



Tui Ora^{LTD}
Let Unity Prevail





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▲ Foreword from Tui Ora Chairman and CEO

Welcome to our Tui Ora Strategy and Business Plan for 2014/15.

At Tui Ora we continue our work on making services better and more accessible for the populations we serve. It's both a simple and complex aim, involving the blending of a whānau-centred approach with the requirements of health and social services contracts.

Tui Ora started its current strategy two years ago and this year sees the final period of that strategy. It's a significant time as we look ahead and back. Ahead to a healthier, stronger population within Taranaki and back to the feedback we received from whānau in extensive consultations carried out over a number of years.

In the past year, further integration and consolidation has taken place. This has included:

- Te Aroha Medcare became Tui Ora Family Health, changing its name, its reach, some of its staff and its visibility within the community.
- Te Hauora Pou Heretanga with its focus on the elderly and disabled was folded into Tui Ora, further enhancing our reach and our ability to help all age groups.
- There has been a focus on public health in the areas of tamariki health and physical activity with the introduction of the Mama Pepe Hauora service. The smoking cessation team grew with the introduction of the Mana Wahine Hapū service for pregnant women and their whānau, while a new group based smoking cessation programme got underway in Taranaki workplaces. On 31 May all Tui Ora sites became smokefree.
- A range of other services and programmes were introduced ranging

from alternative education for youth to a tikanga Māori programme for the Department of Corrections. The Social Sector Trial in South Taranaki has been an interesting new programme which is driven collaboratively by five government departments.

- Capability building in areas to support front-line services, including updating our quality assurance and risk management infrastructure as well as human resources and finance systems and processes.

As an overarching strategy, development of our capability is on-going, particularly in the areas of the Whānau Ora Model of Care and in the development of a single client record. The Whānau Ora Model of Care aims to centre services on people and their needs. Services continue to work on being flexible, responsive and integrated across different parts of our organisation. It's a positive approach designed to empower whānau and local communities.

In the move towards a single client record, multi-data systems will be centralised. A client may, for example, be using four services but one record will display to that person's key health workers what support and medical assistance is being provided. This integrated record will aid understanding among staff and streamline services for the client. It aligns with a national drive to simplify data systems.

Our goals in our strategic plan continue to be:

- **Each whānau has the capability to reach its potential**
- **Professionally and culturally competent and engaged staff**
- **Innovative, leading and sustainable practices**

These are met in this business plan with a number of strategies and initiatives, focus areas, milestones and timeframes to help guide staff in those goals.

There are many ways of improving Whānau Ora, and our process of developing services is evolving. Reducing inequalities in health will take time. Most importantly, we want to be guided by whānau: What makes the most difference in achieving their goals and aspirations, and in meeting their health and social needs.

We need to ensure services have the capabilities and resources to deliver quality programmes easily understood and readily accessed by whānau. To do this, a robust approach to organisational development is imperative. We will pilot the Whānau Ora Model of Care in our Mama Pepe Tamariki services.

Our cultural competency framework called 'Te Raukura' involves consistent understanding of Te Mauri o Tui Ora (Tui Ora principles) across the whole organisation. We want to help staff understand how those principles translate in their day-to-day contact with clients. We consider our relationships with iwi and wider partners as central to our success. We continue to work alongside key stakeholders under the Te Kāwau Māro alliance: Taranaki District Health Board, Ngāti Ruanui and Ngāruahine.

What Tui Ora does is unique, with potential to transform the lives of whānau. We continue to believe we can make a positive impact on the long-term health and wellbeing of the people of Taranaki.





▲ A tātou/whānau: Our people

Tui Ora provides services throughout Taranaki, with staff travelling around the region to ensure healthcare and support is accessible. Our services are available to everyone within our geographical boundaries, while our kaupapa Māori dimension makes the way we deliver services unique and culturally appropriate. In particular our vision is enhancing health and well-being for a whole whānau. We understand that people don't live in isolation and many factors in a person's life are inter-related. For example whānau are often using different health and social services and face many barriers related to transport, childcare, family support, financial matters and lack of information about what is available.

