

2018-19 Annual Report



FROM THE Board Chairman

Tangihia ngā mate o tātou i tēnei tau, tērā tō tātou pou kuia a Te Urumairangi Ritai, rātou ki a rātou, tātou e whai tonu i ngā kaupapa o te wā ki a tātou.

I am pleased to present this year's annual report. In doing so it is important to reflect on the passing of our

former board member and a wahine-toa and wonderful advocate for Māori health improvement, Te Urumairangi (Pam) Ritai. Te Urumairangi gave over 20 years commitment to the Tui Ora kaupapa. We are forever grateful.

To my fellow board members, I acknowledge you for continued dedication to making Tui Ora more impactful and for leading diversification of the organisation to ensure it becomes more resilient for Taranaki Māori. This year just over 96% of the revenue of Tui Ora came from government funding via a series of contracts.

Going forward, the board has a strategy to reduce the risk of being exposed and over reliant on a single revenue source. The board notes any change in Government policy may result in considerable income reduction and/or higher compliance costs to Tui Ora. The board has approved a new strategy and business model to focus on three areas. We invite you to be part of this new journey.

Our CE Hayden Wano is also part of the committees, including the clinical governance group, as are a range of clinical staff from Tui Ora.

Over the past year Tui Ora has had the privilege to have been served by two recently retired directors, Dr Diane Jones and Te Urumairangi Ritai (retiring November 2018). Both directors have provided immense medical and nursing services to the public of Taranaki.



Ora: Community Wellbeing.

Building on Whānau Ora and other services to maintain and increase government contract revenue.



Toi: Impact Innovation.

Building a suite of new services that generate revenue with a focus on innovation, creativity and new business opportunities for Taranaki Māori, rangatahi, whānau and our wider communities.



Tipu: Enterprise Growth.

Building new revenue from business enterprise partnerships with local and national organisations, by optimising Tui Ora's business and service capability in information management, data and analytics, research, advisory and capability in financial and business services.

Board of Governance

There has been no adjustment in board fees since 2011 and this policy will continue for the year. The legal obligations of a director are demanding with some 240 pieces of legislation and regulation requiring compliance. As directors we regularly take legal advice to ensure our governance is professional and meets legal and regulatory requirements.

Financial Summary

It is pleasing to report that Tui Ora has made another surplus of \$224k. Over the past two years this has seen \$600,000.00 in retained earnings, which will be used to embed services and support. Tui Ora Limited is a registered charity.

The board acknowledges the work of the CE and his team. Numbers at a glance:

Performance

Revenue	\$12.2m
Costs	\$12.0m
Suplus (Loss)	\$0.2m

Position

Assets	\$6.7m
Liabilities	\$4.0m
Equities	\$2.7m

Human Resources

All Staff	134
Full-time	70%
Part-time	26%
Casual	4%

Contracts

All Contracts	24 - support 63 workstreams
Government	19
Other	5

Board members commentary

The board has four committees to ensure business opportunities, compliance and risks are managed:

Robin Brockie | Chair, Finance, Audit and Risk Committee

Another year has passed of resilient activity of the organisation's people, stakeholders and clients. In my report last year, I referenced our team's commitment to serving the organisation amid ongoing challenges. These include high service expectations in a health environment of competing demands for limited resources as well as a drive for continuous improvement. That commitment has not changed and it is pleasing to acknowledge the organisation's resilience and the satisfactory audited financial position for the year ended 30 June 2019.

FARC has met on numerous occasions throughout the year engaging on a variety of matters including financial performance, strategic and business planning, budgets [operating and capital expenditure], health and safety, quality and risk management and both internal and external audit processes in supporting the Tui Ora team.

Dr Pieter Pike | Chair, Clinical Governance

The Clinical Governance Subcommittee aims to ensure that the clinical care Tui Ora provides meets the needs of our people and complies with best practice.

A Clinical Governance Steering group was established late last year to develop a clinical framework. It outlines the strategic programmes that underpin patient and quality and defines the roles, responsibilities and reporting structure for safety and quality.

A few changes will be made before finalisation and implementation of the reporting structure begins. The inaugural meeting of the Whānau Safety and Quality committee – the peak operational safety and quality committee – took place in October 2019 and the Clinical Governance Subcommittee will be re-established in the first quarter of 2020 when the framework is finalised.

