



FROM THE TUI ORA BOARD CO-CHAIRS

The past year has been a continuation of significant change for the health sector in Aotearoa. It has been 12 months since the disestablishment of Te Aka Whai Ora, and the integration of its services back into Te Whatu Ora – Health New Zealand has caused significant disruption. A renewed emphasis on outcome targets and a continued focus on savings and optimisation across the sector have created a challenging environment for providers, requiring adaptability and resilience. Despite these pressures, Tui Ora has remained steadfast in its commitment to whānau, ensuring that our services continue to be culturally grounded and responsive to community needs.

Our Services and Whānau-Centred Approach

Whānau remain at the centre of everything we do at Tui Ora. Their voice guides our pursuit of service excellence and determines that quality should never be compromised. A significant milestone during 2025 was the successful first year of operating our general practice clinic in Whaitara. The mahi being done here reflects our commitment to delivering integrated, accessible care that meets the needs of our communities. Our focus on outcomes and whānau aspirations continues to build a strong platform for long-term sustainability and future opportunities.

Annual Performance

We are pleased to report another strong financial performance. Tui Ora achieved a solid surplus, reinforcing our stability and enabling us to invest in innovation. For the first time, revenue has exceeded \$30 million, and our kaimahi headcount has remained above 200. These are important indicators of organisational strength and capability, and they reflect the hard mahi of our people throughout the year.

Acknowledgements

We welcomed three new Directors to our board at the beginning of 2025: Warwick Tauwhare-George, Puna Wano-Bryant, and Brian Ropitini. Their expertise and leadership has already been in evidence at Board hui and will be invaluable as we navigate the future. We also acknowledge and thank our Pou Tū Kūrae Alana and all our kaimahi, whose dedication and passion provide so much for Tui Ora and the communities we serve.

Looking Ahead

As always, the coming year will bring new opportunities and challenges for service delivery, equity outcomes, and long-term sustainability for Tui Ora and the whānau we serve. Management of operating costs, particularly when delivering wrap-around services that extend beyond contract specifications, the growing demand for mental health, addiction, chronic disease, and whānau wellbeing services, and the increasing influence of artificial intelligence in the health space are all areas needing our attention as we work to implement integrated, whānau-centred approaches that support stronger long-term health improvements.

The ongoing refinement of national and regional structures will also continue to bring change and uncertainty, but we have built strong cross agency relationships that will serve us well.

We are committed to continuing our journey as a trusted partner for our communities, delivering accessible, culturally grounded care that is responsive to the needs of whānau today and into the future.

Ngā mihi nui

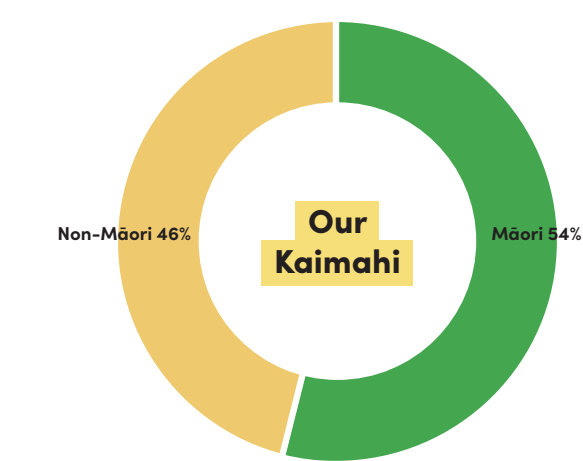
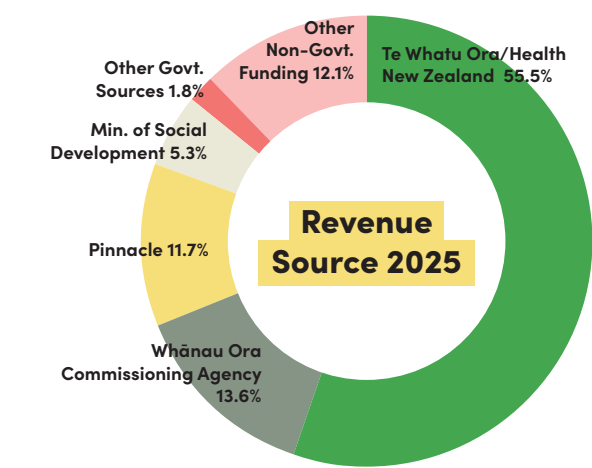
Wayne Mulligan & Shelley Kopu