Health outcomes of Māori throughout the country remain a challenge. The inequalities between Māori and non-Māori are well-documented. In Taranaki about 17 per cent of the region's population identifies as Māori and the number is growing. Māori children experience poorer health outcomes than other New Zealand children. This is an area of focus for Tui Ora, alongside people with long-term health conditions, the elderly and our young people. We will continue to grow our services to meet those needs and the aspirations of whānau.

Māori and those with high and complex needs access many of our services. Some of our services have limited criteria, applicable to those populations. However, most of our services are available to anyone who wants to access them.

Our staff have the flexibility to operate in homes, marae, workplaces and other locations where the need is identified. We also have close service delivery relationships with Ngāti Ruanui Health, Ngāruahine, and the Midlands Health Network.



Vocational Support Service specialists, Raymond Kaiki, Brigitte Hamilton and Trina Seu

A good job, work satisfaction and income – it's something all adults aspire to.

The vocational support service at Tui Ora helps people with re-entering employment or training to reach some of those aspirations.

For some tangata whai ora (clients) the hurdles are great. Most experience mild to moderate mental health issues. They've sought and received clinical support – the next step is to contribute to their community.

Vocational support specialists Raymond Kaiki, Brigitte Hamilton and Trina Seu say that society places emphasis on work, and the unemployed experience a range of effects: Everything from loss of self-esteem and skills to loneliness and financial hardship.



Airingi Matuku, Tui Ora Family Health kaiāwhina,

At Tui Ora Family Health they are working better, together.

The GP practice has expanded its team, its reach and its profile.

It's also working to put whānau at the centre, understanding that many different factors influence health

and wellbeing and people don't want to tell their story 10 times.

The role of Airingi Matuku, navigator/ kaiāwhina, is key. She works alongside the doctors and nurses, who use her to support patients with wider issues. Her service is immediate and practical, helping people navigate through what can be a complicated health and social service path. This early intervention and collaboration empowers whānau and provides a more supportive team approach.





▲ Kaimahi: Our staff

Tui Ora employs about 260 people who work across a range of sites in Taranaki. Kaimahi bring an enormous range of skills and experience across different professions, disciplines and support areas. Many have strong links with their respective communities and support whānau because of those connections and their sensitivity to the way things are done. We value that aspect of our staff and their engagement with people.

Last year, staff from Tui Ora Family Health (previously called Te Aroha Medcare) became part of Tui Ora as did those working for Te Hauora Pou Heretanga. Bringing those providers into our organisation explained a rise in staff numbers.

Our team of kaiāwhina is integral to the way we deliver services. A kaiāwhina is based onsite at Tui Ora Family Health with doctors and nurses able to access her to support patients with wider social and medical issues. Community male and female kaiāwhina work across other services within the areas of mental

health and addiction, Tamariki Ora/Well Child, health promotion, youth and with the elderly. All of them help navigate people through what can be a complicated services path.

We support our staff in their professional capacity and we are focused on developing their cultural knowledge and competency. Te Raukura, our cultural competency framework, was developed to signify the core principals, aspirations, history and connection of Tui Ora to the people of Taranaki and beyond. Te Raukura has six core principles or competencies. These provide a foundation for kaimahi across the organisation.

An induction programme and core training modules are being developed, with an expectation they will be delivered in the upcoming year, so there is workforce consistency across the whole organisation. We aim to be an 'Employer of Choice' as well as to build the capability of our leaders through professional development programmes.

An important part of a functioning organisation is its support services. These come under the headings of Human Resources, Finance, Information and Communications Technology, Quality Assurance and Risk Management, Administration and Business Development. The 'back office' staff make a valuable contribution, ensuring that we have a sound structure with the resources to build a stronger organisation.

Paula King, registered nurse, Mate Pukupuku Tikanga ā Iwi Cancer Navigation Service

The big 'C' can evoke angst and bewilderment.

