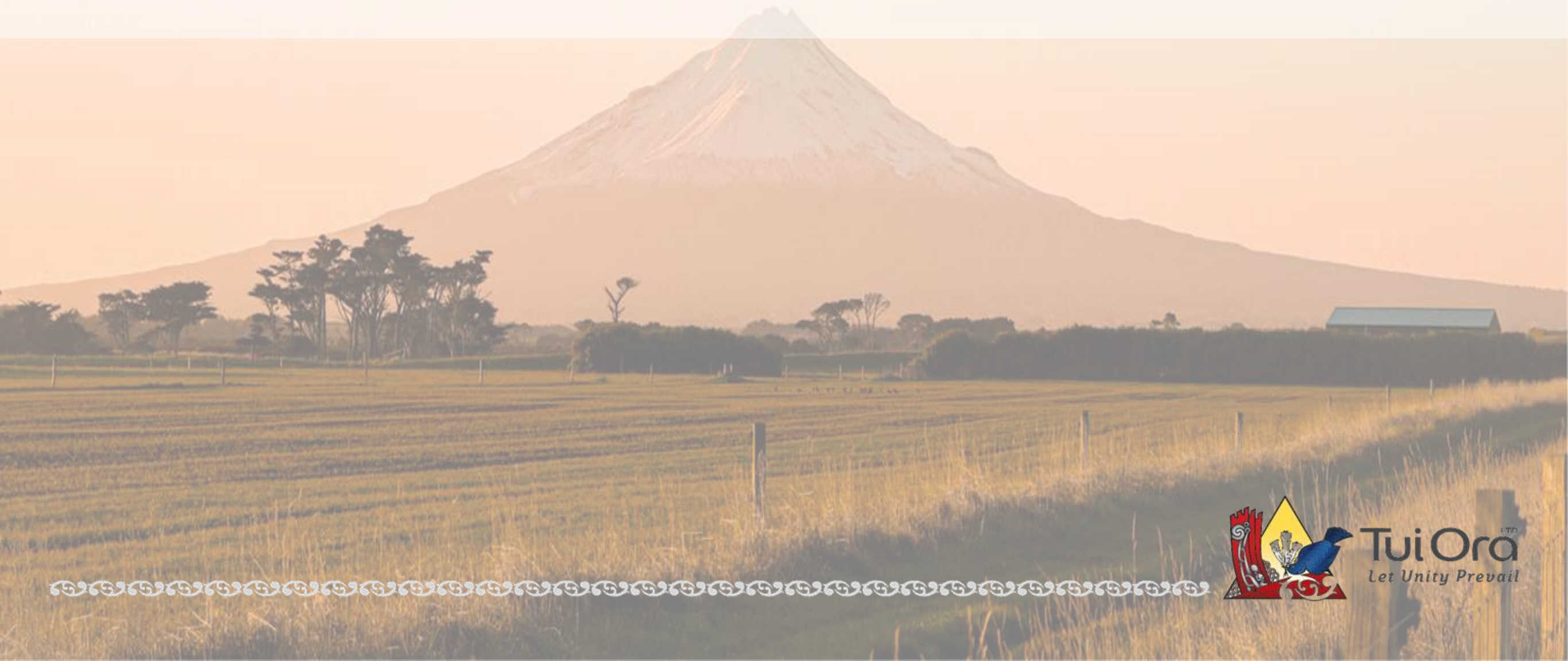




Toka Te Manawa Ora | Tui Ora 2040

Tui Ora Strategic Reset Project

13 April 2022



Kupu whakataki | Foreword

Kia ora koutou katoa

I te rā nei e whakaaturia atu ana ki a koutou tā tātou kaupapa, ‘Toka Te Manawa Ora’. He matapae ki tua mō Tui Ora. Today we present Toka Te Manawa Ora – the Tui Ora Strategy to 2040 and a high-level implementation roadmap to help us navigate the course.

This kaupapa – also known as the Strategic Reset is the culmination of several months mahi based on a foundational study kindly funded by the Toi Foundation. Toka Te Manawa Ora will serve as our guide for the next decade and beyond. Since our inception in 1998 Tui Ora has been on a journey that places whānau at the centre of their own hauora aspirations. This has not changed but it is evolving, and this change leads to opportunity.

The establishment of the Māori Health Authority (MHA) is a game changer for the way health and social services will be commissioned, contracted and delivered in Aotearoa. For Tui Ora to harness these opportunities we need to be match fit. Aligning our own strategy with the ambitions of the MHA not only makes sense but gives us the best chance to steer our own course.

Change against a backdrop of a global health crisis will not be easy. Our workforce is under pressure and the impacts of Covid-19 are set to be far-reaching, including a challenging economic environment. There have however, been valuable lessons from the pandemic – most notably that when hauora providers and iwi join forces we can create positive change. This forms an integral part of our future thinking.

Re-imagining who we are and what we do is no small task and I would personally like to thank everyone who has engaged in this process, providing feedback, suggestions and injecting innovative thinking into the process. This includes our kaimahi, especially the core project team (Stacey O’Carroll-Makiri, Shannon Leaf, Leiana Rona, Steve Perry, Evan Chadwick and Russell Hockley) and Michelle Cruickshank for her communications expertise. I would also like to thank our Senior Leadership Team, Board of Directors and our shareholder Te Tuituia Trust.

Tui Ora collaborates with a broad group of stakeholders who have provided invaluable input into the process. Thank you to Te Aranga, our partners in the Te Kawau Mārō Alliance (Ngā Ruahine, Ngāti Ruanui and the Taranaki District Health Board), Iwi Chairs and representatives, Pinnacle PHO and Te Whare Pūnanga Kōrero Trust for your guidance.

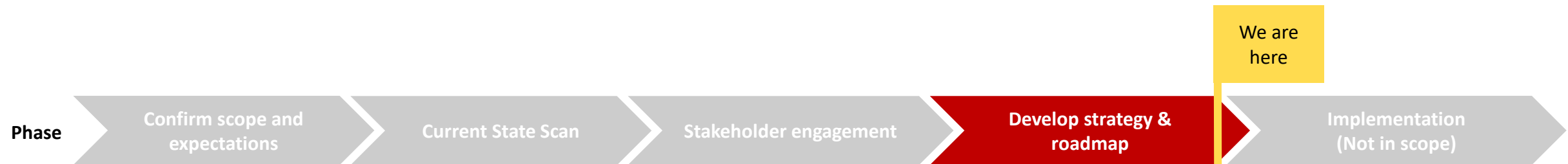
Most importantly I acknowledge our whānau who volunteered their time to help us better understand their needs and how we might serve them better, today and tomorrow. Finally, I would like to thank the team at EY Tahi for guiding us on this path. The energy, passion and skill they have brought to this project has been invaluable.

Ngā mihi nui,

Hayden

Te Pūtake | Purpose of this document

Per Phase 4 – Strategy Development in the statement of work between Tui Ora Limited (“Tui Ora”) and Ernst & Young Tahi Limited (“Tahi”), a blended Core Engagement Team was tasked with developing a Tui Ora strategy and a high-level implementation roadmap (the “Strategic Reset Project”).



This document focuses on the Tui Ora strategy, and is organised into the following sections:

- a) Background and methodology
- b) Summary of the current state
- c) Vision, Mission, Values statements
- d) Long term outcomes and high-level description
- e) Prioritised actions
- f) One page summary of the high-level implementation roadmap
- g) Next steps

This phase will be completed once the Board and SLT feedback on the above is collected and incorporated – which together with the high-level implementation roadmap will then complete the Strategic Reset Project.

Assuming the final strategy (or parts of it) will be published and released externally, we recommend adding an appropriate mihi to follow the title page, and space for the Board / Chair to set out an appropriate foreword.

Rārangi ūpoko | Contents page

Ko te kaupapa Topic	Page number
Te horopaki Context and background	5
Tō tātou haerenga Our methodology	9
Hei tautoko i a wai? Who do we serve?	10
Hauora ki Taranaki Factors that influence health in Taranaki	11
Ngā kōwhiringa Investment choices	15
Tō tātou rautaki Our strategy	20
Te whakatinanatanga Implementation focus	33

Te horopaki | Context and background

Tui Ora was formed on 1 July 1998 to serve our whānau, respond to iwi aspirations, and achieve better, more equitable aspirations for Māori. In 2013, we introduced a new ownership model – Te Tuituia Trust (comprised of representatives from ngā iwi o Taranaki) was established to act as a guide and keep Tui Ora accountable for delivering for the descendents of ngā iwi o Taranaki. Twenty four years on we are just as committed to this purpose.

Our operating environment is changing: ngā iwi o Taranaki are playing a greater role in regional decision making; there are a number of significant government reforms in the health, environmental and social sectors; Covid-19 has disrupted business as usual; and there is the potential for economic downturn.

Despite these changes, our desire and ability to serve whānau has remained constant. We have a unique opportunity to reset and reflect on who we are, what we do and what we have learnt. This change presents the opportunity to strengthen our focus on serving whānau, and be more innovative, brave and collaborative and ‘push the waka out more’ for the benefit of our whānau and hāpori.

Throughout this process, we have developed a collective long-term vision of transformation, paired with clear actions and milestones. The proposed change builds on pockets of good practice across the organisation – and brings forth a vision that will help Tui Ora evolve into a provider that our whānau, hapū, iwi and hāpori are proud to work with over the next 18 years. The change will be intentionally staged over three phases: first, we will set a good foundation; second we will begin to pivot our waka, and third we will transform how we work with and for whānau.

Importantly, we did not build this vision alone – we worked with our whānau, ngā iwi o Taranaki, our partners and our kaimahi. We know that we cannot do this alone - we need to partner and collaborate with ngā iwi o Taranaki, Te Kawau Mārō, Te Aranga, and our health and social service eco-system to achieve holistic hauora for Taranaki whānau. As we look to the horizons, we are excited about the opportunities to work with, and for our community and partners, to continue growing as an organisation that our communities are proud to engage with.

The potential for Māori prosperity has never been greater – Māori are living longer, the Māori population and workforce is growing, and Māori influence and leadership across mainstream systems is on the rise. Responding to this potential requires Tui Ora to transform and collaborate in new ways with its partners.

1998

Tui Ora is established as a ‘not-for-profit’ business in partnership with Te Whare Pūnanga Kōrero.

2000

Tui Ora has at least 14 providers working across a range of age groups and in different parts of the Taranaki region. A strategic review encouraged better collaboration between providers.

2009

A shift in government policy leads to greater focus on clinical leadership, value for money, improved quality and safety. Tui Ora incorporates this into the organisation across three phases.

2012

Te Kawau Mārō Alliance is established between TDHB, Ngāti Ruanui Healthcare, Ngāruahine Iwi Authority and Tui Ora Limited.

2013

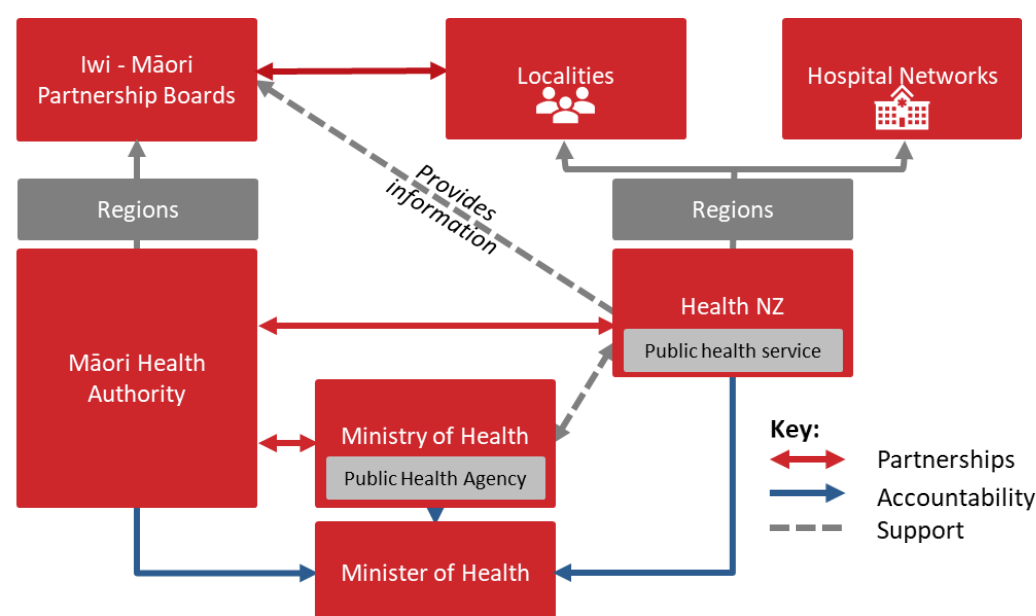
A new iwi ownership model is introduced. Te Tuituia Trust is made up of one representative from each of the eight iwi in Taranaki, who represent the shareholders, ngā uri o Taranaki.

2020

Government announces the Health and Disability System Reform (HDSR) including a system wide focus on equity, and the establishment of the Māori Health Authority.

Te pūnaha hou | Future system view

The new health system is being simplified with the aim to become more co-ordinated, allowing for better, more equitable, and consistent care. The diagram below illustrates how the new agencies will interface and collaborate with one another to deliver better care. Tui Ora will need to form strong relationships with the Māori Health Authority, Health NZ and Taranaki Locality Commissioners, as well as local Taranaki businesses and iwi to continue serving whānau in this new system.



Ministry of Health

Focused on stewardship, strategy, and policy. The Ministry will include a **Public Health Agency**, with a national focus on protecting public health against threats such as pandemics.

Māori Health Authority (MHA)

Focused on ensuring that the system has a strong focus on health outcomes and care for Māori. The MHA will commission services, co-commission with Health New Zealand, and partner with the Ministry on strategy and policy.

Iwi – Māori Partnership Boards

The Te Tiriti o Waitangi partner at the local and / or regional level. IMPBS agree locality plans alongside the Locality Commissioner.

Health NZ (HNZ)

Responsible for day-to-day operations of the whole health system, and the development of the NZ Health Plan. Structure includes a unified Public Health service. Must also ensure equitable hauora Māori outcomes.

