

# 2017-18 Annual Report



## FROM THE Board Chairman

I am pleased to present this year's annual report.

### A strong governance team for a stronger future

Over the past three years there has been an increasing board focus on a strategic mindset as well as local commitment. The vast

experience at the table now gives Tui Ora reach across global, national and local community and businesses.

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

**Finance, Audit and Risk (FAR)** - investigates all risks, alongside audit both internal and external, financial policy adherence, systems and legal compliance. The board has some 240 statutes that it must comply with.

**Cultural** - oversees and ensures ngā iwi o Taranaki cultural practice is embodied within the workforce and supports the adoption of programmes such as Te Raukura.

**Clinical** - oversees clinical and service governance and ensures best practice and reporting across medical, nursing and related health practices.

**Economic Development/Strategy (EDS)** - a new team to lead the future growth of new business and assist in diversifying revenue so that Tui Ora is more resilient and not reliant on Government funding from health or social contracts.

Board members	Tui Ora committees
Wayne Mulligan	Chair, Board of Directors
Robin Brockie	Deputy Chair, Tui Ora Ltd Committee Chair, FAR
Dr Will Edwards*	Member, Cultural Member, EDS
Shelley Kopu	Member, FAR
Debbie Packer	Committee Chair, EDS, Member, FAR
Dr Pieter Pike*	Committee Chair, Clinical Member, EDS
Liana Poutu	Committee Chair, Cultural Member, EDS.
Te Urumairangi Ritai	Member, Cultural.

\*Recently appointed

Our CEO 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.

## Fees 2017/18

Directors	Board positions	Honoraria Paid 17/18
Wayne Mulligan	Chair	\$38,000
Debbie Packer	Director	\$30,000
Liana Poutu	Director	\$22,000
Dr Diane Jones (Retired 2018)	Director	\$22,000
Robin Brockie	Deputy Chair	\$22,000
Te Urumairangi Ritai (Retired 2018)	Director	\$22,000
Shelley Kopu	Director	\$22,000
Hayden Wano	CEO	\$20,000

## Financial Performance of Tui Ora

	2018 (000's)	2017 (000's)	2016 (000's)	2015 (000's)	2014 (000's)
Income	12,625	13,245	14,078	13,971	13,034
Expenses	12,241	13,818	13,758	13,327	12,500
Net Surplus	384	(573)	320	644	533
Assets	5,939	5,495	6,821	6,852	6,179
Liabilities	3,439	3,379	3,949	4,300	4,271

## Strategic shift and lift

The board has concluded that Tui Ora should look to diversify its income. This does not mean we want to see a reduction in Government funded programmes in health, social services and Whānau Ora. On the contrary, we want to see funding increase with the ability of contracts to cover all costs as well as provide a surplus. Currently our annual income fluctuates between \$12-\$13 million per year with 98% from various Government contracts.

Tui Ora now has a range of service capability and it is important we market it. The board would like Tui Ora services offered to non-government clients including local NGOs, iwi, Māori providers, regional economic development as well as policy and advocacy organisations. This capability is varied and includes ICT, financial services, auditing, human resources, innovation and design thinking.

## Financial summary

Tui Ora made a surplus of \$384k. Over the past decade the company has been making solid surpluses, although last year the abbreviation was a loss. The Board acknowledges our CEO and his team in contributing to a financial turn-around of over \$950k from the previous year in which we made a loss of \$573k.

## Service summary

It is pleasing to see that Tui Ora services are making a real impact:

- **Tui Ora Family Health** has over 3,500 patients with a pharmacy now co-located within the clinic. We welcome back to Taranaki Dr Bernard Leuthart as GP and Clinical Director. Developments in the coming year will be the introduction of patient management system (Indici), the Health Care Home model of care as well as new GPs and nurses. The clinic expects further growth in its patient registration numbers in 2019.
- **Tamariki Ora WellChild** – This is our first service to adopt a whānau ora approach involving clinicians and kaiārahi, with further developments underway.
- **Taranaki Stop Smoking Service (TSSS)** – we are super proud of this team who are nationally recognised as a leader in their field, and go from strength to strength.
- **Oranga Hinengaro** (Mental Health and Addiction Services) – This is a significant part of our service provision. The service is being innovative in its approach to supporting tangata whaiora in the community. The recent implementation of the Independent Living Pilot (ILP) has shown the potential that comes from keeping people well in the community.
- **Rangatahi Youth Services** - The relocation of this team to our main site has improved service integration and provided greater access to other Tui Ora services. Staff expertise has led to an invitation to be part of a national project to review future direction of youth services in Aotearoa.





