

TUI ORA

Annual Plan 2024-25



**Turuturu te kawa,
whakamanamana te kawa,
heke mai te kawa ora!**

Ko te kawa ora nā wai?

**Ko te kawa o Tupua-ā-
nuku, o Tupua-ā-rangi**

**Ko te kawa o Puanganui
o te rangi!**

Tahia te marae kia wātea

Tahia te kōrero kia ea

Tahia te tau ki tua

Kia hohou te kura ki roto

Kia puta ai te kura ki waho

**Kia mātiketike te kura,
kia mārangaranga te kura**

Ko te kura nā wai?

Ko te kura nā Rehua

Te kura i kōkō, te kura i kōki

Te kura i rongomaiwhititia

Ko te kura o Tui ora ē

Haumi ē Hui ē!

Taiki ē!

Let us welcome and acknowledge
the principles of life!

To whom do these principles belong?

Grown with spirit of our Earth Mother
and our Sky Father

Renewed with the rising of Puanga

Let us clear the path

Let us seek solace in our silence

Let us direct the past year to
the other side

So we can engage with the
knowledge within

So we can share our knowledge
to the world

Our intelligence will grow, and our
wisdom will be united

Who shared the sacred knowledge?

It was Rehua who resides in the heavens

He gave the treasure that sings and calls

He gave the treasure that comes from
sacred origins

The treasure held by Tui Ora

Haumi ē Hui ē!

Taiki ē!

Nau Mai, Haere Mai

Welcome to the Tui Ora Annual Plan 2024/25. As a Board we are pleased to endorse this suite of strategic priorities that will bring us closer to realising the aspirations of Toka Te Manawa Ora (our long-term strategic vision to 2040): ‘Kia piki te ora, te kaha, te māramatanga — holistic hauora for Taranaki whānau’.

Despite tough economic times and the rolling back of Te Aka Whai Ora, Tui Ora is flourishing organisationally, culturally and financially. We expect to achieve annual revenue growth of 30 percent for the year ending June 30, 2024, and the acquisition of Whaitara Health Centre has created the opportunity to generate even greater long-term value for Tui Ora and the whānau we serve.

As we look ahead, we also reflect. Highlights of the year for the Board include experiencing the manifestation of Tui Ora manaaki over WOMAD weekend. We’ve been proud to see our people and programmes make local and national headlines for all the right reasons, and to watch the recent boom in our social media numbers.

In the past year, several important projects were successfully completed. These include the Maratahu Street campus realignment, the development and operation of Te Whaitua Whānau, our rebranding and subsequent rollout, and the successful upgrade of critical organisational systems. As a Board, we express our congratulations to all kaimahi involved.

Our Executive Leadership Team, headed by our Pou Tū Kūrae, is expertly placed to drive our kaupapa forward over the next 12 months and beyond. We have confidence in its ability, with the support of senior leaders and all kaimahi, to deliver on the outcomes outlined in this document.

Ki a koutou e te iti, e te rahi – tēnā koutou katoa.



**Wayne Mulligan
Shelley Kopu**
Co-Chairs Tui Ora
Board of Directors



Pou Tū Kūrae Summary

Tuia ki runga, tuia ki raro.
Tuia ngā mate huhua kia tangihia, he maimai aroha nā te ngākau māhaki ē
Tuia te kaupapa tangata ki mua kia tauaropaki mai ai
Tuia ngā hua o te tau kia mau, kia ū, kia ita

I am looking to the year ahead with optimism and gratitude.

The mahi our team will do together during the next 12 months will make a difference to whānau both in the short term and into the future.

A key focus will be in Whaitara, where the recent purchase of Whaitara Health Centre has significantly increased our footprint in that community, almost doubling the number of whānau enrolled in Tui Ora Hauora ā-Whānau. It also speaks to the readiness of Tui Ora as an organisation, and is an incredible testament to the collective skills, experience, and dedication of our kaimahi.

Hearing and answering the call from this community is further proof of our ability to move mountains and create meaningful change. Now it's time to roll up our sleeves and deliver on the promises we've made. As well as boosting hauora access and outcomes for Whaitara whānau, our new holistic hauora hub is an amazing opportunity for Tui Ora. We will be listening and learning – and using insights gleaned to improve what we do, how we do it and, most importantly, how it benefits whānau.

Choosing to pivot from an organic growth strategy to a rapid one is a bold move, but ELT, the Board and myself are all confident it is the right one for Tui Ora and Taranaki whānau. Our strategy is sound and we've done our homework. The organisational and operational systems and supports are in place and we have an incredible, skilled workforce with the determination, capacity, and expertise to move the dial for the communities we serve.

