

# **Tui Ora Annual Plan**

## **2023-2024**



# Table of Contents

Board Executive Summary .....	3
Pou Tū Kūrae Summary .....	4
Taranaki .....	5
Population Profile .....	5
Age Structure .....	5
Tui Ora Engaged Whānau .....	5
Pae Ora (Healthy Futures) Act.....	5
Achieving Equity for Whānau .....	6
Whānau Hāpai – the model of care .....	8
Kaupapa Māori Governance .....	10
Cultural, Clinical and non-Clinical.....	10
Data Governance .....	10
Leading through change.....	11
Executive Leadership Team .....	11
Implementing Toka Te Manawa Ora.....	11
Whānau Services.....	13
Support Services .....	14
Te Ao Māori Knowledge and Engagement (Cultural Development) .....	14
Information Management.....	15
Workforce Development .....	15
Communications.....	16
Financial Management.....	16
Health, Safety, Quality and Risk (HSQR) .....	16
Appendix 1: Tui Ora strategy - Toka Te Manawa Ora .....	17
Appendix 2 – Deliverables .....	18





# Board Executive Summary

**On behalf of Tui Ora, we are delighted to endorse the Tui Ora Annual Plan 2023-24, alongside our ongoing commitment to Toka Te Manawa Ora, the Tui Ora Strategy to 2040. As stewards of Tui Ora and the Toka Te Manawa Ora vision; “Kia piki te ora, te kaha, te māramatanga” – Holistic hauora for Taranaki whānau - we are committed to advancing the hauora of our whānau and the wider community.**

At a governance level the Board will provide robust support and guidance for organisational capacity, capability and excellence, ensuring the right mechanisms are in place to step the organisation towards kia piki te ora, te kaha, te māramatanga. We will also play an advocacy role in ensuring fair and equitable pay with the aim of recruiting kaimahi, measuring success through the pay parity journey both at a local and national level.

Our strategy means that 2023/2024 will be an accelerator year of change, transition, opportunity and growth at Tui Ora. Led by our new Pou Tū Kūrae (CEO) Alana Ruakere, Tui Ora must mobilise within the changing and dynamic health and economic environment, while recognising internal and external stakeholder expectations have changed. Tui Ora will be strategic and agile in our approach and response to this.

Taranaki whānui are going through a period of significant and meaningful change with iwi settlements and the Maunga, Koro Taranaki, being returned to tangata whenua.

Tui Ora must work to understand the impacts of these changes for whānau, ensuring that we actively contribute to the uplifting of Taranaki whānau. Tui Ora must continue to grow and demonstrate our value proposition in kaupapa Māori healthcare, whilst building meaningful relationships within commercial and philanthropic organisations to demonstrate our commitment to the wider Māori economic development community. Along with prioritised economic benefit for whānau Māori, we anticipate relationships and conversations will be focused on ensuring equitable outcomes and benefits are prioritised for Taranaki whānui.

The Board aspires to see Tui Ora diversify revenue streams to enhance organisational resilience, with the long-term goal of reducing reliance on government funding to best support the needs of whānau in a meaningful way. This aspiration ensures a stronger and enduring service offering for whānau that will remain unaffected by changes to government and policy. To achieve this, the Board have endorsed the establishment of two new organisational functions. A kaupapa Māori Project Management Office (PMO) which will steer the implementation of Toka Te Manawa Ora and a Research and Development team, that will identify and develop innovative solutions that address whānau need and support economic resilience.

Our strong relationships and partnerships throughout Taranaki are crucial to achieving our intended growth. We will continue to actively seek opportunities to work alongside others for the benefit of whānau.

**Board Co-Chairs:** Wayne Mulligan, Shelley Kopu





**"We had a cup of tea in my home, which in itself was already different from other services."**

*Whānau*

**"I needed to talk about the pressures and the service let me do that."**

*Whānau*

# Pou Tū Kūrae Summary

**Tui Ora has been on a journey for the past 25 years, navigating through significant strategic shifts, and I acknowledge the opportunities and challenges faced over that period. Tui Ora started from humble beginnings in the hauora space with four kaimahi, to now providing employment to over 180 kaimahi across the rohe.**

Tui Ora continues to proactively engage with our funders; the Whānau Ora Commissioning Agency, Te Whatu Ora, Te Aka Whai Ora, Pinnacle, Te Puni Kōkiri, Ministry of Social Development and others to provide services that support whānau wellbeing. We work positively with our Te Kāwau Mārō Alliance partners at both a governance and operational level. Our kaimahi work within dynamic whānau systems and manage multi layered, complex issues every day. Kaimahi always wish that they could do more.

Government health reforms are galvanising our approaches to delivering our services underpinned by whānau ora, whānau voice and led through the implementation of our whānau-centric model of care. There is a strong legacy of dedication and achievement in tackling health inequities for Māori within Tui Ora – we are in a strong position to embrace the new directions.

Tui Ora will be strategic and intentional in its approach to opportunities and funding, recognising whānau needs are the top priority. Our review, validation and expansion of the Whānau Hāpai Pathway model of care, for the whole organisation underpinned by whānau voice will mean we are able to articulate clearly our value proposition for achieving desired wellbeing outcomes for Taranaki whānau.

