



FROM THE TUI ORA BOARD CO-CHAIRS

On behalf of the Tui Ora Board, we are pleased to present the 2023/2024 Tui Ora Annual Report.

It's been a year of resilience for us as we continue to meet challenge and opportunity in equal measure with a strong sense of our kaupapa, our ngā uara and tikanga o Tui Ora, and a focus on our vision of *kia piki te ora, te kaha, te maramatanga* (holistic hauora for all Taranaki whānau).

Wayne Mulligan Co-Chair
Shelley Kopu Co-Chair

Strong headwinds for health sector

Changes in the delivery framework and approach to health services nationally, in general, and to Māori, in particular, have been considerable.

The disestablishment and integration of Te Aka Whai Ora into Te Whatu Ora and Manatū Hauora, changes to funding parameters and frameworks, and changes in the ways local input can be made into health service decision-making, particularly in the primary and community space, have been challenging to accept, both practically and ideologically.

However, Tui Ora always has been, and will continue to be, a voice for whānau wherever we can be, offering our knowledge, experience and understanding in how health outcome inequities in Māori communities can be addressed.

We will continue to listen, collaborate and wānanga with iwi, hapū and whānau and pass on their kōrero, while also bringing our expertise in meeting need across the whole community to the national conversation.

Opportunities and Partnerships

Tui Ora is no stranger to creating and building on partnerships – it's in our whakapapa – and this year was no different.

Partnerships are key to identifying and creating opportunities that will enable us to diversify our revenue streams, strengthen our foundations, and stand strong in the face of the budget constraints our public funding is currently operating under.

As an organisation we embrace innovation, are keen to try new approaches to service provision and take a generational view of what we are working towards in the hauora and wellbeing space. This approach is captured in Toka Te Manawa Ora, which sets our strategic path to 2040.

Finding and creating new funding sources is a journey we are excited to be on, and we are pleased and grateful for those who are travelling this road alongside us.

Lifting surplus

Increasing the diversity of revenue streams is key to the continual improvement of Tui Ora's financial position and delivering a year-on-year surplus.

This trend has continued for a third year with another uplift to more than \$900k. Maintaining this direction is key in the current climate to ensure Tui Ora is best placed to weather the financial storms we know will be coming our way.

Acknowledgements

We say haere rā to Robin Brockie, who is stepping down from the Tui Ora Board this year. Robin has made a hugely valuable contribution to the governance of Tui Ora for nearly a decade and we shall miss his strategic insight, business sense and deep belief in the power of working in and for the Taranaki community.

Acknowledgement is also due to Alana Ruakere, our Pou Tū Kūrae, and the whole ELT team who steer the Tui Ora waka on a daily basis. Ngā mihi nui for your huge contribution and commitment and for your servant leadership that reflects Tui Ora's kaupapa.

At the centre of everything we do at Tui Ora are our kaimahi – they put the heart in our kaupapa and bring dedication, commitment, and determination to mahi with them every day. We acknowledge and thank you for what you do, from the kaihapai and kaiārahi out in the community working directly with whānau, to those who support them. You achieve amazing outcomes for whānau every day in ways that many wouldn't appreciate, and we want you all to know that we see and celebrate you and are privileged to be serving alongside you.

Looking ahead

It has been clear for some time that our health system has been struggling, particularly when it comes to serving our Māori communities. Addressing a huge budget deficit over the next financial year by implementing a \$1.4 billion savings drive, the Coalition Government has a clear focus of value for money, efficient operations and tangible outcomes for every health dollar they spend.

As an organisation who is an expert in delivering fantastic outcomes, we are working to ensure we provide the fullest of pictures to our funding partners and meet commissioning requirements.

Tui Ora has been serving whānau for 26 years now and will continue to do so for the benefit of generations to come.

Ngā mihi nui

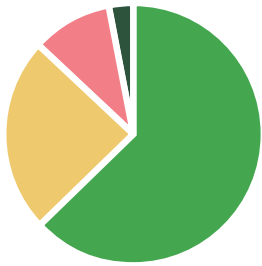
“It was like having a friend coming to visit. I never felt like there was any judgement ever, just support.”

