



57th

Annual Report

Hohepa Homes Trust Board 2014

#### *Our Mission*

*“Hohepa works with individual clients with an intellectual disability, to develop and maintain support for their life plan whereby they can be safe, have a range of meaningful activities, and are part of the wider community.*

*Hohepa’s services are based on the social principles of Rudolf Steiner and reflect a comprehensive understanding of current disability attitudes and established best practice.”*



**Hohepa**  
creating opportunities...

## CHAIRMAN'S REPORT

Hohepa Homes is a disability services provider founded in 1956 in Hawke's Bay by Sir Lew Harris and Marjorie Allan. Hohepa provides schooling, residential and vocational services in Hawke's Bay, Christchurch and Auckland for people with an intellectual disability.

Our aim is to support people with intellectual disabilities to lead a fulfilling life and to develop to their fullest potential, following the principles of Rudolf Steiner, whose approach to human psychology began from his understanding that in every human being whatever their apparent impairment, there is a spirituality at work, creating its own destiny.

This report will cover major activities of the Trust Board including, financial results, our new site in Paraparumu, implementation of our new accounting software, progress towards establishing Hohepa Services Limited, and progress towards the implementation of a "personal outcomes measurement tool".

Elsewhere in this Annual Report you can read of regional developments.

### FINANCIAL

The financial results have been satisfactory.

The financial statements record a profit for the year, and it is true that we have ended the year in surplus. The surplus is boosted by a substantial bequest from the Boddy Estate. We are happy to report a profit. It is a signal that we are governing an efficient organisation.

Hohepa is committed to providing its clients with a happy, inclusive and fulfilling life so that any profits are invested back into Hohepa. Last year the Trust Board approved plans for the Hawke's Bay Regional Board to embark on a capital programme to physically improve some of their assets. This is on going. In addition, under the leadership of the Hawke's Bay Regional Board, Hohepa has purchased a property in Paraparumu where we intend to establish a residential and vocational service for people living in the Wellington region. There is an existing house on the property, which is in the process of being converted to accommodate four residents and a caregiver, along with an administration office.

We hope to have the new facility operating before the end of the year. Plans are being drawn up to progressively develop the site over the next year or so. We are very excited about this initiative.

### TRUSTEES

Carol Fletcher has been appointed chair of Hohepa Canterbury, so has succeeded the late John Morrissey as a Trustee. Carol is a Chartered Accountant, and has a good understanding of our finances as well as a practical and pragmatic approach to issues that face Hohepa.

I believe that we have a strong and well balanced board that serves Hohepa well.

### TRUST BOARD ACTIVITIES

The Trust Board has held regular meetings throughout the year with meetings held in Christchurch, Wellington, Hawke's Bay and Auckland. The evening before each of these meetings the Trust Board meet with families to discuss a variety of issues raised both by the families and the Board. We have found these meetings to be very valuable.

As foreshadowed in last year's report, the separation of Hohepa's service delivery function from its property owning function had entered a critical stage. Consultation with staff and other stakeholders was a process that took some time. By the time that all concerns were addressed, Government contracts assigned to the new Hohepa Services Limited company, and property issues addressed etc, most of the financial year had passed. However, Hohepa Services Limited commenced operation on July 1<sup>st</sup> 2014.

Credit is due to all senior staff involved with planning the implementation of this project as well as the bedding down of the new accounting software. Andy White led the "project team" for Hohepa Services Limited, while Catherine Coulter continued to oversee Accredo. Thank you to both of them.

I mentioned last year, the development of a "personal outcomes measurement tool" that will assure the Trust Board that the services we provide are having a positive effect on the quality of life enjoyed by our residents and day attendees. I am pleased to advise that real progress has been reported by the General Managers, and the Trust Board is confident that our Service Users' goals are listened to and made more possible.

### ACKNOWLEDGEMENTS

First, I would like to commend the dedication of our staff. They are a very special group of people without whom Hohepa would be unable to function.

I would like to acknowledge the help of our professional advisors in the establishment of Hohepa Services Limited. The legal niceties have been attended to by John Hanning and Scott Moran from Duncan Cotterill in Wellington. John is now practising on his

own and has advised on this project from the beginning. Libby O'Sullivan from Staples Rodway in Hastings has advised on the financial aspects of the new company.

Each member of the Trust Board has worked hard this past year. I have had great support from them all. Their combined skills make them a formidable force.

The same can be said of the General Managers. They have all advocated strongly for their regions and each has worked hard for Hohepa.

The Regional Boards have each governed their region with skill and enthusiasm. The Trustees are very grateful for their attention to the day to day governance of Hohepa.

The volunteers, especially those from Germany, are a vital part of Hohepa. They add a rich cultural diversity to the "Hohepa experience".

Thanks are due to our funders especially the Ministries of Health, Education, and Social Development. They attend to our Service Users' needs well, although it is now ten years since our vocational funding from Ministry of Social Development has been increased.

Grateful thanks to our donors who regularly support Hohepa with their donations. They are vital to our endeavours.

Simon Martin  
Chair  
Hohepa Homes Trust Board

### The Motto of Social Ethic

Ka tu rangatira ai te wairua manaaki  
Ina kite te iwi I tona ake ataarangi  
I roto rawa I tona tino whatumanawa

Inahoki, e puaawai pai ana  
Te ngakau aroha  
I roto I tena, I tena  
O te iwi whanui

The healthy life is found  
When in the mirror of the human soul  
The whole community finds its reflection,  
And when in the community  
The virtue of each one is living.

- Rudolf Steiner

“Without the human community, one single  
human being cannot survive”

The Dalai Lama

## Hohepa Auckland

Way back in the early 1900's Rudolf Steiner suggested that society would be a lot more healthy if we recognised and worked with its inherent laws. (Refer to the 'Motto of Social Ethic' on previous page.) He suggested that people thrive best when they are able to freely express their individuality as equal citizens before the law. There is a universal truth in this. Just have a look at the *Universal Declaration of Human Rights*, the NZ government's disability strategies, "Enabling Good Lives", etc. If you have in recent times attended a disability conference you will be familiar with messages to focus on each person individually and encourage their individual freedoms through choice and equality.

It's taken us a while to get where we are. Even being here we might not be completely there, but we remain open to the flow of current thinking. We have become very much aware of "person centredness" and what this means. We are focussed on each individual and do our best to listen and support each person's self-directed choices and aspirations. We've moved on from the age where the service decides what is best for the person. The future calls for a more concerted collaboration, an open community where we all are contributing in whichever way we personally can, for the benefit of the individual. In Steiner's conception, every human being should partake inasmuch as he or she possibly can in a three-fold way – through economy, politics and culture.