And for those unsure of the health system a cancer diagnosis is doubly hard. Paula King regularly encounters people who face many barriers.

As the registered nurse for the Mate Pukupuku Tikanga ā Iwi Cancer Navigation Service, she is often asked by whānau to disseminate information about treatment plan and pathways.

She works with a kaiāwhina and together they will discuss with whānau the information from a specialist appointment.

"Feedback has been that they feel confident everyone is 'on the same page' and that these hui provide an opportunity to discuss treatment preferences and make decisions as a collective whanau."

"In the end I want to be able to provide even better, quality evidence-based care. Having the research to back up our practices will strengthen our service and our whānau."



Markham Grey, Community kaiāwhina

Starting as the first male kaiāwhina at Tui Ora didn't faze Markham Grey. Along with Carmen O'Carroll he is one of the new community kaiāwhina, working with clients and whānau to offer diverse support.

He specialises in helping youth, although the role also sees him working with other age groups when required such as clients on home detention.

Often he fronts up after a line of other agencies have been through a young person's life, so it's a matter of carefully unravelling issues. "I try to keep it simple - build a relationship with them to awhi the whānau. Our kaiāwhina team all endeavour to do this as quality engagement is an important starting place for us."





▲ Kōrero o mua: Our history



Tui Ora was founded on 1 July 1998. Sixteen years on, our organisation provides a wide range of services for all ages throughout Taranaki. The majority of the region's Māori health services come under our umbrella. Our philosophy of Let Unity Prevail is a core tenet.

Where it began

Tui Ora was launched in 1998 after consultation with representatives across Taranaki iwi. Tui Ora was set up as a 'not-for-profit' business, owned in a partnership between iwi representatives and representatives of affiliated provider organisations. At the time this model called a Māori Development Organisation was unique. Eight providers came under the organisation's umbrella and turnover was \$1.1 million.

Providers grow

In 2000 the number of affiliated providers had almost doubled to 14. Collectively they worked across a range of age groups and in different parts of the region. Three years later there were 26 providers. Our turnover for the year ended 30 June 2002 was \$4.4 million.



Better focus

In 2009 a shift in Government policy led to a focus on greater clinical leadership, value for money and improved quality and safety. The values and principles of Tui Ora aligned with these policies and by 2010 we had accepted these policies and were beginning to implement them. This was undertaken by bringing providers into Tui Ora in three phases. By the end of 2013 the range of service providers were almost fully consolidated.

New partnership

In August 2012, Taranaki District Health Board's single contract or alliance for Māori health called Te Kawau Mārō was signed. It was a significant milestone for Tui Ora and other signatories to the alliance. We now operate under a flexible funding arrangement to best meet the needs of client and whānau and have adopted the principles of the Tui Ora Whānau Ora Model of Care to support more responsive health services. The intention is that services are better coordinated and that clients and their whānau have the information they need to know and access what is available to them.

Last year Te Tuituia Trust was appointed as the shareholder of Tui Ora. Te Tuituia Trustees are appointed by Te Whare Punanga Korero, which is made up of health representatives of the eight iwi in Taranaki.

*Korooria ki te atua I runga rawa
He maungarongo ki te whenua
Me te whakaaropai ki te tangata*

*Glory to God above
Peace on earth
Goodwill to all mankind*

Tamariki Ora day brings children together

Students - young and old - jumped, bounced, blew and threw in a fun morning of activity at Waitara's Clifton Park in March.

About 120 preschoolers were involved, while more than a dozen Waitara High School students gave a helping hand. The morning event, Tamariki in Motion, was organised by Tui Ora Mama Pepe Hauora service with at least a dozen kaimahi helping out.

It helped develop and promote key skills in pre-schoolers such as jumping, balancing, crawling and throwing. There was also a health and nutrition element with sessions on asthma, teeth-cleaning and healthy food.

Waitara High senior physical education students Sean Pilkinton and Tainui Porter learned about leadership and got an inkling of what it would be like to coach kids.