Co-Chairs Tui Ora Board of Directors

Financial Performance

Table: Financial Performance Tui Ora

000's	2021	2022	2023	2024	2025
Revenue	\$15,026,000	\$18,192,000	\$20,288,000	\$27,550,000	\$30,155,000
Costs	\$14,562,000	\$17,983,000	\$19,552,000	\$26,607,000	\$29,207,000
Surplus	\$464,000	\$209,000	\$736,000	\$943,000	\$948,000
Surplus % of Revenue	3.1%	1.1%	3.6%	3.4%	3.1%
Staff Numbers	151	170	174	222	209



Service employment breakdown	
Oranga Hinengaro	68
Support Services	42
Whānau Ora/Hāpai	47
Tui Ora Hauora-a-Whānau	42
Community Nursing	10
Total	209

Number of whanau enrolled in GP services			
	2023	2024	2025
Māori	2,650	4,172	4,158
Non-Māori	2,046	4,609	4,223
Total	4,696	8,781	8,381

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.



Adaption and resilience have been our watchwords this year as the dynamic health environment continued to present Māori providers with a wide variety of challenges.

But the amazing team at Tui Ora has always delivered remarkable outcomes, bringing their professionalism and commitment to mahi every day. They have worked tirelessly to optimise services, prioritise what matters most, engage with whānau, and deliver care that truly makes a difference. Their ability to adapt while maintaining quality and integrity is something we are deeply proud of.

Our strategy, **Toka te Manawa Ora**, remains our map on this journey with our vision 'Kia piki te ora, te kaha, te māramatanga' our guiding Star. Our values of Manaakitanga, Rangatiratanga, Wairuatanga, and Kotahitanga are the lashings that keep our waka strong as we continue to deliver our services to whānau.

Our three-year plan, Mahere Kaupapa, was released this year, outlining our renewed commitment to our five focus areas:

- Whaitara Hauora Hub
- Service Transformation
- Understanding Whānau Perspectives
- Te Tai o Rehua
- Strengthening our Leading and Learning Capabilities

We have made significant progress with a full clinical team of five GPs, two Nurse Practitioners, five practice nurses, two Extended Care Paramedics and two pharmacists now in place in Whaitara delivering the care the community needed so badly—a considerable improvement from the few carrying

the heavy load when we first arrived! The role of kaiāpai in this space has also brought the point of difference we are so very proud of when delivering services to whānau.

A service re-alignment has been implemented, with the benefits of better aligned teams already beginning to take effect, and we continue to develop and strengthen Tui Ora's ability to provide consistent high-quality, safe, timely and effective support for whānau.

Steady progress to establish how we use whānau voice to inform what we do and how we do it, and how we care for it, is being made, and we continue to build those trusted relationships with key stakeholders.

Te Tai o Rehua, our cultural framework, is increasing the cultural confidence for our kaimahi and continues to evolve. It was a proud moment to see our group Te Pae Kura o Rehua perform at the Puanga Kapa Haka Festival in Whaitara for the first time.

A leadership development programme has begun, reflecting our recognition that building capability in our kaimahi benefits both the organisation and whānau, as well as the individual. Work is also underway for a learning pathway for our Kaiāpai roles, which are such an integral part of how we deliver our services.

Alongside this mahi, we have continued to deliver a full breadth of services with a commitment to quality and whānau-centred care that defines Tui Ora.

I was privileged to travel to Australia and Europe after being awarded a Winston Churchill Trust Fellowship grant. This was an opportunity to study intergenerational innovations and explore how

they can help us respond to future challenges for whānau.

The goal is to ensure Tui Ora remains sustainable and relevant in a rapidly changing health and social environment. The mahi has since been presented, and we look forward to partnering with key people to bring this kaupapa to life in ways that will strengthen whānau wellbeing for generations to come.