I am excited about the opportunities ahead and invite you to read on to see how we intend to harness them to drive greater hauora access and outcomes.

Kia kōtuia iho i te iho taketake no runga ki raro, kia ū ki te aka matua.



Alana Ruakere
Pou Tū Kūrae (CEO)



We fix our gaze
on our Koro
Taranaki and
his timelessness.

Moea tō whare āio mōwai rokiroki
Maranga ake me te ataata o tō Maunga Kōrero

Resting with our loved ones and waking with the mountain

Whether time is of the essence, or merely a construct, we inadvertently choose to be bound by it or to try and ‘control’ it.

How we scale our time in Taranaki can either be captured by our own human activities and our corporate flexing, or it can be a reminder of our frailty. When we fix our gaze on our Koro Taranaki and his timelessness, he takes us to a place of peace – we feel rested, we feel at ease, we feel a sense of legacy that makes our time seem important.

Any reset needs to be measured by the scale of beauty and mana that emanates from our Koro — and an admiration of being a ‘Maunga titōhea’, where the peak is reserved for the gods only, in acknowledgement for

Taranaki being ‘Matua-te-tapu’ — the tohunga of the family who left his own whānau to keep the peace.

Taranaki maunga has seen the dispossession and landlessness of our tupuna, and has guided and been the spiritual overseer of a political movement of peaceful resistance. This is an ancestor who had his name cut from his identity and exposed to the base behaviours of those who seek to control and “dominate” him. Our time is his time, our space is his space.

If it is time for a reset and plan for the new year, we do so with the idea that our celestial culture has been revitalised.

We do so knowing that we are moving beyond treaty settlements with the Crown.

We do so as we gently proceed into what is known as the place where the New Zealand wars began, Whaitara, 'te pūtake o te riri, te pūtake o te rongo'.

We do so because our model of care works with the tenets of our own ancestral wisdom, not against it.

Our Annual Plan is not a simple list of tasks to measure our progress. It is to be guided by our annual ceremony that celebrates Puanganui o te rangi. We clear the past, come together in the cold of Hine-Takurua.

To move in unison with Papatuanuku and Ranginui is a humble approach, it means that we know our place, yet we are also bound to create and maintain space for our mokopuna through our servant leadership and our clinical care.

We move to the new beginnings of Koanga and the warmth of Hine-Raumati and look forward to finishing the cycle with Ngahuru, where we harvest and look forward to a new reset.

A new political environment

As we set our intentions for the year, we also reflect on the systemic forces at play in the environment Tui Ora operates. Serving whānau Māori for 25 years across a busy health system landscape has shaped Tui Ora into a resilient organisation that remains agile and adaptable to change.

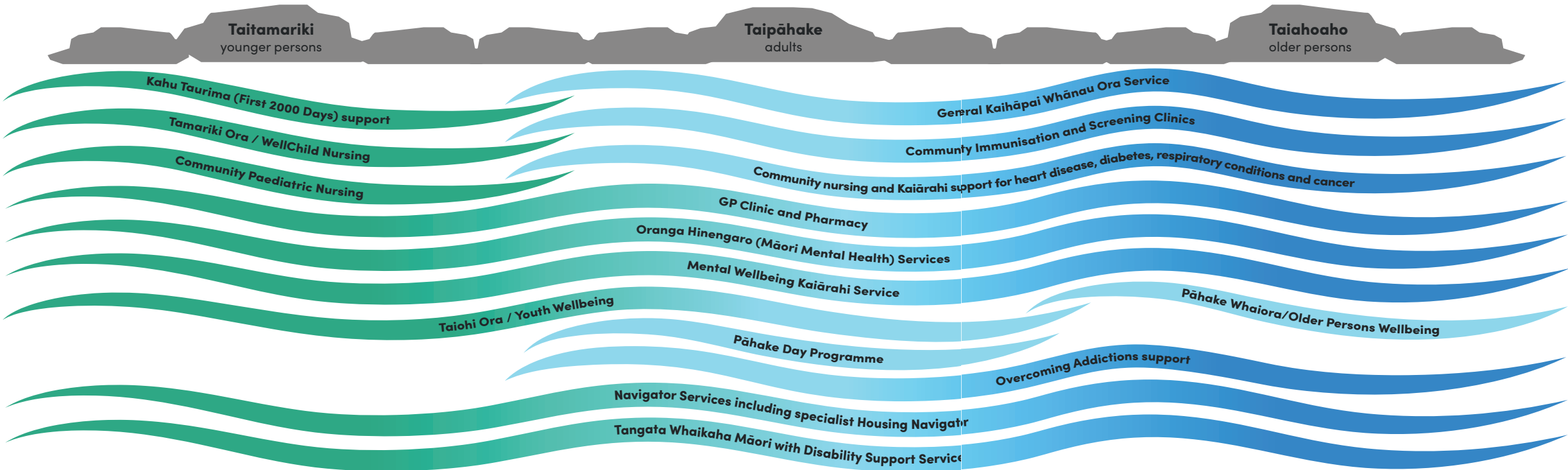
The new Government health plan, Te Pae Waenga, in place from July 1, 2024, sets the actions Health New Zealand / Te Whatu Ora will take over the next three years to improve the way our health system works. It aims to address health inequities, like those experienced disproportionately by Māori and Pacific people, Tangata Whaikaha (disabled people), and rural communities.