The Project Management Office (PMO) will drive the implementation of Toka Te Manawa Ora through an agreed programme of work. A new way of working for

prioritised project management, dedicated capacity and capability and cross-organisation capability will ensure all Tui Ora kaimahi are able to participate in the projects identified in Toka Te Manawa Ora. More importantly, our kaimahi working with whānau, will be able to realise and track the benefits in our communities.

The research and development function will identify opportunities to diversify revenue streams and explore a commercial 'profit for purpose' entity. A central focus is prioritising Māori innovation and design, developing prototypes, testing product viability and exploring partnerships with Māori businesses to increase our opportunities beyond traditional funding sources.

I have been fortunate to find Tui Ora brimming with highly capable and talented kaimahi who utilise their expertise, passion and experiences to contribute to the vision of Tui Ora, no matter where their role sits within the organisation. I have personally spoken with whānau and observed our kaimahi at work – I believe in what we do, knowing that sometimes the simplest intervention – even a smile – can make all the difference for whānau on their journey.

This annual plan for 2023/2024 is ambitious and achievable when we work together, we work safely and we hold ourselves and each other to account. The establishment of a kaupapa Māori governance structure this year is one of many exciting developments that mean we will continue to hold whānau at the centre of everything we do.



**Alana Ruakere**  
Pou Tū Kūrae, (CEO)

# Taranaki

## Population Profile

According to the 2018 Census, Te Whatu Ora Taranaki (former Taranaki District Health Board) serves a population of 117,561 people. This is approximately 2.5% of the New Zealand population.

Within Taranaki, the Māori population is projected to increase to 23.4% of the total population by 2033. The Pākehā, Māori, Pacific and Asian populations have grown since 2006, as at the 2018 Census. Taranaki has 84.8% identifying as European, 19.8% as Māori (as compared to 15.7% nationally), 2.1% as Pacific and 4.5% as Asian.

Note: Where a person reported more than one ethnic group, they have been counted in each applicable group. As a result, percentages do not add up to 100%.

## Age Structure

Our Taranaki population is ageing and older than the national average and is expected to age further in the future. The total number of people over the age of 65 is 20,436 (17.4% of the population).

The total number of people under the age of 24 is 37,599 (32.0%). The number of Māori in this age group is 3,933 representing 39.1% of Māori in the region. 24.0% of the Māori population is under 15 years, as compared to 19.6% of the total population.

## Tui Ora Engaged Whānau

For the period 1 January 2022 to 31 December 2022 Tui Ora worked with a total of 9,076 whānau across 52 services, 61% of which identified as Māori.

Tui Ora Family Health (Primary Care) currently has 4717 enrolled patients, 2656 enrolled are Māori (56%) with an appointment attendance rate of 93%.

## Pae Ora (Healthy Futures) Act

The Pae Ora (Healthy Futures) Act took effect on 1 July 2022, establishing four new entities:

- A new Public Health Agency within Manatū Hauora to lead and strengthen public health
- **Te Whatu Ora** – Health New Zealand as the national organisation to lead and coordinate delivery of health services across the country
- **Te Aka Whai Ora** – Māori Health Authority as an independent statutory authority to drive improvement in hauora Māori.
- **Whaikaha** – Ministry of Disabled People to provide a wider lens on disability across Government and drive transformation of the disability support system.

The foundations of the new health system in Aotearoa are in place to improve equitable health outcomes, embed Te

Tiriti o Waitangi, implement a population health approach, and ensure a sustainable and affordable health system.

These significant changes to the central Government's approach to healthcare have highlighted the importance of strengthening our relationships with key partners within the central healthcare system. The reformed system enables Māori voices to be heard from a foundational standpoint which is enabling Tui Ora to design and deliver government-funded service contracts in the way which can best support whānau hauora outcomes in our communities.

*"We are always advocating for contract changes that align more to Te Ao Māori."* – Kaimahi

Employing a population health approach through locality planning has been identified as a major opportunity of the health system reforms for Tui Ora and our South Taranaki Iwi health partners Ngāti Ruanui and Ngāruahine. Locality planning uses population outcomes within defined localities to determine the need within a community. This approach will give iwi and communities a strong voice in deciding what's needed in their local area. Tui Ora, Ngāti Ruanui and Ngāruahine will be working alongside Te Whatu Ora, Te Aka Whai Ora and Te Punanga Ora to design and implement localities within Taranaki.

*"The aim here is to be able to better understand, respond to and communicate whānau need, emerging issues and trends and strengthen the Tui Ora contribution."* – Kaimahi

### We will build on our existing relationships with:

- Te Aka Whai Ora
- Te Whatu Ora
- Ngāti Ruanui
- Ngāruahine
- Pinnacle
- Toi Foundation
- Whānau Ora Commissioning Agency
- Te Punanga Ora (formerly Te Whare Punanga Kōrero)
- Te Aranga o Taranaki
- Ministry of Social Development, Te Puni Kōkiri, Corrections and other government agencies
- Kaupapa Māori organisations
- Iwi, Hapū
- NGOs
- WhyOra
- Western Institute of Technology (WITT)/Te Pūkenga
- Professional bodies and workforce development organisations

# Achieving Equity for Whānau

## **Te Pae Tata the interim New Zealand Health Plan 2022 outlines the first steps to becoming a health service delivery system that better serves all New Zealand's people and communities.**

This plan covers a period of reset while the foundations of the Aotearoa health system change. As an initial plan, it outlines what will be done differently to establish the basis of a unified, affordable and sustainable health system.

