







## 2025 Annual Report

# Welcome

### CHT HEALTHCARE TRUST INFORMATION

#### Registered Office

Ground Floor, Building 3  
660 Great South Road  
Ellerslie  
Auckland

#### Trustees

Raewyn Lovett (Chair)  
Robyn Beguely  
Dr Lynne Coleman  
Terry Moore  
Alex Price  
Bruce Waldin  
Stuart Williams

#### Auditors

Grant Thornton

#### Bankers

ASB Bank Ltd

#### Solicitors

Buddle Findlay







# Our Why

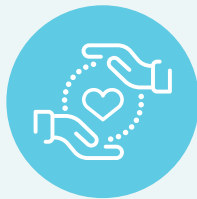
At CHT we have a legacy of over 60 years of providing quality, affordable care for older people in an Aged Residential Care (ARC) environment, supporting those who need assistance with daily living, through to people who are living with complex medical conditions and dementia.

Focussing only on care, CHT offers almost 1,500 beds across our 21 care homes situated in the North Island.

As a not-for-profit organisation with the heart of a charity and the competence of a successful business, we believe it is every older person’s right to have equitable access to quality, affordable aged care services.

# Our Values

At the heart of our organisation for over six decades, our values are grounded in our dedication to taking great care of each and every resident.



Care



Compassion



Comfort

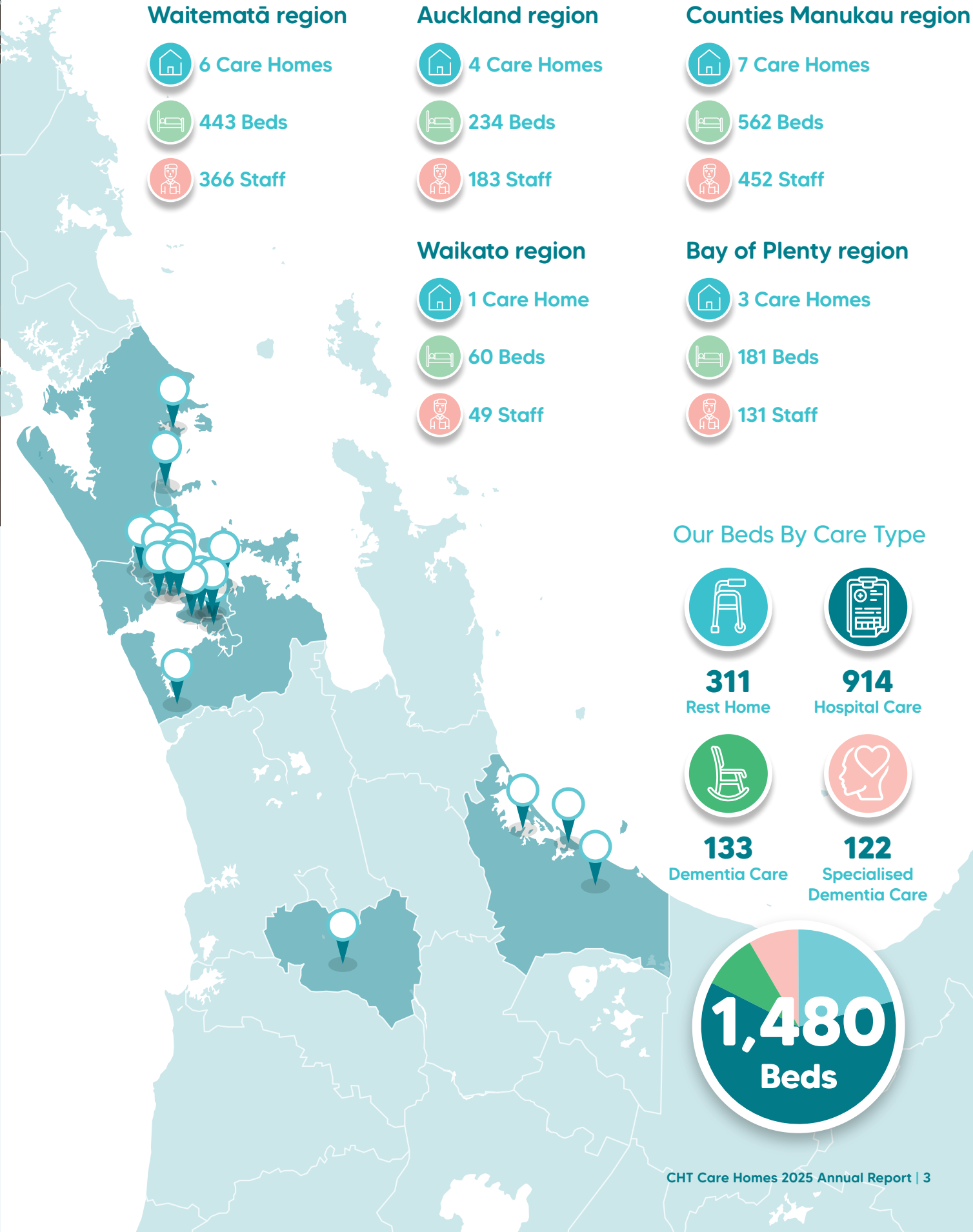


Companionship



Connectedness

# Our Care Homes







# Chair and CEO Report

Raewyn Lovett (Chair of CHT Board of Trustees) and Carriann Hall (Chief Executive of CHT)

The Board of Trustees, led by Chair Raewyn Lovett ONZM, has had a change this financial year\* with the departure of Dr Lynne Lane in February 2025, after more than a decade of service on the Board. The Board and management team thanked Dr Lane for her significant contribution over the years.

The Board were pleased to welcome Dr Lynne Coleman in March 2025. As a GP who has held a number of governance roles, Dr Coleman’s appointment ensures the Board will continue to benefit from clinical and governance expertise.

FY25 has been a year of embedding the significant capacity and system changes delivered in FY24, alongside investing in our care homes for long term sustainability through delivery of an ambitious capital programme. In addition, we have developed further opportunities to create access to affordable, quality care through a new build project and other initiatives.

Having been in an acting Area Manager capacity for a period of time, we welcomed Tina Lock to the Senior Management Group on a permanent basis. There have been no other changes to the Senior Management Group this year.

We invite you to read further and learn more about CHT.

\*Throughout this Annual Report, ‘financial year’ is abbreviated to ‘FY’.  