Hoani Inia of Nga Pekanga Te Kohanga Reo said students had honed their fine motor skills, co-ordination and patience - as well as had fun while being active.

"Seeing all the other centres from around here - that's also good for unity in the sector. We don't do things like this. It's the first time."

It follows a similar event held at Ngamotu beach in New Plymouth during January.



▲ Tui Ora Ltd Strategy 2012 – 2015

OUR VISION

Enhancing whānau health and wellbeing

OUR MISSION

Designing and delivering nationally recognised integrated whānau centred services

→ 2012/13 →

→ 2013/14 →

→ 2014/15 →

Goal Professionally and culturally competent and engaged staff

Strategies and Initiatives:

- Workforce development planning and implementation
- Building competencies and leadership
- Performance measurement establishment with Results Based Accountability and Whānau Ora Frameworks

Goal Each whānau has the capability to reach its potential

Strategies and Initiatives:

- Establish Whānau Ora Model of Care
- Flexible funding for services to meet whānau need

Goal Innovative, leading and sustainable business practices

Strategies and Initiatives:

- Develop brand promise and profile as a leader of services
- Build on partnerships to support services integration and growth for greater whānau opportunities
- Business capability development
- Data repository establishment

TE MAURI O TUI ORA: OUR PRINCIPLES

Wairuatanga

The expression of the intimate spiritual connection we have to our maunga, awa, moana, marae, tupuna and atua. Must be maintained and nourished towards the achievement of wellness. Fundamental to the way in which we view the world.

Whānaungatanga

The ability to form a connectedness with each other. To understand who we are and where we come from. A way of acknowledging our uniqueness and the strengths we bring with us.

Manaakitanga

The nurturing of relationships. Encouraging us to rise above personal attitudes and feelings, respecting and creating self-worth in others building unity through humility and the act of giving.

Tino Rangatiranga

Being and having control, oversight and responsibility of ones actions. Aspiring to a sense of self determination.

Kotahitanga

The message of unity, oneness and harmony. This principle reflects the emerging spirit of sharing and embracing each other.

Tikanga O Taranaki

A guide to the way in which we unite as an organisation. Our responsibility of our careship to ensure the attention we provide under the auspices of to tatou maunga.



GOAL *Each whānau has the capability to reach its potential*

→ Establish Whānau Ora Model of Care

Focus area	Milestones	Timeframe	Lead
Implement Whānau Ora Model of Care to support whānau need	Communicate meaning of Whānau Ora for Tui Ora	July 2014	
	Define Whānau Ora Model of Care	September 2014	GM Service Development & Delivery
	Pilot Whānau Ora Model of Care in Mama Pepe Tamariki services	December 2014	
	Plan Whānau Ora Model of Care roll out across all services	July 2015	

→ Flexible funding for services to meet whānau needs and aspirations

Focus area	Milestones	Timeframe	Lead
Redirect available resource to support service improvements	Budget management by all leaders	December 2014	Financial Controller
	Agree flexible funding mechanism with DHB to support allocation of resources where required	March 2015	General Manager Business Development & Corporate Services

GOAL *Professionally and culturally competent and engaged staff*

→ Workforce development planning and implementation

Focus area	Milestones	Timeframe	Lead
Induction and core training programmes	Update induction and core training modules	September 2014	Human Resources Manager
	Commence updated induction programme	October 2014	
	Commence roll out of core training programme	December 2014	

→ Building competencies and leadership

Focus area	Milestones	Timeframe	Lead
Establish Te Raukura programme	Communicate meaning of Te Mauri O Tui Ora (Core Principles)	August 2014	GM Service Development & Delivery
	Plan programme	September 2014	
	Commence roll out of programme	October 2014	General Manager Service Development & Delivery
Build leader capability	Continuation of leader development programme	June 2015	Executive Leadership Team

→ Performance measurement and reporting for whānau outcomes

Focus area	Milestones	Timeframe	Lead
Further implementation of the Outcomes Framework	Update operational guidelines	March 2015	General Manager Service Development & Delivery
	On-going support of staff to monitor delivery of outcomes	June 2015	Executive Leadership Team

Battle to quit finally won

The death of a friend from lung cancer – and the sight of another friend on a nebuliser, struggling with emphysema, inspired Rangipuri Hayman to quit smoking.