Te Pae Tata replaces 20 different district annual plans. This interim plan is designed to begin transformation while a full-scale New Zealand Health Plan is being worked on.

The interim Hauora Māori Strategy is being developed in partnership by Manatū Hauora and Te Aka Whai Ora. As a first step they are reviewing and updating He Korowai Oranga: Māori Health Strategy and Whakamaui: Māori Health Action Plan 2020-2025 to ensure this mahi still meets the needs of the people served. Once updated, these will become an interim Hauora Māori Strategy, which will guide government in advancing Māori health outcomes until 2025.

Te Aka Whai Ora – the Māori Health Authority is an independent statutory authority for driving improvement in hauora Māori, in recent workshops they have outlined their key aspirations to address inequity and enable whānau Māori hauora empowerment as detailed below:

- Policies and programmes address the inequitable exposure to the positive & negative determinants of health.
- Improve Māori access, experience, and outcomes from health services.
- Enhance the quality of data and knowledge systems to ensure Māori are counted, identified and prioritised in data and research.
- Ensure government policies & strategies are evidence-based, pro equity, and Te Tiriti compliant.

As a key funder for Tui Ora, this strategic direction clearly aligns with Toka Te Manawa Ora and provides the enablement for Whānau Hāpai, mana whānau and mahi tautoko to be achieved.

Toka Te Manawa Ora outlines Tui Ora aspirations for 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.

Promoting wellness and preventing illness, understanding and influencing the social determinants of health and applying a Te Tiriti o Waitangi lens are vital aspects of planning for delivery of health equity for whānau.

Tui Ora currently has 181 kaimahi, approximately half of whom are of Māori descent (52.5 %). Our kaimahi work across a number of locations and communities. These include, Maru Wehi Hauora, New Plymouth (144) Te Whare Mahana, Waitara (19) Princes St, Te Hāwera (17) kaimahi. From August we have a new connector service operating from Ōpunake with a permanent kaiārahi based there.

Tui Ora has a total of 55 service lines with the vast majority being comprised of groupings in Primary Care, Mental Health and Addiction and Whānau Ora.

Our strategy includes a review of the Whānau Hāpai model of care, data and digital work. This comprises a focus on developing outcomes measurements across the organisation and in collaboration with whānau, funders, commissioners and partners. We are developing strong data capture processes for the key indicators of achieved outcomes and emerging needs for whānau. These measurements will be baselined and reported against in the future to create a clear view of Tui Ora's achievement and progress.

One of the key outcomes that Tui Ora Family Health is aiming to achieve is increasing the percentage of vaccinated Māori pēpē. Having a strong view of the data in this area allows us to maintain focus to specifically identify and target those in need. We aim to gain valuable insights from data across Tui Ora to address specific hauora needs, and socioeconomic factors that influence the well-being of whānau.

### **We will deliver:**

- Data and digital strategy by March 2024
- Initial public reporting on whānau outcomes data by May 2024
- Data and insights management function by June 2024

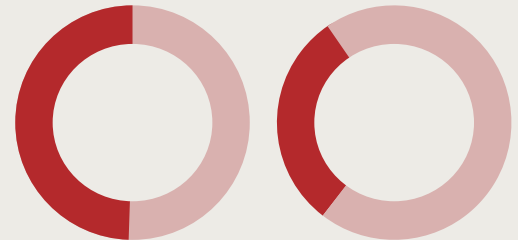




## Tui Ora Family Health a snapshot of the past 12 months

# 4,700+

Whānau enrolled



**2,650** (56%)

Whānau Māori enrolled

**1,400** (30%)

Whānau are under 20

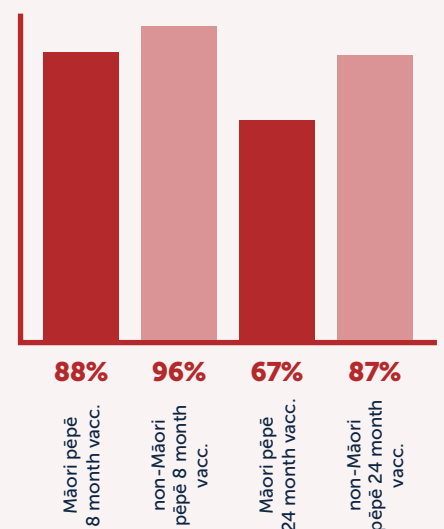
# 25,000+

Appointments



(93% attendance)