This report relates to the financial year ended 31 March 2025, referred to as FY25.

## Access to affordable care

Having welcomed five new care homes\*\* into CHT Care Homes in the last months of FY24, ensuring access to affordable care in FY25 has centred around maximising our 1,480 beds and we achieved an exceptional 96.9% average occupancy for the year (96.1% FY24).

Of our occupied beds, 61% were not charged an accommodation supplement charge (also known as a premium charge) and where an accommodation supplement charge was made, it was lower than the sector average for comparable rooms, as reported in the Aged Care Association Aged Residential Care Sector Profile 2024.

With improved macro-economic conditions in the construction market, we also took the decision to commence the build of a new 64 bed care home at Karaka, providing rest home, hospital and secure dementia levels of care. The build commenced in March 2025 and the care home is expected to open mid to late 2026.

\*\*From 1 February 2024 CHT welcomed five new care homes, increasing from 16 to 21 care homes and from 1,053 to 1,480 beds. This impacts some of the comparisons to the previous year in this Annual Report.

## Quality care

We were proud to have achieved excellent results in the ten external HealthCERT Certification Audits and six Surveillance Audits undertaken during the year. It was particularly pleasing to get positive feedback on the new care homes’ transition to CHT systems and processes.

As an organisation focussed on providing quality care, we are delighted with 89% of our residents assessing their Care as good or very good in our Customer Satisfaction survey.

The implementation of mandatory Health Quality and Safety Commission (HQSC) Severity Assessment Code reporting from July 2024 could have been seen as another compliance requirement, but we have used this as an opportunity to improve our critical thinking and event investigation skills, maximising the learning and improvements from events, if they do unfortunately happen.





## Maintaining our care homes

Alongside our lifecycle replacement of specialised equipment and furniture, we delivered an ambitious programme of capital refresh of our care homes this year.

This includes the full replacement of the commercial kitchens in two care homes, which incorporates a refurbishment and refit of the kitchen area, and upgrades to equipment in five others. Our new branding was rolled out across external signage at all care homes. We refreshed lounges and shared spaces, replacing flooring and curtains, repainting, updating kitchenettes and installing new furnishings in five care homes, as well as improving comfort through providing air-conditioning in various lounge spaces.