The plan will see Health New Zealand / Te Whatu Ora adopt a life course approach, including a greater focus

on prevention and early intervention, and better management of long-term conditions. This aligns with our holistic approach to hauora. Tui Ora already delivers services across the ten focus areas named in Te Pae Waenga (see opposite page). With this alignment, Tui Ora is in an excellent position to deliver the outcomes Te Pae Waenga aspires to.

Moving forward, the intention is to grow our services, in line with government priorities. We will do this in a way that increases access to those services for whānau Māori and supports greater overall hauora and wellbeing.

The diagram below illustrates how our services integrate and support whānau across a life course, to start well, live well and age well. It is in the context and humble appreciation of our relevance, readiness and relationships, that we outline our plans to serve the Taranaki community for the year to come.



Te Pae Waenga

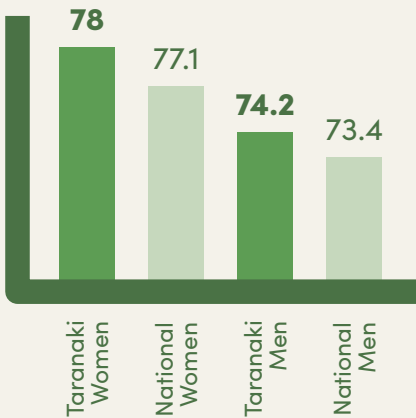
Health New Zealand / Te Whatu Ora aspire to deliver timely access to quality health care for all of Aotearoa by focusing on:

- Five modifiable behaviours that contribute to people living healthier, longer lives:
- Smoking and vaping prevention
 - Alcohol use and misuse
 - Food, environment and nutrition
 - Physical activity
 - Social inclusion

The prevention of the five non-communicable diseases that contribute the most to the health burden in Aotearoa:

- Mental health and addictions
- Diabetes
- Cancer
- Cardiovascular disease
- Chronic respiratory disease

Māori life expectancy



Whānau are at the centre of our care model. Kaihāpai walk alongside whānau. Kaihāpai connect whānau with people who can support their hauora aspirations.



The year ahead

Our annual plan is an expression of the way we take Toka Te Manawa Ora, our strategy and vision towards 2040, forward during the coming year.

The annual planning process offers the opportunity for kōrero and collaboration, and the chance to deepen our focus in areas that will bring whānau closer to their hauora aspirations and mana motuhake. It is guided by our reflections on the successes, the learnings, and the kōrero shared by whānau and kaimahi.

Our annual plan for 2024-25 is an acknowledgement of wellbeing in all its holistic complexity. It recognises that the wellbeing of whānau and Tui Ora are collectively bound together and that by working on ourselves as an organisation, we are working for whānau. To support our central tenets of growing our capability and increasing access to services for whānau Māori, we have established five key focus areas.

Tahi

Whaitara Hauora Hub

Mana whānau: Whānau are self-determining

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

Our acquisition of the Whaitara Health Centre (WHC) creates the opportunity for Tui Ora to completely transform – and scale-up – our delivery of holistic hauora services to the people of Whaitara.

Practically-speaking, this mahi involves integrating WHC with Tui Ora Hauora ā-Whānau. This involves migrating WHC medical records into existing Tui Ora systems and fully implementing our experience pathway, Whānau Hāpai, across all services offered in Whaitara. Our Kaihāpai team (relational-navigator experts) will lead this mahi, walking alongside and supporting whānau as they access the full breadth of our services.