How we provide disability services is evolving. The disability strategies and conferences do their best to wake us up to this reality. In developing consciousness for the present we are challenged to keep an open mind and to accept difference. This can only be good. Still, it can be difficult when our understanding shifts and some of the beliefs we held from the past are no longer relevant for the future.

We must understand the present so that we can anticipate the future. But we shouldn't force it. It will take its own good time to evolve. We are as individual as those whom we support.

### Personal Planning Outcomes

We have developed a Personal Outcomes and Evaluation tool. Its aim is to provide a benchmark on the impact that personal planning is having on people's lives – for people to get better lives and better support. The planning strategies include working with the person and their family and other significantly important people in their life using an assessment based on a *Domain of Needs*. The domain of needs assists in identifying a person's strengths and talents - looking at all areas of what it means to have a normal, meaningful and *authentic life* within each person's current situation. This year we have continued to work on

developing and promoting this tool. The main areas were to:

- Start with the realisation that the system is difficult to change.
- Create a "let's get real" awareness of the importance of person centred and person directed planning (in which the whole community finds its reflection).
- To be "allies" in partnership.
- Focus on people's real contributions.
- Choice and control for the people we support (the virtue of each one is living).
- Finding out what a good life is for the person (from the person).
- To be open-minded and to expose ourselves to new ways of doing things.
- To free up people from past experiences.

### Real Community

Hohepa Auckland offers a residential service (including supporting people in their own home), a vocational and community participation service (including Helios Day Services) and a transition service (Supporting people transition out of Auckland Schools into the local community).

Services are provided for people who live in varied environments who are all unique and different in many wonderful ways. We do our best to provide personal and social development opportunities for each of them. They tell us how we should do that. This nonpartisan approach to find the best way forward is one of those dynamic activities that keeps us all endlessly occupied - often with a smile.

A unique example of this is with two young men who are brothers. They have come through our transition service and they and their family have chosen Hohepa and other providers to be supporting them to have their own life based out of their own home. They are able to attend activities of their own interest in their own community. This is an evolving way for Hohepa Auckland to be supporting people in the expression of their own lives.

### Relationships. It is only with the heart that one can see rightly.

A highlight of the year was the church wedding of Camilla and Pip. Two people with Down Syndrome whose close friendship has endured. Their families responded with loving support and recognised that their relationship is undeniable and real. It was heartwarming to see Camilla's father walk her down the aisle – a gift, no less, from the heart.

Though it may have been that relationships between others peaked right after the wedding, there are other relationships that have endured as one would expect in a community such as this. Whether they all result in a wedding is yet to be seen, but all power to them and our best wishes for a very happy future.

## Integrated Employment

Integrated employment refers to jobs held by people with disabilities in typical workplace settings where the majority of persons employed are not persons with disabilities. In these jobs, the individuals with disabilities earn wages consistent with wages paid to workers without disabilities in the community performing the same or similar work; the individuals earn at least minimum wage, and they are paid directly by the employer.

We have had success in matching people and their skills, interests and support needs to paid employment. Three people immediately spring to mind, and there are others who have successfully contributed through work experience who we trust are just moments away from fully integrated employment.

- Dale works at the Trusts Stadium in Henderson. He is employed to keep the stadium and grounds clean and tidy and this frees up others to focus on stadium administration. Dale enjoys his work. As an avid All Blacks and Auckland Blues fan he knows that his work at Trusts Stadium means that he is always on the spot when these rugby teams practice at the stadium. Occasionally as an employee he is offered free tickets to some of the events at the stadium. This is good news for the people back at Hohepa who support him. Dale likes to invite someone along with him as his guest.
- Kay works at McDonalds Restaurant in Kelston and has done so for many years. She must be one of their most reliable employees and reliable employees help keep customers. Kay consistently seeks to do the right thing and she is always pleasant to the people around her.
- Hazel loves craft work so her job at Spotlight in Henderson is right down her alley. She has just earned a long service badge that she is rightfully proud of. It's not an easy task to measure and cut material, but she is developing these skills. Hazel is very careful in how she goes about her work - to her employer's satisfaction.

## Employment from a different perspective:

Hohepa Auckland supports a young man who wishes to create his own income. His vision is to begin developing his own micro-business growing herbs in his garden with a view to selling them to local restaurants in his community. Hohepa Auckland, together



Camilla & Pip's wedding

with his family is supporting him with all relevant aspects towards achieving this vision.

## Training Development

We have developed a training resource for the specific disabilities such as Autism Spectrum Disorder, Prader-Willi syndrome, Down Syndrome, and other disability types with the understanding that insight gained from a range of disabilities helps to more fully appreciate the human in the individual – and the individual in the human. The training and opportunity it brings for open discussion is proving very popular. The training is listed on the Te Pou website, anyone is welcome to come along: <http://www.tepou.co.nz/training/directory/view/291>

## Let's Get It Right

This is a theme we have promoted throughout the year. In nutrition, in health and wellbeing. In trying to understand each person and in helping the person go places that they feel is appropriate and exciting.

We no doubt will be faced with new challenges along the way and hope to recognise these early so that we'll be ready (let us know if you think we've missed something!) We believe that a flexible service with a strong human service focus is the only way to go. Flexible, individualised services.

## Russell Carter

### General Manager Hohepa Auckland

Visit Hohepa Auckland on Facebook! On Facebook you will find more photos and videos from Hohepa Auckland :) [https://www.facebook.com/pages/Hohepa-Auckland/100754120095232?ref=tn\\_tnmn](https://www.facebook.com/pages/Hohepa-Auckland/100754120095232?ref=tn_tnmn)

## Hohepa Canterbury

A vision statement provides guidance and inspiration as to what an organisation such as Hohepa is focused on achieving over the longer term.

Hohepa's vision statement reads, *'Hohepa clients live a happy, inclusive and fulfilling life, a life enriched with meaningful experiences, a holistic life they aspire to.'*

The richness of life experiences for the residents is the focus of our purpose – a well of humanity and life stories from which to draw a sense of deep satisfaction and reward as personal growth and achievement are observed.

This leads to the question – how do we support residents to enjoy quality lifestyles and to live their dreams?

Phyllis Gardyne, Operations Manager says, "Stable Staff, Sustainable Hours, Teamwork, Training and High Performance are the answers. We are well-placed to support residents in transforming their lives - one person at a time. We have shared a journey creating highly skilled and stable staffing, sustainable rosters, financial viability and superior organisational systems. These enable us to transform our support to meet the increasing expectations of the residents. That is just so very rewarding!"

