



FROM THE TUI ORA BOARD CO-CHAIRS

We are very pleased to present this year's annual report. This year's annual report is the first presented with our Tui Ora CEO, Alana Ruakere at the helm. While we reflect on this year with Alana at our side, we acknowledge the contribution of our former CEO Hayden Wano and kaimahi that have moved on from Tui Ora this year. We also recognise the contribution of Director, Dr Will Edwards who after serving Tui Ora for six years now stands down. Hayden, Will and all those previous kaimahi leave Tui Ora with their imprint forming part of our future, and we are extremely grateful for each of them.

Wayne Mulligan Co-Chair **Shelley Kopu** Co-Chair

25 Years

When Tui Ora opened its door, it did so with few staff and a very modest budget. Today, Tui Ora employs nearly 200 staff around the province. It is important that we pause to reflect on how far we have come and celebrate our accomplishments.

Tui Ora has undertaken numerous adjustments as a response to the ever-changing and dynamic health and social sectors. The Board and Management are mindful of the importance of Tui Ora continuing to secure more and better services for our Taranaki communities. This requires dedication and a commitment to working with key stakeholders, particularly Iwi, to ensure Tui Ora can both deliver services and increase employment options.

Investment in further services will require an investment in staffing and so the future will require innovative methods to attract, retain and support the growth of a functioning workforce. It is pleasing to see that staff numbers have increased combined with building new capability and greater financial resilience. To enable further increases in staff capacity, it is important that income increases, and surpluses are created and that income comes from a wider range of sources. Areas of focus include:

- Attraction, retention and educational development for kaimahi
- Fair market pay
- Securing revenue/income from government
- Securing revenue/income from other sources
- Investment in technology and other systems

"I've never had anyone who's listened to me like that." Whānau

Surplus

We cannot understate the importance of continually improving Tui Ora's financial position. This year the Company lifted surplus from \$200k in 2022 to achieving over \$700k in 2023.

While preparing this report a new government is being formed, and we are highly cognisant of the need for Tui Ora to explore opportunities from the new government and the private sector to ensure that Tui Ora is in the best possible place for the future.

Our future will be based on securing both an increase in government and non-government funding; the latter providing significant potential not only from a funding perspective but also from an exposure and collaboration perspective. We have previously experienced past government cost cutting and as a result, it is important that we ensure that we are resilient and are able to diversify our funding portfolio. The Board has set targets to ensure growth in future revenue from non-government funding and it is pleasing to see our non-Government revenue has increased significantly with this year, bringing in revenue of just under \$3.5 million.

Tui Ora has worked hard to ensure kaimahi are rewarded sufficiently for the work that they are doing. We are pleased during this year to see adjustments being made to kaimahi remuneration comparable to that received by government health and social staff. We continue to seek ways to acknowledge the commitment of our kaimahi and we are particularly excited at the initiatives being created to grow our talent and involve them in the future of Tui Ora.

Technology & Innovation

The Board fully supports Tui Ora increasing its ability in information, technology and innovation. The Mākona prototype café-model is not simply about a mobile café; it is about exploring and trialling innovative models to attract taiohi. We see the vision in developing programs such as these to identify scale and consider how they may provide both new revenue and pathways for taiohi to train within the wider 'hauora' approach Tui Ora is adopting.

Hauora - Whānau Ora

Tui Ora does not simply exist to be 'reactive' to illness and provide treatment services but is rather a 'hauora – whānau ora' company. This means doing things differently and looking at all opportunities while supporting Iwi and Māori communities. This means stepping out of a mindset that some have that Tui Ora only serves to contract to government. Our communities' needs are greater than prescribed government policies and contracts, we will continue to ensure that community needs are at the centre of our delivery.

Being Māori – Being Leaders

Tui Ora is committed to doing things differently and continuing to push the boundaries of expectations. Tui Ora has invested in considerable capability across finance, ICT, project management, operations, and service innovation. This is resulting in interest and attraction from the Taranaki private sector and we are pleased they are recognising the value, leadership, service and knowledge within Tui Ora and what we can bring to their businesses.