Financial Performance

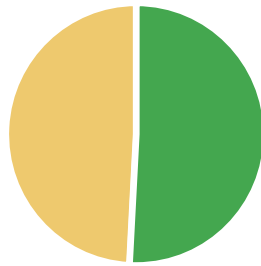
Table: Financial Performance Tui Ora

000's	2020	2021	2022	2023	2024
Revenue	\$13,008,000	\$15,026,000	\$18,192,000	\$20,288,000	\$27,550,000
Costs	\$12,554,000	\$14,562,000	\$17,983,000	\$19,552,000	\$26,607,000
Surplus	\$454,000	\$464,000	\$209,000	\$736,000	\$943,000
Surplus % of Revenue	3.5%	3.1%	1.1%	3.6%	3.4%
Staff Numbers	131	151	170	174	222

Our Kaimahi

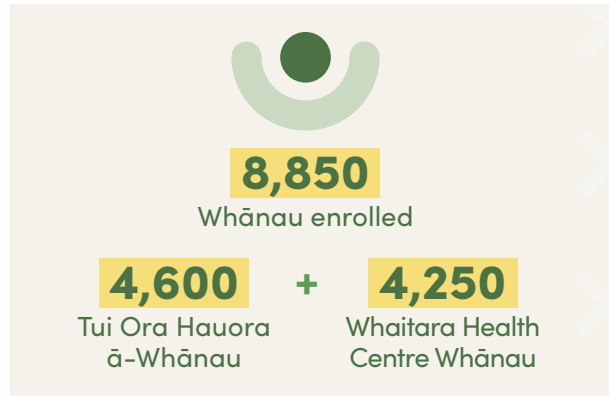


- Full-time 63%
- Part-time 24%
- Fixed-term 10%
- Casual 3%



- Māori 51%
- Non-Māori 49%

Whānau enrolled



“I feel happy because someone’s caring for my health.”

Tui Ora Funding Sources

Revenue	2024
Te Aka Whai Ora	56.9%
Pinnacle	8.7%
Ministry of Social Development	5.7%
Whānau Ora Commissioning Agency	12.7%
Te Whatu Ora	5.4%
Other Non-Government Funding	8.4%
Other Government Sources	2.2%

FROM POU TŪ KŪRAE/ CHIEF EXECUTIVE

*Me whatiwhati te kō, me kōhurehure te one, me ngākau tapatahi kia pua ai te kakara o te whanaungatanga
Let's be diligent to ground ourselves while we attend to our collective energy.*



My second year as Pou Tū Kūrae of Tui Ora has been one of contrast and change within the health sector, calling for agility and adaptability at every turn.

While change is the only constant, as the saying goes, what has been remarkable is the speed and extent of that change, after the election of the Coalition Government.

We saw almost immediately a markedly different approach to the funding and delivery requirements of both secondary and primary health services, with no part of the system exempt from a fiscal and policy lens.

I have been proud of our response as an organisation. It has required a huge transformation in the way we deliver our reporting, with a switch from outputs to an outcomes focus.

Outcomes-based reporting calls for much more complex data collection and analysis, and I want to acknowledge the enormous amount of quality mahi our people from across the organisation accomplished to deliver on this requirement.

We will always respond and work with the government of the day in order to deliver the best outcomes we can for our whānau as we continue on our path towards our vision of hauora for all Taranaki whānau.

But if the past months have been challenging, my expectation is that the ones to come will be even more so as we continue to navigate the expectations and requirements of central government and maintain our fierce tautoko of the specific needs of our Māori communities in the decision-making process. We are here for all Taranaki whānau, equitably.

Standing proud

Our rebrand at the beginning of 2024 has given us an increased visibility, and so accessibility, not only in the rohe but across the motu.

Our powerful message of support and empowerment for all whānau members, from pēpi to kaumatua, in their hauora life goals is reflected and backed-up by the vibrant colours and logo that establish us as a strong and resilient organisation.

I am particularly proud of the website, the digital shopfront that not only helps us build and strengthen the all-important connections with business and industry but also provides a portal for whānau who need our help.

The rebrand has also helped to transform our social media channels and advertising – enabling our sense of identity and purpose to resonate.

Whaitara Health Centre

Tui Ora has long held the aspiration to be able to respond more effectively to the community need in Whaitara for medical and hauora services, and this year we took a significant step forward towards this goal with the acquisition of Whaitara Health Centre.

The success of this endeavour was a demonstration of the ability of Tui Ora to respond quickly and efficiently to substantial challenges.

Within very tight timescales, the project team addressed the extensive and numerous critical elements required when moving into a new business space to make the transition for our Whaitara whānau as seamless as possible.

Ensuring the community had continued access to local GP services was our main aim when we opened the doors on Tuesday 4 June, and our Tui Ora value of kotahitanga was very apparent as the whole clinical team came together to make this happen.

We also embraced the revolution in health diagnostics equipment to improve the experience on online GP consultations – a move which has received overwhelmingly positive feedback from whānau. While recruitment of GPs remains a major focus for Tui Ora, with a lot of mahi happening in this space, this technology has enabled us to respond to the most urgent whānau need – access to clinical services.