We improved infrastructure and resilience, including generator installations in our new care homes, upgraded nurse call systems in four care homes, major roofing and weather-tightness works at one care home and fire safety upgrades at another.

## Sustainable workforce

With improved availability of resources in the New Zealand economy, a focus on reducing employee turnover, as well as staff wellbeing and resourceful and respectful ways of supporting our employees through ACC and sick leave, we have been able to maintain an experienced workforce and a low level of employee vacancy throughout the year.

Following the implementation of our integrated Human Resources Information System (Dayforce) last year, we were pleased to have confirmation that we are compliant with the Holidays Act going forward from the implementation.

Further developments during the year included the roll-out of the Learning and Development module and the Performance Module was also rolled out for salaried roles, with waged roles being implemented next year.

## Advocacy

We took the opportunity to share some of our stories and experiences, as well as some potential ways the system can be improved for older people and our care homes, in our submission to the Health Select Committee inquiry into the aged care sector's current and future capacity to provide support services for people experiencing neurological cognitive disorders. The main message was that, with timely support and the appropriate resources, older people with complex needs can get the care they need in aged care, preventing them having to go into public hospital, which is not the best place to meet their needs.

We also responded to the IRD consultation on taxation and the not-for-profit sector, sharing the view that in charitable organisations such as ours, accumulated funds relate to the assets which deliver the charitable purpose i.e. our care homes and that taxation on charity business income and accumulated funds, would detrimentally impact delivery of critical services for those in need.

It was pleasing to see that, following the consultation response, there are no tax changes for charities expected in the short term.

## Financial sustainability

The government sets the price that the aged care sector can charge for care. This was increased by 3.2% from 1 July 2024, just below inflation. In line with our charitable ethos, we have maintained a high proportion of standard beds and did not increase accommodation supplement charges, where these are charged. Accommodation supplement charges have remained unchanged since they were introduced in 2018.

Occupancy is a key financial driver and FY25 saw extraordinary levels, averaging 96.9% occupied for the year across our 1,480 beds. Despite pressures on operating expenses due to greater than inflation rises in some expense lines, this alongside our increased number



of beds, enabled us to deliver an operating surplus (before exceptional items) of \$13.1 million (\$8.1 million FY24).

Capital maintenance and growth is funded through the surpluses generated by our care homes and debt. We invested \$9.1 million in capital in FY25 (\$4.0 million in FY24), the majority of which funded improvements and refurbishment activities across our care homes.

Long term financial sustainability is core to our ongoing success. The exceptional occupancy performance in FY25 enabled us to fund the high level of capital investment and also reduce debt by \$14 million. Whilst our debt to total assets ratio remains low at 18.2%, we implemented our interest rate risk management processes during the year to further protect against market volatility.

## Aged care fund

Good financial performance also enables us to set aside funding for grants that support research into the needs of older people, improved access to aged care and aged care workforce development, through our Aged Care Fund.

Four grants were approved in FY25 for projects considering a wide range of research and tools to support older people across New Zealand. A total of \$0.9 million has been granted since the fund was created.

Raewyn Lovett  
Chair

Carriann Hall  
Chief Executive





# Achieving Our Why

We aim to make this Annual Report, which reports on operational and financial performance for the year ended 31 March 2025, useful for residents or potential residents and their families, current and future employees, as well as regulators and other external entities who have an interest in CHT.

We demonstrate how we are delivering on our strategy in the Statement of Service Performance. The measures we have selected form part of our internal performance management framework and have been chosen to represent our performance in the key areas related to delivery of our strategy, which ultimately delivers on our purpose.