Liana Poutu | Chair, Te Pou Kawa o Tui Ora

Te Pou Kawa o Tui Ora (Cultural Governance Subcommittee) has continued to embed itself as an important component in the Tui Ora governance structure. Following appointment of Dr Will Edwards as a board director, we welcomed him onto Te Pou Kawa.

During the year, Te Pou Kawa developed an External Whānau Support Protocol which was adopted by the board to ensure that kaimahi have clear guidelines when approached to assist whānau with external services. It is the intention for the protocol to feed in to the Whānau Ora service model.

Following the review and evaluation of Te Raukura Cultural Competency Programme we have been fortunate to have Rukutai Watene leading the delivery of Te Raukura, which has resulted in a more flexible and engaging programme for staff. Te Pou Kawa is also looking at technology options such as a phone app to make the programme and associated resources more accessible to kaimahi.

Development of cultural competency measures will be ongoing. The uniqueness of Te Raukura is a huge point of difference for Tui Ora and something we are looking to capitalise on as the programme is refined.

Debbie Packer | Chair, Economic Development Strategy (EDS)

In 2018 as a response to mitigating waning income streams the board prioritised the development of an economic strategy.

Our strengths-based approach leverages off our relationships, cultural capacity and organisational intelligence. With the added appointment of Ngamata Skipper to the role of Economic Development Relationship Manager we are excited at the new opportunities this strategy presents and the collective impact we can make towards whānau wellbeing in Taranaki.

Fees 2018/19

Directors	Board positions	Honoraria Paid 17/18
Wayne Mulligan	Chair	\$38,000
Debbie Packer	Director	\$26,000
Liana Poutu	Director	\$22,000
Dr Pieter Pike	Director	\$20,166
Robin Brockie	Director	\$30,666
Pauline Winter	Director	\$9,166
Shelley Kopu	Deputy Chair	\$23,500
Hayden Wano	CEO	\$20,000
Dr Will Edwards	Director	\$22,000
Te Urumairangi Ritai (Decd)	Director	\$11,000
Diane Jones	Director	\$1,833

Nāku noa iti
Wayne T Mulligan

FROM THE Chief Executive

*He maru ahiahi kei muri
te maru awatea. He paki
arohirohi kei mua.*

At the heart of Tui Ora is our vision, strengthening whānau wellness and quality of living. Over the past year we were heartened to see central Government's increasing recognition of whānau ora following completion of a national review.

Whānau Ora sits comfortably with our organisation

As a kaupapa Māori organisation we know many factors impact on a person's wellbeing, including cultural identity and whānau.

Tui Ora has over 35 services and programmes which means people and whānau can be supported in a range of ways and staff take a multi-disciplinary approach.

Understanding the broad parameters of health and the way we connect, is pivotal to a range of new programmes making an impact on people's lives.

Taiohi Ora is a youth wellness programme for young people grappling with mild to moderate mental health issues.



It focuses on Māori and Pasifika and those at high risk of entering the mental health system, and includes group programmes (Taiohi Tu) where Tui Ora staff work alongside schools to help young people become more resilient in emotions and behaviour so they are better learners at school. There is also a one-on-one community-based service with referrals coming from other schools, GPs and health providers.

Between October 2018 and June 2019, we supported 148 taiohi with heartening results. For example, students in group programmes switched from anxious and withdrawn to engaged and confident.

A number of individuals living on the street, not attending

school and with no financial resources were supported by clinicians who collaborated with other services: Youth Services for financial and education support, our Whānau Ora team to support other members of the whānau and Oranga Tamariki regarding issues of harm and risk.

Long-term change is also taking place in the Independent Living Pilot (ILF). This service, part of our Mental Health and Addictions Services (Oranga Hinengaro), sees people being supported to live independently in the community by clinical staff and recovery support workers. Once assessed as well enough, they choose where they want to live, which is life-changing for some.

Our services and staff remain in the background, to awhi them, to ensure long term wellness is sustained.

Programmes like this drive our mahi and ensure we continue to have an impact in Taranaki.

While our core business has been delivery of health and social services, the Tui Ora Board adopted a new strategy last year to expand the vision of whānau ora into economic development.

We have organisational expertise in ICT, HR, data, finance and business, community and iwi engagement and are pursuing new opportunities with like-

minded organisations, agencies and importantly, iwi.

In the past year Tui Ora signed Memorandum of Understanding (MOU) with Taranaki and Te Atiawa iwi, signalling an intention to work more closely together in social and economic sectors. It adds to our collaborations with other organisations such as TSB Community Trust and the Department of Conservation (DOC) through Project Taranaki Mouna.

