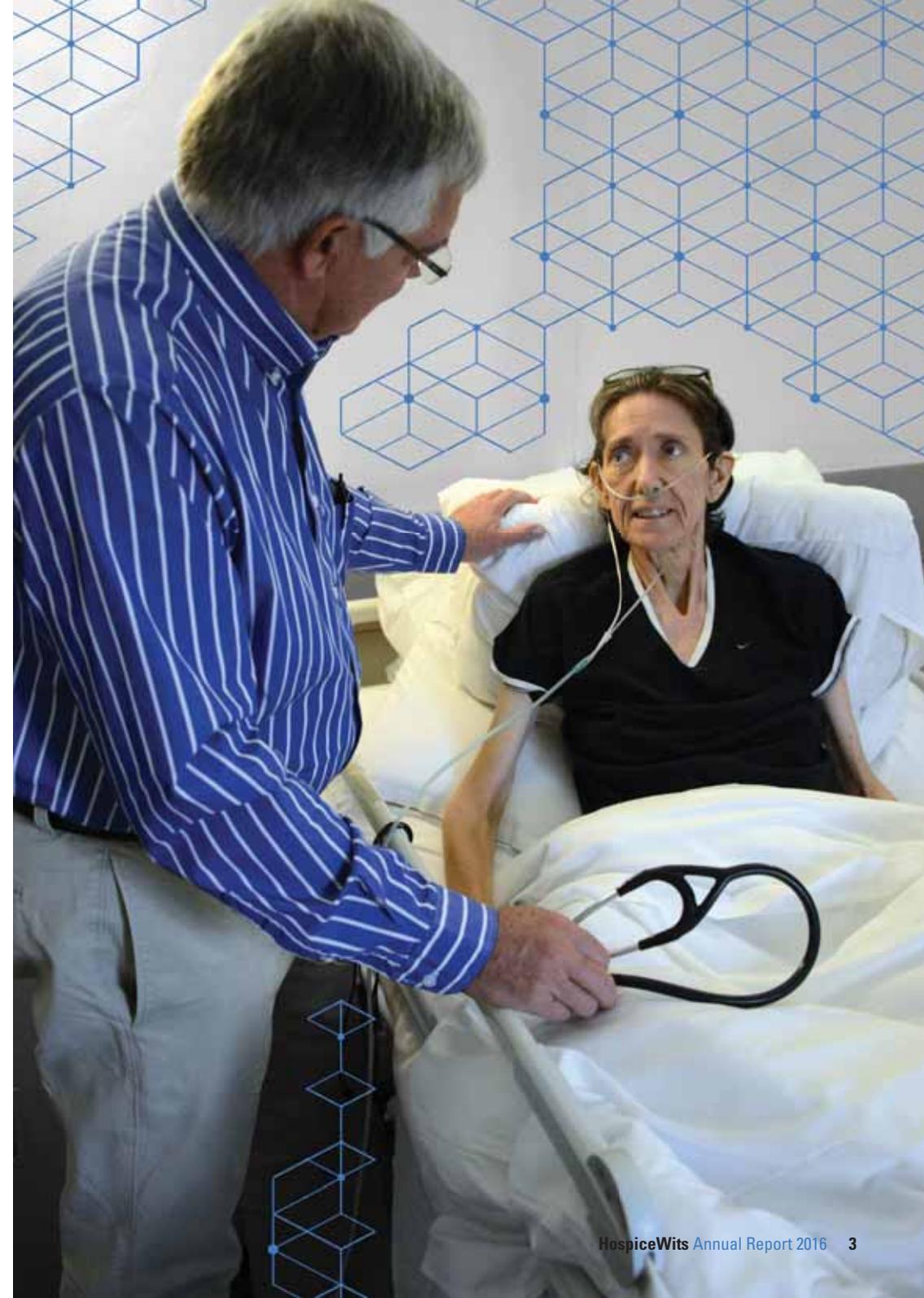
## OUR VISION

To provide excellent palliative care and support to the citizens of Johannesburg and Soweto

## OUR MISSION

To provide palliative care of world-class standard

Take a moment for yourself





# ABOUT HOSPICEWITS

## HospiceWits provides palliative care and support to communities within the Johannesburg metropolitan area, primarily Johannesburg and Soweto.