Health Changes

With the changes advanced prior to the elections about the future of Te Whatu Ora / Health New Zealand and Te Aka Whai Ora / Māori Health Authority, Tui Ora will ensure we focus on being a high-quality service provider in Taranaki, to continue to build on our relationships with government and to capitalise on our reputation and experience in delivering a broad approach to health.

*"I could release the heaviness in my heart,
release the mameae."* Whānau

Financial Performance

The 2022 / 2023 financial year has seen Tui Ora improve its financial position, grow its revenues and increase the number of kaimahi employed. We are pleased to report a surplus of \$736k.

Table: Financial Performance Tui Ora

000's	2019	2020	2021	2022	2023
Revenues	\$12,181,000	\$13,008,000	\$15,026,000	\$18,192,000	\$20,288,000
Costs	\$11,957,000	\$12,554,000	\$14,562,000	\$17,983,000	\$19,552,000
Surplus	\$224,000	\$454,000	\$464,000	\$209,000	\$736,000
Surplus % of Revenues	1.8%	3.5%	3.1%	1.1%	3.6%
Staff Numbers*	132	131	151	170	174

*as at June balance date, excluding Board members

Our Kaimahi

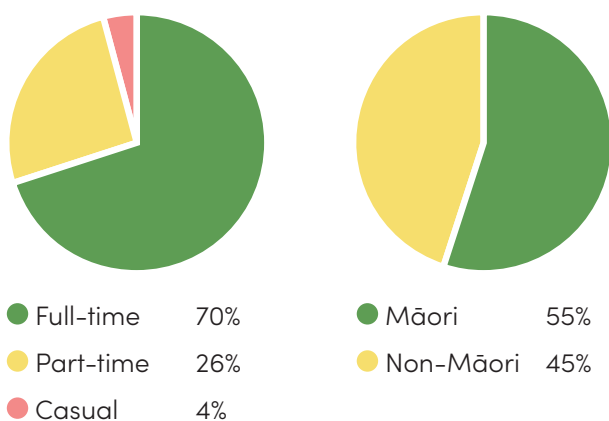


Table: Tui Ora Funding Sources

Revenue	%
Te Aka Whai Ora (Māori Health Authority)	55%
Pinnacle Inc	11%
Ministry of Social Development	10%
Whānau Ora Commissioning Agency	8%
Te Whatu Ora	6%
Other Non-Government Sources	5%
Other Government Sources	5%

FROM POU TŪ KŪRAE/ CHIEF EXECUTIVE

*He rā ki tua, he rā Paki o Hewa. He rā mokopuna e
There is a new day dawning. A bright, wonderful
day, full of opportunity!*



2023 was a watershed year for Tui Ora as we said goodbye and thank you to my predecessor Hayden Wano, a man who led and grew this organisation from humble beginnings to supporting over 9500 people in Taranaki. I am acutely aware of the important legacy we uphold and our role in continuing to enhance it.