These reforms are designed to give Māori rangatiratanga over hauora Māori and greater influence throughout the health and disability system. Māori Health Providers are critical in delivering on the vision of the reform.

What's changing?

In the reformed health system, hauora Māori will be prioritised through:

- A new, autonomous MHA. This authority will be responsible for ensuring the health system is performing for Māori, including directly funding innovative health services targeted at Māori (including kaupapa Māori services)
- Strengthened Iwi-Māori partnership boards, which will have an explicit, formal role in decision-making
- Stronger expectations for all health agencies and care providers to deliver better care for Māori and other vulnerable groups
- More targeted support for Māori Health Providers, allowing a greater range of kaupapa Māori and Māori-centred services to be offered in the health system

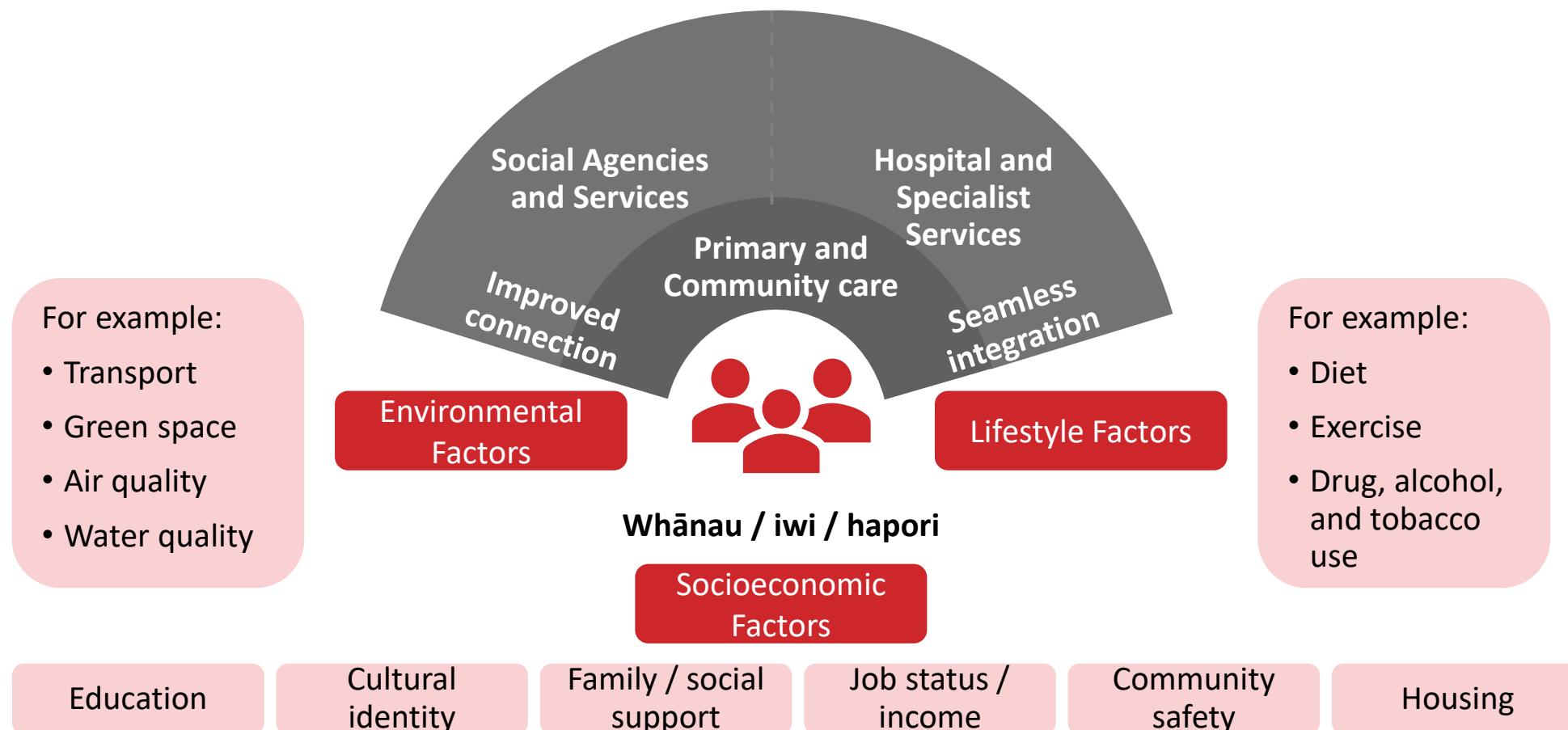
What could this mean for Tui Ora – the commercial opportunities

- **Increased funding for kaupapa Māori services** – Tui Ora already delivers a number of programmes that meet the needs of whānau. Those that can demonstrate success will be well positioned in the reforms
- **The relationships Tui Ora have with their communities is critical** – Māori communities have traditionally been hard for government to reach. Tui Ora's knowledge of its community, their needs, and aspirations is one of its 'super powers'
- Given the role of the MHA and the system trends towards more outcomes-led performance measurement, there will likely be a **greater emphasis on organisations with proven results and alignment to the needs of their community**
- The locality model has a greater focus on social determinants of care - Whānau Ora providers deliver services of this nature. **An alignment between the locality model and the way Māori Health Providers serve their whānau and community is advantageous**

Te pūnaha hou | Locality structure¹

In the future, primary and community services will be delivered through ‘localities’ (detailed below). Localities aims to enable better coordination, accessibility of care and improve experiences and outcomes.

As the needs of each community are unique, the operation of each locality will be designed and planned by Health NZ in partnership with Iwi-Māori Partnership Boards (supported by the MHA). Locality Commissioners will work alongside local communities and relevant social sector entities.



Tui Ora, through Te Kawau Mārō, will need to build strong relationships with Iwi-Māori Partnership Boards, the Māori Health Authority, and Health NZ Locality Commissioners. This should be a Taranaki wide and led conversation, particularly working with Ngā Ruahine and Ngāti Ruanui.

The locality structure demonstrates a move towards more integrated and holistic service delivery – an area where Tui Ora and the Te Kawau Mārō Alliance are very well positioned. There is also growing evidence supporting “by Māori, for Māori” models can also benefit all populations and ethnicities². Further refinement and focus on designing and delivering a mātauranga Māori informed model of service delivery can demonstrate system wide leadership, and influence how services should be delivered to the general population. This uniquely Māori competitive advantage will also position the Te Kawau Mārō Alliance, and therefore Tui Ora, well to respond to the upcoming outcomes led commissioning approaches.

1. Department of the Prime Minister and Cabinet. 2021. "Factsheet: Primary and community care". Wellington.

2. Bishop, Russell, Mere Berryman, Tom Cavanagh, and Lani Teddy. 2009. "Te kotahitanga: Addressing educational disparities facing Māori students in New Zealand."

Āheinga matihiko | The digital opportunity³

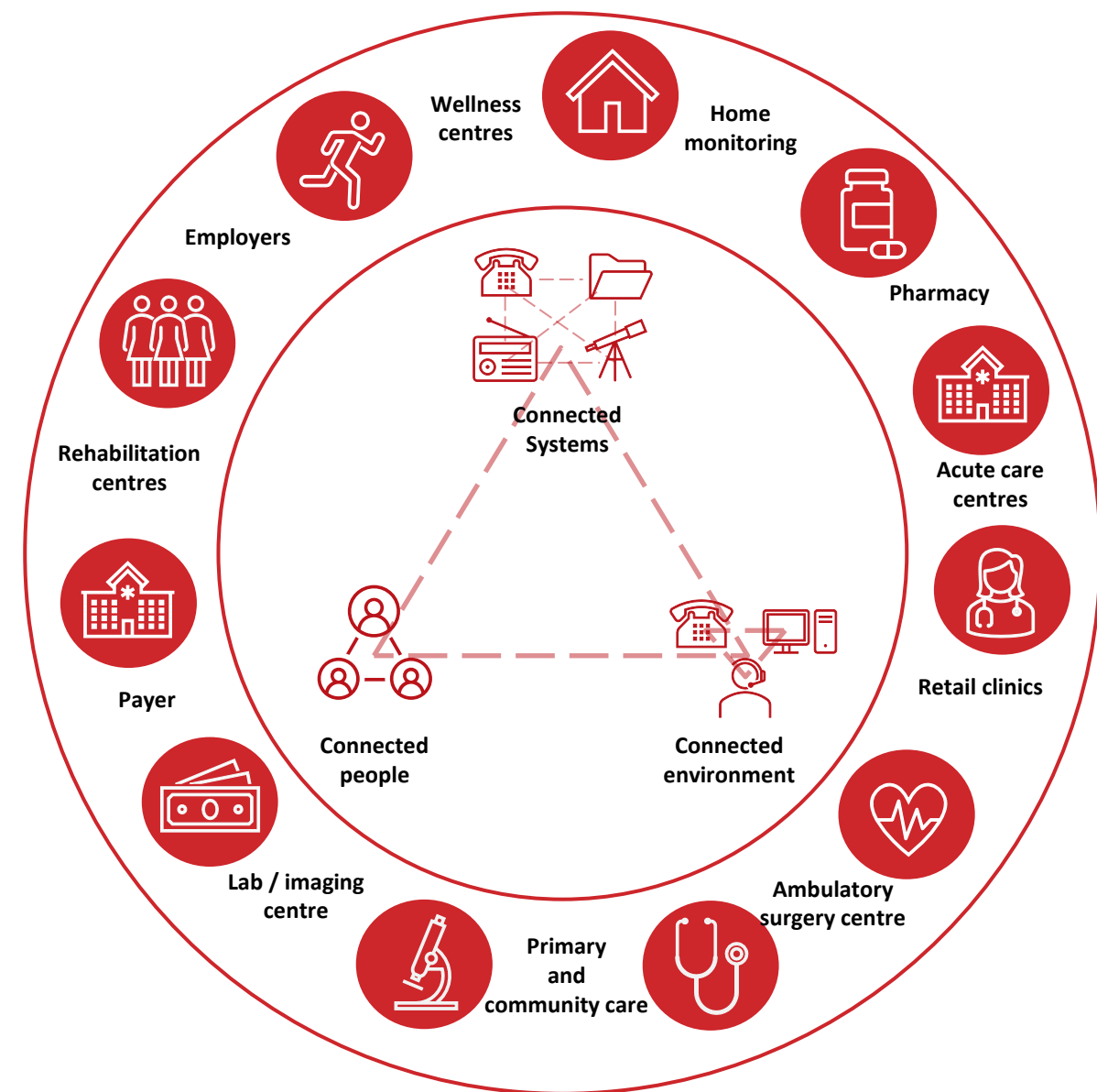
Technology-enabled innovation is enabling and automating a new suite of health solutions that drive better patient and whānau outcomes. A new 'smart' infrastructure is one that connects people, the virtual, and physical, bringing seamless and connected care to the patient. The following uses a global health trend model to help outline some of the opportunities for Tui Ora.

Four key features of smart health system

- Anytime, anywhere care through decentralised interconnected systems
- Placing the consumer, whānau and clinician experience at the heart of the model design
- Highly technologically advanced and always connected
- Sustainable and flexible models of care

To achieve this level of connectivity, organisations should have foundational technologies and frameworks in place, such as:

- Whānau and patient access to technology and Wi-Fi connectivity
- A comprehensive data and cybersecurity strategy
- Standards and frameworks that improve data quality and facilitate information sharing
- Data collection capabilities that support the compilation of large organisational data sets
- Procurement practices to help organisations access more innovative and cost effective solutions
- Understanding and applying Māori data sovereignty principles

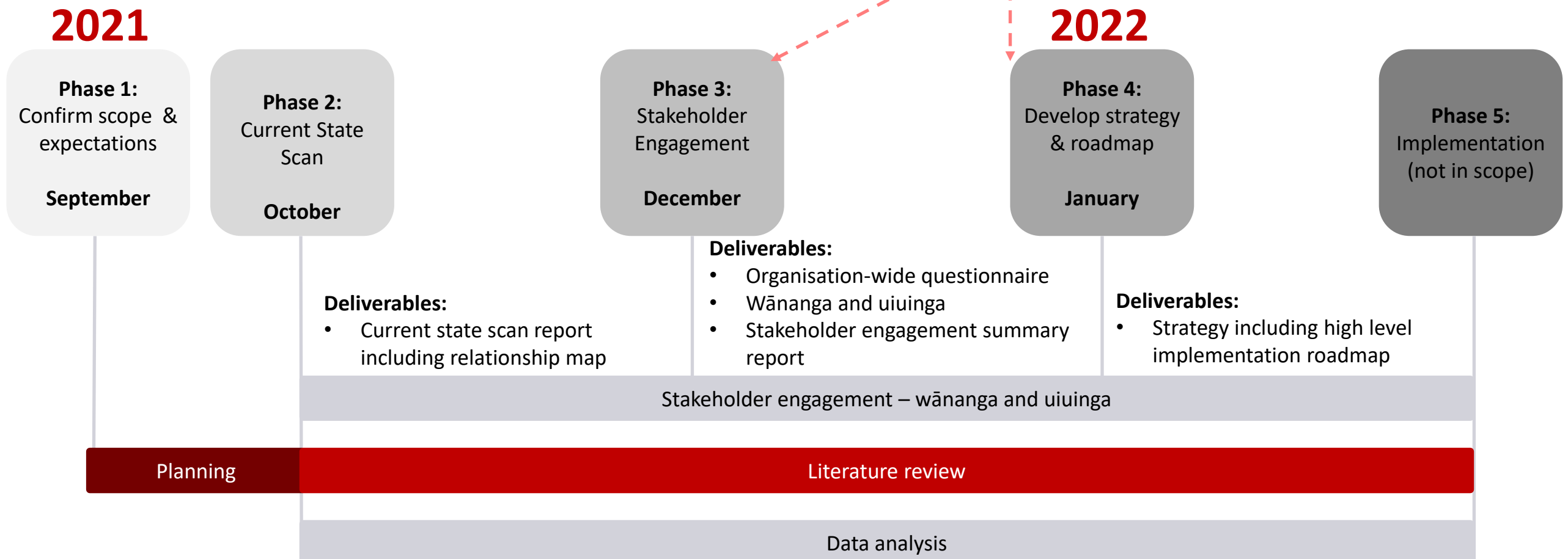


Digital health and wellbeing services represent an exciting and new opportunity to connect with and deliver services to more whānau, particularly uri living outside te rohe o Taranaki to access services that reflect who they are and where they come from. Digital service delivery options could leverage the collective strengths of the Māori provider and whānau ora network and increase revenue streams for Tui Ora. This approach could involve forming whakapapa and tikanga led strategic alliances with other iwi, hapū, Māori health and whānau ora providers to deliver an integrated digital-in person service model.