## Comparison of Māori and non-Māori pēpē vaccinations





# Whānau Hāpai – the model of care

## Kuhu Mai

*We'll help you begin*



## Nau Mai

*We welcome you*

## Noho Mai

*We'll stay beside you*

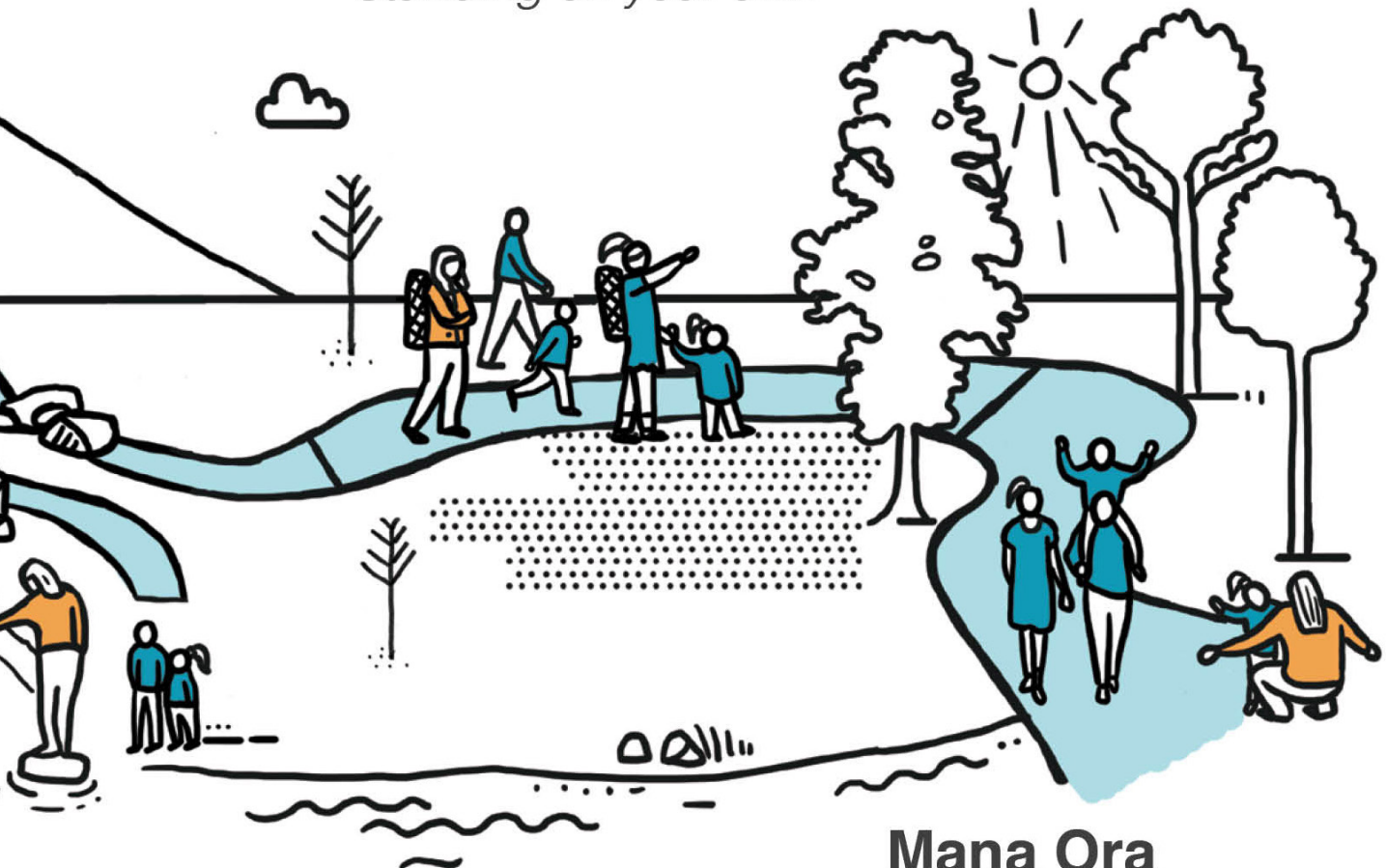
**Tui Ora is committed to developing and delivering whānau-centric services across the organisation, empowering whānau, fostering self-management and independence. The introduction of Whānau Ora policy in 2010 presented a significant opportunity for Tui Ora and our partners to deliver services to whānau in a more meaningful way, tailored to Taranaki whānau need through an aspirational approach.**

Whānau Hāpai, developed by the Te Kawau Mārō Alliance (TKM) provides a model of care that defines our way of working. For this model to be fully effective a comprehensive service review and whānau voice informed service design programme of work will be initiated. TKM alliance partners are committing resources in 23/24 to undertake this review (focusing on high impact for whānau) and will be supported by the Tui Ora PMO for the service design projects.



## Tū Mai

*Standing on your own*



*side you on the journey*

## Mana Ora

*Living a powerful life*

### **We will deliver:**

- Whānau Hāpai interim services review by December 2023
- Whānau wānanga from February 2024
- Final service review by May 2024

*"There's someone there who's willing to go for a walk with me." – Whānau*

*"We are giving whānau the tools so that they can determine their own choices. Building trust with whānau is really important to make sure that they feel supported to do this." – Kaimahi*

*"To enable a true hauora journey led by the aspirations of whānau, we need to ensure that there is a high-level understanding of what Whānau Hāpai means for service delivery across the organisation." – Kaimahi*



# Kaupapa Māori Governance

## Cultural, Clinical and non-Clinical

A kaupapa Māori organisation that is exhibiting Mahi Tika (operational excellence) needs to demonstrate kaupapa Māori governance.