Tui Ora Board of Directors, 2018

## Board members commentary

### Robin Brockie | Chair, Finance, Audit and Risk

Firstly, let me acknowledge on behalf of the Finance, Audit and Risk (FAR) Committee the commitment Tui Ora staff who have stepped up to the everyday challenges of sustaining the organisation's financial integrity, and the quality of the work that it does. It is truly a team effort.

Tui Ora continues to face the challenging circumstances of having to do more with fewer available health resources. While smart solutions have been found to close the gap between community expectations and available resource, that gap is never completely closed. Under these circumstances, credit goes to the finance team who keep the committee and wider team well informed with past, present and future information on which to base decisions.

### Dr Pieter Pike | Chair, Clinical Governance

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

A new Clinical Governance Steering Group (operational) with board representation, will be established to develop a Clinical Governance Framework. This will outline the strategic programmes that underpin patient safety and quality, the roles and responsibilities for safety and quality, and a reporting structure that enables the board to oversee the delivery of safe quality clinical care.

### Liana Poutu | Chair, Te Pou Kawa o Tui Ora

Te Pou Kawa o Tui Ora (Cultural Governance Committee) provides oversight of cultural kaupapa across Tui Ora. In the past year the committee was involved in the development of two additional policies and protocols: An External Whānau Support Protocol and Tikanga o Tui Ora Policy. Our Te Raukura Cultural Competency Programme has been evaluated and reviewed, and as a result changes and improvements to delivery were implemented and the programme will be rolled out in the 2018/19 financial year.

### Debbie Packer | Chair, Economic Development Strategy (EDS)

It is exciting to be chairing the komiti charged with developing and generating a Tui Ora Economic Development Strategy and Action Plan. This komiti is critical in facilitating partnerships and collaboration to support Tui Ora initiatives that align with other regional projects such as the Tapuae Roa Way Forward project. Members Will Edwards, Pieter Pike, Liana Poutu and Wayne Mulligan (ex officio) each bring unique strengths that will contribute to the future direction of Tui Ora Ltd.

Nāku noa iti  
Wayne T Mulligan

## FROM THE Chief Executive

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



The 2017/18 year has been a turnaround year for Tui Ora but we continue to face challenges in relation to national policy and strategy uncertainty e.g the review of mental health services and whānau ora. Taranaki DHB funding remains static, while the pressure of inflation and wage increases elsewhere in the public sector leads to tension in our ability to recruit and retain staff. Notwithstanding these pressures, Tui Ora is developing creative ways of dealing with these constraints i.e. the Independent Living Pilot (ILP) is supporting a greater number of tangata whaiora as well as improving outcomes for them, for the same level of funding.

The financial turnaround has been significant, and in part can be attributed to increased financial literacy and awareness across the organisation and a diligent approach to managing our costs.

This past year saw a number of long term staff leave as a result of the organisational review which began in the previous financial year.

In spite of these difficulties we were able to celebrate the 20th anniversary of Tui Ora with a number of celebrations in both South and North Taranaki. These events were well attended by past staff and many of our stakeholders.

This year has also seen the start of the renegotiation of the Te Kawau Mārō contract. The five-year agreement with Taranaki District Health Board and South Taranaki iwi Ngāti Ruanui and Ngaruahine expired in June 2018 and we continue negotiations, which are likely to span a further 18 months as finer details are worked through. This process is a less than a satisfactory situation.

The Tui Ora Board has adopted a bold new strategy to expand the vision of whānau ora into the field of economic development. This requires a realignment of resources to support the strategy.

Opportunities in the area of economic development have the potential to bring real benefits to this organisation, to iwi and the people of Taranaki. Iwi are now in a post settlement phase and are beginning to build their own capacity and clarify their long-term aims. The challenge for Tui Ora is how to maintain 'business as usual', innovate and develop the capabilities required to support the strategy. Success is critical to Tui Ora achieving long term sustainability and relevance in Taranaki.

In concluding, I would like to acknowledge the developments that have occurred across the Te Kawau Mārō Alliance over the past year in joint projects and work we have done together.

I would also like to acknowledge the board for its strategic oversight and direction of the organisation. I want to acknowledge members of the leadership team who have been responsible for driving a broad range of innovations and initiatives across the organisation. Finally, I particularly want to acknowledge our frontline staff 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





Tui Ora kaumātua, from left: Ihaka Noble, Rangiora Mehana and Te Rau Oriwa Davis

## Kaumātua hauora whai painga

### Valuing kaumātua in health sector

The role kaumātua play in communities should be better valued. That was the message delivered by Tui Ora CEO Hayden Wano at a national conference in Taranaki in November.