Phyllis continues, "With staff turnover dropping to really low levels over the last decade, apart from the difficult earthquake period - and a focus on employing staff who are skilled and heart driven, we have a strong and stable, well trained team. They provide exceptional support to the residents. We run training internally every month. We source people from outside Hohepa who are exceptional, inviting them to present workshops for our team. This includes Olive Webb (Psychotherapist) on Disability and Challenging Behaviour. There is Richard Porter (Psychiatrist and University Professor) for mental health issues such as Mood Disorders. We have David Ritchie (Anthroposophical GP) for holistic health care. There are also training agencies such as



Enjoying New Brighton Beach

the New Zealand Institute of Management, the Mental Health Education & Resource Centre and, until recently disbanded, the Intellectual Disability Community Team. Our systems and training align to foster strong teamwork. That means we work together to give the best possible support to residents.

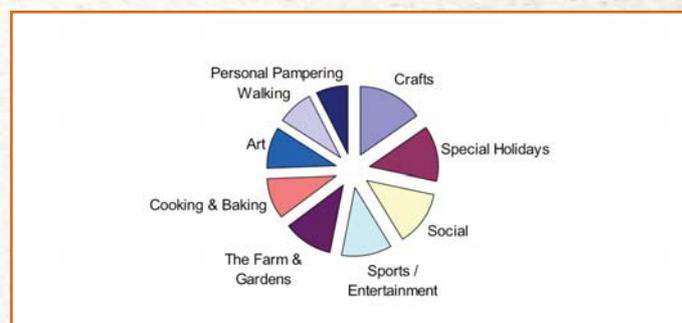
With this strong base, we have increased resident numbers from 63 at the beginning of 2011 to the current 83 whilst continuously improving quality of life. However, the number of new residents is more than this, with 11 departures during that period due to service transfers, e.g. to dementia care, and unfortunately, deaths.

People often comment on how well presented Hohepa residents are, on the good health they maintain, on how warmly they welcome guests - and on the rich social lives they enjoy. There are clubs they enjoy, like YMCA and Delta, and they attend dances and discos almost every month. They are active in the wider community, and have a rich base of friends who they interact with regularly within and outside the Hohepa community.

We have the new national 'Three Fold' Quality Model which we are implementing. This looks at the quality of residents' lives, in body, soul and spirit, working out of Steiner teachings. This is currently being trialled at the farm houses. We're always on the look out for what interests the residents. Even for those who can't articulate, we look at what 'lights up their eyes and shows their passions and interests!'

We're working hard with Individual Plans – to support residents to achieve their goals and aspirations – and even their dreams.

The biggest focus of residents tend to be:



Phyllis concludes, "We sit at an exciting point. We're on the threshold of where residents will lead us on this next stage of our journey together".

Farm Residential Manager, Patricia Gillespie says, "We've trialled the 'Three Fold' Quality Model with David, who's quite a new resident. He's consented for me to share our experiences. On the physical level, it's been about his health and aches and pains – and learning to understand his physical needs. There's always a deepening of understanding. If you listen closely enough he will tell you what he needs, although this can be masked by his behaviours. He's woven himself into our lives. Relationships are



### What do you want to do?

continuously improving. He's at his happiest when feeling valued and respected."

Owen Clouston, is one of four Residential Managers - the others being Anna Warner, Stephen Roberts and lately, Patricia Gillespie at the farm. Owen has commented on highlights from his Hapu (residential house cluster) over the past year.

Owen says, "As the summer left us and winter began, House Co-ordinators Robyn Davies and Linda Moon and the Raphael House residents, Debbie, Elizabeth, Hayden and Heine, boarded a flight to spend six glorious days in Fiji. It was the reward for many hours of fundraising and dedication to a suggestion by Robyn and Linda in 2013, about the house having an overseas holiday together. This was a first in Fiji – kudos to them for the initiative! Garage sales and raffles saw the job done and money in the bank! A fantastic effort by a highly motivated team!

Meanwhile, the residents of Gabriel House had a goal of asking their House Co-ordinators, Karen van der Zee and Judy Ricketts, to make a booking at Café Valentino for a special meal and get-together. They were joined by families and friends, including parents Trevor and Barbara Bailey. Each resident had conscientiously saved \$5 each fortnight from their pocket money to pay for their meal out with their family members.

Rata residents farewelled flatmate Jenny Murphy, who took the plunge towards independence by moving to the Edgeware Flats. There has been no looking back by Jenny, who as most, is flourishing in the new flatting environment. Rata then welcomed Timothy Kay, as their newest resident. Tim had originally moved into the Edgeware Flats, but wanted a more home based setting to live in, and so agreed to a move to Rata where he has settled in well with the other flatmates.

Mark Hopkirk has moved into Unit 5 at Edgeware. Tarwyn and Mark are getting along really well. Tarwyn transferred from another provider where his family said he "just wasn't flourishing." Tarwyn, who has limited verbal skills, made his own statement on his first evening, by reclining in his Lazy Boy, and throwing off his shoes



Matthew Phelan, Chris Abbott and Jenny Murphy (0800 Hungry)



Matthew Phelan and Jenny Murphy packing for 0800 Hungry

and socks. "That", his family said, "is a sign that he is really at home – and loving it!"

There has been some to-ing and fro-ing from Barrington Street to the flats as residents have tested flatting life. Two have said "no thanks, it's not for me" and moved back again, while others have adapted to this new life with zest and satisfaction.

Life at the Flats continues to develop, with residents adding attendance at a new fitness class to their busy schedule. Enjoyment is guaranteed, with working at 0800HUNGRY, a Christchurch-based charity that provides food aid to needy families. Residents prepare and pack food parcels – and feel a renewed sense of self esteem at being able to contribute in such a meaningful way. They also support with gardening tasks at the Packe Street Community Gardens. Winter's cold has seen a change to learning and indoor pursuits, where the focus is more on nutrition and meal preparation, instead of outdoor based activities."

Day Services Manager, Christina Reimer and her team have achieved an excellent SAMS report – a commendation they well deserve. The over-riding impression gained by the auditors from visits with individuals at both the Artemis and Gaia Activity Centres was the quality of relationships and companionships



Adam Buxton at Airforce Museum

noted between all stakeholders – individuals, staff, managers and families.