We offer a multi-disciplinary/holistic approach to palliative care. We love and care for individuals diagnosed with a life-limiting illness, including pain management, symptom control, psychological, emotional and spiritual counselling, and extend our support to the families of our patients.

We are compassionate, sympathetic and supportive – there is no end to our caring.

### Overview

The HospiceWits group comprises:

- **Hospice Association of the Witwatersrand:**  
the operating arm, which encompasses all aspects of patient care, marketing and administration
- **Centre for Palliative Learning:**  
provides education in palliative care-related services to the community
- **Hospice Johannesburg:**  
the entity under which the Houghton properties are registered
- **Hospice Witwatersrand Business Trust:**  
administers and operates the hospice shops
- **Hospice Witwatersrand Trust:**  
the vehicle under which all cash reserves are managed

Palliative care and support to communities

# BOARD OF GOVERNORS AND MANAGEMENT COMMITTEE

## Board of Governors

The association was governed by the following Board of Governors during the year under review:

- Dr Brian J Chicksen (Chairman)
- Norman Weltman (Vice Chairman)
- Dr Kamy Chetty
- Barry Crystal
- Pheello Dikane
- Michael Judin
- Jacqui Kaye
- Bernice Ligault-Böhm
- Dr Tshepo Motsepe
- Margie Whitehouse

## Management Committee

The Management Committee for the year under review:

- Jacqui Kaye – CEO
- Dr Mike Brown – Medical Manager
- Ritta Khunga – Palliative Services Manager: Houghton
- Faheem Lala – Financial Manager
- Penelope Mathe – Social Services/Mapetla Manager
- Tiky Nkonde – Palliative Services Manager: Soweto
- Maimoona Omuabor – Retail Manager
- Joy Ruwodo – Marketing Manager
- Lynn Baker – Human Resources Manager (appointed June 2015)



# CEO'S REVIEW

## The year under review has been one of consolidation and rebuilding of our core business.

The reality is that the need for our services in the communities we serve, being the greater Johannesburg including Soweto, continues to grow. What an amazing organisation HospiceWits is! This is because of its staff and the quality of care they provide to patients with a life-threatening illness and their families – in the comfort of their own homes. Over the past year, many patients have been cared for, and supported by our multi-disciplinary team of staff and I am very proud of what this organisation has achieved.

*"...I don't have to tell you how devastating it is to have a close relative die from cancer and how painful it is to watch them fade away, as you deal with it every day. I am not sure, however, that you know just how profoundly your care and support assisted us...." (quoted from a thank you letter sent by a family member).*

The 2016 financial year proved to be challenging with both foreign and local donations and funding being curtailed. The economic climate has resulted in reduced corporate spend through the Corporate Social Investment (CSI) departments and this has impacted dramatically on HospiceWits. Our revenue remained below budget, the year-to-date deficit increased to R5.3 million, a negative variance to budget of R3.2 million, but we managed to curtail our expenses overall.

Despite this, our Home Care teams continue to provide quality palliative care to about 20 to 35 patients, each, on a monthly basis. Our In-Patient Units (IPUs) continue to provide 24/7 care and support to all patients in the unit. We continue to build relationships with physicians, government and private hospitals in the hope that they will refer patients to HospiceWits on the understanding that we are a support service to their patients diagnosed with life threatening illness.

Our Soweto Homecare nurses continue to be involved in a funded MDR-TB Programme and are competently treating patients in their homes. The Psychosocial department in Soweto partnered with the Casipo data management programme/Department of Health (DOH) to decant chronic patients from local clinics to HospiceWits when collecting medication. Generally, our multi-disciplinary palliative care teams continue to offer a quality service to all in need.

The Management team continued to focus on our staff and initiatives were implemented to encourage growth and development within, whilst retaining their passion for, and commitment to the organisation. I would like to acknowledge with deep appreciation, our donors and funders who have contributed most generously during the year.

Our Board of Governors, all of whom volunteer their time and expertise, are thanked for their advice and skills shared with the management team.