Hayden gave the opening address at this year's National Kaumātua Service Providers Conference, in New Plymouth from November 20-22.

He said Māori life expectancy was seven years less than other people, they were twice as likely to be discriminated against in the health system and had the same odds of dying from a preventable disease.

*"I know that's a bit hard-hitting but I think it's important to hear," he told the conference.*

He said funding was one way to address the issues, but the other was changing the way services were provided.

Doing it from the ground up or having a grassroots approach to service provision - was at the heart of whānau wellbeing.

*"Our kaumātua are vital in this," he said. "Kaumātua are a taonga*

*but they are not always recognised or valued by the system."*

The focus of the national conference was how kaumātua, service providers, researchers, policy-makers and iwi could work better together to support aging Māori.

More than 100 delegates registered for the event, which had a theme of 'together we can achieve more/ mā te mahi tahi ka tutuki'.

After Hayden, Minister for Māori Development Nanaia Mahuta spoke and referred to the current Waitangi Tribunal hearing into health services and outcomes inquiry.

It is part of the tribunal's kaupapa inquiry programme which will hear about nationally significant claim issues that affect Māori as a whole, or a section of Māori in similar ways.

Mahuta said she expected one of the tribunal findings would be cementing the link between systemic inequities and the impact this had on Māori health outcomes.

She said she supported an early intervention approach and explained the coalition government were committed to a policy development framework which was not solely driven by the balance sheet.

*\*Story first printed in Taranaki Daily News. Read the full version <https://www.stuff.co.nz/taranaki-daily-news/108750341/Importance-of-kaum-tua-highlighted-at-national-conference>*



Some of the Tui Ora kaimahi who are staffing the ILP.

## Āwhina te noho hāpori, Tangata Whaiora

### Community living aids client wellbeing

At 65 years, Carl\* has spent a third of his life in residential care due to the way he experiences schizophrenia.

Thanks, however, to the Tui Ora Independent Living Pilot (ILP) he's living in his own home with intensive support to keep him well - a level of independence he previously never thought possible.

Says Tui Ora Residential Team Leader Victor Verver: *"We supported him to build confidence in himself, encouraged hope and walked alongside him in his recovery journey towards independence."*

For too long Carl's mental health has defined him, limiting options and dashing confidence in his autonomy and decision making.

After two decades of having to live with others - often complete strangers - Carl can now watch TV or do what brings him joy while being supported to do his own washing, budgeting, shopping and cooking. A Tui Ora recovery support worker (RSW) visits three times a day and has access to a registered nurse who liaises with the greater Multi-Disciplinary team (MDT).

Carl is just one of the positive stories from the ILP. The service

retains one six-bed residence for those who need a place to transition through, as well as supporting 11 people in the community - so it has increased the number of people it supports since the pilot was launched midway through 2018.

Watching Carl successfully transition into the community inspired another long-term resident, who at 50 years had spent most of his adult life in care. He would tell staff: *'I'm going to die at residential'* and his lack of confidence in himself was striking - head down, slumped posture and lack of engagement with others.

Now in his own home, he is reaching out to whānau, keeping his home tidy, liaising with the landlord, exercising and making thousands of day to day decisions he would otherwise have had made for him.

The Tui Ora Independent Living Pilot is a way of delivering services that is familiar to health providers around the country - but in Taranaki it is the first of its kind. It combines clinical staff and recovery support workers, brings a cultural focus and is part of a wider well-established kaupapa Māori organisation.

That's significant because myriad other services can be assessed through Tui Ora - everything from asthma services to vocational support.

The pilot is being independently evaluated.

*\*Names changed to protect privacy*

*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 on December 24 and reopen on 3 January 2018.

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.*





Representatives from Tui Ora and Te Kotahitanga o Te Atiawa at the MoU signing.

## Kua haina ngātahi te iwi i tētehi whakaaetanga hōu

### New agreements sign of further iwi collaboration

Tui Ora has signed two Memorandum of Understanding (MoU) with Te Atiawa and Taranaki iwi signalling an intention by the organisations to work more closely together in social and economic sectors.

Tui Ora Board chairman Wayne Mulligan said the signing of the MoUs is a natural progression in the relationship with iwi from Taranaki.