- Everyone is welcoming of visitors, and all felt confident to share both achievements (of which there were many) and areas where they felt the service could do better
- Opportunities are created for staff to attend training sessions that reinforce best practice... The whole team attend anthroposophical lectures.
- This service has a solid supportive foundation based on positive relationships and a firm understanding of what the service aims to achieve
- This service is working hard to provide each person with as much choice in their everyday life as possible
- The organisation has encouraged people to share their views through the Community Support Group (CSG) and the Parents' & Guardians' Association
- The Operational Plan indicates a desire to *"identify opportunities to improve service quality for clients"*. It is pleasing to see a plan that puts people first.
- The evaluation team was pleased to see the range of interests, values and beliefs individuals had within Hohepa, and how these were supported and fostered by the service
- Staff and managers all have a very good understanding of the service and demonstrate a commitment to providing great support for individuals
- The sharing of resources with other providers extends the possibility for networking and has seen Hohepa become more of a hub

A new event has been the introduction of Lincoln Rotary's 'Best Speaker Awards' which were open to speakers aged 16 – 30 with an intellectual disability. We supported this competition by providing the Recreation Centre for four sessions and facilitating



We love the Crusaders

the competition here, with the finals held at Lincoln University. Residents Elizabeth Meldrum, Shaun Collings and Joel Forman flew the flag for Hohepa, while other competitors came from as far afield as Dunedin. Opportunities such as this enhance residents' speaking abilities, confidence and poise.

Artistic flare, achievement and recognition continues, with success both this year and last year at the IHC Art Awards. Ian Nielsen's entry 'In Two Minds' reached the finals held in Wellington last September where his work sold for \$1,100. Congratulations are due to Ian, and his mosaic art mentor, Lisette Evans. This year Geoffrey Buxton has been selected as a finalist. Thanks are due to art therapist Margaret Snowdon for her years of mentoring Geoffrey! Peter Chou was similarly selected as a finalist, but with an additional bonus of being 'highly commended'. This means that he and his support worker's expenses are to be paid to attend the finals and awards dinner at the prestigious Michael Fowler Centre in Wellington. Congratulations to them all!

The last 12 months have seen a focus of enriching the special character, with guest speakers such as Trisha Glover, Sue Simpson and Dr David Ritchie – and also Eugene Schwartz via YouTube. The 'Three Fold' Quality Model is being implemented at the farm, while the annual staff induction sessions have similarly seen a focus on Hohepa's special character. The annual Anthroposophical Conference in Auckland saw us sending our largest contingent yet.

On the other hand, support for the residents needs to be consistent with best practice, so there have been many opportunities for staff to attend presentations, workshops and conferences to maintain pace with current social policy and practice.

We are members of the Canterbury Disability Support Network, with the General Manager supporting that group by chairing meetings. Our Ministry of Health and Ministry of Social Development Contracts Managers regularly attend those

meetings, as does the CEO of the New Zealand Disability Support Network.

This networking means that current social policy and practice is discussed at these meetings – and also our issues can be taken to NZDSN for discussion. Guest speakers such as Bob Rhodes and Simon Duffy are brought to New Zealand regions, including Canterbury, by the Network to speak about overseas practice.

Likewise, Day Service staff have attended Vocational and Support services (VASS) and Standards and Monitoring Services (SAMS) seminars, and received infusions of new ideas. These ideas and principles soon become integrated into our Strategic Plan, which flows on to best practice in the homes and day services.

Finally our external audits tell us how well we are doing with regards to integrating best practice. Our recent SAMS audit was highly complimentary, whilst our Health and Disability Sector Standards Audits are similarly so.

Our staff training is commended in our external audits, as are our communications and relationships.

The year has seen the bedding in of the new accounting package Accredo. This package is a huge bonus and brings about efficiencies. The Finance Team say “It’s proving to be a real asset. It saves processing time and is easy to use. The RIBAs used to take two days to process, and now only take an hour. Everything was really manual before, with the opportunity for error. Now we can pull reports directly out of Accredo without any manual entering. The variety of reports is endless, you can keep on customising until you get what you want. We can input files directly from suppliers, saving hours of data entry. It’s efficient all round and we just love it!”

The repairing of facilities due to earthquake damage is on-going – and will be for several years yet. Significant work is yet to be done, with improvements evident where we have been able to afford these, such as Sloss House, the main driveway, Admin and Somerfield Street.

My thanks go out to the volunteers and all staff at all levels and positions; hands-on, Administration, P.A, HR, Health Advisor, Managers and Maintenance. They do a wonderful job. They are the strength of the organisation and I’m very proud of them. Particular thanks are due to Operations Manager, Phyllis Gardyne and Accountant, Catherine Coulter, for the wisdom and experience they have brought to the organisation – and their dedication to achieving excellence. The Hohepa Canterbury Regional Board continues to provide good governance and support - and to wisely chart the waters ahead.

I feel humbled and privileged to work alongside the diverse groups of residents, families and staff at Hohepa Canterbury – an extended family.



Winter Festival Whacky Hats Day

This year has been my 20th year with Hohepa. Looking back, I’m proud to be associated with an organisation that is so keen to grow and develop. As was expressed in our recent SAMS audit, one of the many things that we do well is to maintain relationships at all levels – and that to me, is key.

**Raymond Eberhard**  
General Manager

“There are only two ways to live your life. One as though nothing is a miracle. The other is as though everything is a miracle”

Albert Einstein



Lyn Drewett

## Hohepa Hawke's Bay

Hohepa Hawke's Bay has had another year of steady development bringing to completion its 2010-2014 Strategic Development plan. While there are still a number of areas to complete, we can identify significant change in the quality of our programmes and support for Residents/Service-users. The main streams of work included:

- Development to have our personal planning process to be better founded on our special insight to the development of a whole person.
- Improved efficiencies – through better management structures, and effective use of a range of IT systems.
- Improved service quality in our Day programmes, with an emphasis on fulfilment through the sense of contribution through work.
- Introducing the presence of medical service with on-site doctor consultations and employment of a full time nurse. This has been particularly important for us to support our aging population.
- Continue development in our school – particularly aiming to gain integration status to assure resourcing on an equitable basis as other schools.

We have also responded to interests from residents and their families to develop the range of our Living options. We support over 40 adults to live in the wider community, and extended options so that a number of people are in privately rented or more independent units, where they have been supported to develop skills enabling them to be more in control of their life-style. A lot of learning for us all!

We were very disappointed to have the Minister of Education decline our application to become integrated. However, the



A walk through Poraiti glasshouse

Minister directed the Ministry of Education to work with us to assess shortcomings in our funding. We appreciated the joint work with the Ministry of Education personnel, and hope to soon include a workable agreement that ensures the long term viability of Hohepa School, in the interest of families and their children in need of special support.