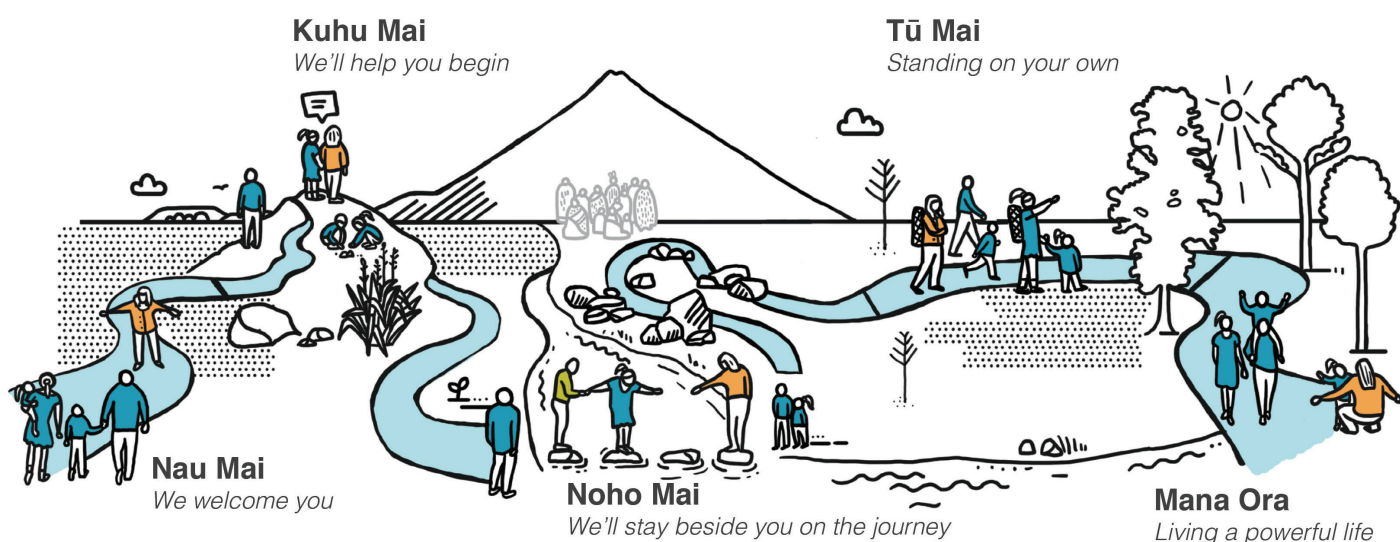
At the time of writing, we have just announced the first recipient of the Te Māra Kūmara a Rākeiora Scholarship, which we have founded in Hayden's name. The scholarship funds study for a third-year mental health nursing student leading to employment within the Tui Ora Oranga Hinengaro team. It is a fitting tribute to Hayden and one way in which we have chosen to honour his mahi and his legacy with Tui Ora.

In January I was welcomed into the Tui Ora fold and I would like to thank kaimahi for the manaaki and awhi extended from every corner of this organisation as I settled in and found my feet. While change can

be daunting it also brings opportunities and I am impressed every day by the willingness and enthusiasm of our kaimahi to embrace change, to transform what is not working and continually look for better ways to help whānau.

During 2023 we have made good progress embedding Toka Te Manawa Ora, our strategy till 2040 which sets out the steps we will take to achieve kia piki te ora, te kaha, te maramatanga – holistic hauora for all Taranaki whānau. Central to this mission is the adoption of a single model of care across Tui Ora – the Whānau Hāpai pathway, a simple yet comprehensive pathway that demonstrates how whānau will experience our services.

The opening in September of Te Whaitua Whānau is the physical embodiment of this vision – a welcoming space where whānau will enter our services and be greeted by our Nau Mai team who will connect them to the services they need.



Positioning ourselves for success is a key step in achieving Toka Te Manawa Ora. In February we established a dedicated Project Management Office (PMO) with Ngā Uara (our values) at its heart.

At the time of writing the PMO has nine kaimahi dedicated to major work programmes not currently part of our business as usual, and of strategic importance to Tui Ora. These include the delivery of Kahu Taurima, a first 2,000 days of life programme centred on maternity and early years helping tamariki have the best possible start in life and the opening of the Ōpunake Heartlands Community Hub – a partnership with the Ministry of Social Development ensuring whānau living in rural areas can access government services and hauora support.

We are also exploring ‘profit for purpose’ with the creation of a Business Innovation and Ideation team. The purpose of this is twofold: firstly, to diversify our revenue streams making us more resilient to change and second to harness the incredible innovation and entrepreneurial skills of kaimahi and whānau.

Mākona, our on-campus coffee cart is the first enterprise from our Business Innovation and Ideation team. Taking a simple concept such as providing good quality kawhe for kaimahi, we have backed this with a social enterprise scheme that recruits taiohi fresh from school and not in education, training or employment and have upskilled them to become baristas. While they learn about hospitality they also learn the basic skills for running a small business and receive wrap-around support from Tui Ora, providing them with training, learning opportunities and career pathways into our organisation and the workforce.