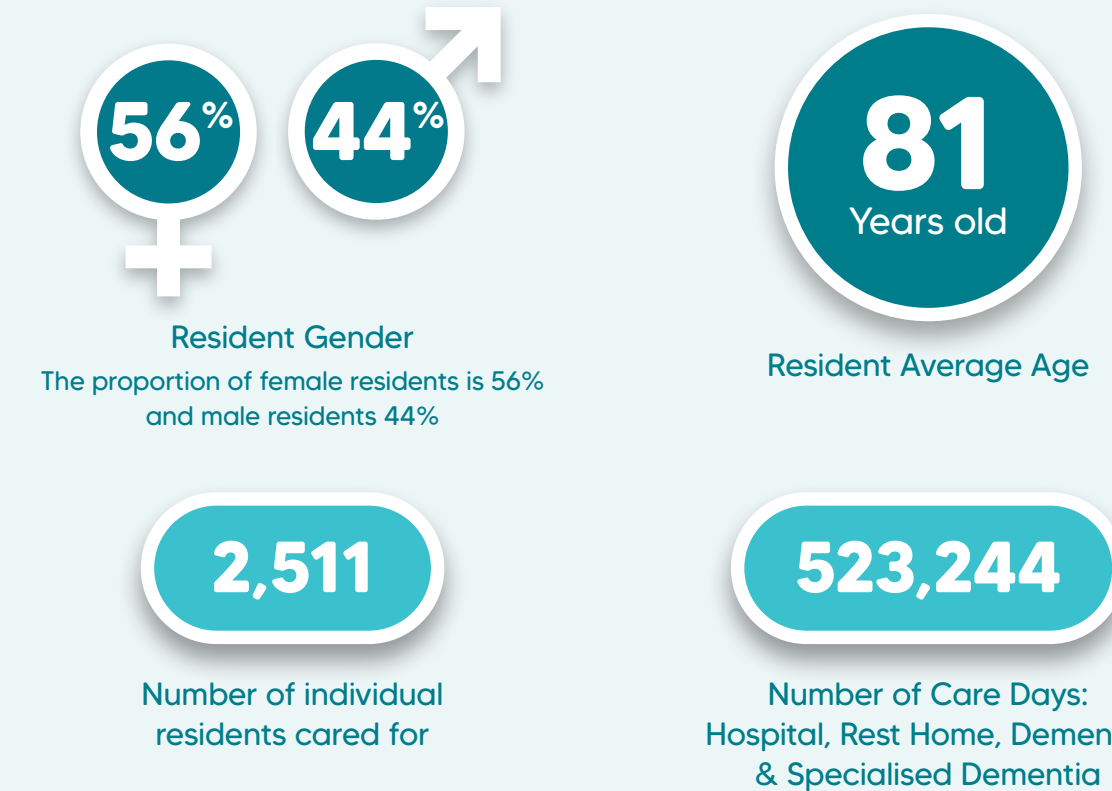
Guided by our values of Care, Compassion, Comfort, Connectedness and Companionship, and underpinned by strong systems and processes, the Senior Management Group leads the delivery of our strategy which centres around providing access to quality, affordable care for older people and a truly resident-focussed experience for Our Residents, whilst having a meaningful and positive connection with Our Communities.

We achieve this through Our People, Our Services and Our Care Homes. We nurture engaged, thriving and sustainable teams, growing our own talent with investment in training and support from experienced, visible management. Alongside this, our ethos has quality embedded in all we do.

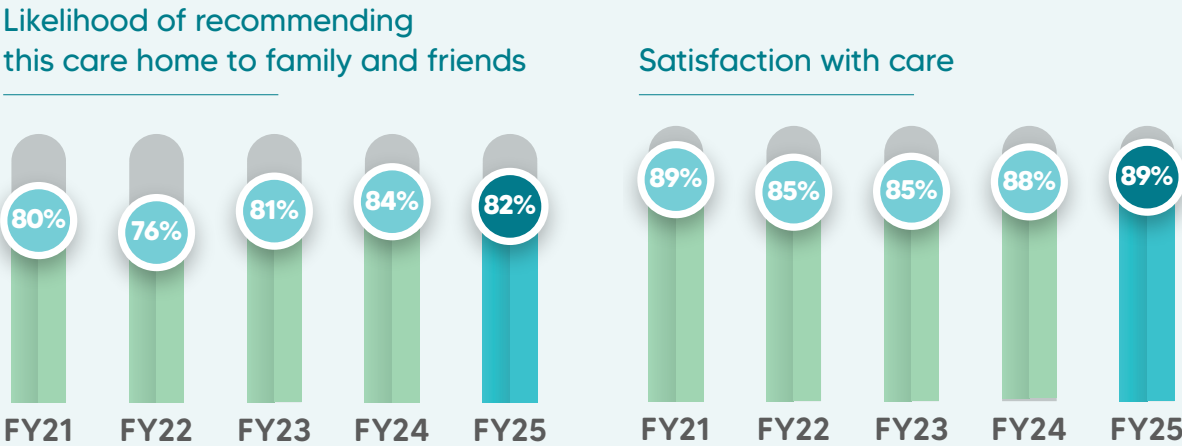
We invest in our care homes and create places where our residents love to live and our staff love to work. As the largest care only provider and a not-for-profit, we see enabling improvements for older people as an important social role and support this through advocacy, as well as providing grants to other organisations through our Aged Care Fund.