Our Service is for the benefit of children and adults with an intellectual disability. However, none of this would be achieved without the dedication of our staff. We additionally have 7 longstanding staff members of more than 15 years service who have collectively dedicated 207 years of their lifetimes to work at Hohepa.

We are also very appreciative of many young volunteers who come from overseas, to give their time to Hohepa for us to 12 months. Their youth and enthusiasm is a real asset to the work.



School Spring Festival





Harvest Festival at Poraiti

## Interview with Emma Short and Eleanor Pilko

### Volunteers at Hohepa Clive

**Hello! For how long do we have the pleasure of your company?**

*Emma:* So far I've had 11 out of 12 months and Eleanor's had 5 out of 6 months here.

Where are you from? Did you know each other?

We are both from Australia!

*Emma:* We didn't know each other before; I'm from Denmark at the bottom of Western Australia.

*Eleanor:* And I'm from Sydney – Western Australia is like a whole other country to me!

**Where's your surname from Eleanor?**

I'm not sure. My grandfather was a bit of a mystery! The name probably originated from the former Yugoslavia but lost the 'vich'.

**What have your roles been here?**

*Emma:* I began full-time in the Cheesery and then trained Eleanor up and now we take turns half-half between the Cheesery and the garden for the rest of the time.

*Eleanor:* We live in the Wwoofer's huts so it's good to split it – we don't want to get sick of each other and have arguments over who does the dishes you know.....

**How have the huts been through the winter?**

Good. They're small and have heaters so it heats up fast, but it's a bit anti-social with no common room. In winter we don't go over to the farm shed – but we're busy most nights anyway.

**How do you spend your time?**

*Eleanor:* I'm a weird loner who bikes round the Bay..!

*Emma:* We go to a quaint wee singing circle in the hall on Monday (a.k.a. the co-worker Choir!) and to the anthroposophical discussion group on Thursday with Jocelyn which is warming up now. At first it was just us, but now 4 or 5 come. We bring a question to talk about.... I brought 'euthanasia' which created quite some discussion! It's been really good going to have dinner in the houses too – I was at Totara with Stephanie Hills as House Leader and got the benefits of Kurt's creative cooking. It's good to feel more part of the community and to see the residents relaxed at home. Megan especially was so welcoming. She was in my mum (Theresa Becroft's) group when only about 7 years old, that's a nice co-incidence to connect with.

**What is Theresa Becroft's Hohepa history?**

*Emma:* Mum came to Hohepa from 1980-1984. She was 19 when she came and looked after a dorm of five 7/8 year olds for 18 months. Then she lived at Felicity House with Shirley Harmer and helped in the Weavery there in the mornings and then they ran the Weavery at the farm in the afternoon. It sounded great because she said they'd all work and then they'd all get together again after working, e.g. during the week they'd also go to painting classes or listen to lectures by Dr Ken Friedlander, or get together to play music (she actually played the violin back then!) They also had 'bothmer gym' (she "loved the sound of that") and eurythmy and reading together/study. She was here for about 4 years before following her twin brother Nigel to the Australian desert. She now has a half acre orchard in Denmark that she plays around on. The twins were the youngest of 5 Becroft 'children' born to Pamela Becroft – Rick, (Rick is now the 'More Independent Living Mentor' at Hohepa). Eveline and Brian are the others. It was Rick who rang me up and said Hohepa was looking for volunteers – why don't I come?

**What would you say you have learned?**

*Eleanor:* So much, I can't say it all. You pick up so much just through working and observing – e.g. about cheese. I didn't realise how much I knew until my sister visited and I started to explain it all. Also you learn a lot just by working with people – you learn to put your own anxieties aside. The talk by that beautiful Indian woman (Dr Lakshmi) explained it for me when she said –

there is food to eat and then there is also the digestion of meeting someone else and finding the middle ground with them so neither overpowers the other. I've been bringing consciousness to that in the work place. Also in the gardening I didn't realise how much I've learned....

*Emma:* And we've both done the Bio-Dynamic course while we've been here. On the farm if you volunteer for a year you get the course paid. I had it half Hohepa paid and half paid with a scholarship.

#### Have they been working you hard in the Cheesery?

*Emma:* Yes, but it's satisfying

*Eleanor:* The farm is very relaxed. That is, you do work hard but it doesn't always feel like it because you're outside in nature.

*Emma:* And because you work for free and you're living here anyway you don't ever get that horrible feeling 'how long until I go home?' It's so good not travelling to work. It's just such a different feeling when you do something for free – and the learning is a good trade-off. You do it more for enjoyment. When you're getting paid you feel you have to be there and there's a pressure.

*Eleanor:* Yes you can be chilled out not thinking about getting paid. It feels like it's your choice to do it. Though when I start to travel again I will probably wish I had some money.

*Emma:* And it's good to work. We've got huge muscles now. You can't see it, but they're there underneath from lifting all the crates.

#### What's the future hold for you both?

*Eleanor:* I am overwhelmed with possibilities – such that it paralyses me. I am interested in society and urban agriculture and community programmes to do with that. I am interested in learning but not to go back to university. I want to keep learning by doing. Art therapy interests me too. If I followed architecture I would want to become an apprentice carpenter first to really understand what I was making.



Fun day out

*Emma:* I want to travel more and look for a good spot. I want a big farm and to build a house and be self-sufficient. Maybe I will go back and finish studying nursing, which I began up in beautiful Broom, where the rocks sparkle, the blue sea glitters, the sand is white and the dirt is red and intense and hot – where the Boab trees grow. I'm such an Australian!

Thank you both for what you've brought to Hohepa – you were recommended for an interview with fulsome praise for your work.

#### Interview written by Deryn Menzies

The development of Hohepa Wellington is probably the most significant initiative in the last 12 months.

- We have purchased a piece of land in Otaihanga, Paraparaumu.
- We are modifying the existing house, and have plans underway for 2 new houses.
- We expect to have a service operating them from the start of 2015 (or earlier).
- We look forward to developing our service that is integrated into the Kapiti Community, working in partnership with organisations to provide a fulfilling service for more people who have an intellectual disability.
- Initially this service will be administered and supported from Hawke's Bay, but it will soon become another independent region within Hohepa.

From Hawke's Bay, we thank all parts of the community that have supported us – both by assistive funds, with interest and in kind. Your help enables us to enrich the lives of others.