Mākona is also about language revitalisation. Our cadets undertake te reo lessons as part of the programme and in turn encourage kaimahi and manuhiri to kōrero Māori when they order their kawhe. In a reciprocal arrangement we have partnered with local Māori business Proof & Stock who provide the initial barista training, as well as our coffee beans. In return Tui Ora provides reo training for their kaimahi.

In July, our kaimahi had the first opportunity since Covid to come together as one and celebrate at our Puanga Wānanga at Ōwae Marae. Given three previous years of disruption the three-day wānanga was a golden opportunity for us to re-group kanohi-ki-te-kanohi and set ambitious plans for our future achievements. This culminated in the publication of our Tui Ora 2023–2024 Annual Plan, published in August, transparently laying out our deliverables for the coming 12 months. In taking this step we provide visibility for our stakeholders and to our whānau.

As the calendar year draws to a close I am enormously excited about what lies around the corner. I am confident in the skill and experience of our kaimahi and I know that we can, and will, continue to deliver for our whānau in tough times. Like our tūpuna before us we are resilient and determined and together we will make life better for our whānau.

Nā tō rourou, nā taku rourou, ka ora ai te iwi

With your food basket and my food basket the people will thrive

**Ngā mihi
Noho ora mai
Alana**

“They didn’t tell me what to do, she just offered help and support.” Whānau

HEARTLAND SERVICE CENTRE OPENS IN THE HEART OF ŌPUNAKE

Tui Ora is thrilled to be working with the Ministry of Social Development (MSD) to bring a new service to our whānau in the Ōpunake community and neighbouring rural areas. The service, known as Heartlands, is an MSD initiative to help ensure that whānau who are residing in rural and isolated areas have equitable access to services they need. This means increased access to kanohi-ki-te-kanohi (face-to-face) services and support in areas where in person services may not always be available.

The Ōpunake Heartland Service Centre at 21 Napier Street in Ōpunake is available to all and can assist anyone who may need help accessing or navigating government departments like Work and Income or IRD, or needing help with housing, budgeting, employment, education or access to healthcare.

For Tui Ora, the largest kaupapa Māori health provider in Taranaki, the opportunity to have a hub in Ōpunake is an important step in our evolution and for new Pou Tū Kūrae (Chief Executive), Alana Ruakere, who was born and raised in Ōpunake, a matter very close to her heart:

“I grew up in Ōpunake, the daughter of Anne, a nurse, and Tony who was a GP here for 13 years where he worked alongside doctors’ Pat Ngata, Sarath Gunatunga and Paula McKellar at the old doctor’s surgery on Tasman Street”.

“I remember it as a place that was always bustling with busy nurses, doctors, and reception staff and with whānau – very much the heart of the community. I also have fond memories of the jellybean jar! So, for me personally I feel incredibly proud to be returning to Ōpunake with Tui Ora and opening our doors to the community which helped raise me, and to which I owe so much.”

Tui Ora will provide a range of health and wellbeing services via the hub including our community nursing team, Youth (Taiohi) Services, Stop Smoking, Breastfeeding Support and Oranga Hinengaro services as well as providing access to computers, printers and bookable meeting rooms for larger meetings, whānau hui or wānanga. Our kaimahi will be on hand to assist with government forms and applications, writing CVs and general advice.

Jo van Leeuwen, Kaihautū (General Manager) Whānau Ora has been working closely with MSD to bring Heartlands to Ōpunake and is delighted to see it come to fruition in a relatively short space of time:

“Heartlands is a really important kaupapa for Tui Ora and for the people of Ōpunake. It will enable us to extend our reach in coastal and South Taranaki, providing additional support to our iwi health partners in the South, Ngāti Ruanui and Ngāruahine, and will provide a vital service to whānau who need help to access community and government services. We are really excited to be here and to be opening our doors today.”



"She looks, listens and speaks. Titiro, whakarongo, kōrero." Whānau

A NEW BRAND FOR A NEW ERA

After 25 years Tui Ora has a new leader, a new strategic roadmap in Toka Te Manawa Ora and lots of exciting fresh thinking and initiatives. We wanted to create a new visual identity to match. One that communicates essential truths about Tui Ora to our different audiences: whānau, kaimahi, funders and stakeholders.