And lastly, I would like to thank all our Volunteers who give selflessly of their time in service to our staff and our patients. Your passion for HospiceWits is truly appreciated.

**Jacqui Kaye** (Chief Executive Officer)



# PALLIATIVE SERVICES

## Interdisciplinary Team (IDT)

The IDTs work together in delivering the highest standard of palliative care and holistic patient care throughout our palliative care programmes.

The Soweto IDT consists of the following staff:

- Doctor
- Registered Nurses: Home Care and IPU
- Enrolled Nurses: IPU
- Auxiliary Nurses: IPU
- Care Workers: IPU
- Community Care Workers
- Social Worker

The Houghton IDT consists of the following staff:

- Doctor
- Registered Nurses: Home Care and IPU
- Enrolled Nurses: IPU
- Auxiliary Nurses: IPU
- Care Workers: IPU
- Counsellor
- Spiritual Counsellor
- Volunteer Caregivers

## Home Care Nursing Programme

The majority of our services are provided in the home environment of the patient. The home care team consists of 11 nurses (Soweto and Houghton combined), and 10 community care workers in Soweto. Together they provide exemplary care and support to the patients and their families in the community. This is recognised by many families who continue to send letters and messages of gratitude and appreciation.

The quality of care provided has also been recognised by the Hospice Palliative Care Association of South Africa (HPCA) and The Council for Health Service Accreditation of Southern Africa (COHSASA), having both audited the care programmes and awarded HospiceWits an overall rating of 99%, and granted 4 year accreditation status to 2019.

## In-Patient Units

For patients where home based care is not an option, or for families who require respite from caring for their loved ones, the IPUs in Soweto and Houghton provide a sanctuary where compassionate supportive care is available.

Many of the patients admitted to the IPUs are discharged back into the home care programme, an often misunderstood aspect of palliative care treatment and the holistic nature of the care provided by HospiceWits.

We allow family members to sleep in the room with the patient and beds are made available for them. We also allow pets for short periods at the patient's request.

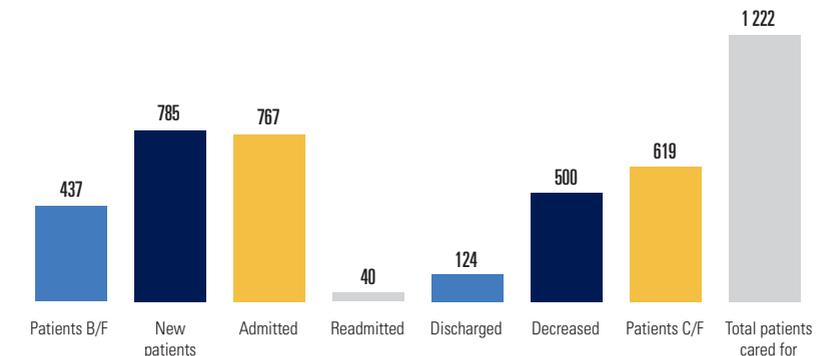
Counsellors and/or social workers are available for the patient, families and friends. The doctor on duty does daily visits with each patient to make sure the patient is pain free and comfortable. We have volunteers on duty to help with the administration, to sit with restless patients, or to just keep the patient company.

## Psychosocial Support

A team of qualified personnel are available to address the psychosocial needs of our patients and their families. Services include counselling, bereavement, social and spiritual care and support. These services are offered at the patient/family member's home, in the IPUs, and also out-patient visits in both Soweto and Houghton.