#### Andy White

#### General Manager

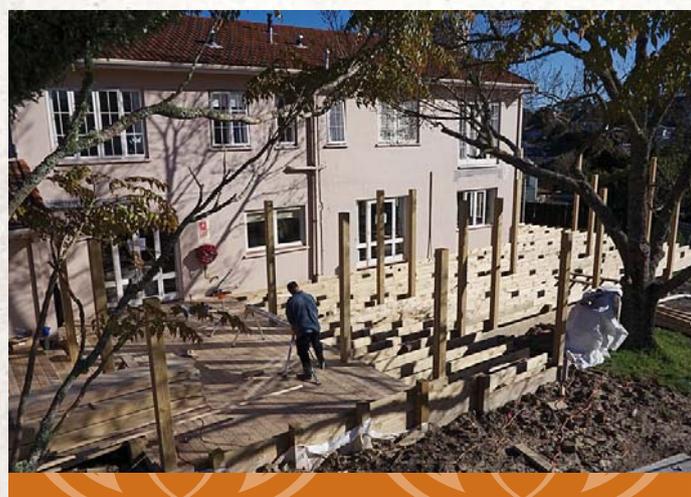


Ryan Gedye, John Jackson, Alex Tan, Steven Pemberton

# CALENDAR OF EVENTS

## HOHEPA AUCKLAND

July 2013	MOH Certification Audit (Maximum 4-year certification obtained) The "Spooky Party" Mid Winter Festival
August	Let's talk and taste (feat. Itai Biran) Transition Expo Community Development Meeting
October	Anthroposophical Conference (17 co-workers and volunteers from Hohepa Auckland attend)
November	Community Fireworks Display – Guy Fawkes Auckland Marathon (10 runners from Hohepa Auckland take part) Awards Night Special Olympics & disco More To Life Than Services (Conference) Special Olympics New Zealand National Summer Games 2013 (9 Athletes from Hohepa Auckland take part)
December	Christmas Function
February 2014	Special Olympics back at Campus
March	Round the Bays Marathon (16 runners from Auckland take part) Holi Festival full of colour Parents' meeting
April	Organic versus non organic - A talk by Noel Josephson (Ceres Founder and CEO) Camilla & Pip's wedding
May	Organic versus non organic - A talk by Ivan Mansell The hazards of bad nutrition - A talk by Dr Kirsty MacFarlane Disability Expo (Hohepa Auckland display) Community Development Meeting. Topic: "How well do we support the people in our service"



Deck installation at Christopher House

June	A major storm brings down trees Matariki Celebration Mary, Mary, quite contrary, How does your garden grow? – A talk by Liz Arlington
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## HOHEPA CANTERBURY

July 2013	Hohepa Canterbury Regional Board Chair, John Morrissey, passed away Christchurch Guitar Society Concert Tango La Luna Argentinean dance and music celebration Residents' monthly dance
August	Leonie Neal & Matthew Phelan joined the community Much loved resident, Hayden Stephen, passed away Residents moved into the new Edgware Flats Farewell flute concert by Hugh Roberts Sign Language training Residents' monthly dance
September	Spring Festival celebrations IHC Art Awards final in Wellington – attended by resident finalist Ian Nielsen and mosaic tutor, Lisette Evans Residents' monthly dance
October	Tarwyn Nicholson joined the community Raphael House garage sale held to raise funds for trip to Fiji Families' Weekend celebrations – 250 at Friday evening Dine & Dance Staff attend Anthroposophical Conference in Auckland
November	Visit by Riccarton Rotary members David Flint joined the community Performance by the pupils of the Suzuki Method Resident Carolyn Middleton named Most Valued Person by her Marist Netball Club Residents participated in 5k Autism Awareness Walk
December	Advent Celebrations Christmas function with visit from Father Christmas Volunteers from Middleton Grange School participated in gardens' cleanup Gabriel House visit to Kaikoura Carol Fletcher appointed Chair of Hohepa Canterbury Regional Board

February 2014 'Art for Life' Exhibition held in Artemis Centre  
 Concert by the "Canterbrainer" Choir  
 Transformative Path Through Light, Darkness & Colour Workshop  
 Valentine's Day lunch and celebration  
 Residents' Valentine's Day dance

March Canterbury Wizards cricket team conducted coaching session for residents



April SAMS (Standards & Monitoring Team) evaluation of the Day Service  
 Michael Kendrick session for disability providers on "One person at a time" held at Hohepa  
 'Developing a Spiritual Awareness of the Household' staff training by Tricia Glover  
 Group of residents attended St Patrick's Day Ball  
 Trust Board meeting held at Gaia Centre at the farm  
 Tim Kay joined the community  
 A number of residents and staff completed the City to Surf Fun Run/Walk  
 Residents' monthly dance  
 Hosted four sessions of Lincoln Rotary Best Speaker Awards  
 Buddha's Birthday Celebrations – attendance at festivities and acceptance of donation to Hohepa  
 Families' Forum with Management Team  
 Anthroposophy training with Sue Simpson – 'Being Human'  
 Easter Silent Meal commemoration  
 Hohepa Heroes' function for donors and supporters  
 Residents' Easter dance

May Lincoln Rotary Best Speaker Awards' final at Lincoln University  
 Raphael House trip to Fiji  
 Friday Men's Adventure Group visit Ashburton races  
 'Red & Black Day' supporting the Canterbury Crusaders  
 Residents attend EasiYo Tactics' netball game  
 Structural repairs underway for 102 year old Admin Building  
 Earthquake repairs and extension to Gabriel & Raphael Houses' patios  
 Jade Flat – earthquake repairs to patio

June Final of five sessions of the Hohepa Training (Induction) Course for new staff  
 Placement of 'time capsule' under floor of Admin building following alterations  
 Bev Morrissey House driveway earthquake repairs completed  
 Mark Hopkirk joined the community  
 Mid-Winter Fun with the Natural Magic Pirate Band

**HAWKE'S BAY**

August 2013 Carnival in Adults & Children's community  
 Tobias Play at the School

September Enliven the Soil  
 Spring Festival in Poraiti  
 Family Weekend  
 Hohepa Ball at Napier War Memorial

December Paradise Play, Clive  
 Shepherd's Play, Adult & Children's community  
 Summer Festival, Poraiti  
 Carols around the Christmas Tree

January 2014 Summer Festival, Clive

March Hohepa Fair  
 Harvest Festival

April Visit by Argentinean Hockey World Champions  
 Easter Celebrations with Silent Meals, Art, Egg Painting and Sunday services