One of the biggest changes at Whaitara has been in transforming the delivery of services by bringing manaakitanga, kōrero and the Whānau Hāpai pathway approach to the way we connect with whaiora and whānau when they walk through the doors.

This opportunity is one we will develop as the Whaitara Hauora Hub continues to take shape with our Kaihāpai team leading the way, walking alongside and supporting whānau as they access the full breadth of our services.

Our kaimahi

Whenever I reflect on the mahi we do at Tui Ora, our kaimahi come up front and centre. I am honoured to be at the head of a talented, skilled and diverse team of people who come together to collaborate and deliver the very best they can for whānau, each and every day.

At every hui, in every kōrero, in every report, their dedication to walking beside those travelling the Whānau Hāpai pathway towards Mana Ora and living powerful lives shines through.

A highlight of the Tui Ora year is our Puanga celebration that brings us together to reflect, reset and celebrate the year gone and the year to come.

Each year I choose a word to provide focus for the mahi ahead of us, and this year it is 'koia'.

Koia is the call of the koekoeā, or long-tailed cuckoo, telling us to work together to dig the earth and plant our seeds to ensure a bountiful harvest in the autumn.

Because it is by digging in and coming together that we will not only face, but thrive, in the months to come, as we meet the challenges and opportunities our atua send our way.

Resilience and legacy are concepts that are sewn into the fabric of Tui Ora, the fabric that forms the korowai of support we wrap around our whānau.

Koia!
Alana

“At Tui Ora they are real people who give me the respect to be who I am and accept me for that.”

RECONNECTION WITH CULTURAL ROOTS KEY TO REHABILITATION PROGRAMME SUCCESS

A unique rehabilitation program is transforming lives by empowering and reconnecting participants with their cultural heritage.

Te Ihu Waka is a marae-based programme involving a three-day noho (stay) which helps participants gain a sense of how whānau live together on a pā, and the tikanga that guides it.

The reconnection to traditional Māori practices helps foster a sense of belonging and identity which is lacking for many who find themselves in the prison system.

Tui Ora has been running the Te Ihu Waka programme on behalf of Ara Poutama - Department of Corrections for more than six years, and have developed an intimate, immersive experience to break down participants' feelings of separation and whakamā from Māori heritage.

Alongside the daily running of the marae, whānau had the opportunity to experience Waka Ama, Rongoā, Māu Rākau, Te Reo, and kemu. They also contributed to the carving restoration project at Ōwae marae by assisting in the installation of the restored meeting house carvings such as the maihi.

The new skills they learned were shared at their graduation in front of their whānau, friends and kaimahi. The ropū also prepared the hakari (post graduation meal).



The transformation in those taking part over the three-days was clear to see, with connections being made between participants and proud smiles on faces.

Deon Kelly, who taught himself te reo in prison, nearly filled the pages of his diary with what he learnt from the wānanga.

“It was fantastic to test my reo journey, but I also rediscovered myself and my Māori heritage,” Deon said.

He faces challenges reintegrating into society after incarceration and wishes for more support to continue his te reo studies. He wants the rehabilitation program to continue, emphasizing the need for better support for Māori before and after serving a prison sentence.

“We need Te Ihu Waka before we’re locked up, better support for Māori while we’re behind bars, and prolonged support afterwards,” he said.

The Tui Ora Whānau Ora Kaiārahi team, who run the programme, have plans for the future to try and address some of that.

A robust eight-week follow-up programme is in the works that ensures participants continue to receive support and deepen their cultural ties. This continued engagement would help them integrate these practices into their daily lives, reinforcing their progress, and solidifying their connection to their community.

Te Ihu Waka offers a safe space where whānau are supported, valued, seen and heard, and is a powerful reminder of the incredible impact that cultural connection and community support has on the journey of rehabilitation.



JUMPING ON BOARD THE NO SMOKING WAKA

If you need an example of brotherly love, look no further than Ihaka Brown, who is supporting his brother Jacob's smokefree journey by getting on board the same waka.

"When I tried to give up smoking years ago, he didn't, and then he tried and I didn't, and it didn't work for either of us. So, when he tried to go at it again, I said 'Well it's not gonna work unless I jump on board with you' and I came with him to his second stop smoking check-in," he says.

"I'd been wanting to give up on and off, but it was so hard, but this time I thought I've just got to make the move now and take that leap. It's been good doing it together."

The two men have made significant progress in just a few months, going from smoking 20 cigarettes a day, costing more than \$200 a week, to none.

