

BREATHING LIFE INTO AN ECOSYSTEM OF WELLBEING

According to Māori custom, all living things and the taiao/enviroment have a mouri or a life essence. The balance of these individual mouri is crucial for the people, the birds and animals, the flora and fauna, the awa and the maunga to flourish, grow and thrive.

The interactions between these elements creates an ecosystem of wellbeing. Tangata whenua would use objects from the world around them, or identify certain animals that represent the mouri in that space, to connect with and monitor this wellbeing, and to ensure the balance of all things.

When this equilibrium is lost, wellbeing becomes difficult to maintain and the ecosystem enters a state of imbalance. The ability to thrive, to grow, to reach the potential held within is absent and the system starts to fail.

Restoration of that mouri and balance for the whānau we serve is an essential part of what we do. When whānau come to us, we start by addressing the mouri tangata. By identifying with the person, their whānau, their whakapapa and their needs, we commit to interacting with their mouri and how it connects to their ecosystem of wellbeing.

But, in order for us to fully restore others, our own mouri, of ourselves as individuals and of Tui Ora as a whole, along with our own ecosystem of wellness, needs to be in balance.

Fundamentally, we must know who we are by locating and centring ourselves into the whakapapa kōrero of our whare and its mouri and wellness ecosystem.

In doing that, we see that balance in how we work as a team with our enabling services, our ‘muri’, supporting our front-line services, our ‘mua’, the cultural mouri that guide us in what we do.

The dual relationship of mua/muri is critical to ensure our presence in the public domain is secure, and maintains our strategic and operational goals.

Aligning our annual planning cycle to Puanga is a spiritual and a strategic imperative. We maintain our own ecosystem of wellbeing by integrating a process of healing for all kaimahi by participating in the hautuku and the hautapu ceremonies. This understanding of our own frailty and the need to heal ourselves in order to heal our whānau strengthens the foundations of who we are.

We accept that each step we take into the future is a measure of our own footprint, adding to the whakapapa of what we are. By walking alongside whānau as they take their steps into the unknown, supported by the knowledge that our future depends on building an ecosystem of wellbeing, we will make every step count.

TUI ORA

MAHERE KAUPAPA 2025 -2028

Mana Ora

Ko Rongo, ko Rongo

Ko Rongo ki te whakatupua, ko Rongo ki te whakatawhito

He tawhito!

Ko te rongo houkura, ko te rongo kawa hautapu, ko te rongo i poutāikitia

Ko te rongo i a Maru-awatea takoto i te uruora

He uruora!

Ko te uruora nā wai?

Ko te whakauruora nō Ranginui e tū nei, nō Papatūānuku e takoto nei

He mouri kei runga, he mouri riakina te mouri, he mouri hapainga te mouri

Ko mouri amohia te mouri!

Tītoki amoamo, manawa ki mihia, manawa ki rawea!

He piki!

He piki, he piki, ka iri kei runga kei te whare o Puanganui o te rangi!

He piki, he piki, ka iri kei runga ki te Kawarau ki te whare o Matariki i te Takurua āio

He piki, he piki, ka iri kei runga kei te Matiti o te tau ki a Rehua te ariki o te rangi ē

Tina ki runga, tina ki raro

Tina ki te whakatupua, tina ki te whakatawhito

Tina renarena ki te maimai aroha – he aroha!

Kia uru atu tōku aroha ki a koe nā, kia uru mai tāu aroha ki ahau nei

Koi hua ko māwake rangitahi, koi hua ko māwake pā roa

Koi te Kāhui Pipine Koi te Kāhui Rūmene, Koi te Kāhui o Rongotau-Tangata-Matua

He matua-ā-iwi!

Matua i te kawa ora nō Rongo

Matua i te kawa ora nō Tāne

Matua i te kawa ora nō Rehua!

E Rongo, whakairihia ake ki runga, tūturu o whiti, whakamoua kia tina, tina!

Haumi ē, hui ē, tāiki ē!

He mouri tangata, he mouri whenua, he mouri o te whare tūrangā kōrero

Rongo is present in all that we do

Let the god of peace reign with power that is ancient and supernatural

Acknowledge the ancient!

It is peace renewed, it is sacred peace, it is peace that is established, it is peace that is ushered in the middle of day

Thus life is given direction

Life that comes from Ranginui from above and Papatūānuku that lays before us.

The essence of life that is universal, let it be raised and lifted above and carried before us!

As we carry the tītoki tree, our hearts are moved and filled with joy

So, let us adorn our feather!

A feather that is adorned onto the house of Puanga

A feather that is adorned onto Te Kawarau, the house of Matariki, when it is a Winter calmness.

A feather that is adorned during the summer months where the lord of the heavens, Rehua resides

Let it be fastened above and below!

Let it be fastened with dynamic and ancient power!

That is fastened tightly to our compassion

So that my compassion can be shared with you and your compassion can be shared with me

It could be a temporary exchange or it could be a long term exchange

We come together as it is appropriate to be a collective of Rongo-tau-tangata-matua

We are an emboldened force

A force that has origins from peace and Rongo

A force that has origins from knowledge and Tāne

A force that has origins from the healing and Rehua

Let this karakia be annointed to the heavens and may it be so!

Do we agree! Yes! Let it be so!

POU TŪ KŪRAE SUMMARY

Tēnā koutou katoa, ki a koutou ko ngā amo tītoki, ngā toki pou tangata, ngā waewae kaikapua. E tangi ana ki o tātou mate tuatinitini e ngaro atu nei i te tirohanga kanoahi. Waiho mai mātou ki muri nei ki te tangi apakura, haere atu rā koutou. Kia tahuri ake rā ki ngā poupounga kōrero mō tēnei tau.