Tō tātou haerenga | Our methodology

The diagram below summarises our strategy development process. While we have undertaken a collaborative, stakeholder engagement heavy approach, this is just the start of the process. We will continue to engage with our whānau, our partners and our kaimahi to ensure we are on track as we implement the strategy.

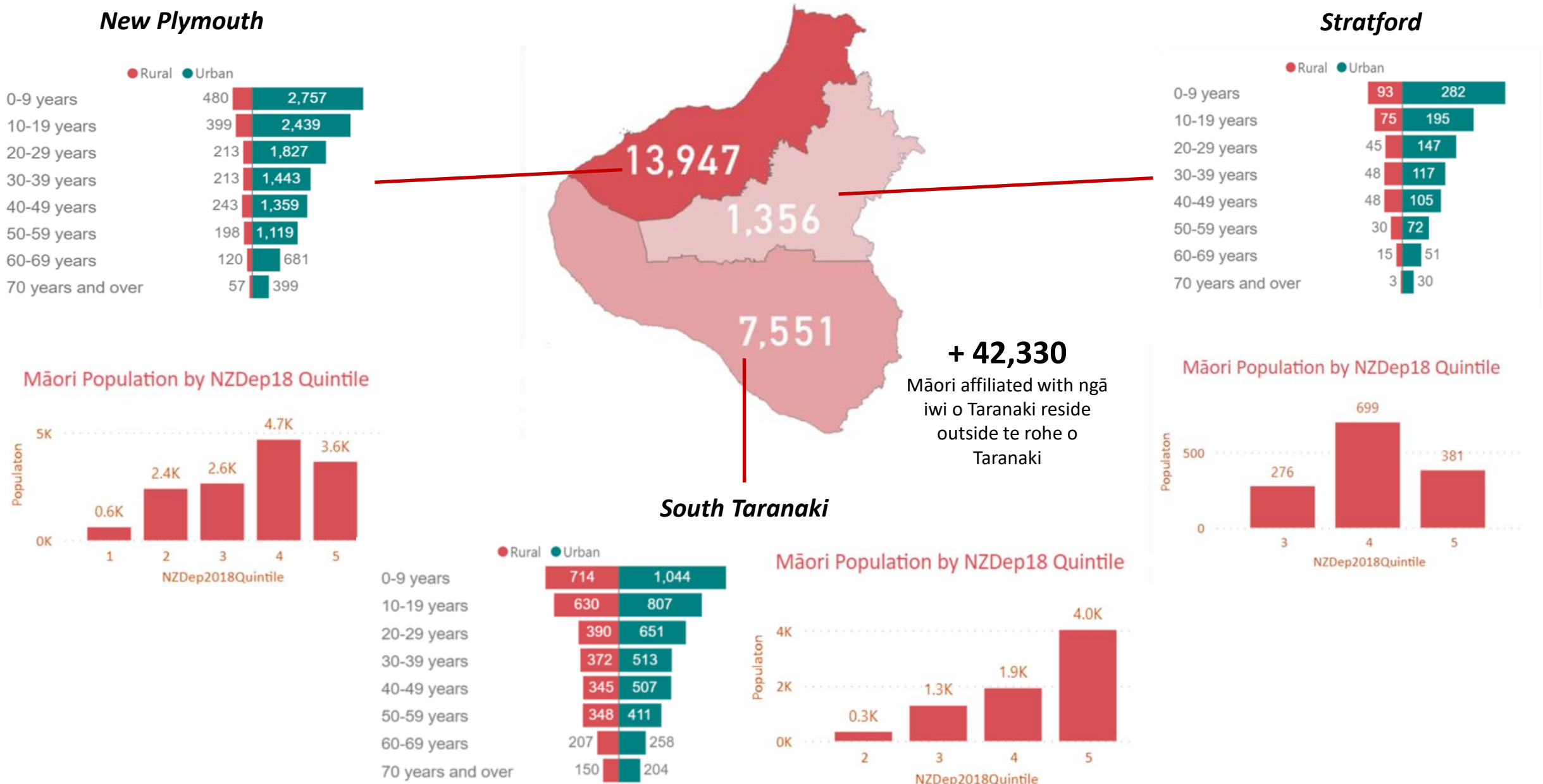
- We held **four wānanga with key stakeholder groups**, including: Tui Ora Board and Te Tuituia Trust; Ngā Iwi o Taranaki, Te Aranga and Te Whare Pūnanga Kōrero; Tui Ora Kaimahi; and whānau accessing Tui Ora Services
- We also held **four individual uiuinga / interviews** with key partners, namely: Te Kawau Mārō Alliance (Ngāruahine Iwi Authority, Ngāti Ruanui Healthcare, TDHB); and Pinnacle Health.
- We engaged **extensively across Tui Ora**, including: an organisation wide survey and “Keep, Chuck, Change and Add” board, lunchbox sessions to share learnings and test thinking, regular Project Steering Group and Project Sponsors sessions, a workshop with clinical and Whānau Ora staff, four targeted one-on-one sessions, and strategy sessions with the Board and Senior Leadership Team.



Hei tautoko i a wai? | Who do we serve?

Tui Ora is the largest Māori health provider in Taranaki, delivering services predominantly in the New Plymouth region. It is well documented that Māori experience significant hauora inequities. Tui Ora has always had a strong focus on addressing these inequities, while at the same time being inclusive and manaaki to all Taranaki whānau who choose to access our services. In light of these persisting inequities, the data below provides an snapshot of the Māori population within te rohe o Taranaki, and key Taranaki socioeconomic, cultural and environmental factors.

Māori populations in Taranaki (by age, rural and urban distribution, and deprivation index)



Hauora ki Taranaki | Factors that influence health in Taranaki

In order to improve overall hauora for Taranaki whānau, we need to improve the health and wellbeing of the individual person, their whānau and the environment around them. The framework below helps to consider hauora outcomes across the life course of our people or whānau:

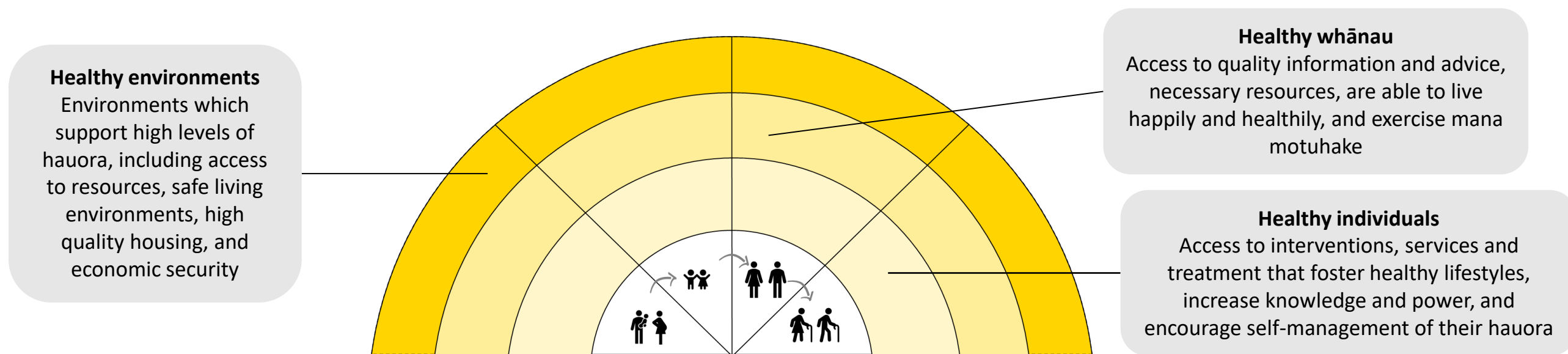


Diagram 1: Life course diagram

As hauora needs and aspirations vary across age and life stages, we have organised key insights on the following pages with this life course view:



**National data sets have different population age thresholds for elderly people. This makes it difficult to present a full picture of the 55+ cohort using national data sets.*

Tui Ora currently supports whānau by providing both clinical interventions and broader hauora services. Both types of interventions and services are integral to addressing whānau needs and aspirations, and shifting the dial on Taranaki whānau wellbeing outcomes.

The following pages summarise key qualitative and quantitative Taranaki hauora Māori insights (sourced from Phases 2: Current State Assessment – Phase 3: Stakeholder Engagement work). This includes information on the key hauora factors and outcomes describing the socioeconomic, cultural and environmental context, and connections to key aspirations collected during stakeholder engagement. These insights are split into hauora factors and outcomes (white text boxes), and aspirations from engagement (grey speech bubbles).

Key



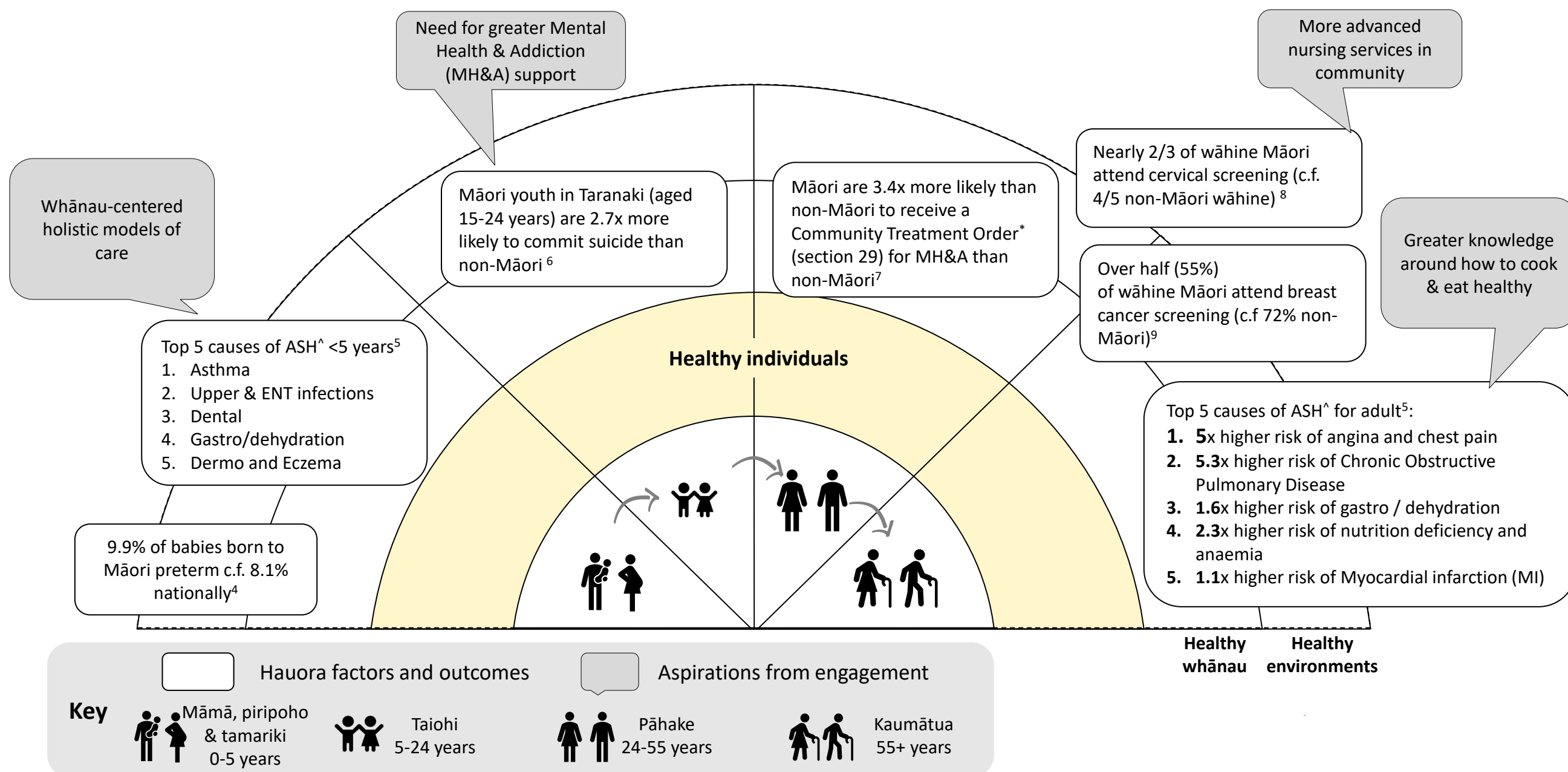
Hauora factors and outcomes



Aspirations from engagement

Hauora ki Taranaki | Healthy individuals outcomes in Taranaki

Over the following three pages, we have broken down each level of the framework below. This page focuses on 'Healthy individuals' which includes ensuring access to interventions, services and treatment that foster healthy lifestyles, increasing knowledge and power, and encouraging self-management of hauora. The key statistics and aspirations below highlight potential areas of focus for service delivery.