## Our Residents

We were privileged to provide over half a million days of care in FY25, caring for over 2,500 residents and their families. Our residents have complex needs and 78% of the days of care provided were for those assessed as needing hospital, dementia and specialist dementia (also known as psychogeriatric) levels of care. The remaining 22% being at rest home level.



Feedback is important to us and it was pleasing to see an improvement in ratings from those who responded to our surveys of residents and families during the year.



Whilst the majority of our care is long term, some residents and families need respite, or other forms of short term care and we have been able to support that.

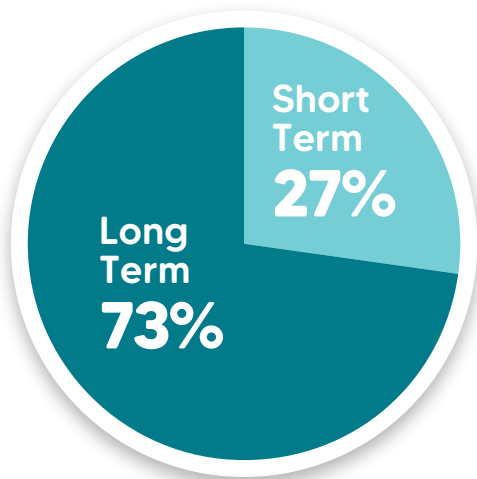


We work hard to meet the increasingly complex clinical and care needs of residents, whilst also being affordable. The majority of our residents have care which is contributed to by the government, with over half of our residents' care being fully government funded in FY25.

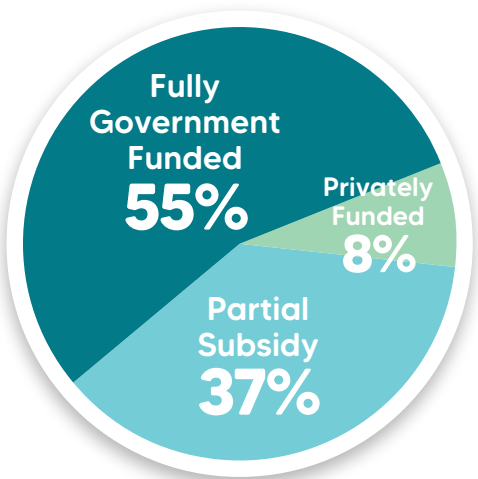
We encourage residents and family to provide feedback on their experience, including through our Customer Satisfaction Survey. It was pleasing to see continued strong positive feedback in core areas from those who responded to the survey in FY25.

External feedback is also welcomed and we were proud that three of our care homes were Aged Advisor 2024 People's Choice Annual Awards for Best Aged Care Finalists, CHT Hillsborough and CHT St Margarets for the first time and CHT Royal Oak for a very impressive fifth time!

Care Term



Funding of Occupied Rooms



Our Communities

Our care homes play an integral role in their communities. We reinforce that connection in many ways, with our dedicated volunteers, community groups and schools bringing joy and fun into our care homes through music, song, pets, reading, crafting skills, religion and the myriad of other ways they share their time and their passions.

Our residents also give back to their communities, visiting local venues such as libraries, garden centres and cafes, as well as raising funds for Daffodil Day, ANZAC Day and other local events and causes.

21  
Communities

144,073  
Visitors

Over  
3  
Regions





# CHT Aged Care Fund

CHT’s dedication to continuous quality improvement and innovation, and a desire to support delivery of high-quality care across the entire aged care sector, inspired the establishment of the CHT Aged Care Fund in 2019. With 10 grants awarded so far, the CHT Aged Care Fund has enabled delivery of a myriad of initiatives, from groundbreaking clinical and behavioural research, to critical educational resources for staff, to vital informational guides for everyday people seeking information on their own health and lifestyle journey.