May Hohepa's Birthday tree planting  
 Saint Martin Festival, Poraiti

June Blazing Star Festivals  
 Candle-lit concert

# FINANCIAL STATEMENTS

## Hohepa Homes Trust Board Summary Financial Statements for the year ended 30 June 2014

### Our comprehensive income....

		2014 \$	2013 \$
Government Subsidies		22,449,597	21,390,221
Benefit and Allowances		2,058,793	1,947,042
Farms and Workshops Sales		712,003	660,793
Fair Value Gains on Biological Assets		6,019	0
Other Income		758,620	1,087,853
Interest		81,377	87,901
Donations and Legacies	Auckland	103,482	18,339
	Canterbury	230,845	256,784
	Hawke's Bay	792,725	561,791
	Trust Board	501	7,000
		<hr/>	<hr/>
		27,193,962	26,017,724

### ....and what it paid for

Management and Administration		2,831,228	2,413,155
Depreciation and Amortisation		1,074,927	1,012,468
Finance Expenses		170,504	181,225
Property Expenses		1,075,695	875,178
Staff Salaries and Expenses		19,762,173	18,578,501
Trustees' Remuneration		37,450	36,800
Transportation Costs		345,017	372,520
Loss on Sale of Assets		751	6,704
Fair Value Loss on Biological Assets		-	15,233
Cost of Goods Sold		388,906	394,497
Farm and Workshop Expenses		83,887	83,277
		25,770,538	23,969,557

### Comprehensive income surplus

**1,423,424**                      **2,048,167**

### Analysis of Equity

	2014 \$			2013 \$		
	Retained Earnings	Reserves	Total	Retained Earnings	Reserves	Total
Balance at the beginning of the period	26,310,003	257,284	26,567,287	24,337,765	181,355	24,519,120
Net comprehensive Income for the year	1,423,424	-	1,423,424	2,048,167	-	2,048,167
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total Comprehensive Income for the period	27,733,427	257,284	27,990,711	26,385,932	181,355	26,567,287
Transfers to (from) Reserves	(90,013)	90,013	-	(75,929)	75,929	-
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Balance at the end of the period</b>	<b>27,643,415</b>	<b>347,297</b>	<b>27,990,711</b>	<b>26,310,003</b>	<b>257,284</b>	<b>26,567,287</b>

### Represented by.....

	2014 \$	2013 \$
Current Assets	6,725,558	6,541,724
Non Current Assets	28,293,460	27,307,998
	<hr/>	<hr/>
Total Assets	35,019,017	33,849,721
	<hr/>	<hr/>
Current Liabilities	4,348,929	4,000,832
Non-Current liabilities	2,679,377	3,281,602
	<hr/>	<hr/>
Total Liabilities	7,028,306	7,282,434
	<hr/>	<hr/>
Net Assets	27,990,711	26,567,287

<b>Cash Flow</b>	<b>2014</b>	<b>2013</b>
Cash Flows from Operating Activities	2,645,160	3,380,667
Cash Flows from Investing Activities	(2,056,489)	(3,427,265)
Cash Flows from Financing Activities	(133,090)	854,857
	<hr/>	<hr/>
Total Net Increase/(Decrease) in Cash and Cash Equivalents	455,581	808,258
Cash and Cash Equivalents at the Beginning of the Period	3,650,717	2,842,459
	<hr/>	<hr/>
<b>Cash and Cash Equivalents at the End of the Period</b>	<b>4,106,299</b>	<b>3,650,717</b>

**Capital Commitments**

Hohepa Homes Trust Board has the following capital commitments:

Contract for Canterbury administartion building, outstanding at 30 June 2014 \$17,398

Auckland redevelopment work, outstanding as at June 30 2014 \$234,643

Total Capital Commitments 2014 \$252,041 (2013 \$120,000)

# AUDITORS REPORT

## Report of the Independent Auditors' on the Summary Financial Statements to the members of the Hohepa Homes Trust Board

The accompanying summary financial statements, on pages 14 and 15 which comprise the summary balance sheet as at 30 June 2014, the summary statement of comprehensive income and the summary statement of changes in equity and the summary cash flow statement for the year then ended, and related notes, are derived from the audited financial statements of the Hohepa Homes Trust Board for the year ended 30 June 2014. The Group comprises the Trust Board and the entities controlled at 30 June 2014 or from time to time during the financial year.

The summary financial statements do not contain all the disclosures required for full financial statements under generally accepted accounting practice in New Zealand. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Hohepa Homes Trust Board and Group.

Our audit of the financial statements for the year ended 30 June 2014 was completed on 10 October 2014 and our unmodified opinion was issued on that date. We have not undertaken any additional audit procedures in relation to those financial statements from the date of the completion of our audit and those financial statements and the summary financial statements do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

This report is made solely to the Trust Boards members, as a body. Our work has been undertaken so that we might state those matters we are required to state to them in a report from the auditor 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 Board and the Trust Board members, as a body, for this report, or for the opinions we have formed. In addition, we take no responsibility for, nor do we report on, any part of the annual report not specifically mentioned in our report.

### Directors' Responsibility for the Summary Financial Statements

The Directors are responsible for the preparation of the summary financial statements in accordance with FRS-43: Summary Financial Statements ("FRS 43").

### Auditors' Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) 810: Engagements to Report on Summary Financial Statements.

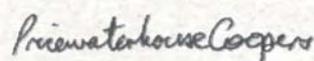
We have no relationship with or interests in the Hohepa Homes Trust Board other than in our capacities as auditors and technology consultants. These services have not impaired our independence as auditors of the Trust Board and Group.

### Opinion

In our opinion, the summary financial statements on pages 14 and 15 derived from the audited financial statements of the Hohepa Homes Trust Board and the Group for the year ended 30 June 2014 are consistent, in all material respects, with those audited financial statements, in accordance with FRS-43.

### Restriction on Use of our Report

This report has been prepared for inclusion in the annual report. We disclaim any responsibility for reliance on this report or the amounts included in the summary financial statements, for any purpose other than that for which they were prepared.



Chartered Accountants  
Napier

10 October 2014

## HELPING HOHEPA

One thing is certain – Hohepa could never have started or grown during the past 54 years without the support of special friends. Every dollar of our building programmes has been raised through the generosity of individuals, charitable trusts, and organisations in the wider community.

Today, Government funding meets 85% of our annual operating budgets. Community generosity funds the rest – not only for capital development and maintenance programmes in our three regions, but for the myriad of services that are uniquely Hohepa.

The Hohepa Homes Trust is a registered charitable trust – Charity Registration No: CC10865. We employ the principles and teachings of Rudolf Steiner (1861-1952) whose approach to human psychology and education began from his understanding that in every human being, whatever their apparent impairment there is a spiritual individuality at work creating its own destiny. Our mission is to stand alongside these unique individuals and to structure opportunities that enable each to create that personal destiny.