## Patient statistics

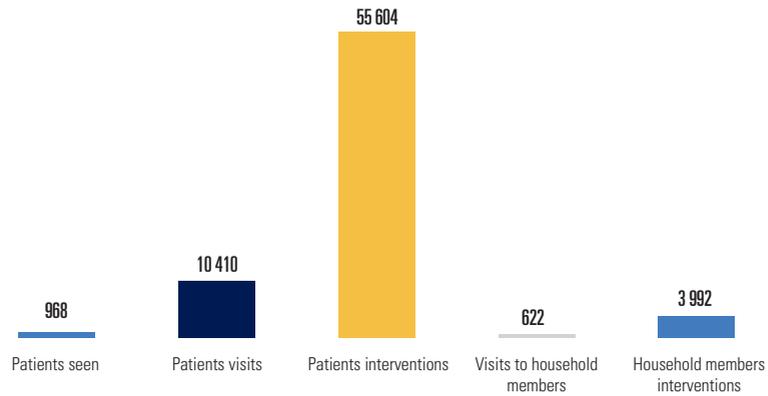
### Patient movements



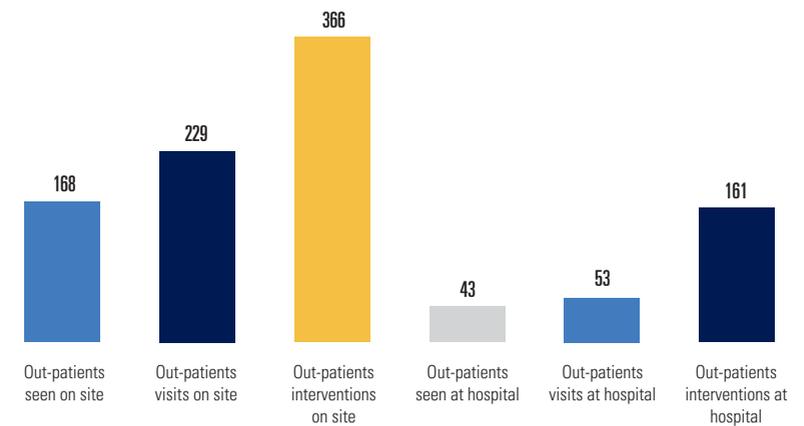
Our home care team consists of **11** nurses