Finally, I want to thank our Board for their continued guidance and support, and our kaimahi for all that they do. Your dedication and passion are an inspiration every morning, and the reason we can serve our communities with strength, kindness and integrity.

Ngā mihi nui

Alana Ruakere

Chief Executive

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

Toka Te Manawa Ora

TE MĀRAMATANGA | OUR VISION

Kia piki te ora, te kaha, te māramatanga | Holistic hauora for whānau

NGĀ UARA | OUR VALUES

Manaakitanga

We acknowledge the mana of every person and have compassion, respect and genuine care for others.

Rangatiratanga

We lead by example with honesty, demonstrating integrity, courage and humility in our actions.

Wairuatanga

We recognise that taha wairua is integral to the wellbeing of all.

Kotahitanga

We work collectively, sharing knowledge, supporting each other and moving forward as one.

TE ARA KI TE ANAMATA | OUR STRATEGIC PATHWAYS

Mahi Tika

We have strong systems and clear processes that underpin good practices.

Mana Kaimahi

We nurture kaimahi to develop and realise their capability.

Mahi Ngātahi

We build trusted relationships to deliver services that meet whānau need.

Mahi Tautoko

We deliver high-quality services to whānau.

Mana Whānau

We uphold self-determination and the voice of whānau.

TUI ORA



HELPING WHĀNAU TO FEEL AT HOME WITH GETTING THEIR TAMARIKI IMMUNISED

Whānau can face a number of barriers when it comes to getting their tamariki those all important, and potentially life-saving immunisations – but Tui Ora is on hand to help them find a way.

The Taranaki hauora provider has registered nurses who visit whānau at home, or wherever suits best, to kōrero about and administer any or all childhood immunisations.

Maria has been part of the Tui Ora Outreach Programme for two years now, administered countless immunisations and, most importantly, protected an immeasurable number of whānau from serious and contagious diseases like meningitis, whooping cough, and measles.

There can be many different reasons why having tamariki immunised at home helps whānau.

Maria explains, “Some whānau aren’t enrolled at a General Practice (GP) because they can’t get into one and it’s not often that GPs are able to open their books. This means they can’t make an appointment to have their babies and children immunised.”

“Transport can be another issue – maybe their partner has the car for work and public transport is lacking, so they’re not able to get to appointments.”

“Sometimes it can be that they have a number of small

children which makes it really difficult to get everyone coordinated into a single visit at a clinic.”

For Ayla Broughton-Reweti, māmā to six tamariki aged 17, 12, 11, five, four and almost three, the reason for using the Outreach Programme was because “it’s easier to keep an eye on all the kids, also being in the comfort of our own home makes it easier for pēpi to come right again.”

She was referred to the programme 17 years ago through her midwife and has been with Tui Ora ever since. “Often I’ve had multiple tamariki needing their vaccinations, and they’ve helped keep me on top of the schedule so no one gets behind.”

“I love that even when I was working at kōhanga, they made the effort to make it work for me to get their immunisations done by coming to my mahi. I couldn’t really ask for better support than people who go above and beyond to make it happen for our tamariki and keep them safe.”

An Outreach visit to vaccinate tamariki takes around half an hour and everything is done to make sure everyone feels at ease.

Maria explains “We try to make it a really good experience for people. My role isn’t just about popping in, giving a vaccination and then leaving again, you’re building relationships with the mother, child and whole whānau, and that’s such a pivotal part of it all.”

DOING THE MAHI, WITH SUPPORT FROM MAHI, TO LEARN TE REO MĀORI

Te reo Māori was an unspoken language in Tui Ora's Dawn Campbell's whare when she was growing up.

She knew her Nan had a love of Māori cultural and te reo, but in between the generations a piece of the puzzle was lost. Now she's working hard to put find that missing piece for herself, and her mokopuna.

"Learning te reo is something I've always felt passionate about, because it's a connection to whakapapa that I've never had. It's important for people to know where they come from and know their roots."

So when an opportunity came up at Tui Ora to learn te reo Māori through Te Ataarangi, a full immersion remote learning 20 week course, Dawn jumped at the chance.