Kaupapa Māori governance includes clinical, cultural and non-clinical practice. A kaupapa Māori governance framework provides oversight and assurance for whānau that Tui Ora kaimahi are using best practice to support mana ora for whānau. This includes an assurance framework that provides reassurance to all key stakeholders that Tui Ora is achieving our outcomes safely and with Mahi Tika.

Tui Ora acknowledges and draws inspiration from the vast array of influential Māori leaders who have elevated the mana of Māori leadership in Aotearoa. Governance is the framework which ensures that care is delivered at the highest possible level when accounting for competing priorities. A kaupapa Māori governance framework will ensure that Māori values underpin all aspects of Tui Ora and that our resources are also prioritised appropriately to uplift whānau hauora.

### We will deliver:

- Draft kaupapa Māori governance framework by December 2023
- Kaupapa Māori governance committees established March 2024

## Data Governance

In July 2023 Te Kawau Mārō Alliance approved the framework to operationalise a Data Governance

Framework across the provider network. This will aid the management and use of whānau data and information while applying Māori worldviews that prioritise the rights and needs of communities.

### The framework aims to:

1. Respond safely, consistently and constructively to the rights and needs of individuals and collectives.
2. Recognise and support rangatiratanga of Māori over data and information that is sourced from, or about them, while adhering to relevant legislation and regulations.
3. Enable the development of data-driven insights and intelligence that will contribute to improved health outcomes for Māori.
4. Give tangible effect to Te Tiriti o Waitangi.
5. Build skills and capability amongst Te Kawau Mārō Alliance organisations in data, information, privacy and security.
6. Build awareness and understanding amongst its collaborators and partners of how a Māori worldview relating to data, information, privacy and security can be applied and be effective.
7. Add rigour to activities related to how collective ownership, privacy and security are applied and result in improved data, information, insights and intelligence, and outcomes.

### We will deliver:

- Regular Tui Ora status updates in 23/24



# Leading through change

## Executive Leadership Team

Tui Ora has built a refreshed leadership structure to respond to the health sector changes and the unique environmental developments in Taranaki. At 1 July 2023 a new Executive Leadership Team (ELT) was formed.



**Alana Ruakere**  
Pou Tū Kūrae, (CEO)



**Bevan Clayton-Smith**  
Pou Kaiwhakahaere Mahi Tika, (COO)



**Keri Opai**  
Pou Tikanga



**Bernard Leuthart**  
Pou Whakahaere Tākutatanga,  
(Clinical Director)



**Scott Jackson**  
Pou Whakahaere Tahua, (CFO)



**Virginia Laughton**  
Ringa Āwhina Pou Tū Kūrae,  
(Executive Assistant)

ELT's role is to drive Mahi Tika which is to "do what we say we will do, have strong processes and make evidence-informed decisions to service Taranaki whānau". ELT will role model Ngā Uara and demonstrate the corporate kaitiakitanga expected by whānau. Accountability, transparency and integrity are critical behaviours that kaimahi will see in their ELT.

### Initial deliverables for the new ELT:

- Terms of reference for ELT group and accountability framework by December 2023
- Internal operational sponsorship and decision-making structure with financial and HR delegations updated by October 2023
- Leadership Development Programme (executive, senior, new and emerging leaders) by June 2024
- An effective mechanism for whānau voice at executive and governance levels June 2024

## Implementing Toka Te Manawa Ora

To drive Toka Te Manawa Ora strategy we are implementing a Kaupapa Māori Project Management Office (PMO). Two co-leads Michelle Ogle-Atkins and Matt Terrill are leading the PMO. The PMO represents a substantial opportunity to accelerate Tui Ora towards the Toka Te Manawa Ora vision, "Kia piki te ora, te kaha, te māramatanga" – Holistic hauora for Taranaki whānau.

A 13-week establishment phase partnering with EY Tahī has been completed and a successful grant application to Toi Foundation will support the PMO function for a period of two years.

### The PMO will deliver:

- Kaupapa Māori PMO Practice Framework by September 2023
- Full complement of PMO staff by October 2023
- Data and digital strategy by March 2024
- Business Case for future funding by May 2024
- Quarterly updates to TOI Foundation

Whanau





# Whānau Services

**Tui Ora is comprised of Primary Care (GP, Nursing and Community Nursing), Oranga Hinengaro (Mental Health and Addiction), Whānau Ora, Parenting and Whānau support, Oranga Hāpori (Public Health and Youth Service) and Pāhake services which provide support to whānau throughout the Taranaki rohe.**

A complete re-orientation across the Māratapu Street site is being undertaken to ensure all Tui Ora whānau-facing services are at the forefront of the site, and more easily accessible for whānau. This includes increased provision of modern whānau rooms and the introduction of 'Te Whaitua Whānau' a dedicated drop in whānau hub for quick access to support and services.

Implementation of an integrated organisation-wide model of care is being undertaken in 23/24 with a focus on better access and integration across all Tui Ora services, to ensure whānau are better supported throughout their hārenga (journey) with Tui Ora.

Exploring the expansion of mobile and digital health options is a key focus to remove barriers for whānau accessing hauora care. Increasing Tui Ora presence at events with Te Waka Kawe Ora (mobile clinic), and the introduction of after hours primary care clinics are the initial steps underway to improve whānau access for rural and isolated whānau.