“As a local, I’m stoked Whaitara will be the first to experience hauora services aligned with and delivered via Whānau Hāpai pathway. Holistic hauora designed and delivered with, for and by whānau will be a gamechanger for the community.”

– Tui Ora Kaimahi

Health Done Differently

You’ll notice the difference as soon as you arrive. Health is no longer austere and impersonal, but warm and relational. Familiar faces greet whānau and manaaki them in a relaxed, comfortable setting.

We believe all components of hauora are connected – not only within the individual but the wider whānau too. Our Kaihāpai are pivotal to the hub and this philosophy of connection. These specially trained navigators and advocates listen to hear what’s on top right now for those who come to us.

They work with whānau to set and achieve hauora goals, navigate access to support and services, and advocate on their behalf.



8,850

Whānau enrolled

4,600

Tui Ora Hauora ā-Whānau

+

4,250

Whaitara Health Centre Whānau

Rua

Service Transformation through Whānau Hāpai

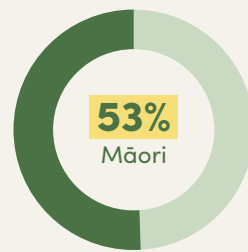
Mahi tautoko: Whānau-centred care

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

During the next year we will transform our service orientation to align with our Whānau Hāpai pathway, beginning with our new Waitara hauora hub. This mahi builds on insights gathered during the Whānau Hāpai review completed last year, where kaimahi within each service mapped their processes along the pathway.

A suite of additional initiatives across the organisation will support service delivery becoming even more whānau-centred. These include systems centralisation for greater visibility and reporting, developing a whare wānanga concept for our Kaihāpai roles, and simplifying our intake, referral and consent processes.

“After engaging Tui Ora to support a hapu māmā, the midwife said it was like visiting a different person. Building a relationship allows us to understand the full picture and empower whānau to focus on what’s important to them.” – Tui Ora Kaimahi



214 kaimahi employed

What is Whānau Hāpai?

Developed by Te Kawau Mārō alliance, Whānau Hāpai is a whānau-oriented pathway experience model for designing and delivering hauora services. The model empowers whānau to achieve their hauora aims at a pace that suits their needs, via a truly relational approach to goal setting and attainment.

The recent shift in government funding of hauora services enables design and delivery to be commissioned based on outcomes. This model makes it more feasible than ever to deeply align what we do and how we do it with our Whānau Hāpai approach.

Toru

Understanding Whānau Perspectives and Protecting Their Data

Mana whānau: Whānau are self-determining

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

Tui Ora welcomes the opportunity, created by government funding model changes, to reorient our service reporting and measurement of success towards an outcomes framework approach.

This way of working is the foundation of our kaupapa. It reflects the value we place on the voices of whānau and kaimahi, and how the improvements we make derive from this.

Work this year will include strengthening the pathways to seek, understand and hold the perspectives of whānau and kaimahi, with clear visibility to each stage, ensuring our tikanga and custodianship of whānau data remains appropriate. We are also improving how we use, analyse and comprehend that data, so when whānau share their experience with us, it will directly inform service improvements through an enduring feedback loop that is visible to both whānau and kaimahi.

Wha

Te Tai o Rehua — our Cultural Framework

Named after the basin of ocean beside Ngāmotu, Te Tai o Rehua is a Cultural Framework that will provide the conceptual narrative, theoretical foundation, and clearly understandable central themes that are culturally significant to Tui Ora.

Our Pou Tikanga will lead this journey. He will collaborate with tribal experts and complete a literature review, then use these materials to create a narrative that will become the foundation of the framework. Importantly, the primary sources will come from our own tribal repositories of pūrākau and waiata. Te Tai o Rehua will

explore the whakapapa of our symbols and develop a way to integrate this cultural pillar into the fabric of Tui Ora. The narrative will be written in Te Reo and English.

Te Tai o Rehua will empower us to proactively and appropriately respond to the cultural needs of our kaimahi and our community. It proudly communicates our commitment to upholding and increasing the mana of te reo Māori and tikanga. Moreover, we will be building our potential to walk confidently in our community — knowing that the pou in our whare is aligned to our tāhūhū kōrero.