# PALLIATIVE SERVICES CONTINUED

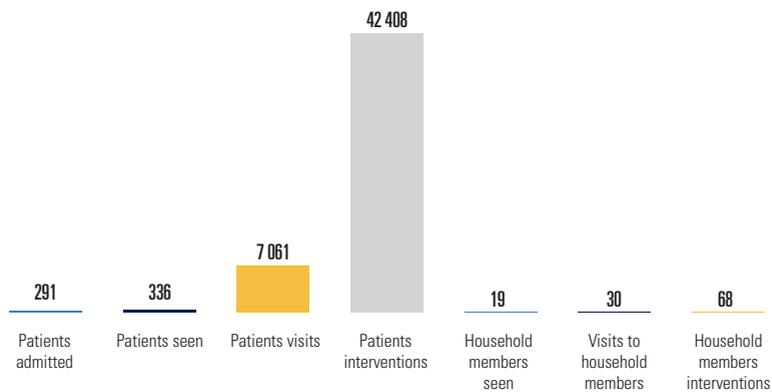
## Home care



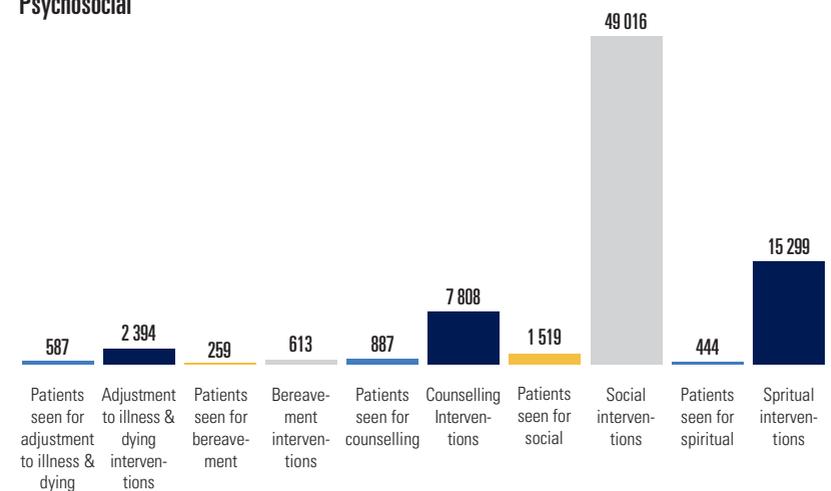
## Out-patient



## In-patient unit



## Psychosocial



# PALLIATIVE SERVICES CONTINUED

## Day Care Programmes (Soweto)

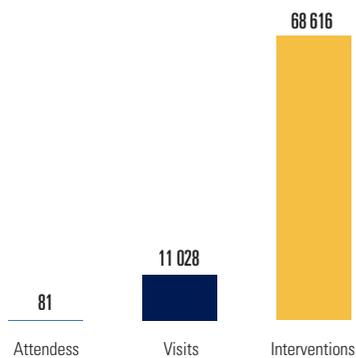
### Mapetla Day Care: Mapetla Crèche

Mapetla Day Care is our paediatric outreach in Mapetla, Soweto. It is an Early Childhood Development centre for orphans and vulnerable children (OVCs). It caters for our patients' children who are affected by HIV/AIDS and whose lives and their families are impacted through the illness and death of significant adult family members. It also caters for children who are HIV positive.

81 children between the ages of 2 – 5 years attended Mapetla Day Care and the following services were provided:

- A place of safety and care for children
- Nutritious meals (breakfast, lunch and snacks)
- Psychosocial support
- Early childhood development programme
- Support and supervision of the ART intake

### Mapetla Children's Day Care



### Adult Day Care: Siyanqoba Empowerment Project

The Siyanqoba Empowerment Project started as a support group for our patients under Soweto Hospice in 1999, in response to the needs faced by people living with HIV/AIDS. The main objectives were to:

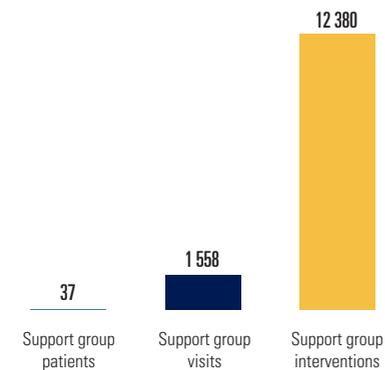
- Provide psychosocial support
- Educate patients about issues related to HIV/AIDS
- Provide nutritious meals for the patients

In 2007, it became necessary to implement a skills development programme for the support group members, to assist the patients to become independent members of the society through the income generating projects. The patients are taught the following skills:

- Sewing
- Knitting
- Beadwork
- Gardening

Through the skills development programme some members were able to start small businesses. There are 37 members who attend day care activities five days a week at Soweto Hospice enabling them to sustain themselves through this income generating programme. Their products are sold to the local community. The I-ACT programme is also facilitated to the group by our social worker. Three of the members were able to find permanent employment and another has completed a hairdressing course.

### Siyanqoba Adult Day Care



# MARKETING AND FUNDRAISING

## The fundraising terrain continued to be quite challenging with CSI expenditure having declined to R 8.1 billion in 2015.

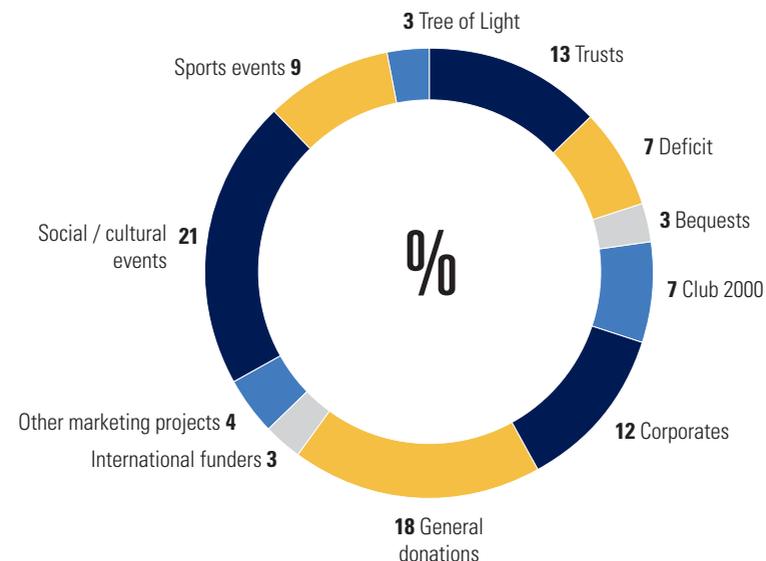
According to the Trialogue CSI Handbook, this was the first time that there had been a decline in both real and nominal terms since tracking of CSI expenditure began in 1998.