* Community Treatment order: A Compulsory Treatment Order (CTO) is when a court orders that a person with a mental health disorder must receive treatment for up to 6 months, with a community treatment order stating this can be in the community

[^] Ambulatory sensitive hospital admissions: This is an indicator of unplanned care that may be prevented through enhanced primary and community care

4. Ministry of Health NZ. 2020. New Zealand Maternity Clinical Indicators 2018 – trends.

5. Ministry of Health NZ. 2021. Ambulatory Sensitive Hospitalisations (Jun 2021). <https://nsfl.health.govt.nz/>

6. Ministry of Health NZ. 2017. Suicide rates (to Dec 2016). <https://www.health.govt.nz/>

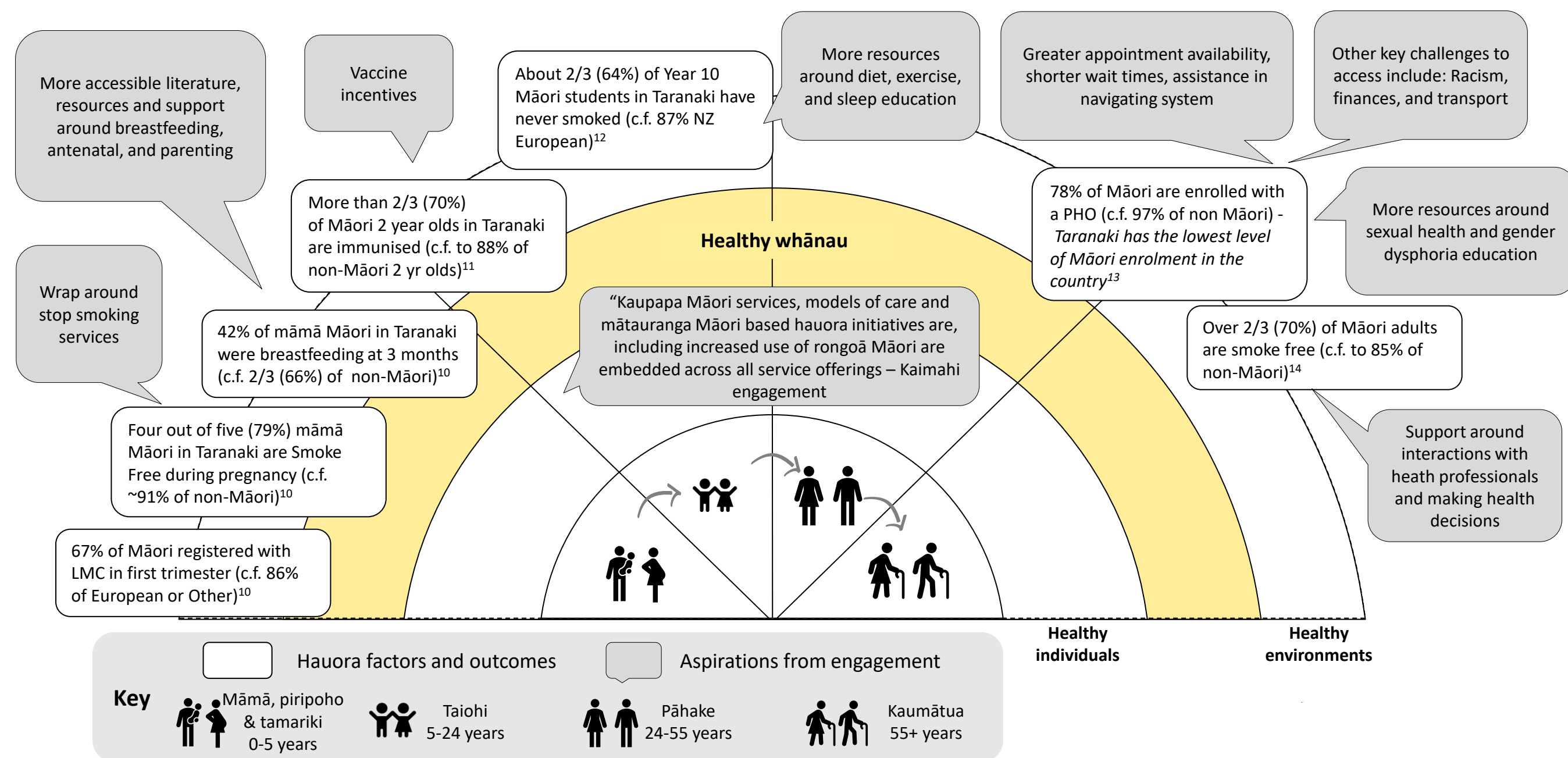
7. Ministry of Health NZ. 2021. Office of the Director of Mental Health and Addiction Services Annual Report 2018 and 2019.

8. National Screening Unit. 2021. Cervical Screening (Sept 2021). <https://minhealthnz.shinyapps.io/nsu-ncsp-coverage/>

9. National Screening Unit. 2021. Breast Screening (Sept 2021). <https://minhealthnz.shinyapps.io/nsu-bsa-coverage-dhb/>

Hauora ki Taranaki | Healthy whānau in Taranaki

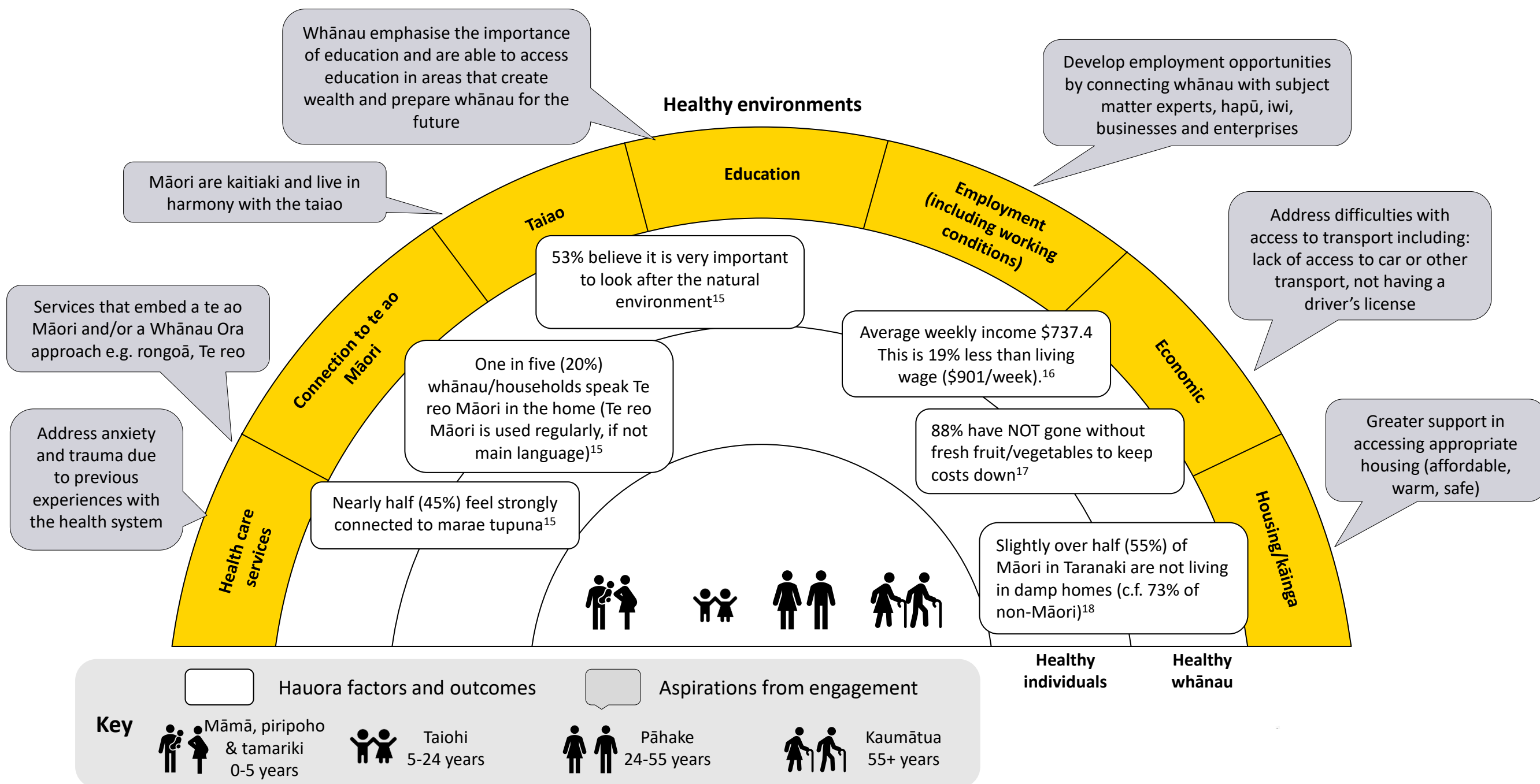
This page focuses on 'Healthy whānau' which includes ensuring access to quality information, advice, and necessary resources, enabling whānau to live happily and healthily, and exercise mana Motuhake. The key statistics and aspirations below highlight potential areas of focus for service delivery.



10. Ministry of Health . 2020. New Zealand Maternity Clinical Indicators 2018 – trends.
 11. Ministry of Health. 2021. National And DHB Immunisation Data". <https://www.health.govt.nz/our-work/preventative-health-wellness/immunisation/immunisation-coverage/national-and-dhb-immunisation-data>
 12. Smokefree. 2018 .Year 10 smoking rates.<https://www.smokefree.org.nz/smoking-its-effects/facts-figures#bookmark-0>
 13. Ministry of Health. 2021. PHO Enrolments (Oct 2021). <https://www.health.govt.nz/>
 14. Stats NZ. 2019. Smoking rates (Census 2018). <http://nzdotstat.stats.govt.nz/>

Hauora ki Taranaki | Healthy environments in Taranaki

This page focuses on 'Healthy environments' which support high levels of hauora, including access to resources, safe living environments, high quality housing, and economic security. The statistics and aspirations below highlight potential areas of focus for service delivery.



15. Stats NZ. 2018. Te Kupenga. <http://nzdotstat.stats.govt.nz/>

16. Living Wage Movement Aotearoa New Zealand. 2021. Living Wage Movement Aotearoa New Zealand". <https://www.livingwage.org.nz/>.

17. Statistics New Zealand. 2020. Well-being. <http://nzdotstat.stats.govt.nz/>

18. Statistics New Zealand. 2020. More than 2 in 5 Māori and Pacific people live in a damp house. <https://www.stats.govt.nz/news/more-than-2-in-5-maori-and-pacific-people-live-in-a-damp-house-corrected>

Ngā kōwhiringa haumitanga | Investment choices

Māori in Taranaki have a diverse set of hauora needs and aspirations. Tui Ora will need to make choices about where to focus their interventions, however whānau, hapū and iwi needs and aspirations should drive decision-making. These decisions should also be informed and guided by tikanga Māori, Ngā Uara, as well as the inherent equity lens Tui Ora has had since its inception. Some of these choices could include:

1. Investment matched to the needs and aspirations of whānau, hapu and iwi, including:

- Key issues, pain points and opportunities highlighted by engagement with whānau, kaimahi and Tui Ora partners e.g., mental health, increasing access to primary care, and providing health educators and navigators, alternative models of care, innovative service delivery, and collaborative initiatives with partners.
- Investment in current gaps in service provision by generic services (e.g., services provided currently by DHBs, and in future Health NZ and the Māori Health Authority) and / or by other kaupapa Māori services for Taranaki region.
- Strengthening and expanding wrap-around services for whānau accessing clinical services.

Examples of the different areas our stakeholders want us to invest are set out below:

Whānau want us to invest in:

- Embedding our Māori hauora strategy
- More accessible services (location and time)
- Opportunities for whānau wānanga and intergenerational learnings
- Greater mental health and addiction support
- Greater communication of services available

Kaimahi want us to invest in:

- Kaupapa Māori services, models of care, and mātauranga Māori based initiatives
- Improving financial and physical accessibility of services
- Greater mental health and addiction support
- Embedding a whānau-driven holistic model of care in Tui Ora
- Growing the health literacy of whānau

Our partners want us to invest in:

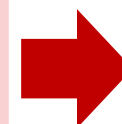
- Increasing access to 'by Māori, for Māori' models of care
- Growing our data provisioning capabilities
- Greater access to our mental health and addiction support services
- Increasing holistic approaches to service delivery
- Building workforce capacity and capability

Ngā kōwhiringa haumitanga | Investment choices – continued

2. **Investment in primary and community care for prevention and management of key causes of mortality and / or disability for Māori**, which could include a focus on risk factors for disease (e.g., smoking cessation, physical inactivity, high blood pressure and mental health support). The major causes of death, loss of disability adjusted life years (DALYs)*, and highest DALYs are set out below.¹⁹

Major causes of death ¹⁹	
Tāne	Wahine
1. Ischaemic Heart Disease (IHD)	1. Lung cancer
2. Lung cancer	2. IHD
3. Suicide	3. Chronic Obstructive Pulmonary Disease (COPD)
4. Diabetes	4. Stroke
5. Motor vehicle accidents	5. Diabetes

Major causes of loss of disability-adjusted life years (DALYs) for Māori ²⁰
1. Smoking
2. Diabetes (risk factor)
3. Inadequate physical activity
4. Obesity
5. High blood pressure



Highest causes of DALYs lost by gender ²¹	
Tāne	Wahine
1. IHD	1. IHD
2. Diabetes	2. Diabetes
3. COPD	3. COPD
4. Road traffic injuries	4. Lung cancer
5. Lung cancer	5. Mood disorders
6. <i>Suicide and self-harm</i>	

3. **Investing in forming and maintaining relationships with our partners and inter-sectoral agencies**, including:

- Strengthening of relationships with ngā iwi o Taranaki, Te Aranga and the Te Kawau Mārō Alliance.
- Increasing capacity and capability to support external relationships.
- Collective impact partnership initiatives, e.g., mental health and addiction support services, mātauranga Māori models of care, and region wide research and innovation.

“There needs to be greater strategic alignment across the Taranaki Māori community and respective organisations such as Tui Ora, Iwi PGSEs, hapū, and Māori organisations”
- Stakeholder engagement

4. **Investing in capability and capacity to enable Tui Ora to effectively diversify their funding**, including sufficient resource and support for services that generate revenue for Tui Ora, e.g., cultural capability, and backbone services.

Our strategy Toka Te Manawa Ora will help us make these choices, however this will need to be supported by whānau needs and aspirations, a hauora services plan and further data and analytics.