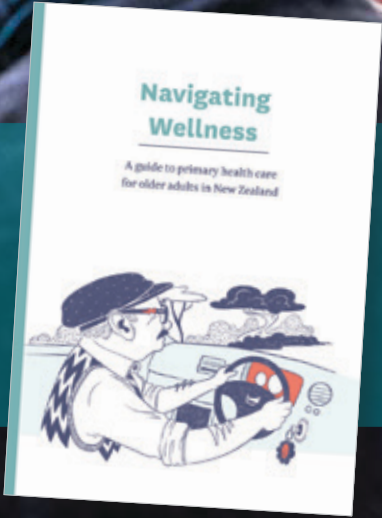


Representing the essence of CHT’s focus on taking a long view on the wellbeing of older people in Aotearoa New Zealand, the CHT Aged Care Fund brings to life the core values of care, compassion, comfort, companionship and connectedness, by enabling projects focussed on research, access to care, and workforce development.

A particular highlight in the past year has been the outstanding success of the **Navigating Wellness** booklet, created by **Third Age Health** with support from the **CHT Aged Care Fund**. The immediate response was enormous and demonstrated the demand for this kind of resource which provides a guide to primary health for older New Zealanders. A larger reprint of the booklet along with wider accessibility via digital download will further extend the impact of this guidebook.



Navigating Wellness is available free of charge, at GP and community care centres throughout the country, as well as in digital downloadable format.  
[thirdagehealth.co.nz](http://thirdagehealth.co.nz)



## Our People

1,229  
Staff

22,861  
Online learning  
courses completed

Our strategy is to attract talent, train them well and retain them with CHT and we have a number of ways to enable this, including competitive pay, support for development and an employee friendly platform which empowers employees to manage all aspects of their employment relationship whether that be booking leave, communicating they’re available for shifts, reviewing their pay, catching up on the latest CHT news and updates, keeping their learning up to date or reviewing performance.

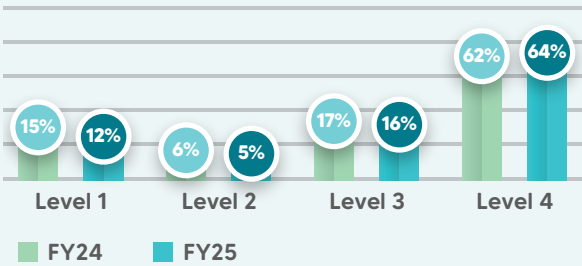
Staffing numbers remained high during the year and we were pleased to see a further small reduction in annual turnover in FY25. The aged care sector as a whole has high levels of staff turnover and we continue to challenge ourselves to improve retention and maintain our highly experienced and skilled workforce.

Good financial performance enabled CHT to provide staff with a \$100 supermarket voucher for Christmas 2024 as a small token of appreciation for their efforts, in addition to the ever-popular annual shoe voucher.

In FY25 just over 82% of staff who responded to our Employee Satisfaction Survey said they would recommend CHT to family and friends requiring care.



Distribution Of Caregiver Wages

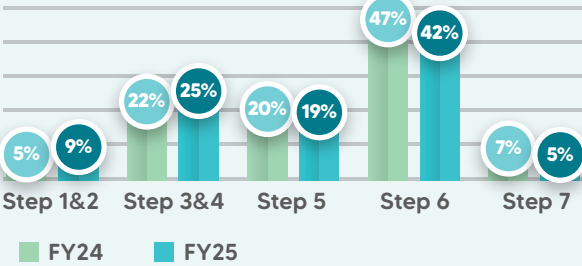


Learning and Development

With a number of core elements of Dayforce initially implemented in FY24 (payroll, recruitment etc), we continued the roll-out of modules from this accessible and user-friendly system for all staff-related activities.

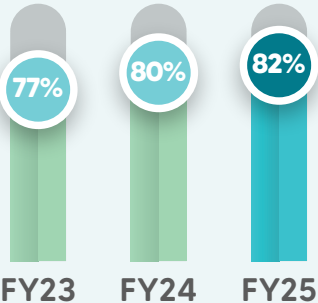
Implementing the Learning and Development module was an important focus during the year, with individualised learning plans, relevant to the role allocated and monitored. At 31 March 2025, 91% of courses in learning plans had been completed and almost 23,000 online courses completed throughout the year, in addition to in person training such as Careerforce. Our focus on training aims to give our teams comfort that they have the tools to be successful in their roles.