The greatest proportion of CSI funding was allocated to national causes with education continuing to be supported by most corporates (92%) and thus receiving the greatest share of corporate funding (47%). Social and community development and health continued to hold second and third positions, receiving 17% and 12% of CSI spend, respectively.

Following amendments to the BBBEE scorecard, there has been a huge emphasis from corporates on investing in the Skills and Enterprise Development areas to benefit their scorecards. Socio-economic development (SED) was the most common element of the Scorecard through which we could access funding. Accessing skills development funds or enterprise and supplier development funding was slightly more complex for us given the nature of our services.

As such, a fair amount of our efforts was channelled towards increasing non-cash giving which reflects in our bottom line as cost savings. Product and service donations accounted for the vast majority of non-cash giving received. We prioritised efforts to increase our self-generated income through alternative areas such as events, crowd funding and the HospiceWits charity stores. We further ensured that we grew and maintained relationships to improve our chances of securing private and corporate funding.

Our dedicated and professional team of marketing staff members successfully raised R13.964 million in the fiscal year through a variety of mechanisms. The team took time to critically look at the financial and strategic direction of the organisation with the view to changing and enhancing the way in which funds are raised to ensure future sustainability of the organisation.



### Major donors and funders

- Bidvest
- Blue Label Telecoms
- Grant Thornton
- Melrose Arch
- Mercedes Benz Sandown
- Sandton City
- Space
- Tiger Brands
- TCH Bonisa
- Versalec
- Voltex

### Trusts and Foundations

- David Kirkness Charitable Trust
- Dischem Foundation
- Birgit Family Trust
- E Drummond Trust
- Greendale Charity Trust
- Newland Will Trust
- Norman Wevell Trust
- African Mining Trust (ASSORE)
- MACAids Trust
- The Monument Trust

Successfully raised R13.964 million

# RETAIL SHOPS

## “Amathanga ahlanzela abangenamabhodwe – Pumpkins grow for those without pots”

Unexpected challenges and the ability to show innovative responses to a dynamically changing market are the hallmarks of the Retail sector. 2015 was no exception to the rule at the HospiceWits Shops. Against a back drop of political and economic uncertainty, a customer base under ever increasing economic pressure, the HospiceWits Shops were unable to remain sustainable as illustrated by the negative growth on our year-on-year performance during this period under review.

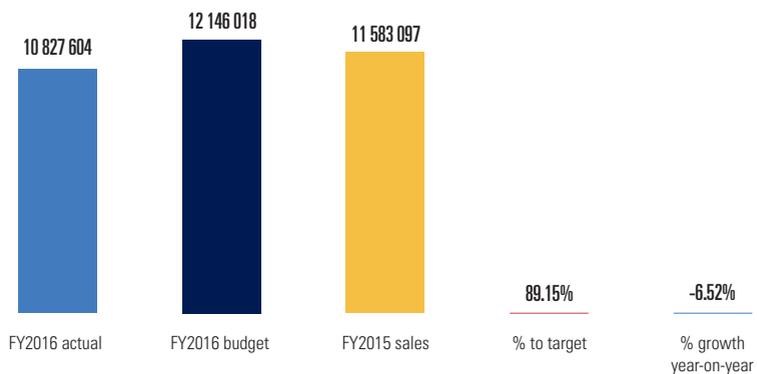
The Retail Manager at the time resigned in June 2015, leaving a period of time without a Management member at the helm. Despite this challenge, the retail staff rose to the challenge and ensured that positive trading continued until the appointment of a new Retail Manager, Mr Jerry Tshabalala, in March 2016.

The year saw many new initiatives being put in place in order to offer more shopping variety to our customers. Some were successful and some were less so. However, the experimentation led to a period of re-evaluating our focus in meeting customer and donor needs, as well as our position as a vital fundraising platform for the organisation. Upon appointment, Mr Tshabalala completed a full assessment of our strengths and weaknesses as a business and implemented various policies and procedures to ensure that the HospiceWits Shops are strategically placed for on-going growth and profitability into the future.