We enter the coming year in a position of strength and with optimism for innovation and partnerships better able to serve our people.

I acknowledge the Board for strategic oversight and direction of the organisation and members of the leadership team, responsible for driving many innovations and initiatives across the organisation. Finally, I particularly want to acknowledge our kaimahi for making a difference in our communities and in the lives of whānau.

Ka mate te kāinga tahi
Ka ora te kāinga rua

Noho ora mai,

Hayden Wano
Chief Executive



Mahalia Smillie

Kootahi rau te katoa o ngā rangatahi

100 hundred percent youth

Tui Ora has brought Mahalia Smillie back under the shadow of Maunga Taranaki and given her career working with Māori youth a flying start.

The 22-year-old, who graduates with her Bachelor of Arts (Social Sciences) in December, is making the most of her first job in the sector as a Kaiārahi Taiohi Cadet.

Mahalia (known as Marley) said it was her involvement in the WhyOra programme at high school that opened her eyes to the possibilities in the social services sector, and she had been clear where she was heading ever since.

"I one hundred per cent want to work with Māori youth!"

Marley was born in Palmerston North but was brought up in Bell Block by her grandparents and aunty. Her early years schooling at Te Pihipihinga Kākano Mai i Rangiaatea gave her the values she still lives by today, she says.

"The importance of family, the values of our culture and how important it is to me, that all came from there."

While she has only been at Tui Ora a short time, her experience has already taught her plenty that cannot be learned in a classroom. Her work is based on establishing connections and building relationships with rangatahi, where it should not be about "telling them what to do" but working alongside them, she says.

"Times are changing and they are just trying to navigate their way through life. I'm just here to give as much guidance where I can, without judgement."



Kelsi Field, the TPC clinical coordinator

He whakapai tautoko akoako i Taranaki

Counselling support improved in Taranaki Primary Connections (TPC)

The Taranaki Primary Connections service has been reshaped to ensure people are getting the best clinical help as fast as possible.

A key change for the service, which works with people who need short term counselling for mild to moderate health and addiction needs, is the appointment of a clinical coordinator, Kelsi Field.

Previously an administrator, rather than a clinician was the first point of contact for clients, who are those who cannot meet the costs of private counselling or are not able to access services like the Employee Assistance Programme.

The changes are designed to boost efficiency and widen access to the service says Kelsi who is now responsible for the coordination.

"While this job does involve a lot of admin having a

clinical base means I'm able to put people in the right place much more often,"

"I do like a challenge and I like to be busy. But for me really, it's how many people I can reach and help. For me I recognised the potential of the organisation while working in the Taiohi Ora Youth Wellbeing service and this gives us the ability to reach more people...the patient may never see it, but you are directly responsible for getting them the help they need."

The service is Taranaki wide and is now available to a wider range of people including youth, aged 10 years and over. Priority is given to adults and youth (10-19 years), Māori, Pasifika, low income and rural people. People can be referred by their GP, Lead Maternity Carers (LMCs), the Rural Support Trust, Public Health Nurse, Taiohi Ora/CAMHS clinicians, Ministry of Education, school guidance counsellor and youth guarantee coordinators.

Kelsi is committed to working closely with referrers, ensuring everyone in the process is well informed, and able to put the best support possible in place.



*The team at Tui Ora wish
you a very Merry Christmas
and a Happy New Year*



Our New Plymouth and Hawera offices, including GP clinic Tui Ora Family Health, close at midday on December 24 and reopen on 6 January 2020.

Youth Services is only closed on the statutory days over Christmas and New Year.

*He mihi aroha mō te Kirihimete
me te hari koa hoki mō te tau
hou nā te whānau o Tui Ora.*



Te hononga o te whenua ki ngā tamariki

Tamariki links with whenua builds knowledge

Tiki Toa is all about connection but there is no wifi needed when these tamariki get in touch with the whenua.

A partnership between Tui Ora and the Department of Conservation (DOC), the Tiki Toa programme is taking 20 Year 7 students, from Devon and Te Pihipihinga kākano mai i Rangiatea kura and giving them real experiences of Te Taiao Māori.

Maunga Taranaki and Pūniho marae are among the places visited during the programme, led by kaiwhakahaere Aroha Nuku, who took up the role after the departure of Charles Walters.