Distribution Of Registered Nurse Wages



In partnership with EmployNZ, we also developed a bespoke course for staff to strengthen their confidence in communication and digital literacy skills, which was implemented in two care homes during the year, as part of a targeted programme.

Staff Satisfaction - Recommend



Our Services

Certification audits

HealthCERT Certification Audits are conducted by designated auditing agencies on behalf of the Ministry of Health. These audits are multi-faceted, assessing a range of factors, including whether ARC facilities are:

- Providing safe and appropriate care for residents
- Meeting national health and disability service standards
- Maintaining quality systems and processes for continuous improvement

They are conducted every one to four years, with the length of the certification period dependent on the performance at the audit. The results of the audit are published on the Ministry of Health website.

In addition, care homes have unannounced surveillance audits during the certification period to ensure ongoing compliance and progress on previously identified issues.

In FY25, 10 of our care homes (CHT Hayman, CHT Hillsborough, CHT Parkhaven, CHT Beachhaven, CHT David Lange, CHT Te Awamutu, CHT Lansdowne, CHT Halldene, CHT Waiuku and CHT Bernadette) had full Certification Audits.

Severity Assessment Code reporting

We actively participate in the Health Quality and Safety Commission’s (HQSC) Severity Assessment Code (SAC) reporting framework to monitor and respond to adverse events, a system used across healthcare and recently implemented for Aged Residential Care.

In FY25 we reported 74 events which we self-assessed as SAC 1 or 2, events that result in serious or significant harm, such as a fall resulting in major fracture.



10 full Certification Audits and 6 unannounced Surveillance Audits

Despite recent changes to the audit standard and the transition to CHT for the new care homes, nine homes earned a three-year certification, a strong reflection of consistent, quality care. CHT Hillsborough achieved the maximum four years, setting a new benchmark under the updated standard. We were delighted that five care homes received Continuous Improvement commendations for a variety of areas including falls management and culturally empowering activities.

A further six care homes had unannounced Surveillance Audits as a part of the Ministry of Health’s usual audit programme, with positive feedback received.

It is of pride that all 21 care homes have been certified for three years or more.

In line with our learning and improvement culture, each event was reviewed thoroughly and where appropriate, corrective actions were implemented to enhance resident safety and care quality.

We look forward to receiving further information from the HQSC on benchmarking and sector relevant insights, as they develop this important tool.



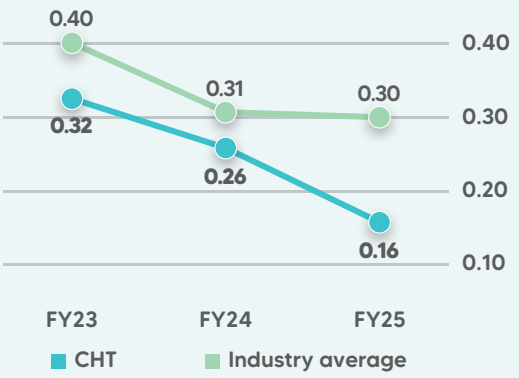


Clinical Quality Indicators

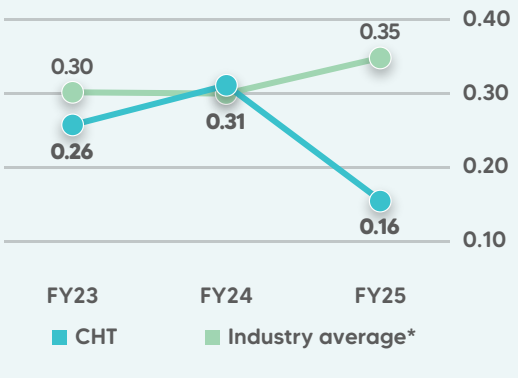
We track a number of clinical quality indicators, some of which are benchmarked against an industry average, derived from comparative information shared between some aged care providers.