20,000

connections with GPs and nurses

18,000

connections with Oranga Hinengaro services

4,000

vaccinations given

1,250

tiaki ūkaipō connections

750

Rongoā sessions



Rima

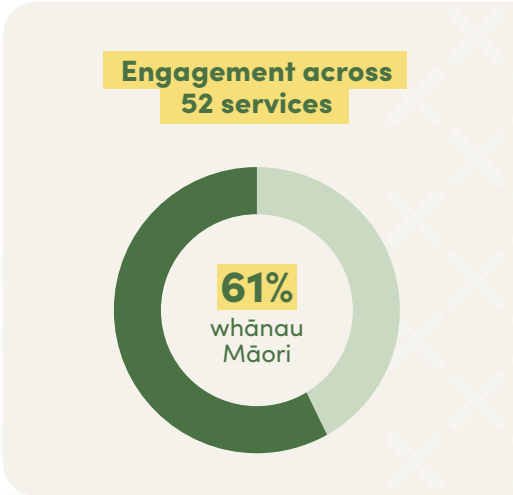
Strengthening our Leading and Learning Capabilities

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

Our kaimahi are the life force of Tui Ora. Their care and commitment empowers whānau to shape their own hauora journey. We will continue to enhance our employee value proposition, which has recently been strengthened further with the addition of quarterly wellbeing days for kaimahi and the implementation of new payroll and human resource systems.

The focus this year will be on growing the leading and learning capabilities of our people. New leadership programmes will be developed and rolled-out. Professional development and performance excellence frameworks, that are strength-based and build organisational capability, will be embedded into our new human resources system.

We will review the way we offer training and learning before enhancing what we offer to kaimahi in this space. Mahi will also begin on the redevelopment of our induction and orientation processes to ensure we appropriately and consistently manaaki kaimahi into Tui Ora, setting them up for success in their role.



Kaihāpai Whare Wānanga

At the centre of the Whānau Hāpai model and its success is the role of Kaihāpai — our relational-navigator experts who lead out all Tui Ora services. Our Kaihāpai develop and hold trusted relationships, supporting whānau to set goals and then skilfully navigating them to programmes, services and agencies that will enable them to achieve those goals.

Pivotal to deepening our alignment with our Whānau Hāpai pathway across Tui Ora will be the development of a Kaihāpai whare wānanga during the next year. It will recognise the level of training and broad expertise required in these important roles that extend across the hauora and social sectors.



**Kia māia ki te matahī tauā,
Kia māhaki ki te matoronga mai o Te Matatini**

Being vigilant in the face of adversity.
Being humble as we prepare for the arrival of Te Ao Māori to Taranaki

The mana of Taranaki whānau and our ability to manaaki will be on display, and tested, in early 2025. Every two years Te Ao Māori comes together for its biggest cultural gathering, Te Matatini, and this time it's coming to our place.

When those of us who are proud to call Taranaki home host the motu to celebrate our political and social narratives at Te Matatini, Kapa haka will steal the show. Kapa haka is a vehicle for the political voice of our people and Te Matatini is the stage.

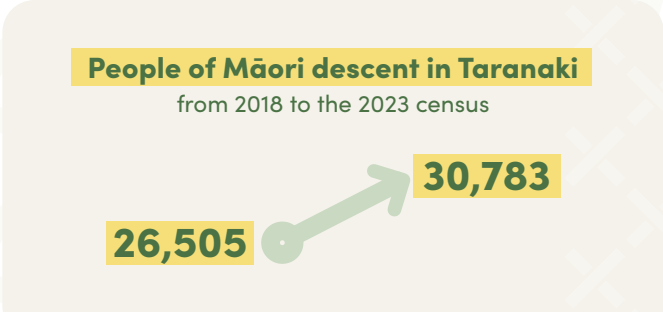
It is a cultural health check. It is a ritual of encounter scaled up exponentially where heroes and villains on both sides of the marae ātea take their space on the stage. It is a continuing critique of different kapa who either make the finals or don't.

It is the acceptance of the power of the judges to crown the winner and let the rest of the couch critics continue with their grumbling.

Most importantly, it is a time to catch up with our whānau and celebrate the rise of Te Ao Māori as a global force.

It will be a test of Taranaki's ability to bring everyone together from the North and South, as well as work with our whānau from Whanganui. Hosted by Te Atiawa, the whole event will be steered and paddled by all our iwi. Tui Ora, after its successful contribution to WOMAD this year, is well positioned to be a significant leader for te Matatini.

We will not understate the importance of Te Matatini 2025, the challenge it presents to our wider community and the role Tui Ora will have. Nau mai rā te kaupapa o Te Matatini me WOMAD! Kia māia ki te matahī tauā, kia māhaki ki te matoronga mai o Te Matatini!





TUI ORA