"It's definitely a personal goal of mine that I'd love to achieve and feel confident in. I would be so proud to be able to speak te reo Māori," she says.

Every week for two hours, Dawn makes the time to log on for her lesson, even when she's exhausted from a full day of mahi as a Community Mental Health Nurse,

and has a busy household of whānau to come home to, including her three-week-old mokopuna.

The format of the wānanga is for immersion language learning – which means no English is spoken at all during the class.

Dawn admits, "Full immersion is something I find really challenging, it's very different to what I'm used to. I'm used to writing things down to learn, whereas Dr Ruakere Hond is saying not to do that, and to just listen."

Outside of Te Ataarangi wānanga, Dawn has found some creative ways to help her learnings stick!

"I do as much revision as I can, I speak as much as I can around home, even if it's just to my dog, or my pot plant, all of it helps! It's pretty amazing how much I'm learning."

Along with the progress she's making through te reo lessons, Dawn also finds working at Tui Ora is helping too.

"We do karakia every day, and learn new karakia and waiata, I love it. I love that every day we start with that, it uplifts my spirit and makes me feel positive about the day ahead... it really sets the tone," she beams.

"I think that Tui Ora giving us those opportunities, to do that as a team, and to learn te reo Māori, is really amazing," she adds.

"For me, when you're working with predominantly Māori whaiora, it is important to be able to kōrero in te reo Māori. It's about being able to connect not just on a clinical level but on a Te Ao Māori level too."

"After working in a clinical space for more than 20 years, learning te reo has made me really excited about my mahi because I'm bringing in a part of something that I've always personally valued but I've never been able to weave together, until now!"



WHAITARA HEALTH CENTRE WELCOMES NEW LEAD GP DR GINA KAYE



Tui Ora's new Lead GP for Waitara, Dr Gina Kaye wants her community to know that Waitara Health Centre is fully open for business!

"For a long time, we know it's been hard to get appointments, and the community has become used to accessing healthcare in other ways, such as driving into Ngāmotu, but please give us a call as from now on we should have a lot more on the day or in the week appointments available," she says.

The dynamic doctor has brought her passion for whānau care along with a wealth of hauora and life experience to the role.

"Continuity of care is everything. I want to provide an environment where whānau can walk in, and know their team, who know what's going on for them, and their family," she says.

This is a dream that will soon be a reality with two new GPs starting by the end of September, which means that all Waitara Health Care whānau will have their own allocated clinician.

It's a far cry from when Tui Ora took over the clinic a year ago with no GPs and is a huge achievement for the kaupapa Māori organisation.

Dr Gina has already introduced two new clinics to help increase the opportunities for whānau to meet with a health clinician face to face, one of which is the Kama Te Uru clinic. This is run daily Monday to Thursday by Waitara Health Centre's paramedic, Sarah Sharp, who can help whānau with a wide range of concerns such as rashes, infections, injuries, sore throats, sore ears, sexual health and urgent care, so they don't have to wait to be seen by a GP.

Before taking up her new Lead GP role, Dr Gina came to Tui Ora as a locum doctor late last year, so she is familiar with the model of care Tui Ora provides whānau, and it's part of what attracted her to the position. "A kaupapa Māori healthcare model is something I wanted to be a part of. For me it's around the holistic nature of the care and the alignment of values. Also, the fact there are so many other areas of Tui Ora that I can call on to support whānau."

Medically trained at Bristol University, English-born Dr Gina moved to New Zealand 22 years ago with her Taranaki-born husband and five children.

She has experience ranging from training in psychology and medicine, working as a palliative care physician, owning and working at the Green Bay Medical Centre, fostering 12 children that she still keeps in regular contact with, and since moving to Taranaki in 2024, she and her husband have planted more than 10,000 trees on their eight hectare section while they build their dream home on site.

She has plans just as aspirational for the future of Waitara Health Centre.

"We're aware there's still much to do, but what's happened in the last year is brilliant, and the future is bright for Waitara Health Centre and the community we serve!"

Other stories about the recruitment of doctors at Tui Ora this year can be found here: tuiora.co.nz/stories