Clinical Metrics

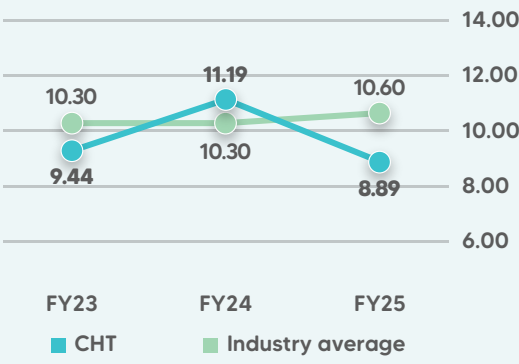
Pressure Injuries



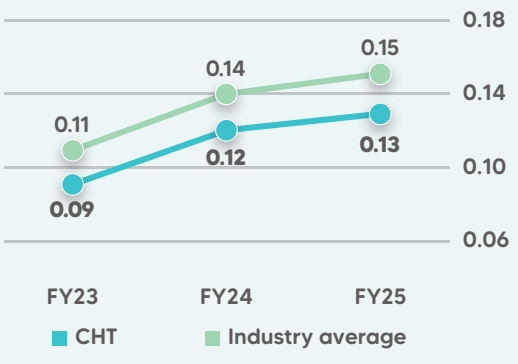
Medication Errors



Falls



Falls with Fracture

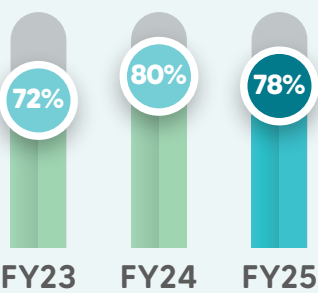


(Events are recorded as a rate per thousand bed days).  
\*For completeness CHT data includes errors relating to GP and Pharmacy, which are excluded from the Industry Average.

Activities

Planned, meaningful and engaging experiences (Activities) support the wellbeing of older adults living in residential care. Leadership of Activities has moved to clinical quality in FY25 to reflect the contribution Activities has to the overall wellbeing of our residents and to enable ongoing improvements in this important area.

Customer Satisfaction With Activities



Our Care Homes

We have invested in our care homes in FY25 with a number of medium to large scale projects. Further, we have made a long-term commitment to the community of Karaka, with the commencement of our new-build care home there. Our other planned development is still under review. The financial metrics are still challenging for new builds, with the bed day price not providing for cost of capital.







## CHT Parkhaven

An ongoing refresh of both the interior and exterior of this care home has delivered an improved look and feel, alongside improved resilience with upgrades to infrastructure. CHT Parkhaven also won the Best Care Home award from the Eldernet Christmas Decoration Competition, for their thoughtful and personal decorations.



CHT Parkhaven  
Mangere East  
SOUTH AUCKLAND

## CHT Peacehaven

As a part of the wider refresh of CHT Peacehaven with a new commercial kitchen and carpets, a new covered walkway and extended covered external deck ensure residents can enjoy outside regardless of the weather.



CHT Peacehaven  
Blockhouse Bay  
AUCKLAND







## CHT Hillsborough

A new and improved commercial kitchen and refresh of the lounge and entrance has enhanced CHT Hillsborough.



CHT Hillsborough  
Hillsborough  
**AUCKLAND**



## CHT Beachhaven

A completely new, fit for purpose commercial kitchen and extensive overhaul of the roof, alongside cosmetic work to update shared areas has breathed additional life into this care home, which has strong connections with the community and a reputation for excellence in the complex area of specialist dementia care.

20 | CHT Care Homes 2025 Annual Report



CHT Beachhaven  
Beach Haven  
**NORTH SHORE**

## CHT Karaka

Plans to build a new care home in Karaka were given the green light by the Board of Trustees during the year and construction commenced in March 2025.

Having been on hold for a number of years, reductions in the cost of construction caused us to review our plans to build this 64-bed care home providing rest home, hospital and dementia level of care.

In line with our charitable purpose, we worked to ensure that there are some beds with no additional accommodation supplement charges, albeit a small number, with the rest being charged a market rate accommodation supplement. However, prospective residents will not need to input personal capital in the form of an Occupational Rights Agreement arrangement to access care.

As a result of the shortfall on the bed day price and despite the accommodation supplement charges, we anticipate a material write-off when the care home opens mid to late 2026. However, this long-term investment can be managed within our financial guard rails and it advances our charitable purpose.



CHT Karaka  
Karaka  
**SOUTH AUCKLAND**



Launching  
mid-late  
**2026**





## Our Care Homes



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For more information

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Visit **[www.cht.co.nz](http://www.cht.co.nz)**