*Overall burden of disease can be assessed using the disability-adjusted life year (DALY), with one DALY represents the loss of the equivalent of one year of full health. This allows comparison of the burden of diseases that cause premature death to diseases that do not cause death but do cause disability.

19. Disability-adjusted life years (DALYs). 2022. The Global Health Observatory. WHO.

20. Major causes of death. 2018. Ministry of Health. <https://www.health.govt.nz/our-work/populations/maori-health/tatau-kahukura-maori-health-statistics/nga-mana-hauora-tutohu-health-status-indicators/major-causes-death>

21. Priorities for Māori and Pacific Health: Evidence from epidemiology. 2001. Ministry of Health. [https://www.moh.govt.nz/notebook/nbbooks.nsf/0/A31842D91480064FCC256A55007A980A/\\$file/PrioritiesForMaoriandPacificHealth.pdf](https://www.moh.govt.nz/notebook/nbbooks.nsf/0/A31842D91480064FCC256A55007A980A/$file/PrioritiesForMaoriandPacificHealth.pdf)



Tō tātou pou rautaki | Our strategic framework

Tō tātou pou rautaki | The strategic framework

*‘Whāia te pae tawhiti kia tata, te pae tata whakamaua kia tīna’
‘Seek out distant horizons, and cherish those you attain’*

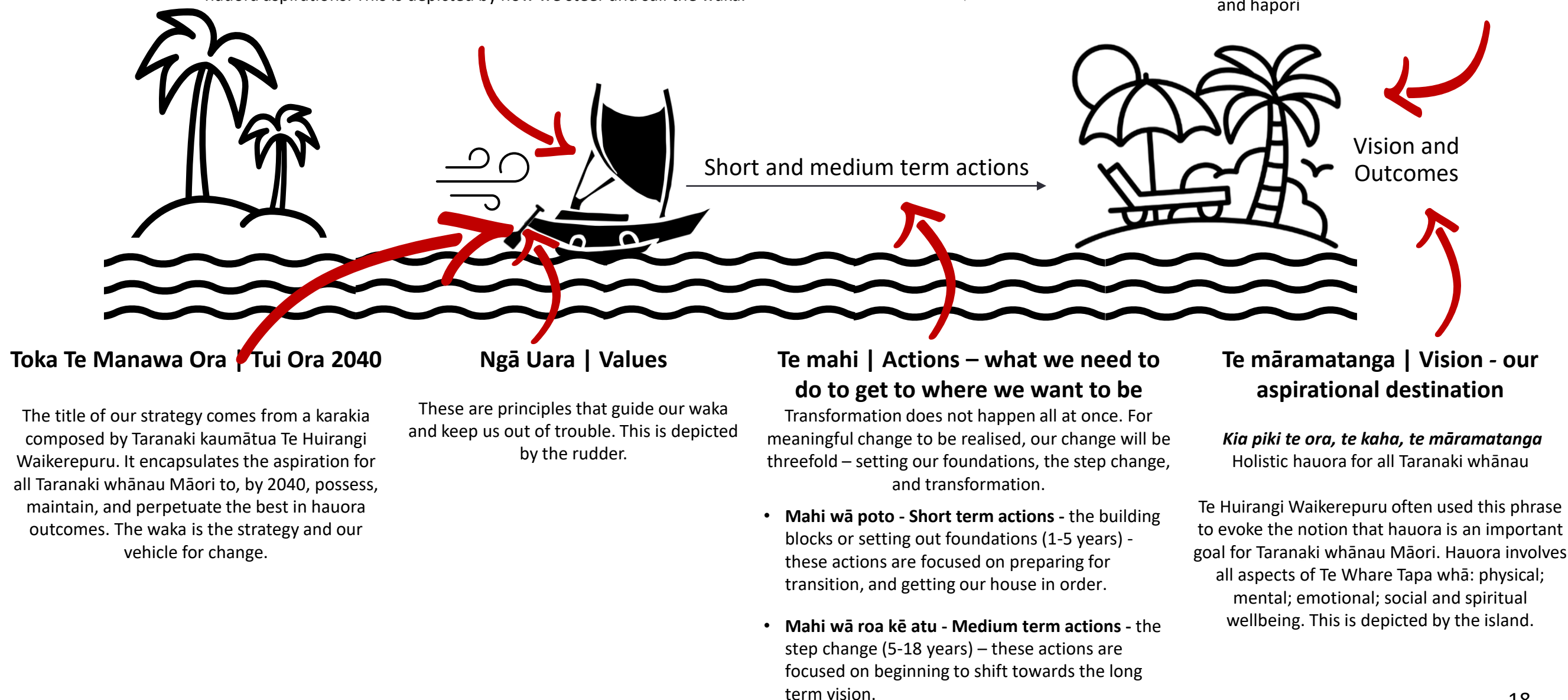
The whakatauki above describes our journey of change. The diagram below depicts each element of the transformation.

Me pēhea te haere | Mission - ‘how’ we plan to reach the vision

Me mahi tahi tātou kia puāwai ake ai ō tātou wawata pae ora
Working with Taranaki whānau, hapū and iwi to support and realise our hauora aspirations. This is depicted by how we steer and sail the waka.

Ngā whāinga | Outcomes – the long term strategic goals we want to achieve

Mana whānau; Mahi tautoko; Mahi ngātahi; Mana kaimahi; Mahi tika. These are depicted by the island. Our long term outcomes are the third stage of change – transformative impact for our whānau and hapori



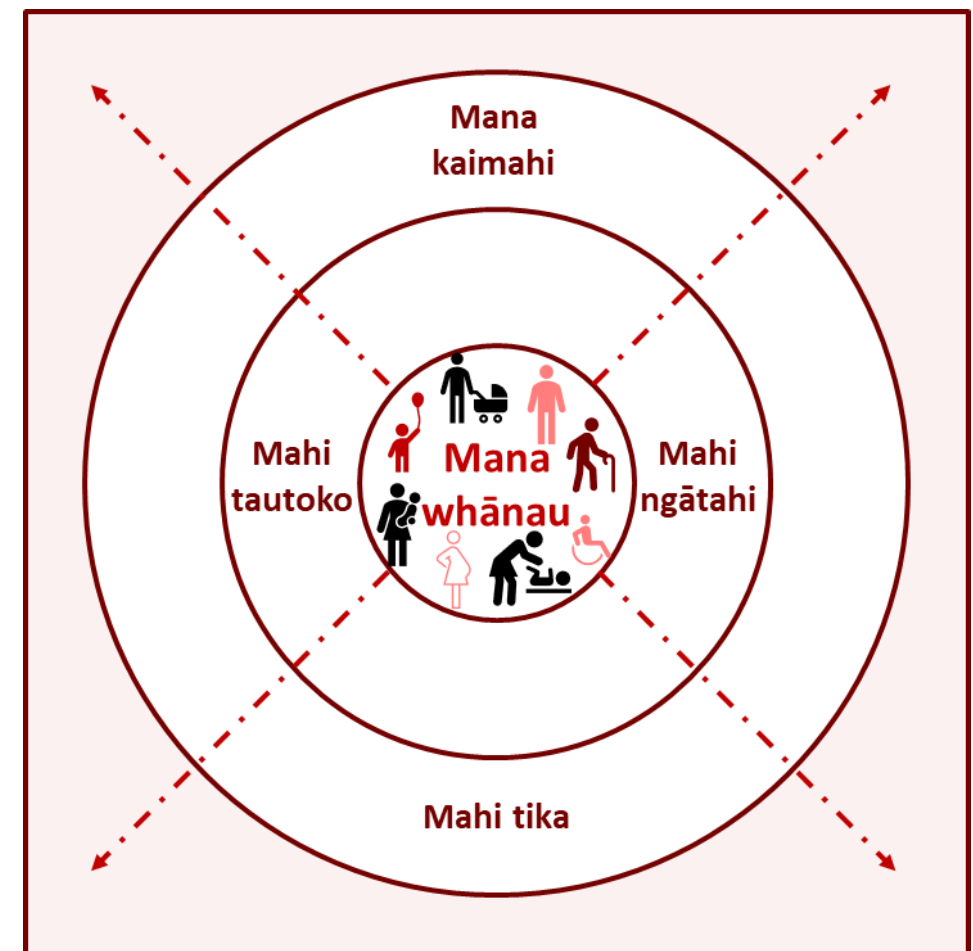
Tō tātou pou rautaki | The strategic framework

Toka Te Manawa Ora / Tui Ora 2040 is an aspirational strategy that seeks to transform how Tui Ora operates to achieve holistic hauora for Taranaki whānau, hapū, and iwi now and in 100 years. **Tui Ora's vision is Kia piki te ora, te kaha, te māramatanga | Holistic hauora for all Taranaki whānau.**

Our formation and core values drive us to deliver services that address hauora Māori inequities and respond to whānau need and aspiration. We know that our “by Māori, for Māori” models work and align well with current government reforms that can allow us, and our partners, to access greater opportunities and funding to scale our impact for all Taranaki whānau.

Within this context, our engagement with key Tui Ora stakeholders identified the following five long-term areas of opportunity or outcomes – which combine to guide how Tui Ora will respond to the needs and aspirations of Taranaki whānau, hapū and iwi.

- **Mana whānau** is all about understanding what our whānau need and want, and empowering them to own their hauora journey. This section drives all Tui Ora activity – including the need to be informed by a hauora needs assessment.
- **Mahi tautoko** and **Mahi ngātahi** are our operational hoa haere - together these outcomes describe how we will respond to whānau, hapū and iwi need and aspiration, and how and where we will partner.
- **Mana kaimahi** is all about who is going to help us meet the needs and aspirations of our whānau, hapū and iwi. This outcomes sets key areas like professional development and values led behaviour.
- **Mahi tika** identifies the foundational things we need to put in place to enable us to support and serve our whānau, hapū and iwi.



The next page summarises the commitments Tui Ora has made to 2040. Further detail is contained in the outcome explanations on pages 24-32 and a separate *High-Level Implementation Plan* – both of which indicate sequencing including quick wins, and which activity is already in progress.

Tō tātou rautaki | Our strategy

Toka te Manawa Ora | Tui Ora 2040



Toka Te Manawa Ora | Tui Ora 2040 overview

Ngā whāinga | Our long-term outcomes

Mahi wā poto | Short term actions (2022 – 2026)
Actions focused on preparing for transition

Mahi wā roa kē atu | Medium term actions
Actions focused on the ‘step change’

Te māramatanga | Our Vision
Our aspirational destination

Kia piki te ora, te kaha, te māramatanga

Holistic hauora for all Taranaki whānau

Me pēhea te haere | Our Mission
How we plan to get there

Me mahi tahi tātou kia puāwai ake ai ō tātou wawata pae ora

Working with Taranaki whānau, hapū and iwi to support and realise our hauora aspirations

Ngā Uara | Our Values
Principles that guide our journey

Tikanga o Tui Ora
How we uphold the mana of our maunga

Manaakitanga
How we relate to each other

Wairuatanga
How we connect to the world around us

Rangatiratanga
How we lead and participate

Kotahitanga
How we stand together

Mana whānau
Whānau are self-determining

- Identify, create, and deliver resources, programmes and promotional material that promotes and increases whānau hauora literacy and awareness by 2024
- Develop a comprehensive data picture of the whānau we serve by 2024
- Review the way in which data is collected and shared by 2025
- Design and implement mechanisms to capture whānau, hapū, and iwi voice across all levels of the organisation by 2026, reporting regularly on results
- Establish a whānau co-design group, initially to support the design of a new model of care by 2024

- Continue to deliver annual communications and monitor their effectiveness
- Annually report on trends, whānau hauora needs and aspirations, and the impact of external shocks on whānau
- Design and embed Māori data sovereignty processes, including mechanism enabling whānau to own and control their data by 2030
- Extend the level of whānau, hapū, and iwi engagement and influence over service design, delivery and evaluation by 2030

Mahi tautoko
Whānau-centered care

- Understand whānau needs and aspirations, including current whānau journey, evaluation of current services, and identifying mātauranga Māori based interventions by 2024
- Identify areas of service improvement, including developing needs assessments, service improvement plans, kaimahi training requirements and referral systems by 2024
- Implement service improvement plan, including organisation wide Whānau Ora approach, co-located teams, integrated health promotion, health improvement and navigator roles by 2025
- Begin design of new mātauranga Māori informed services and models of care by 2026

- Design an integrated plan for future services by 2027
- Implement the integrated plan for future services by 2029, including understanding existing, new and potential referral pathways to partners and evaluate and monitor these new ways of working by 2032
- Implement ongoing reporting and service improvement processes by 2029

Mahi ngātahi
Strong partnerships and collaboration

We have strong relationships with our partners and collaborate to deliver services that Taranaki whānau need and want

- Socialise Toka Te Manawa Ora | Tui Ora 2040 with all partners by 2022
- Understand, define, and plan Tui Ora’s role in the health reform and ongoing sector engagement by 2022
- Design and implement a partnership framework and associated collateral, supported by appropriate resource and effort by 2024
- Assess and identify potential areas of collaboration and collective impact alongside Tui Ora partners by 2024
- Establish and develop opportunities for ongoing communication, knowledge sharing, and strategic alignment between intersectoral organisations by 2025
- Formalise strategic relationships with relevant health agencies, including the Māori Health Authority, and Health NZ in partnership with Te Kawau Mārō by 2025

- This section in particular will largely be led by hapū and iwi aspirations
- Finalise the regional hauora outcomes framework and Māori health equity investment plan by 2027
 - Formalise strategic relationships with intersectoral agencies, including the Ministry of Social Development by 2028
 - Grow number of collaborative initiatives depending on whānau need and aspiration
 - Explore and establish New Zealand whakapapa-led collaborations (outside of te rohe o Taranaki) by 2029
 - Explore and establish global collaborations by 2033

Mana kaimahi
Empowered kaimahi

We empower our kaimahi with the right skills, capabilities and cultural competencies to best serve our Taranaki whānau