“It was a wake-up call,” says the New Plymouth woman. She and her partner were referred to Tui Ora’s Aukati KaiPaipa (AKP) smoking cessation services.

The cost, the incessant coughing and Puri’s asthma had seen her drop from more than five cigarettes a day to three. With the support of AKP Quit Coach Janine Lineham she decided to go cold turkey.

Janine made regular calls to Puri and her partner at home.

Immediately she felt a connection with Janine, herself an ex-smoker.

“I felt comfortable with her. She didn’t hold back. She got straight into talking about what they put in cigarettes, all those extra chemicals. She gave me other nicotine replacement options.”

Puri found that a Nicorette inhaler helped quell cravings. Aged in her seventies, she started smoking at age 16 and tried to quit dozens of times. This time it’s different because she has better support, a greater desire and more health reasons to quit.

Now her family are inspired.

“They are proud. They say if my mother at 70 can stop, so we can. They have to want to do it together. That will make the difference.”





GOAL *Innovative, leading and sustainable business practices*

→ Develop brand promise and profile as a leader of services

Focus area	Milestones	Timeframe	Lead
Delivery of Marketing Action Plan priorities	Identify the services and campaigns for promotion	August 2014	General Manager Service Development & Delivery
	Develop promotional materials	September 2014	
	Rollout of prioritised programme	October 2014	Leaders

→ Build on partnerships to support services integration and grown for greater whānau opportunities

Focus area	Milestones	Timeframe	Lead
Work with partners to support integrated service development and delivery	Identify opportunities with partners	September 2014	General Manager Business Development & Corporate Services
	Participation in development of a Te Kāwau Māro integrated system	June 2015	

→ Business capability development to grow the business

Focus area	Milestones	Timeframe	Lead
Organisational capability development	Commence roll out of updated Risk Management process	September 2014	General Manager Business Development & Corporate Services
	Update Business Continuity Plan and Disaster Recovery Plan	December 2014	
Information technology upgrades to support Whānau Ora Model of Care	Rollout of Information Services Strategic Plan priorities	September 2014	Information and Infrastructure Manager

→ Data repository establishment

Focus area	Milestones	Timeframe	Lead
Development of integrated client record (per Integrated Services Strategic Plan)	Stocktake, scope and recommend options	December 2014	Information and Infrastructure Manager
	Pilot the integrated client record in Mama Pepe Tamariki services	June 2015	General Manager Service Development & Delivery

Elderly try out in fun triathlon

A triathlon celebrating communities working together was an autumn highlight.

Thirty-six kaumātua and kuia participated in the Tri Pahake Triathlon at Spotswood College, joining together in teams of three to walk, aqua jog and drive a mobility scooter over 400 metres.

Meanwhile a dozen college students were marshals and 'cheerleaders.'

Leonie Hond and Leanne Matuku of Tui Ora took charge of the event on the day. It was organised by Te Oha O nga Pahake ki Ngamotu and supported by Parininihi ki Waitotara (PKW).

Other Tui Ora kaimahi participated as well. Leonie said joining communities – young and old – was one of the aims of the day, as was taking part, being active and having fun.

Charlie McAlister, a participant from Waitara, shone in the swim but said winning was not as important as getting to know some of the college youth.

"It's brilliant for the young ones to see that we care about them, that we're interested in what they're doing."

Margaret Paki Paki-Patene came from Stratford for the day with her husband. "It's a lot of fun, everybody mixing, getting out and about rather than being stuck in four walls. Events like this give you a purpose."

Lucy Ngaia said the hospitality of the school stood out for her. "It's lovely... we have been thoroughly spoilt."

College principal Mark Bowden said the college was developing a strong relationship with Tui Ora, and events like this helped enhance those links.





Let Unity Prevail