As we reflect on the past year, we acknowledge the dedication and passion of our kaimahi, who have upheld the values and kaupapa that define our organisation. It has been 12 months of strong progress, with meaningful outcomes achieved across the five key focus areas that shaped our last annual plan.

These operational pou are now firmly established, shaping the direction and intention of our mahi and providing clarity of purpose for our organisation.

With this clarity, we have recognised a need for deeper development, longer horizons, and a more sustainable impact.

Therefore, we are making an intentional shift to a three-year operational plan that will allow our people to develop a deeper capability within their mahi, so strengthening the foundations of our services to whānau. The themes of growth and operational excellence will also be layered across each of our focus areas.

Our aspirations over the next three years are to grow our kaimahi, enrich our critical partnerships, and deliver exceptional care and support to whānau. Our intentions are grounded in our ngā uara – manaakitanga, kotahitanga, wairuatanga and rangatiratanga – and seek to fully embed our organisation as a trusted, enduring presence within the communities we serve.

There will be challenges, not limited to resource constraints, workforce pressures, and the evolving needs of our whānau. But with clarity and our sense of collective purpose, we can embrace the huge opportunities to uplift the wellbeing of whānau by improving our service delivery and championing their voice and need, so becoming an essential part of the hauora ecosystem that delivers positive outcomes for all Taranaki communities.

Ngā mihi nui ki a koutou katoa.

**Ngā mihi
Alana**

**Rua:
Service
Transformation**

Building quality and intentionality into our services is an important ongoing kaupapa for Tui Ora. Guided by ngā uara, ngā whaingā and Toka Te Manawa Ora, (our values, our aims and our long-term strategy) we are working to embed a framework of excellence across all aspects of service delivery.

A realignment of our service structure has been the first step in enabling our multi-disciplinary teams to work more seamlessly to meet whānau need as they follow the Whānau Hapai pathway towards positive hauora outcomes for themselves, their families and communities. Continued development in this space will strengthen Tui Ora’s ability to provide consistent high-quality, safe, timely and effective support.

Trusted relationships and confidence in our services underpins our success. Our service transformation focus is broadening to include strengthening our relationships with organisations and agencies who refer whānau to us. By increasing the understanding of what services and supports Tui Ora offers with these key stakeholders, we can engage at a more meaningful level and create opportunities for even deeper collaboration for service enhancement.

**Toru:
Understanding
Whānau
Perspectives
and Protecting
their data**

We prize the voices of whānau and kaimahi, their lived experiences of our services provide us with crucial learning and insights. Widening our collective understanding of this taonga, how we care for it and use it to bring about positive change, will be important elements in the on-going transformation and development of our services.

Frameworks to govern our collection, use and protection of whānau information will continue to be strengthened.

As government priorities and funding models evolve, whānau feedback of our services, coupled with our own service performance analysis, forms a valuable source of determining unmet need and opportunities for new services in the hauora Māori landscape.

Taking a co-design approach in the development of any new kaupapa will ensure whānau perspectives are inherent in the way we meet community need across the organisation.

**Wha:
Te Tai o
Rehua**

The launch of Te Tai o Rehua, our cultural framework, has provided a tāhūhū (ridgepole) to our whare to bring our kaimahi together and gain the benefit of knowledge exchange. This strengthening of our cultural identity will build confidence for both kaimahi and whānau to meet the expectations of being a Kaupapa Māori organisation.

As the framework matures, cultural confidence will be expressed in how our services are delivered, in how we connect with whānau and other stakeholders, and in the expression of tikanga at all levels of the organisation.

An evolving kaupapa, Te Tai o Rehua will develop different pathways, pillars for our cultural whare, that ground and connect Tui Ora to our socio-cultural landscape and build capability in our kaimahi to serve our whānau and their wellbeing.

**Rima:
Strengthening
our Leading
and Learning
Capabilities**

Our People and Capability team recognises the importance of our kaimahi and are dedicated to building capability, growing strong, values-driven leaders, and creating meaningful learning opportunities that meet the aspirations of both the organisation and our kaimahi themselves.

The challenge in this space is to do this in an authentically Māori way, ensuring our values are front and centre and that we are guided by te ao Māori in our decision-making.

The implementation of leadership development programmes will not only recognise the potential of our kaimahi but deliver long-term succession for our organisation and uplift our performance across our teams and kaupapa.

Our Kaihāpai roles will also be a focus. As advocates and guides for the whānau we serve these roles are our point of difference as a hauora provider and integral to our success in empowering whānau.

Designing tailored training pathways that support the learning and growth of our people will strengthen cultural confidence, foster innovation, enable professional development and not only build individual capability but enhance the delivery of high quality and culturally responsive services.

PRIORITIES

**Tahi:
Whaitara
Hauora Hub**

Delivering on the commitment to provide the primary care services the Whaitara community so desperately needed has been a journey of determination, resilience, and trust for us all.

We now have high-quality, experienced doctors and clinical staff at the practice and are building the deep relationships that allow us to understand and respond to community need, both for the delivery of clinical care and the wider support services that give whānau the opportunity to take control of their own health and wellbeing.

Those relationships will be key over the next three years as we develop and grow as a Hauora Hub, with our Kaihāpai playing an essential role in walking alongside whānau, weaving together the clinical, cultural and social to create a fully holistic approach to health and hauora in Whaitara.

Our focus going forward will be on consolidating the strength and sustainability of the services we are offering, exploring more opportunities for primary care services, and continuing to listen and be guided by the people we serve.