Tui Ora has recently established a MSD funded Heartlands Community Hub in Ōpunake, which will provide access to services (both non-government and government) for whānau living in rural and isolated areas. This will enable whānau to access a myriad of services with Nau Mai and Heartlands kaimahi support. Tui Ora is working closely with Taranaki Iwi, and South Taranaki providers to remove barriers to service access throughout the South Taranaki region for whānau.

Expanding our services across the life course is also fundamental within Whānau Hāpai. The need for comprehensive maternity and early years care for māmā, pēpē and whānau has been recognised and in partnership with Ngāti Ruanui, Ngāruahine and Hapū Wānanga, Tui Ora are establishing a whānau-led kahu taurima pathway realised through Whānau Hāpai. This will enable support and connection to services through Hapūtanga, and ensure seamless transition from midwifery services to other Māori early years providers, with whānau empowered and supported to achieve their hauora aspirations.

From the Mental Health and Addictions enquiry 'He Ara Oranga' 2018, one recommendation was for increased workforce in the peer support and lived experience space. Tui Ora lived experience kaimahi comprise 20% of the Oranga Hinengaro workforce.

*"There needs to be changes to the traditional model of care because it doesn't work for whānau. We want Tui Ora Family Health to deliver out-of-normal-hours clinics, home visits and have more flexibility than a standard 15 min appointment. This is for people that are the neediest and have more difficulty accessing the GP."* – Kaimahi

Comprehensive primary care teams as a locality approach signal a significant new direction for Tui Ora and early engagement is underway with Te Whatu Ora, Te Aka Whai Ora and Pinnacle to maximise the benefit of these service approaches and configurations for the whānau we serve. Clinicians will continue to play a critical role in the care of patients but will be joined by other healthcare professionals in primary healthcare teams, giving patients access to a wide range of health services without having to be referred to another place or organisation. Comprehensive Primary Care teams are expected to be in place by October 23.

Whānau Ora as a funded programme of work provides kaiārahi, kaiāwhina and kaihāpai who work with a whānau to address different aspects of health and wellbeing. They are navigators and advocates who support individuals within a whānau to address a range of issues including education, housing, transport, budgeting and health.

The whānau hārenga through Tui Ora will be reviewed across all services to ensure whānau needs are best being met within the Whānau Hāpai integration process, including whānau voice being captured and driving service design and delivery.

## **We will deliver:**

- Ōpunake Heartlands Community Hub opened August 2023
- Te Waka Kawe Ora - Mobile Service plan by September 2023
- Site reorientation project completed by December 2023
- Whānau Hāpai interim services review by December 2023
- Kahu Taurima service in the community by December 2023
- Comprehensive mobile and digital health plan by May 2024
- Whānau Hāpai final service review by May 2024



# Support Services

## Te Ao Māori Knowledge and Engagement (Cultural Development)

Tui Ora demonstrates its commitment to the maintenance and enhancement of te reo Māori and a broad and better understanding of te ao Māori through our programme 'Te Kōtore Huia'. The Pouako o Tui Ora works to build internal kaimahi knowledge and cultural confidence whilst the Pouako Hapori (External Cultural Training Facilitator) works alongside external agencies to deliver a cultural development programme, 'Te Huru Huia', with a goal of enhancing community and whānau-based practice.

Our Tui Ora cultural development enabler provides a suite of professional learning opportunities that models a holistic view and caters for various learning styles. The opportunities provided build language, history, tikanga

and te ao Māori knowledge, capacity and confidence - Taha whānau (e.g. pōwhiri, Puanga, induction, poroaki), Taha wairua (e.g. pepeha, karakia, historical walks), Taha hinengaro (e.g. Pūtake, Ataarangi) Taha tinana (e.g. traditional and contemporary waiata, historical walks, cultural communication).

Te Pūmaomao (an immersive and holistic cultural training experience) will be continued to be prioritised for all kaimahi, with eight wānanga already booked for 2023/24.

We survey kaimahi to gain feedback and input into the programme to ensure that their needs and aspirations are met. As a result of this engagement, Tui Ora are implementing more courses and learning experiences that empower Tui Ora kaimahi to be confident in their te reo Māori and te ao Māori knowledge base, with a



specific focus on the aspects unique to the waka regions of Tokomaru, Kurahaupō and Aotea in Taranaki. This is crucial to enabling kaimahi to connect with whānau in the community and is empowering our kaimahi to use their skills on the ground level in an increasingly impactful capacity.

*“Te Kōtore Huia provides opportunities for kaimahi to research their own whakapapa and become more comfortable and knowledgeable of who they are. This can be put into practice throughout their work and personal lives.”*

– Kaimahi

#### **We will deliver:**

- A bespoke uniquely Taranaki programme tailored to kaimahi needs that will support whānau outcomes
- A revised programme aligning to the Whānau Hāpai model of care by May 2024

## **Information Management**

Whānau information is treated as a taonga at Tui Ora with kaimahi having an important guardianship role. The Information and Communication Technology (ICT) team enables this collection and use of information, whilst also providing organisational wide technology, infrastructure and information support.

As we work to embed Whānau Hāpai across the organisation, the ICT team focus will be enabling enhanced data collection for service delivery informing service planning and improvement organisation wide.