- Collaboratively design and begin implementation of the ‘Tui Ora value proposition’ with kaimahi by 2024, including a pay review, learning and development, succession, coaching and mentoring, and cultural competency, technology skills and knowledge of values in policies and processes
- Develop a strategic workforce plan by 2024
- Assess kaimahi cultural capability and responsiveness, begin delivering refreshed values and cultural capability training and implement language plan and tikanga practices by 2025
- Design and implement a way to capture kaimahi voice by 2025
- Undertake stocktake of existing innovations and run innovation workshops to support strategy implementation by 2025

- Review Tui Ora value proposition plan by 2028
- Review language plan and tikanga practices by 2028
- Embed a whānau ora framework across the organisation by 2028, including measuring progress against co-designed benchmarks and comprehensive kaimahi training plan
- Identify and trial collective Taranaki kaimahi development opportunities, incorporating changes to the strategic workforce plan by 2029, including shared workforces, rotating secondments, and Taranaki wide peer learning / supervision forums
- Continue delivering cultural intelligence programmes. At least 50% of kaimahi can confidently hold a conversation in te reo Māori by 2030

Mahi tika
Organisational excellence

We do what we say, have strong processes, and make evidence informed decisions to serve our Taranaki whānau

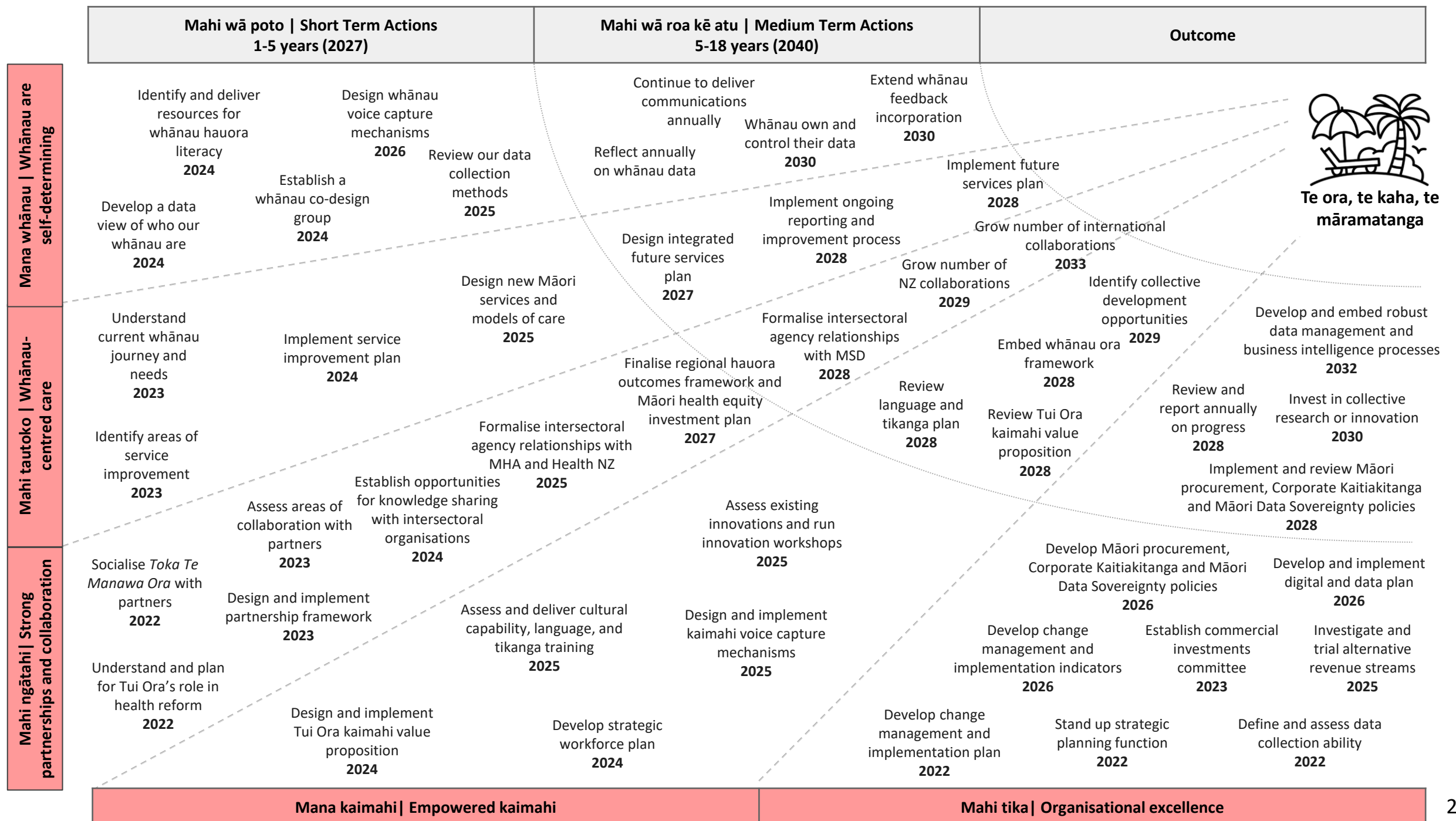
- Develop an organisation wide change management and implementation plan, with clear accountability and reporting mechanisms, and accompanying team plans by 2022. Measures / indicators developed by 2026
- Stand up a Tui Ora strategic planning function by 2022
- Define specifications for data and insights and assess ability to collect by 2022
- Establish a commercial investments committee and define objectives by 2023
- Develop a Māori procurement policy, Corporate Kaitiakitanga policy and Māori data sovereignty policy by 2026
- Investigate at least three alternative revenue streams, assess viability and trial by 2025.
- Grow alternative revenue streams to contribute to at least 5% of Tui Ora’s revenue including cultural consultancy and backbone services
- Develop and implement a digital and data plan by 2026
- Reduce underspend / revenue received in advance by at least 50%, or put in place funder-agreed plans to utilise funds

- Implement and review a Māori procurement policy, Corporate Kaitiakitanga policy and Māori data sovereignty policy by 2028
- Review and report externally on annual progress against outcomes and implementation by 2028
- Invest in at least one collective research project or hauora innovation by 2030
- Grow alternative revenue streams to contribute at least 10% of Tui Ora revenue by 2030
- Develop and embed robust data management and business intelligence processes, including enabling whānau ownership of data by 2032

Ngā taratara o te rā | Actions overview

Ngā taratara o te rā is a visual summary of the short and medium term actions. A more detailed version can be found in the 'Tui Ora High-Level Implementation Roadmap'.

'He rākau morimori e kore e taea te piki | A tree without branches is impossible to climb'



Me pēhea te pānui | How to read these pages

Pages 23 - 29 provide further detail on each of the long-term outcomes, using the following format:

Ngā whāinga | Our long-term outcomes

The outcome we are seeking to achieve - sourced from the *Toka te Manawa Ora* overview on page 20

What does this look like?

A description of what the future should be – this content has been created from the aspirations shared as part of engagement (sourced from the *High-Level Implementation Roadmap*)

Mahi wā poto | Short-term actions

Provides the next level of detail for these actions, the summary of which is outlined in *Toka te Manawa Ora* overview (sourced from the *High-Level Implementation Roadmap*)

1. Mana Whānau - Whānau are self-determining		
<p>Ngā whāinga Our long-term outcome We empower and enable Taranaki whānau drive their hauora journey</p> <p>What does this look like? Whānau are supported by Tui Ora to determine their own hauora through providing resources to grow their hauora literacy ability to navigate the health system as well as access the services they require. Tui Ora also supports greater self-determination by placing the whānau voice at the centre of all our mahi, engaging and collaborating with whānau at all levels of our organisation.</p>		
Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa ki atu Medium term actions (5-18 years)
A. Improve hauora literacy and provide whānau with the resources they need to drive their own hauora journey	<ol style="list-style-type: none"> Identify gaps in whānau hauora literacy Develop and provide hauora literacy resources for Taranaki whānau, and train kaimahi to deliver them (using appropriate mechanisms e.g. resource platform, pamphlets, patient accessed case management systems) Establish hauora literacy programmes that support whānau to make healthy lifestyle changes and provide whānau with relevant information 	<ol style="list-style-type: none"> Continue to deliver comms and engage different demographics on managing their hauora
	<ol style="list-style-type: none"> Investigate ways in which hauora literacy can be promoted to whānau, helping them understand their health and wellbeing, including innovative means such as social media and videos, in person supports like navigators, information in clinic Create resources for whānau and kaimahi outlining and explaining Tui Ora services, and whānau entitlements Increase public awareness of available services and create specific communications for taiohi Compile and produce written and video recorded whānau hauora stories, and publish them on various platforms in partnership with whānau e.g. see Waipereira 	
B. Engaging whānau in the design of our services and ongoing operations	<ol style="list-style-type: none"> Construct a population-wide view of who our whānau are based on the data we collate, and work towards identifying gaps. Review the way in which data is collected to allow for meaningful engagement and ownership by whānau, and explore with whānau how they want to access and view their data. 	<ol style="list-style-type: none"> Align our tools to engage with whānau in a meaningful way and develop mechanisms for data sovereignty for whānau. Reflect annually on who our whānau are, and what services they engage with.
	<ol style="list-style-type: none"> Establish a remunerated whānau engagement committee, and where relevant, a whānau co-design group Establish and test a whānau governance representative at the Board level Co-design with whānau, hapū and iwi, engaging mechanisms and processes to ensure whānau voice informs Tui Ora services / operational and management activity Design and implement whānau feedback forums, with varied and safe collection mechanisms (to inform operations and management activity) and report regularly on results 	<ol style="list-style-type: none"> Design and implement whānau feedback forum with varied and safe collection mechanisms (to inform operations and management activity) and report regularly on results

Mahi wā roa kē atu | Medium-term actions

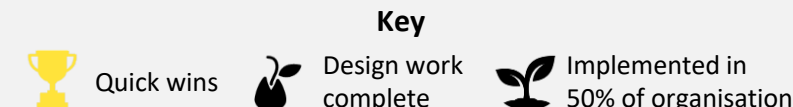
Provides the next level of detail for these actions, the summary of which is outlined in *Toka te Manawa Ora* overview (sourced from the *High-Level Implementation Roadmap*)

Actions are numbered in relation to the sequence in which they should be completed for each objective. Each action should be completed by its specified due date – this does not necessarily mean that Tui Ora cannot progress work in advance. Immediate next steps – the things you need to successfully implement before carrying out these short and medium-term actions – are bolded and summarised at the end of this document.

We have also used a key to identify quick wins, and in-flight activity (either where programmes or initiatives that have already been designed, or implemented across at least 50% of the organisation).

Key		
	Quick wins	
		Design work complete
		
		Implemented in 50% of organisation

1. Mana Whānau - Whānau are self-determining



Ngā whāinga | Our long-term outcome

We empower and enable Taranaki whānau drive their hauora journey

What does this look like?

Whānau are supported by Tui Ora to determine their own hauora through providing resources to grow their hauora literacy and ability to navigate the health system as well as access the services they require. Tui Ora also supports greater self-determination by placing the whānau voice at the centre of all our mahi, engaging and collaborating with whānau at all levels of our organisation.

Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
A. Improve hauora literacy and provide whānau with the resources they need to drive their own hauora journey	<ol style="list-style-type: none"> 1. Identify gaps in whānau hauora literacy 2. Develop and provide hauora literacy resources for Taranaki whānau, and train kaimahi to deliver them (using appropriate mechanisms e.g. resource platforms, videos, patient accessed case management systems) 3. Establish hauora literacy programmes that support whānau to make healthy lifestyle changes and provide whānau with relevant information by 2024 	
	<ol style="list-style-type: none"> 1. Investigate ways in which hauora literacy can be promoted to whānau, helping them understand their health and wellbeing, including innovative means such as social media and videos, in person supports like navigators, information in clinic 2. Create resources for whānau and kaimahi outlining and explaining Tui Ora services, and whānau entitlements 3. Increase public awareness of available services and create specific communications for taiohi 4. Compile and produce written and video recorded whānau hauora stories, and publish them on various platforms in partnership with whānau e.g. see Waipereira by 2024 	5. Based on what is agreed upon in the short term, continue to deliver communications and engage different demographics on managing their hauora. This should be led by a dedicated communications FTE
	<ol style="list-style-type: none"> 1. Construct a population-wide view of who our whānau are based on the data we collate, and work towards identifying gaps by 2024 2. Review the way in which data is collected to allow for meaningful engagement and ownership by whānau, and explore with whānau how they want to access and view their data by 2025 	<ol style="list-style-type: none"> 3. Align our tools to engage with whānau in a meaningful way and develop mechanisms for data sovereignty for whānau by 2030 4. Reflect annually on who our whānau are, where they live and what services they engage with
B. Engaging whānau in the design of our services and ongoing operations	<ol style="list-style-type: none"> 1. Establish a remunerated whānau engagement committee, and where relevant, a whānau co-design group by 2024 2. Establish and test a whānau governance representative at the Board level 3. Co-design with whānau, hapū and iwi, engaging mechanisms and processes to ensure whānau voice informs Tui Ora services / operational and management activity 4. Design and implement whānau feedback forums, with varied and safe collection mechanisms (to inform operations and management activity) and report regularly on results by 2026 	5. Increase whānau input and iwi collaboration into service delivery design and evaluation, and governance decisions by 2030

2. Mahi tautoko | Whānau-centred care



Ngā whāinga | Our outcomes

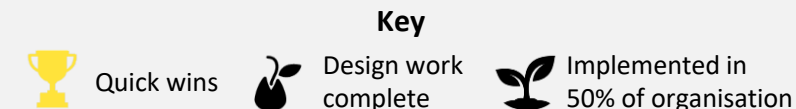
We use Māori knowledge and models of care to deliver the services that Taranaki whānau need and want

What does this look like?

Whānau, hapū, and iwi are able to access “by Māori, for Māori” models of care that connects them to te ao Māori, and enables them to feel confident in their cultural identity. Tui Ora understands whānau hauora needs and aspirations, as well as iwi and hapū aspirations, and we tailor our service offerings and operations to support these as an integrated service organisation.