The ownership of the organisation is through the eight iwi of Taranaki, and it is focused on delivering services in the community as well as employing over 160 people around the mountain.

It has built significant reputation in health, social and family services. However, it can also offer capability in human resource management, information, data and technology services, alongside management, finance, contracting and funding. *"Tui Ora looks forward to assisting iwi entities to support their members."*

At the MoU signing with Te Atiawa on Monday October 15, Liana Poutu, chairwoman of Te Kotahitanga o Te Atiawa said the agreement was a signal of the two organisations beginning to work together on better outcomes for its people.

She acknowledged the mahi that Tui Ora staff were already carrying out and said the Te Atiawa team was looking forward to collaborating on the same kaupapa.

It was also important to acknowledge *"our maunga because regionally all iwi are trying to align to better outcomes and better lives and all that encompasses. We are not the first and many others will follow us."*

Taranaki Iwi and Tui Ora have been working collaboratively on projects involving taiohi (young people) and cultural development over the last year, says Leanne Horo, Chairperson Te Kāhui o Taranaki. *"It is now the right time to formally acknowledge this relationship."*

Tui Ora is already involved in a range of other collaborations that while different from the MoU's, indicate the organisation's willingness to explore new opportunities and further extend itself, said Tui Ora CEO Hayden Wano.

## Takawaenga rātonga taiohi o te motu

### Nation voice for Youth Services Leaders

Youth Service team leader Terri Wood is one of eight people from around New Zealand asked by Ministry of Social Development to participate in the Youth Service Provider Advisory Group (YSPAG).

The purpose of the group is to provide strategic advice and operational guidance of the MSD

led national review of the Youth Service, which Tui Ora currently delivers.

The group aims to have a collaborative approach, working alongside MSD staff including the National Manager for Youth Service Mel Harrington, General Manager National Contracts Kelvin Moffatt and senior advisers for MSD.

Participants were selected based on their skills, knowledge and experience working with young people and their communities.

The group has held two meetings at MSD National Office in Wellington, as well as ongoing email and Skype communication.



Stan Walker inspired and entertained Taranaki taiohi in a local workshop. Photo: Karl Drinkwater

## I te whakahihiri a Stan Walker e ngā papamahi taiohi

### Stan Walker inspires taiohi at youth workshop

Māori singer, songwriter and actor Stan Walker delivered a funny speech peppered with inspirational phrases and digs at himself, during a forum for Taranaki taiohi on Friday November 9.

Organised by Tui Ora Public Health, in partnership with Taranaki and Te Atiawa iwi and Te Korimako o Taranaki, the day-long event focused on the many aspects of wellbeing including mental health. About 80 students from a range of Taranaki schools took part.

Stan, who was also performing in a New Plymouth concert, urged the young people to find out what they were good at. *"I don't know your situation, where you're from. But I do know every single one of you was born for a purpose and with purpose."*

*"Dream and then dream big and dream bigger after that. Work hard. You might think you are a minority but it only takes one person to change the world."*

He joked that he was a ratbag at school and things he got told off for were now his 'talents.'

*"I used to get told off in class all the time for talking and singing,*

*now I get paid to sing. I used to be a compulsive liar, now I think that was practice for acting. You need to learn to use your talents and make your life your best life."*

He said he saw hope in the world because this was a generation of change. *"Be about life, hope and joy."*

Connecting with each other was important. Online *"face chats"* were ok but it was better to talk *"kanohi ki te kanohi"* our face to face.

Stan is touring the country, giving a number of concerts for the first time since being diagnosed with stomach cancer and having his stomach removed last year.

He joked to the Taranaki rangtahi about how skinny he now was.

*"I always pray when I go onto stage. I need God to help me. I look like a rake, a daddy long legs. I don't have to have no diets anymore."*

It was an honour and a privilege to be speaking today. *"Thank you so much for having us here today. I really appreciate you all"*

\*Other key speakers at the one-day event included Taranaki lawyer/iwi environmental leader Puna Wano-Bryant, ex-pro boxer Sam Rapira, and youth entrepreneur and speaker Rahiri Edwards-Hammonds. All speakers, with the exception Stan, are uri of Taranaki and all encouraged the taiohi to never give up, and reiterated the key theme of the day - failing forward.

The review has also sought significant feedback from the community and young people, with the aim of re-shaping the Youth Service contracts into a more holistic service that meets the needs of our taiohi and reflects the Youth Service principles of whakapakari, whakawhanaungatanga, hononga, whiriwhiria and whakawhitinga.