Cyber security continues to be a focus within Tui Ora, with a full cyber maturity assessment completed. Work completed to date includes the rollout of compulsory multi-factor authentication, a dedicated cyber security training programme for kaimahi and enhanced measuring and monitoring of potential cyber threats.

#### **We will deliver:**

- Business impact analysis including dedicated cyber response by January 2024
- Data classification and review by February 2024
- Modern workspace implementation by March 2024

*“The Tui Ora ICT team provides the vital support, information, and infrastructure that enables kaimahi to support whānau.”* – Kaimahi

## **Workforce Development**

*“Māori are underrepresented in our health workforce and are more likely to have unmet health needs. Our workforce does not reflect the diversity of our communities and makes it harder for Māori to consistently access care which is culturally safe and responsive”*

– Te Whatu Ora

As a kaupapa Māori organisation, Tui Ora is committed to attracting, recruiting, and contributing to the Māori workforce, recognising and responding to the needs of whānau in a way that is culturally safe. This includes developing and strengthening pathways from whānau, hapū and iwi – exploration of health cadetships and earn-while-you-learn pathways into health roles.

Our strategic workforce development plan will guide recruitment and retention with a view to maximising opportunity for Māori kaimahi. This is designed to lift the focus on our kaupapa driven mahi and the unique value proposition of working at Tui Ora. Attracting the right kaimahi to Tui Ora is critical for our whānau and the services we provide throughout the rohe. Enabling Māori to thrive in the workplace is a key underpinning of our retention strategy, meaning that cultural, clinical and non-clinical support and coaching is embedded through our teams.

Integrating Māori leadership and development frameworks across Tui Ora will provide the building blocks to success over the next twelve months. A focus on growing capability has been identified throughout our organisation, and utilising frameworks that reflect Ngā Uara and kaimahi aspiration will bolster our kaimahi to lead and succeed in their mahi.

Tui Ora non-Māori kaimahi make up nearly half of our workforce. These kaimahi share the drive and passion to support whānau Māori and reduce health inequities.

#### **We will deliver:**

- Wellbeing initiatives launched August 2023
- A strategic workforce development plan by September 2023
- Te Māra Kūmara a Rākeiora Scholarship launch by October 2023
- Introduction of a wellbeing digital platform November 2023
- HRIS system (improved data and information to support workforce development) by January 2024
- Leadership development programme (executive, senior, new and emerging leaders) by June 2024
- Ngā Uara Awards (recognising an individual, team or kaupapa that demonstrate our values) quarterly

## Communications

The communications team supports Tui Ora to promote our brand, engage with stakeholders through social media and other public forums, and protect our reputation. The team are often talking directly with whānau about their experiences of Tui Ora service and are a key contributor to informal whānau voice and feedback. Capturing and creating stories of whānau experiences and achievements as well as those of our kaimahi, provides the people-centred narrative at the heart of our organisation. Upholding the Tui Ora image and reputation is crucial to maintaining our status as a trusted kaupapa Māori health and social services provider for Māori and the wider Taranaki community.

The communications team are implementing a strategic communications and engagement plan. The plan will provide overarching objectives, structure and recommendations to Tui Ora on the most effective ways to engage kaimahi, whānau Māori, clients, partners and the broader community into its services.

### Through the communications and engagement plan we will deliver:

- New Tui Ora Tohu July 2023
- Tui Ora Communication and Engagement Plan August 2023
- Updated Tui Ora website by November 2023
- Tui Ora rebrand by November 2023

## Financial Management

Tui Ora has a responsibility to ensure that financial resources are appropriately utilised and managed to best meet the needs of whānau and ensure accountability to funders. With the recent appointments of Pou Whakahaere Tahua (Chief Financial Officer) Scott Jackson; Contracts Relationship Manager Meika Watson-Burrows; Accountant; Laura Harris and Senior Accounts Officer Samantha Wano, the Finance team are fully resourced to support robust service planning and implementation, strategic planning to maximise funding to best support whānau and providing strategic financial advice to future-proof Tui Ora and the services provided to whānau.

*"Tui Ora's finance team worked alongside ICT to implement a new finance system in early 2023. This system is less cumbersome for kaimahi and the finance team to process transactions, which is giving our finance team the capacity to expand the scope of support and added value that they can offer to Tui Ora and whānau"*

- Kaimahi

The Finance team is increasing support for service planning and implementation, including working collaboratively with the PMO during project initiation to drive end-to-end financial project and organisational planning. This will ensure budgets are efficiently monitored and utilised, so outcomes for whānau are achieved to their fullest potential both within projects and the wider organisation.

### We will deliver:

- Statement of Service Performance August 2023
- Enhanced Financial Reporting by September 2023
- Revised Financial Standard Operating Procedures by March 2024

## Health, Safety, Quality and Risk (HSQR)

Tui Ora is committed to operating in line with regulations and legislation. Health, Safety, Quality and Risk (HSQR) is crucial for Tui Ora to prepare for us to respond to unforeseen circumstances. Part of this responsibility includes developing a quality and risk framework, which focusses on a wide range of risk factors that Tui Ora can proactively manage including business continuity planning, insurance, travel, economic factors impacting kaimahi, government changes and privacy.