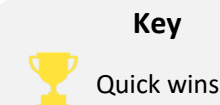
Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
<p>A. Designing and delivering Māori models of care to meet the holistic needs and aspirations of whānau</p> <p><i>Note: this section assumes that mātauranga Māori will inform the design, delivery and evaluation of services e.g. access to rongoā Māori, tohunga, service models that enable and encourage connection to te taiao and are underpinned by te reo and tikanga Māori, and culturally appropriate facilities</i></p>	<p>1. Determining whānau needs – service improvement activities to complete by 2024:</p> <ul style="list-style-type: none"> 🌱 i. Understand the current whānau journey through Tui Ora 🌱 ii. Review and adapt the current Whānau Ora pathway across life stages, leveraging existing work e.g. taiohi ora process 🌱 iii. Evaluate current services from whānau and clinical perspectives 🌱 iv. Identify mātauranga Māori based interventions e.g. rongoā Māori, tohunga that should form the basis of the model 🏆 v. Find alternative accommodation / facilities for the Covid-19 vaccination programme and continue set up of the whānau hub <p>2a. Improve what we are currently doing (clinical and non-clinical) Service planning activities to complete by 2024</p> <ul style="list-style-type: none"> 🌱 i. Develop a hauora needs-and-potential assessment alongside whānau to inform future service delivery (leveraging Whānau Ora work done to date and existing data, and discussions with other hauora partners) ii. Create a current service improvement plan leveraging existing strategies and plans iii. Identify enablers required to improve services based on the above eg. workforce, infrastructure, ICT iv. Understand kaimahi training & development requirements to deliver improved services and make appropriate referrals 🌱 v. Develop a referral system that recognises the autonomy of whānau in determining the way they are referred in to services (this will need to be integrated with appropriate technology and processes) vi. Stand up and continue safe discussion forum for whānau and clinical aspects of Tui Ora vii. Investigate service gaps for the 5-15 age range, and explore potential partnerships with kura and schools viii. Investigate addition of health improvement practitioners at Tui Ora and with partners such as organisations and schools, particularly in the 5-15 age range <p>Implementation activities to be completed by 2025 may include:</p> <ul style="list-style-type: none"> 🌱 i. Reconfigure our ways of working to enable an inter-team whānau ora approach to service delivery through the mechanism of ‘Mahi Whānau’ e.g nau mai - multiple points of entry 🌱 ii. Co-locate teams and re-design office spaces to support collaborative, efficient and innovative work across Tui Ora. iii. Integrate health promotion roles into clinics / hubs to support existing services 🌱 iv. Build in a 'navigator' role to support whānau to find and access the help they need across the TKM alliance, Te Aranga and beyond v. Evaluate / monitor existing and new approaches 🌱 vi. Create, test and pilot whānau spaces to wānanga, hui and whakatā. 🌱 vii. Have shared spaces for hui, consults, workshops and connection. 	<p>3. Integrate plan for future services by 2027</p> <p>Create a data informed future services plan that weaves together clinical and non-clinical services to serve whānau. This model will:</p> <ul style="list-style-type: none"> • be grounded in mātauranga Māori • utilise a lifecourse approach • build on existing services (identifying gaps, areas of expansion of existing services, and add-ons) • deliver on whānau needs and aspirations, and addresses access challenges • enable innovative and effective clinical and non-clinical solutions • Identify opportunities for effective service integration • include co-design of future whānau journeys • emphasise collaboration with partners • reduce duplication of service provision • set out links between services to enable effective service integration between clinical and intersectoral services <p>This plan will leverage work done to date and apply across Tui Ora, and may include innovative models of care (e.g. mobile clinics with a mobile workforce to reach small communities)</p>

2. Mahi tautoko | Whānau-centred care



Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
A. Designing and delivering Māori models of care to meet the holistic needs and aspirations of whānau - continued	<p>2b. Additional services to complete by 2026 include:</p> <ul style="list-style-type: none"> i. Investigate expansion and addition of Tui Ora services (e.g. trauma informed services, rongoā Māori treatments, rongoā Māori courses, food sovereignty / mahinga kai / māra kai programmes, whānau economic resilience, cadetships and employment training, programmes to encourage rangatahi to dream and create) ii. Identify enablers required for future service plan, and develop related enablers eg. workforce, infrastructure, ICT, data warehouses, stand up a whānau economic resilience team, resources to support whānau (fridge magnets with key contacts, lists of services) 	<p>4. Implementation activities to be completed by 2029</p> <ul style="list-style-type: none"> i. Design and implement a co-location hub(s) / one-stop-shop(s) (physical and digital) where all Tui Ora services can be triaged, with advocates and navigators available to direct patients to services and support them to gain health literacy ii. Deliver improved whānau ora pathways where services wrap around the diverse needs of whānau and provide services, programmes and support that work to whānau strengths iii. Procure culturally appropriate infrastructure and workforce (facilities, mobile clinics, digital) to support new ways of operating, facilities or adaptations required for future services and operations to improve outcomes for whānau iv. Investigate and trial digital service provision to uri living outside te rohe o Taranaki v. Evaluate and monitor new ways of operating by 2032 <p>5. Implement ongoing reporting and service improvement processes by 2029</p>

3. Mahi ngātahi | Strong partnerships and collaboration



Ngā whāinga | Our outcomes

We have strong relationships with our partners and collaborate to deliver services that Taranaki whānau need and want

What does this look like?

Whānau are able to receive excellent hauora and wellbeing care wherever they choose to access services in Taranaki. Tui Ora enables this by working in partnership with the Taranaki hauora ecosystem, growing leadership and aligning the capabilities and requirements of partners to form a cohesive and co-ordinated health network.

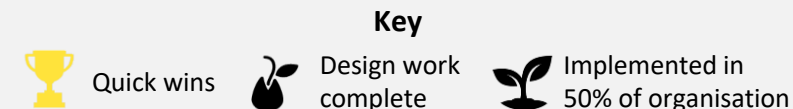
Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
A. Health reform and sector engagement	<ol style="list-style-type: none"> <ol style="list-style-type: none"> Clearly define Tui Ora's strategic role in sector reform, aligned with Tui Ora's Vision and Mission by 2022 Continue to engage in reform working groups, e.g. data and digital, Kaupapa Māori Provider working group Continue to engage with partners to agree a collective response to the health reform <ol style="list-style-type: none"> Develop understanding of new partnership opportunities arising from the reforms Continue to provide the TKM Alliance and Te Aranga with data during the health sector reform transition Identify potential implications of sector reform on Tui Ora *if a new operating model is required, this work should feed into the design Strengthen relationships / partnerships and increase engagement with new health system players e.g. IMPBs, MHA, HNZ locality commissioner Understand MHA and health system investment in data and identify Tui Ora's role moving forward Formalise strategic relationships with relevant health agencies including Māori Health Authority, Health NZ in partnership with TKM by 2025 	<ol style="list-style-type: none"> Build, leverage, and maintain strong, long-term, high impact relationships across the wider health sector with Māori health providers, funders and Whānau Ora collectives Update strategy / implementation plan regularly to reflect changes in health reform / other relevant reforms Formalise strategic relationships with intersectoral agencies, including the Ministry of Social Development by 2028
B. Partnership in practice (resources to support partnership, relationships)	<ol style="list-style-type: none"> Develop a Partnership / engagement strategy by 2024 Develop a partnerships framework to document Tui Ora's approach to partnering with others, and formalise relationships by 2024 Develop ongoing practices to maintain and nurture the relational component of partnerships Create resources / tools to enable effective partnerships and collaboration (including agreed KPIs in all partnership / collaboration / procurement documentation) 	
C. Supporting opportunities for collective impact / supporting the Taranaki eco-system	<ol style="list-style-type: none"> 🏆 Socialise strategy with ngā iwi o Taranaki, Te Tuituia Trust, Te Whare Pūnanga Kōrero, Te Kawau Mārō, and Te Aranga by 2022 🏆 Map current services provided by Tui Ora, TKM Alliance, Te Aranga and intersectoral partners, define service boundaries, roles and responsibilities, and identify areas of mutual interest Identify intersectoral organisations for potential collaboration based on shared values, kaupapa alignment, and whakapapa connections 🏆 Assess relationships with existing and potential partners, prioritise, and identify activity to improve relationships (in line with the partnership framework) by 2024 Create a stakeholder relationship plan Engage with TKM members and Te Aranga to identify collaborative working areas Engage with iwi partners to understand their aspirations, and formalise partnership relationships with relationship agreement / MOU. This will need to be iwi-led Engage with intersectoral partners Continue working on and agree on Hauora Māori Outcomes Framework for Taranaki with TKM Establish 5 year Māori health equity investment plan by 2026, including investment in growing the rongoā Māori workforce 	<ol style="list-style-type: none"> Agree priorities, and contribute to the development of a medium term Taranaki hauora Māori vision (alongside the IMPBs) by 2027. This long term regional hauora plan would include clearly defined roles and specialisations between providers by cohort type, hauora need, specialist clinical service, and intersectoral connection etc. This may change depending on how the health reform develops but would likely input into locality and regional planning. Begin implementing Regional Hauora Māori Plan Develop and agree mechanisms for capturing and reporting on progress towards iwi / hapū aspirations Evaluate progress and assess changes required Explore whakapapa led collaborations outside of the Taranaki region, including potential digital service offerings for Taranaki whānau who live outside te rohe o Taranaki by 2029 Establish national Māori and global indigenous exchange programmes with providers and strategically aligned kaupapa by 2033

3. Mahi ngātahi | Strong partnerships and collaboration



Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
C. Engagement and strategic integration with partners	<ol style="list-style-type: none"> 1. 🌱 Establish a forum between the TKM Alliance members, Te Aranga and intersectoral agencies at all levels (management, operations) to support collective impact and ensure regional strategic alignment by 2025 2. Develop and share thought leadership on programme and service outcomes, approaches and organisation learnings with Te Kawau Mārō, Te Aranga and existing sector networks / forums 	<ol style="list-style-type: none"> 3. Establish intersectoral forums to ensure ongoing strategic alignment, including Te Aranga

4. Mana kaimahi | Empowered kaimahi



Ngā whāinga | Our outcomes

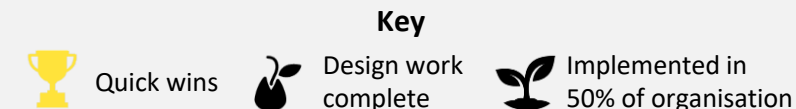
We empower our kaimahi with the right skills, capabilities and cultural competencies to best serve our Taranaki whānau

What does this look like?

Whānau are supported in their hauora journey by Tui Ora kaimahi who have the right skills for the right times in that journey. Tui Ora is an employer of choice in Taranaki, and supports kaimahi to deliver excellent innovative care by understanding and supporting their learning and development aspirations, providing a strong value proposition, and embedding kaimahi voice into our organisation.

Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
A. Tui Ora is an employer of choice	<ol style="list-style-type: none"> Understand what is important to kaimahi, identify priorities, determine viability and develop kaimahi value proposition with them by 2024 <ol style="list-style-type: none"> Design forums / mechanisms to gather and report on kaimahi feedback Understand learning & development aspirations for kaimahi, and professional competencies / requirements / skills required by Tui Ora Investigate flexible working arrangements and environments, and assess impact on service delivery and job performance Develop a comprehensive recruitment and induction process which articulates Tui Ora's commitment to whānau ora and standardises base level competencies for organisational wide whānau ora practice. Investigate kaimahi remuneration, including alignment with MECA standards , incentives, competitive pay parity (i.e., lifting pay to the median market rate at least), and attractive pay packages, e.g. external employee assistance programmes, scholarships, graduate programmes Develop succession plan at all levels of the organisation Strengthen organisational mentoring and career counselling role Understand staff safety considerations and identify initiatives <ol style="list-style-type: none"> Increase communications about current flexible working arrangements and understand what else kaimahi would like to see Further develop succession plan and formalise coaching Identify next steps regarding remuneration and flexible working arrangements Increase the number of wānanga opportunities between kaimahi and Tui Ora management and explore ways to operationalise kaimahi voice in decision-making by 2025 e.g., regular pulse surveys, suggestion boxes, etc. Introduce cross-organisation team building opportunities 	<ol style="list-style-type: none"> Establish a taiohi representative on the Board Implement succession plan and coaching plans and review effectiveness Implement next steps for remuneration and flexible working arrangements Review Tui Ora kaimahi value proposition plan by 2028 Review kaimahi voice mechanism Develop comprehensive training plan aligned with the practitioner framework that responds to kaimahi feedback including: <ol style="list-style-type: none"> increasing kaimahi cultural capability and intelligence developing resources detailing services delivered by Tui Ora, and share work across Tui Ora teams increasing number of cross discipline working groups and information sharing across teams professional expertise Trial collective Taranaki kaimahi development opportunities, including shared workforces and rotating secondments at partner organisations, e.g. MHA and HNZ by 2029
	<ol style="list-style-type: none"> Trial an appropriate practitioner framework across the organisation to determine workforce development needs and further develop comprehensive practitioner competency programme Develop in-service training based on ongoing workforce development needs, in line with the practitioner framework 	<ol style="list-style-type: none"> Embed a comprehensive training package that evaluates a workforce development strategy for increasing awareness, understanding and implementation of whānau ora practices. Assess kaimahi against the practitioner framework, identifying organisational strengths and areas of collective development by 2028 Embed the practitioner framework with all kaimahi and strive for a high level of proficiency across the framework Develop and test comprehensive professional development and performance review tool that allows kaimahi to demonstrate their commitment to whānau ora and identify their personal development needs. Stand up operational peer support and learning and development groups within the TKM Alliance, Te Aranga, and other partners to provide kaimahi access to networking and collective development experience