The Hohepa Homes Trust Board would like to thank all those individuals and organisations who have supported our work this year. Lives are enriched and people flourish – thanks to the special character and quality of life at Hohepa. With your help we can continue this work.

### How you can help Hohepa

- Leave a legacy to Hohepa in your Will
- Support our regional fundraising appeals
- Sponsor one of our recreation programmes
- Grant a bursary for education or self advocacy



Edward Chapman

“We suffer, because with every inner and outer suffering, we eliminate one of our faults and become transformed into something better”

Rudolf Steiner

## THANK YOU

Thank you to these individuals, trusts and organisations who have so generously supported our work this year with gifts of \$1000 or more:

### HOHEPA AUCKLAND

Jamieson Trust  
James Searle Say Foundation  
Picot Charitable Trust

### HOHEPA HAWKE'S BAY

Carol Carr  
Cunningham Hohepa Trust  
David Ray  
Endeavour Community Foundation  
Four Winds Trust  
Gwen Malden Charitable Trust  
Harrison Family Trust  
Hastings PaknSave  
Hawke's Bay Office Products  
Hohepa Family & Caregivers' Association  
J D Harris Trust  
J & L Johnston  
Joan Fernie  
Konica Minolta  
Liddington Estate  
M Weaver  
Pub Charity  
Rose Boddy Estate  
Salvare Estate  
Tamatea PaknSave  
TNB & JR Wilson  
VW Print

### HOHEPA CANTERBURY

A Blakeway Trust  
The Canterbury Community Trust  
Maurice Carter Charitable Trust  
V.D.M. Collier Charitable Trust  
Four Winds Foundation  
Dove Electronics  
First Sovereign Trust Ltd  
Cynthia Greig  
Sir John Hall Charitable Trust  
Hohepa Foundation - Canterbury Fund  
John Ilott Charitable Trust  
International Buddhist Association of New Zealand (South Island)  
Jones Foundation  
B.A. Lewis Charitable Trust  
Lion Foundation

Mainland Foundation  
New Zealand Community Trust  
Pub Charity  
Rotary Club of Lincoln  
Rotary Club of Riccarton Charitable Trust  
The Southern Trust  
The Sutherland Self Help Trust  
Farina Thompson Charitable Trust  
The Trusts Community Foundation  
The Warehouse Ltd (Barrington)  
Brian & Annette Watson  
Pamela Webb Charitable Trust



Left to right: Houpeke Piripi, Kaleb Ryder, Shane Hawkins

*“We learn through all our experiences and they enrich our store of knowledge. But in order that man may learn on the Earth, he must be allured by, (or) involved in enjoyment”.*

**Rudolf Steiner**

# DIRECTORY OF HOMES AND OFFICES

## Hohepa Homes Trust Board

A registered Charitable Trust (CC10865)

P O Box 307, Napier 4140

Ph 06 870 1385 | Fax 06 870 1386

Email [trust@trust.hohepa.org.nz](mailto:trust@trust.hohepa.org.nz)

Web [www.hohepa.com](http://www.hohepa.com)

### CHAIRMAN

Simon Martin

### TRUSTEES

James Laurenson

Greg O'Connor

Peter Phillips

Rod de Terte

Sue Gates

Sue Simpson

Carol Fletcher

### LIFETIME MEMBERS

T D C Cullwick

B H Kivell

J N McGowan M.B.E

D Sloss M.N.Z.M

P Harris

### EXECUTIVE SECRETARY

Lisa Millitch

### AUDITORS

PricewaterhouseCoopers, Napier

### FOUNDERS

The late Sir Lewis and Lady Harris and Marjorie Allan M.B.E in 1957

## HOHEPA AUCKLAND

Administration 09 555 5050

Christopher House 09 555 5062

Parzival House 09 555 5067

Lavender Cottage 09 555 5063

Daffodil Cottage 09 555 5066

Magnolia House 09 555 5061

Gabriel House 09 555 5065

Michael House 09 555 5064

Hohepa Day Services 09 829 2178

Hohepa Transition Services 021 992 684

## HOHEPA CANTERBURY

Administration, Day Service & Wellness Centre 03 332 3179

Bev Morrissey House 03 332 9269

Conifer House 03 332 1207

Edgeware Flats confidential

Gabriel House 03 332 2507

Koru Flat 03 332 3809

Lamar House 03 332 4880

Raphael House 03 337 5367

Rata Flat 03 337 0522

River Cottage 03-332-7055

Robson House 03 331 8166

Rose Cottage 03 332 8707

St John Cottage 03 337 5937

Sunflower Cottage confidential

Willow Cottage 03 332 3864

Halswell Village

Day Service 03 322-6139

Kotare Cottage confidential

Pamu Cottage confidential

Rimu Cottage confidential

Sloss House 03 322 9147

Tasman Cottage confidential

van Asch House 03 322 9037

Veltoma House 03 322 8015

## HOHEPA HAWKE'S BAY

Administration & Day Service 06 870 0426

Anyon House, Clive 06 870 1462

Bell House, Clive 06 870 1469



Families' weekend concert

Cunningham House, Clive	06 870 1464
Flax House, Clive	06 870 1466
Harris House, Clive	06 870 1463
Ruby House, Clive	06 870 1468
Rimu House, Clive	06 870 1349
Totara House, Clive	06 870 1348
Pohutukawa House, Clive	06 870 1347
Pukeko Cottage, Clive	06 870 0426 extn 728
Tui Cottage, Clive	06 870 0426 extn 729
McCaskill House, Burness Rd	06 844 9151
Community House, Holyrood St	06 844 8619
Community House, Harold Holt Ave	06 842 0624
Community House, Avondale Road	06 845 0325
Community House, Neagle Place	06 845 4323
Community House, Arthur Hobson Ave	06 843 1115
Community House, Avondale Road Chalets	06 844 6750
Community House, Peddie St	06 844 5840
Community House, Churchill Drive	06 844 5397
Hohepa School Office, Poraiti	06 844 2740
Allan House, Poraiti	06 844 7674
Kotare House, Poraiti	06 844 8609
Kotare-iti House, Poraiti	06 844 2805
McGowan House, Poraiti	06 844 3401
St. Martin House, Poraiti	06 845 0198
Tobias House, Poraiti	06 844 4549
Leina Cottage, Poraiti	06 844 3843
Felicity House, Poraiti	06 844 1795



Best mates – Julie Rangihuna and Stephenie Baillie



Theresa King and Debbie Bailey



Friday Adventure Group



**Hohepa**  
creating opportunities...