"It was so good when Ihaka came along to Jacob's session and said he wanted to be smokefree too," says Quit Coach Carlene Duff. "It makes such a difference to the person giving up if they have whānau support and with the two of them doing it together they have a really great understanding of what the other person is going through.

"They've both done so well. When they started, they were blowing high numbers like 18 and 20 in the red on the carbon monoxide test machine and now they are right down in the green at only 1 and 2."

Jacob remembers his last cigarette was four months ago.

"Probably the best thing I ever did was to come in here and go smokefree. It's made a real difference to me

because I have diabetes as well and I had the doctors saying I had to do this and do that, and it wasn't right for me.

"But Carlene sorted me out with a bike and some fishing gear and now I get out there and do the exercise and it's got my body going again. My sugar levels are better, and I've got a tick from the doctor for not smoking too. I'm winning all round, heading forwards not backwards."

Supporting whānau on their hauora journey means Carlene can help them figure out what could help them deal with stress instead of reaching for the smokes, and for Jacob it's fishing.

"We were able to source a bike and fishing gear, and Jacob has been making full use of them."

"For Ihaka, we'll be able to help him get the things he needs to create a garden."

"It's going to be great because I can get out there and keep my mind on something else other than the smokes, not wandering off somewhere else and getting bored then the first thing you do is put a cigarette in your mouth," says Ihaka. "You get the good kai out of it too!"

The two brothers chuckle at the thought of kai, as they have been putting the money they have saved through not spending on tobacco to good use – buying steak!

"We love a good New York steak," says Jacob. "And now we can afford to buy that sort of food instead of takeaways and stuff. It's good. Good kai, exercise and being smoke-free – I feel so much better in myself, you know."

The proof of the success of the stop smoking programme came for Ihaka while out socialising with a few friends.

"I went out to do the social butterfly thing and one of the guys tried to bait me, asking me how the giving up smoking was going and stuff, then left his packet of tobacco right in front of me when he went for a smoke. Then he even rolled me a smoke. But I just looked at him and said 'No, thank you.' So, it was good moment."

Jacob nods and says "It's been really great, all the support and advice from Carlene, about how to deal with the cravings and the nicotine replacement. Best thing ever. I'd say to anyone who is ready to do it to come and sign up with Tui Ora. It'll change your life, it really will."



**TARANAKI STOP
SMOKING SERVICE**

TUI ORA FUNDING TWO WHĀNAU ROOMS AT TARANAKI BASE HOSPITAL

A partnership between The Taranaki Health Foundation and Tui Ora will help create two dedicated spaces for whānau in the New East Wing Building at Taranaki Base Hospital.

The whānau rooms will be in the Acute Assessment Unit, a 20-bed unit that will provide immediate and specialist treatment for patients that come through the Emergency Department, and in ICU.

“Our holistic approach to health means we wrap a korowai of support around anyone facing challenges to their wellbeing, which includes their whānau,” says Tui Ora Pou Whakahaere Tahua (Chief Financial Officer) Scott Jackson. “Helping the Taranaki Health Foundation and Health New Zealand |Te Whatu Ora in Taranaki to provide a welcoming, comforting space for whānau at a time when their loved ones need them the most is very much part of our kaupapa.”

Taranaki Base Hospital is currently undergoing major development with the construction of the New East Wing Building, Taranaki Cancer Centre, and the newly announced Mental Health Rehabilitation Facility. The Taranaki Health Foundation is aiming to raise extra funds to provide enhancements that go beyond the standard level of care to provide Taranaki with the best equipment and facilities possible.

“This is a once in 50-year opportunity,” says Taranaki Health Foundation General Manager Adrian Sole. “Investing in enhancements now, while these fantastic new facilities are being developed, will have a positive impact on patients and their families for many years to come.”

The support from Tui Ora will be used to create family/whānau rooms in the Acute Assessment Unit and ICU wards that provide a comfortable and welcoming place for whānau to gather while their loved one is in hospital.

The whānau rooms will be homely and big enough for large groups to come together and connect during what is often a stressful time. A person’s wellbeing is much more than just physical, it is also mental and spiritual, and connection to family/whānau is pivotal to that.

The whānau rooms will provide the facilities required to make staying close to loved ones while they are in hospital easier such as comfortable seating, tables, TV screens, telephones, and a kitchenette with tea and coffee-making facilities, microwave and a fridge.

The partnership with Tui Ora is part of Taranaki Health Foundation’s Room to Dream initiative which offers businesses, community groups and individuals the opportunity to sponsor rooms throughout the hospital.

“I listen because they care and they work with me, they don’t just tell me what to do.”