HospiceWits received notice to vacate the Randburg shop at the beginning of January 2016 as the building was converted into residential accommodation. As such, the shop was officially closed at the end of February 2016.

This was replaced by a new shop in the Cresta area which began trading on 15 March 2016. To date, the shop has been well received by the community and is showing significant growth in sales. Our other outlying shops, namely Parkmore, Kensington as well as the Rosebank Market, continue to show positive growth and have become entrenched in the local communities that they serve. Orange Grove remains our largest retail centre and we are continually setting new benchmarks for improvements in our customer experience.

### Sales performance



# HUMAN RESOURCES AND TRAINING

## HospiceWits is a significant employer in the non-profit organisation sector.

As a result, we take our responsibility towards staff members seriously and strive to keep them motivated and passionate about the service they provide to our patients. We acknowledge their commitment and dedication with grateful thanks.

Staff compliment	Permanent	Locums
Senior Management	8	–
Palliative Services, Houghton	20	15
Palliative Services, Soweto	25	9
Marketing	7	4
Shops	41	6
Finance and Admin	3	–
Human Resources & CPL	3	2
Mapetla Crèche	7	–
Facilities	25	1
Pensioners (disability)	5	–
<b>Total</b>	<b>144</b>	<b>37</b>

### Volunteers

We are extremely grateful to our Volunteers who support HospiceWits and provide not only their time, but also their expertise and skills on a regular basis. Volunteers assist us in all facets of the organisation, from intake to counselling, at the retail shops and in our kitchen in Soweto. We showed our appreciation by inviting them to attend a Volunteer Appreciation Tea held on the lawns of the Houghton site. The function was well attended and received.

Thank you all.

**We are grateful to our Volunteers**



# CENTRE FOR PALLIATIVE LEARNING

**The Centre for Palliative Learning (CPL) is focused on palliative care without forgetting about other areas of need within HospiceWits and the community.**

The 2016 financial year was busy for the Auxiliary Nursing Programme. Due to legislative changes, we were able to register our last two groups of Auxiliary Nursing Students. The Auxiliary Training was our primary source of income for the CPL, and this will be the last year that we can run the course. The CPL was also able to offer a variety of courses to the community, including:

- Introduction to Palliative Care
- Accredited auxiliary training
- Staff development
- Volunteer training
- Community care workers workshops
- Grief, loss and bereavement workshops

The CPL also provided In-Service Training to staff members, which takes place on a monthly basis. The training covers a variety of topics relating to palliative care on a clinical and psychosocial level.

Although we still have challenges in growing and developing the CPL, the year ahead is positive and filled with new opportunities.

**The CPL provides in-service training**



# FINANCIAL STATEMENTS

## How funds are spent

	Rands	
	2016	% in total
<b>Direct care costs</b>		
Houghton in-patient unit	10 548 336	31.35
Houghton home care	4 051 099	12.04
Soweto in-patient unit	9 505 279	28.25
Soweto home care	4 710 581	14
Mapetla Children's Home	1 843 856	5.48
<b>Total direct care costs</b>	<b>30 659 151</b>	<b>91.12</b>
<b>Indirect care costs</b>		
Marketing costs	774 533	2.3
Loan impairments	67 294	0.2
Depreciation costs	712 665	2.12
Administration costs	1 433 362	4.26
<b>Total indirect care costs</b>	<b>2 987 855</b>	<b>8.88</b>
<b>All costs</b>	<b>33 647 005</b>	<b>100.00</b>