All kaimahi are responsible for ensuring their own safety, and the safety of the whānau we work with. To achieve mahi tika in this area, all kaimahi must understand Tui Ora policies, procedures and current best practice. Kaimahi capability will be measured through regular drills and compliance checks.

### We will deliver:

- Internal audit plan by December 2023
- Revised Business Continuity Plan (independent evaluation) by March 2024
- Risk Management Framework by March 2024 with standard operating procedures and guidelines for kaimahi

*"Just reminding me what I had to offer to the world."* – Whānau



# Appendix 1: Tui Ora Strategy - Toka Te Manawa Ora

**Toka Te Manawa Ora – the Tui Ora Strategy to 2040 was developed in collaboration with whānau, kaimahi, EY Tahi and other key stakeholders and was launched at Tui Ora during Puanga 2022. Toka Te Manawa Ora is an aspirational strategy and roadmap that seeks to transform how Tui Ora operates to achieve the vision Kia piki te ora, te kaha, te māramatanga – Holistic hauora for Taranaki whānau now and in 100 years.**

Within this context, our engagement with key Tui Ora stakeholders identified e rima ngā whāinga – 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.

## Toka Te Manawa Ora | Tui Ora 2040 overview

Ngā whāinga | Our long-term outcomes

**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 whānau and each other as kaimahi

**Wairuatanga**  
How we connect to the environment and express our taha wairua

**Rangatiratanga**  
How we lead and participate

**Kotahitanga**  
How we stand together

**Mana Whānau | Whānau are self-determining**

We empower and enable Taranaki whānau to drive their hauora journey.

This is about focusing our mahi so that we can help whānau connect with and have control over their hauora.

**Mahi Tautoko | Whānau-centered care**

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

Continuing our whānau ora model and delivering culturally appropriate services that celebrate and reflect mātauranga Māori and are underpinned by te reo and tikanga Māori.

**Mahi Ngātahi | Strong partnerships and collaboration**

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

Strategically developing the partnerships and working relationships we need to we can deliver whānau the best results.

**Mana Kaimahi | Empowered kaimahi**

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

Making sure our kaimahi have everything they need (the right skills, training and support) to do the best job possible for our whānau.

**Mahi Tika | Organisational excellence**

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

Making sure that as an organisation we are as good as we can be and have the systems and processes to do things right and make great decisions.

# Appendix 2 – Deliverables

## Whānau Hāpai

Whānau Hāpai interim services review	December 2023
Whānau wānanga	February 2024
Whānau Hāpai final service review	May 2024

## Kaupapa Māori Governance

Draft Kaupapa Māori governance framework	December 2023
Kaupapa Māori Governance Committees established	March 2024
Data Governance regular Tui Ora status updates in 23/24	Ongoing throughout 2023/24

## Executive Leadership Team

Internal operational sponsorship and decision-making structure with financial and HR delegations updated	October 2023
Terms of Reference for ELT and accountability framework	December 2023
Leadership Development Programme (executive, senior, new and emerging leaders)	June 2024
An effective mechanism for whānau voice at executive and governance levels	June 2024

## Project Management Office

Kaupapa Māori PMO practice framework	September 2023
Full complement of PMO staff	October 2023
Business Case for future PMO funding	May 2024
Quarterly PMO updates to TOI Foundation	Ongoing throughout 2023/24

## Whānau Services

Ōpunake Heartlands Community Hub	August 2023
Te Waka Kawe Ora - Mobile Service plan	September 2023
Kahu taurima service in the community	December 2023
Site reorientation project completed	December 2023
Whānau Hāpai interim services review	December 2023
Comprehensive mobile and digital health plan	May 2024
Whānau Hāpai final service review	May 2024

## Te Ao Māori Knowledge and Engagement

A revised Te Kōtore Huia programme aligning to the Whānau Hāpai model of care	May 2024
A bespoke, uniquely Taranaki programme tailored to kaimahi need that will support whānau outcomes	Ongoing throughout 2023/24



<b>Information Management</b>	
Business impact analysis including dedicated cyber response	January 2024
Data classification and review	February 2024
Modern workspace implementation	March 2024
Data and digital strategy	March 2024
Initial public reporting on whānau outcomes data	May 2024
Data and insights management function	June 2024
<b>Workforce Development</b>	
Wellbeing initiatives launch	August 2023
Strategic workforce development plan	September 2023
Te Māra Kūmara a Rākeiora Scholarship launch	October 2023
Introduction of a wellbeing digital platform	November 2023
HRIS system (improved data and information to support workforce development)	January 2024
Leadership Development Programme (executive, senior, new and emerging leaders)	June 2024
Ngā Uara Awards (recognising an individual, team or kaupapa that demonstrate our values)	Ongoing throughout 2023/24
<b>Communications</b>	
New Tui Ora Tohu	July 2023
Tui Ora communication and engagement plan	August 2023
Updated Tui Ora website	November 2023
Tui Ora rebrand	November 2023
<b>Financial Management</b>	
Statement of Service Performance	August 2023
Enhanced financial reporting	September 2023
Revised Financial Standard Operating Procedures	March 2024
<b>Health, Safety, Quality and Risk</b>	
Internal audit plan	December 2023
Risk Management Framework and standard operating procedures and guidelines for kaimahi	March 2024
Revised Business Continuity Plan (independent evaluation)	March 2024