4. Mana kaimahi | Empowered kaimahi



Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
B. Workforce planning	<ol style="list-style-type: none"> 1. 🏆 Identify workforce needs and skill based competencies (in context of regional, national, and global workforce trends and new skills required e.g. predicted Taranaki GP shortage, navigators, research manager, IT support, kaumātua) 2. 🏆 Develop strategic workforce plan with kaimahi by 2024 which: <ul style="list-style-type: none"> • keeps whānau at the centre • identifies how TKM and Te Aranga will collectively contribute • leverages workforce development investment from the HDSR reform • accounts for surge capacity for unplanned events • sets the plan for implementation, including recruitment policies, continuing professional development policies, workplace culture policies, and clear career progression and succession plans • is cognisant of the Taranaki environment and wider health system constraints • considers the need for targeted recruitment of overseas and national health professionals 	<ol style="list-style-type: none"> 3. Identify areas / roles that may be shared across the TKM Alliance / Te Aranga / regionally 4. Recruit skills and capabilities that Tui Ora needs to achieve its strategy e.g. a research manager role 5. Revisit and review workforce plan regularly to adapt to current landscape
C. Internal cultural capability uplift and alignment	<ol style="list-style-type: none"> 1. 🏆 Collate and review cultural capability resources, training and development currently employed 2. Research and implement Māori frameworks for organisational development 3. Develop policies and pathways to ensure ongoing development in anti-racism and cultural identity to enhance delivery of services to whānau 	<ol style="list-style-type: none"> 4. Deliver decolonisation workshops, and ongoing cultural capability programmes
	<ol style="list-style-type: none"> 1. 🌱 Assess the current organisational cultural capability and responsiveness 2. 🌱 Clearly outline the commitment, roles and responsibilities required to uplift cultural capability by 2025 3. <ol style="list-style-type: none"> i. Assess policies, processes and practices against tikanga Māori ii. Develop a language plan iii. Establish a baseline requirement for kaimahi in areas such as te reo, Te Tiriti o Waitangi and Tikanga relevant to their roles 	<ol style="list-style-type: none"> 4. <ol style="list-style-type: none"> i. Establish monitoring, evaluation and self-reflective practices for continuous kaimahi development by 2028 ii. Embed tikanga in both strategy and everyday practice, where all kaimahi actively practice and promote relevant te ao Māori approaches 5. Continue to delivery cultural intelligence and language programmes so at least 50% of kaimahi can confidently hold a conversation in te reo by 2030
D. Tui Ora is a values led organisation	<ol style="list-style-type: none"> 1. 🌱 Deliver values workshops to all kaimahi 2. Promote and operationalise the application of Tui Ora values across the organisation, including performance reviews, JDs, and policies, in order to build a values-led culture of work, encourage innovation and integrated service delivery 3. Develop measures to understand whether the organisation is living its values 	<ol style="list-style-type: none"> 4. Regularly monitor and report on progress, and celebrate and share great examples of kaimahi living our values
	<ol style="list-style-type: none"> 1. Create a high-trust environment and enable space for innovation, creating a culture where kaimahi feel safe to try new things and people want to push the boat out 2. <ol style="list-style-type: none"> i. Take stock of and assess exiting innovations ii. Identify those who are interested in innovating iii. Increase knowledge about process for new projects 3. <ol style="list-style-type: none"> i. Provide open invitations to attend innovations sessions, embed the innovation mindset into the organisation's values and BAU by 2025 ii. Establish innovation workshops to support strategy implementation by 2025 iii. Set up a fund available by application to kaimahi to implement new innovations by 2025 	<ol style="list-style-type: none"> 4. Reward and celebrate innovation, and share innovations and examples of good practice widely

5. Mahi tika | Organisational excellence



Quick wins



Design work complete



Implemented in 50% of organisation

Ngā whāinga | Our outcomes

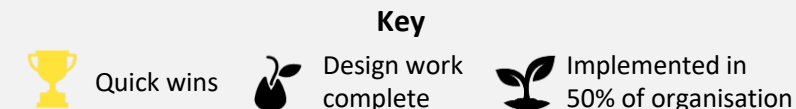
We do what we say, have strong processes, and make evidence informed decisions to serve our Taranaki whānau


What does this look like?

Whānau are able to achieve their aspirations with the support of Tui Ora. Tui Ora has strong organisational practices that enable it to make meaningful and positive impacts on whānau, hapū, and iwi, as well as the local and regional economy and te taiao.

Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
A. Strategic insights	<ol style="list-style-type: none"> Ongoing analysis of external developments, strategies and system intelligence (business, hauora and sector insights such as Whakamaaua, Kia Manawanui and Te Pae Tata) e.g., dedicated role or focus Stand up a Tui Ora strategic planning function by 2022 and define accountability for delivery by role and monitor for progress by plan 	
B. Procurement, commercial investments and cost minimisation	<ol style="list-style-type: none"> Understand current supplier diversity spend Develop a Māori procurement policy by 2026 Identify plan to meet targeted spend 	<ol style="list-style-type: none"> Implement Māori procurement policy Evaluate impact of Māori procurement policy by 2028
	<ol style="list-style-type: none"> Stand up commercial investments committee by 2023 Analyse cost and expenditure, and identify areas where resource can be saved Develop investment criteria and performance objectives <ol style="list-style-type: none"> Focus effort and investment in priority innovations in the health and social services sectors Invest more in research and development, particularly in areas of strength such as global indigenous networks Further refine service offering for cultural capability services / fundraising activities, prioritise options and assess viability Investigate, assess and trial possibility for Tui Ora to provide a backbone function to other organisations by 2025 e.g HR, data analysis, etc. Investigate at least three alternative revenue streams, assess viability and trial by 2025 Investigate digital service provision to whānau that do not live within te rohe o Taranaki, including potential integrated service offerings with providers outside Taranaki. Grow alternative revenue streams to contribute to at least 5% of Tui Ora's revenue Reduce underspend / revenue received in advance by at least 50%, or put in place funder-agreed plans to utilise funds 	<ol style="list-style-type: none"> Develop a plan, estimate resource requirements, and implement, ensuring that the right resources, relationship and cultural license is in place *learnings and innovations should then influence future service delivery and org performance Trial, support and expand digital service provision to whānau that do not live within te rohe o Taranaki Grow alternative revenue streams to contribute at least 10% of Tui Ora's revenue whilst keeping true to Tui Ora's core purpose, values, capabilities and capacity by 2030 Invest in at least one collective research project or hauora innovation by 2030
C. Change management and Implementation Plan	<ol style="list-style-type: none"> Launch strategy, new branding and external communications to support change process and reaffirm Tui Ora's identity Understand implications of this Strategic Refresh on Tui Ora operations Identify high level implications on operating model, understand magnitude / impact of change, and identify barriers to and enablers of change Develop an implementation plan by 2022, including identifying BAU that continues, duplication, and activity that needs to stop <ol style="list-style-type: none"> Identify new activities required to implement the strategy Identify existing activities which need to be altered to implement the strategy Identify which activities need to be stopped to implement the strategy Identify current kaimahi planning and project management capability gaps Create progress measures by 2026 Understand and minimise Tui Ora's environmental impact, and develop a Corporate Kaitiakitanga policy by 2026 SLT to develop detailed rolling 3 year plans for their area of responsibility and begin implementation 	<ol style="list-style-type: none"> Revisit and review the implementation plan and change process, report on progress to Board, TKM Alliance and Te Aranga by 2028 Externally communicate Tui Ora outcomes and progress using methods aligned with the reform, emphasises Tui Ora's ability to deliver, reinforces its brand and knowledge of the community it serves <p>Note, this will be important as the reform may place emphasis on an organisation's proven ability to deliver and understand the needs and aspirations of their communities</p>

5. Mahi tika | Organisational excellence – cont.



Ngā ara hei whai Objectives	Mahi wā poto Short term actions (1-5 years)	Mahi wā roa kē atu Medium term actions (5-18 years)
D. Digital and Data plan	<ol style="list-style-type: none">  Conduct a cyber security maturity assessment Conduct a baseline data and digital maturity assessment by 2022 to ensure backbone functions are robust <ol style="list-style-type: none"> Conduct a technology assessment to support new ways of operating, including data warehousing of existing data services Identify case management system needs and preferred options Investigate kaimahi technology requirements Investigate kaimahi ICT capability and learning and development needs Develop a Data and Digital Plan, including a Māori data sovereignty policy by 2026 and embed this in BAU Ensure necessary kaimahi have standardised processes and training to operate key back office applications (Finance, HR, Payroll, QMS, etc) Investigate options and implement an online stakeholder management tool for partnership management based on Tui Ora's needs and aspirations. This will include providing appropriate training to kaimahi. 	<ol style="list-style-type: none"> Develop a whānau management system and test to identify the needs of the organisation to progress with a system wide client management system (CMS) Embed the client management system within Oranga Hinengaro and take a Whānau ora approach to holding whānau data Utilise an organisation-wide whānau platform that allows for easy and transparent navigation of whānau data. Embed data management and business intelligence processes that drive equity of outcomes and improves data sovereignty and whānau engagement in data collection by 2032

Te whakatinanatanga | Implementation



Ka tupu mai te kānuka | Quick wins

This page sets out a list of quick wins and practical considerations to help build momentum, energise kaimahi and start to create the culture change required for successful implementation. Note, this list is not exhaustive.

Quick win	Practical considerations
Find alternative accommodation / facilities for the Covid-19 vaccination programme and continue set up of the whānau hub	Continue the fit out for the whānau hub, including furnishing using local artists or Māori products from local businesses, talking with Ara Poutama Aotearoa about whether people in their care could contribute carvings to the space etc.
Permanently establish a cross discipline (clinical and non-clinical teams) co-working group / forum	Strong relationships and trust between these two teams will be integral to the development and implementation of the integrated plan for future services. Initially this could include: better understanding each others roles, responsibilities, and constraints; increasing transparency regarding referral timeframes, acceptances and declines; intensive cultural training and development for clinical leadership; resources and training that support clinicians to identify referral opportunities; identifying options for an IT solution to support integrated service delivery.
Engage with kaimahi to understand how Tui Ora can become the employer of choice	To ensure the conversation is productive and practical, we recommend structuring the conversation using the areas and actions identified in the <i>High-Level Implementation Roadmap</i> . This should be summarised back to kaimahi and be reflected in a plan for improvement. A quarterly anonymous 'pulse survey' could help SLT and Tui Ora leadership understand how kaimahi are feeling.
Map current services provided by Tui Ora, Te Kawau Mārō Alliance, Te Aranga and intersectoral partners, define service boundaries, roles and responsibilities, and identify areas of mutual interest	Tui Ora could commence initial internal service mapping work, including comparing current services to whānau needs and aspirations. This information could inform initial conversations with partners about where Tui Ora and the Te Kawau Mārō alliance lead, support and refer.
Identify 'gaps' in whānau hauora literacy and create resources for whānau and kaimahi to support increased knowledge of Tui Ora services and the wider	Collate existing resources, talk with whānau about information they would like to have, create resources and make resources more engaging. This could include lists of current Tui Ora services on fridge magnets with key contacts, informational videos and a web page.
Assess relationships with existing and potential partners, and identify activity to improve relationships	Tui Ora should leverage the current state relationship map completed in Phase 2 of the Strategic Reset project. This map could help inform the development of a targeted plan to improve relationships – this plan should also identify resources required and identify potential areas of strategic alignment.
Collate and review cultural capability resources, training and development currently employed	Current resources, including printed, digital, guided learnings, onboarding, and training materials should all be included in this collation.
Stand up commercial investments committee and develop investment criteria and performance objectives	We suggest that this committee focus on diversification of sustainable revenue streams including cultural consultancy services and investigating the possibility of a managed service offering of backbone corporate functions.

Ngā mahi i mua i te aroaro | Next steps

There has been extensive engagement in the strategy development process – this engagement naturally raises expectations. It is important that Tui Ora continues the momentum to confirm the commitment to keep evolving. The following outlines the recommended immediate next steps set up the organisation up for change process.

- 1. Launch the strategy (internally and externally)** - socialising the strategy with your partners (Te Whare Pūnanga Kōrero, Te Tuituia Trust, Te Kawau Mārō, Te Aranga, others), people and whānau who participated in the strategy development process, and of course internally with kaimahi. Content will need to be tailored by audience. Initial ideas include:
 1. External – sending embargoed copies to your partners and wānanga participants, with an open invitation continue collaborating, and engage in a discussion with Te Kawau Mārō focused on how to leverage strategic work done to inform a Taranaki approach to locality development and engage the interim MHA.
 2. Internal – an internal event where the strategy is presented by the Chair, Project Sponsors, Project Steering Group and Core Engagement Team, and/or ‘roadshows’ to each of the teams within the organisation.
- 2. Develop an implementation plan, identify implications on Tui Ora’s operating model and partnerships** - Develop a plan for implementation both at an organisational level, and at a team level, supported by clear accountability for delivery and progress reporting. This implementation plan should identify activity that aligns to the strategy, activity that may need to stop, areas of collaboration with partners, and opportunities to influence system change. You may wish to dedicate a FTE role to overseeing the implementation of the strategy to ensure focus does not get diverted to BAU or Covid-19 related initiatives. Implementation will need to be supported by strong communications and change management expertise.
- 3. Hauora Needs Analysis** - Develop a hauora needs analysis that further draws on data, insights and whānau lived experience to inform the design of the future integrated Māori model(s) of care.
- 4. Commence design of the integrated plan for future services** - Collate existing work done to date, map against roadmap and identify plan for development.
- 5. Develop strategy ‘progress measures’** - To see whether our mahi is making a difference, appropriate measures and indicators of success will need to be developed and monitored. This will need to inform implementation planning and KPI development.

Toka Te Manawa Ora | Tui Ora 2040 - the future of Tui Ora and our Taranaki communities and what we commit to achieving together:

- Whānau have access to services that are culturally appropriate, tailored to the needs and aspirations, and strong relationships with professionals who walk alongside and support them in their hauora journey.
- Everything we do is driven by clearly understanding, responding to Taranaki whānau holistic needs and aspirations, and we empower them to drive their own hauora journey – we will always put Taranaki whānau at the centre.
- We have strong relationships with our partners and effectively collaborate to deliver services that Taranaki whānau need and want – we leverage our respective strengths and commit to being a collaborative and trusted partner that focuses on how we can best serve Taranaki whānau.
- We empower our kaimahi with the right skills, capabilities and cultural competencies to deliver what Taranaki whānau need and want - we commit to looking after our people and being an employer of choice in te rohe o Taranaki