Take a moment for yourself

## Analysis of spend

	Rands	
	2016	% in total
Administration and management fees	5 311	0.02
Advertising	38 304	0.11
Auditor's remuneration	–	0.00
Bad debts	35 536	0.11
Bank charges	350 459	1.04
Catering	313 650	0.93
Cleaning	173 484	0.52
Commission paid	62 448	0.19
Computer expenses	22 709	0.07
Consulting fees	714 975	2.12
Depreciation, amortisation and impairments	712 665	2.12
Employee costs	23 190 701	68.92
Entertainment	10 337	0.03
Infrastructure support	(477 183)	-1.42
Insurance	269 240	0.80
Lease rentals on operating lease	1 287 455	3.83
Legal expenses	–	0.00
Levies	–	0.00
Licences	208 183	0.62
Marketing	1 283 810	3.82
Motor vehicle expenses	631 397	1.88
Other expenses	34 019	0.10
Pest control	9 472	0.03
Petrol and oil	6 834	0.02
Placement fees	–	0.00
Postage	7 340	0.02
Postage and telephone	468 496	1.39
Printing and stationery	193 994	0.58
Repairs and maintenance	372 042	1.11
SARS	463 498	1.38
Security	1 006 668	2.99
Service awards	–	0.00
Small equipment	40 043	0.12
Subscriptions	45 752	0.14
Sundries	608 906	1.81
Training	52 802	0.16
Travel – local	32 682	0.10
Uniforms	114 530	0.34
Utilities	1 356 446	4.03
<b>Total spend</b>	<b>33 647 005</b>	<b>100</b>

# FINANCIAL STATEMENTS

CONTINUED

## Statement of comprehensive income

Audited annual financial statements for the year ended 31 March 2016

	Group (Rands)	
	2016	2015
<b>Income</b>	29 565 692	34 165 479
Cost of sales	(718 170)	(727 911)
<b>Gross profit</b>	28 847 522	33 437 488
Other income	620 043	182 655
Operating expenses	(33 647 055)	(36 089 143)
<b>Operating (loss)/profit</b>	(4 179 440)	(2 469 000)
Investment revenue	1 326 014	1 354 252
Fair value adjustments – investment	688 179	2 566 072
Finance costs	(1 854)	(1 738)
<b>Total comprehensive income/(loss) for the year</b>	<b>(2 167 101)</b>	<b>1 449 586</b>

Take a moment for yourself

## Statement of financial position at 31 March 2016

	Group (Rands)	
	2016	2015
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property, plant and equipment	11 404 052	11 818 503
Investments	36 153 572	38 256 214
	<b>47 557 624</b>	<b>50 074 717</b>
<b>Current assets</b>		
Loan to related parties	–	–
Trade and other receivables	1 091 162	403 654
Cash and cash equivalents	661 241	4 492 623
	1 752 403	4 896 277
<b>Total assets</b>	<b>49 310 027</b>	<b>54 970 994</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Capital and reserves</b>		
Capital account	19 808 658	19 321 776
Retained income	16 518 245	21 745 012
	<b>36 326 903</b>	<b>41 066 788</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Loan from related parties	–	–
Trade and other payables	2 886 525	3 566 320
Deferred income	10 096 599	10 337 886
	12 983 124	13 904 206
<b>Total equity and liabilities</b>	<b>49 310 027</b>	<b>54 970 994</b>

# MAKE A DIFFERENCE

**There are numerous ways in which you can get involved and help HospiceWits.**

## **Why not consider?**

- Making a tax deductible donation
- Making HospiceWits your CSI project or *pro bono* client
- Becoming a headline sponsor for one of our events
- Volunteering your time or expertise
- Donating goods to our HospiceWits shops
- Joining our Club 2000 monthly draw
- Buying a light in memory of your loved one and/or in celebration of life
- Making HospiceWits your beneficiary for your "MySchool Card"
- Attending and participating in our fundraising events
- Leaving a bequest to HospiceWits in your will
- Visiting our HospiceWits shops and purchasing some bargains
- Asking family and friends to donate to us *in lieu* of flowers or birthday gifts
- Signing up for our training courses
- Joining our email list and social media, and sharing and generating awareness about us within the Johannesburg metropolitan area

## **Bank details and VAT number:**

Standard Bank

Norwood Branch

Branch code: 004105

Account number: 2016558186

Account name: Hospice Association of the Witwatersrand

VAT number: 4380121840

**You can get involved and help**



# CONTACT US

## Telephone

+27 (0) 11 483 9100

## Email

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2041  
South Africa

## Hospice Association of the Witwatersrand

Accredited by the Council for Health Service Accreditation of South Africa

Member of the Hospice Palliative Care Association of South Africa

Non-Profit Organisation No: 000-708 NPO

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