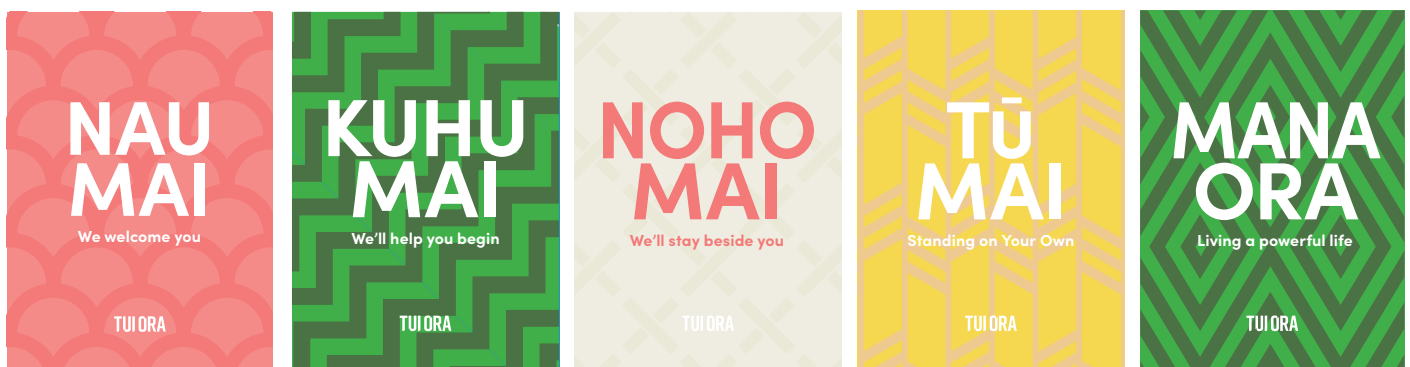
Our new typography-based logo was developed around the metaphor of the toki — it speaks to resilience, strength and endurance. The curved cut-outs represent wairua and our focus on holistic hauora. The logo is unashamedly bold and designed to work equally well by itself and in cluttered settings and in both large and small settings whether it is on a billboard or on a pen or uniform.

Our new logo is supported by story patterns that connect to our Whānau Hāpai Pathway, Toka Te Manawa Ora, previous logo and tohu. They give us a modern colour palette and traditional Māori motifs – and a lot of flexibility.

There are multiple layers of meaning within the different patterns. They are designed to work together (for example to communicate our Whānau Hāpai Pathway) and separately, for example, the Nau Mai story pattern uses the matakupenga motif as a metaphor to draw whānau to us. It is how we will introduce ourselves – be that via signage, business cards or on our website.

With a bold new logo and our eye-catching story patterns we will communicate that Tui Ora is an enduring, multifaceted, abundant organisation who can support Taranaki whānau to realise their mana ora.

TUI ORA

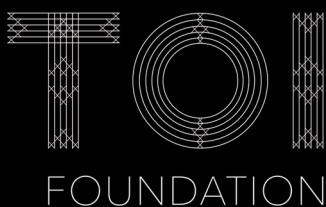


"She's helping me stay motivated and focus on my goals." Whānau

NEW TUI ORA WAKA TAKING OUR SERVICES TO OUR WHĀNAU

Introducing the newest member of the Tui Ora vehicle fleet – a HUGE Mercedes-Benz Sprinter 519CDI! It's joined the Tui Ora whānau as an all-purpose vehicle fit for the needs of our various service delivery events which take place in the community. From cervical smear tests to mobile vaccination clinics, to public health campaigns, and everything in between, our teams will be able to load up the van with everything they need to head out and deliver our services with ease across the rohe.

On a sunny day in February kaimahi gathered together to bless the van. Pou Tikanga Keri Opai used healing waters from Te Rere o Kapuni, where Māori prophet Tahupōtiki Wiremu Rātana received his healing powers to sprinkle the waka wishing good hauora to all who receive our mobile services.



Tui Ora is supported by
Toi Foundation