Aroha says taking learners out of the classroom and into the ngahere is a great way to explore a whole different sort of knowledge and connection for the group, some of whom may not feel at home with strictly academic learning.

"They are so responsible and respectful and super engaging. Everyone seems

to be really on board with the kaupapa," she says.

The group is accompanied by support teachers and DOC staff on their monthly adventures and given the chance to take part in special experiences, like kiwi release programmes or trap monitoring in the bush.

"It's about understanding how to look after this place and the reasons why. There's no time for their phones and that sort of stuff, they just get out there and get amongst it."

Not all the activities are glamorous: Gutting fish and vegetable harvesting are among the things the group has tackled, but in an increasingly urbanised world, these are enriching life experiences for many. The group draw on the mātauranga of local kaumātua and are often accompanied by other Tui Ora staff, ensuring there are plenty of male role models.

Aroha says running the programme is hugely rewarding. It opens whole new worlds, including new career options, for those who take part.

"Once you have built up a rapport, they are happy to share their stories. It's a privilege for us, that is where you'll really see the value."



Tohunga o te hauora Māori a takuta Tony Ruakere

Dr Tony Ruakere a guiding light in Māori health

Dr Tony Ruakere's lifelong commitment to Māori health was driven by a simple philosophy that inspired generations working in the sector.

Dr Ruakere, who was made a Member of the New Zealand Order of Merit for services to Māori health in 2014, died on 2 December.

Tui Ora chairperson Wayne Mulligan said Dr Ruakere played a key role as a founding member of the organisation who served on the Tui Ora board.

"He worked hard to ensure our health and medical services were focused on the needs of the patient and wider community. We are forever thankful for his contribution and our love goes out to his whānau at this time of sorrow."

Dr Ruakere was a guest of honour at Tui Ora's 20th birthday celebrations in August 2019.

"He gave Tui Ora staff invaluable advice, leadership and mentoring over the years and this was a great chance to thank him, his wife Anne, and his wider whānau for his contribution through the years," he said.

Speaking at Tui Ora's celebrations Dr Ruakere was clear about what drove success.

"What runs us, what we believe in, is service to the people. That is what will run your spirit- that will drive you. It's as simple as that."

That desire to serve was what drew Dr Ruakere into Māori health, when he sold his medical practice and set up Te Atiawa Medical Centre.

The doctor, who once told Radio New Zealand that Te Rangi Hiroa's Vikings of the Sunrise was his favourite book and Blazing Saddles was a must-see movie, will be remembered by many for his kind, friendly approach and his love of a good cup of tea.

However, the man who grew up in Ōkato as one of 13 children was also driven to achieve.

"I never took notice of people who said that you would never make it. I knew I would always make it. It depends on the engine inside, that's what drives everyone. You can achieve anything, I never let anything or anyone douse it," he told Radio New Zealand.

Dr Ruakere is survived by his wife Anne, four children, six grand-children and a great-grandchild.

Ka tini te ahuatanga o te tohu o Tui Ora

Rebranding signals the development of Tui Ora

Tui Ora has launched a rebranding project to reflect its evolution as an organisation.

Chief Executive Hayden Wano says the organisation, established 21 years ago in 1998, has changed over the past two decades.

While the provision of health and social services remains essential core 'business'

under a whānau ora model, Tui Ora is also diversifying.

"To become more sustainable and better able to support Taranaki whānau and communities we need to develop our economical resiliency."

"Working through a rebrand will represent our changing kaupapa which is not just about hauora but about wellbeing in all its aspects, as well as about our ability to be a backbone organisation able to deliver a range of services."

He said years working in the health sector has helped Tui Ora build capability in areas such as community development,

finance, ICT, HR, data analysis and cultural competency.

The current tohu or logo was gifted to Tui Ora by kaumātua Te Ru Koriri Wharehoka and is acknowledged as part of its genesis. *"It has different parts to it which carry great significance and represent an important story and journey for us. There is richness in the korero as well as respect for it."*

A new logo is a next step in the journey to accurately reflect where the organisation is now and its ongoing development. While internally Tui Ora has evolved, externally the landscape is also changing in areas such as the Māori

economy, ownership of whenua, mental health and wellbeing and recognition of whānau ora.

"This process is part of reflecting where we have come from and where we are headed. It will be a journey for all of us and a positive opportunity in terms of reflecting what we stand for now."

"Our existing tohu laid the foundations for this new, different stage."

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