

Strategy & Business Plan 2015/16



Tui Ora^{LTD}
Let Unity Prevail



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Tui Ora Board, left to right: Dr Diane Jones (director), Hayden Wano (Tui Ora chief executive officer), Wayne Tamerangi (Thomas) Mulligan (board chair) and Liana Poutu (director). Inset is Debbie Packer (board deputy chair).





▲ Foreword from Tui Ora Chairman and CEO

Welcome to our Tui Ora Strategy and Business Plan for 2015/16. This is our 18th Business Plan and the third one under the Te Kawau Mārō (TKM) Agreement, the single contract for Māori health services in Taranaki.

In the last three years we have worked on understanding how to provide more responsive health and social services that put whānau and families at the centre. We see this as transformational as we grapple with how to help and empower those who deal with complex issues in their life.

Additionally, it has taken three years to build on our history because while Tui Ora was established in July 1998, it has grown substantially and undergone many changes. In our current configuration we are a relatively new workforce.

2015/16 will be an important year as we begin to implement more integrated services that engage with whānau to improve outcomes for all age groups - māmā, matua, pēpe, tamariki and rangatahi. It is important that we are successful in implementing this piece of work, as it will lay down the foundations for the way we do things in the future.

Not everything will change; but where there is a need for more than one service to work with others – both inside and outside Tui Ora - we will provide a combination of technologies and workforce development to support client and whānau need.

Now that we are in a position to focus on the future, we intend to reinvest in opportunities to grow our organisation and its business. Widening our focus to embrace the wider determinants of health and wellbeing has long been part of our vision. We are looking outwards to strengthen our organisation by ensuring that it is sustainable and working collaboratively across Taranaki.

As an organisation our goals are:

- **Each whānau having the capability to reach its potential**
- **Staff being professionally and culturally competent and engaged**
- **Innovative, leading and sustainable practices**

Over the past year our developments have included:

- A Service Level Alliance Team working collaboratively to consider a new model of care that will provide more responsive services for pēpe-tamariki (0-5 years) and their whānau. The project involved more than 19 representatives from Tui Ora, Ngāti Ruanui, Ngāruahine Health Authority and Taranaki District Health Board. Disciplines and professions in the areas of child health were brought together to consider how we as a region could ensure tamariki get the best start in life. They were all upskilled in the Results Based Accountability framework that helps organisations better evaluate the outcomes or results of their programmes.
- Work on our six core principles or values, called Te Mauri O Tui Ora. They provide a foundation for the way we work together and develop services. To help staff better understand how the principles translate in their day-to-day contact with clients and with each other, we produced an easy to carry cultural handbook. All new staff receive one; existing staff also have their own copy. In addition we have run weekly in-house workshops and question and answer sessions at our different sites.
- Realignment of staff structures to ensure that teams across the organisation work in a unified manner towards four outcomes: All children have the best start in life, all rangatahi realising their potential, all whānau living well with a long term condition, all whānau having control of their quality of life. These align to the Te Kawau Mārō contract. The change has begun to enhance ways we are working together. We know that making a difference in the health and wellbeing of our clients and whānau is the key to long-term change.
- Change across ICT as this area of our 'back office' works to provide better tools for the staff who deliver services. One tool is a new primary client care system called Whānau Tahi which will pull information together into a whānau or care plan that staff can access at any location. Different mobile tools have been trialled to support our remote workers. We are grateful for grants received including \$220,000 spread over three years from the TSB Community Trust.



▲ A tātou/whānau: Our people

We provide services throughout Taranaki, with staff travelling around the region to make healthcare and support available to all. Services are available to everyone within our geographical boundaries, and many are accessed by non-Māori.

Our strength as a kaupapa Māori organisation means the way we work is underpinned by cultural understanding and strengths. In particular our vision is enhancing health and well-being for a whole whānau. We understand that people don't live in isolation and factors in a person's life are inter-related. Some use a combination of health and social services and face barriers related to transport, childcare, family support, education, financial matters and lack of understanding.

In the past year we saw more than 4700 clients over 29,000 times compared to 3700 clients over 28,000 times the year before. Some of those clients were seen a few times, some were far more complex requiring multiple levels of assistance.

Positive health outcomes for Māori throughout the country remains a challenge. The inequalities between Māori and non-Māori are well-documented. In Taranaki, over 15 per cent of the region's population identifies as Māori and the percentage is growing. Māori children experience poorer health outcomes than other New Zealand children. This is an area of focus for Tui Ora, alongside those people with long-term health conditions, tamariki (0 to 5 year olds) the elderly and our youth or rangatahi. We continue to grow our services to meet those needs and aspirations.

Pink power to Ana

Ana Ransfield is working to invigorate her life one pink step at a time.

The Human Resources administration assistant at Tui Ora began an exercise and healthy eating plan earlier this year, with long-term goals to transform her mind and body.

At school Ana never enjoyed exercise but when she started working at Tui Ora in 2014 she was introduced to Fit For Life sessions by health promoter Leanne Matuku.

She also swam in the summer with colleague Gloria Goff, and in winter switched to early morning exercise classes thanks to another work colleague Maxine Reriti, who transported her.

The dawn starts meant she had to modify other habits. Late nights were swapped for early evenings and screen time was reduced. "Once you are in a routine it's OK. It's nice being up in the morning because it's quiet."

At the same time Leanne helped Ana overhaul her diet, introducing her to smoothies and raw food. Eating proper meals slowly is a new habit, rather than snacks or takeaways in front of a screen.

"I can taste food better. I still eat what I want, just in smaller quantities. I'm more responsible with my food intake." Says Leanne: "All the way through this journey we have talked about the fact that no one is to blame. The learning has been huge. Ana often goes away and does her research. She's soaking up the new knowledge."

Her journey was buoyed by a gift from New Plymouth retailer Nick Bull of Shoe Clinic, who gave her a new pair of pink trainers after Leanne approached him.

Nick says the shoes are a small thing given Ana's determination, and he knows they will boost the physical effort she's putting in. "To know she is actively using them every week and that they are making a difference – that's great."

Staying active builds community

Sam Heath and Nadja Bernhardt provide space and 'humanity' for people to mix and mingle.

That means linking tangata whai ora with activities, outings and social contact – everything from gym workouts and team games to cooking sessions, outings and a Friday social club.

As coordinators they run separate mental health programmes four days a week – as well as working together on other programmes.

Services under their umbrella are the Day Activity Programme and the Physical Health Outcomes service. They also assist older people referred by the Mental Health Service for Older People.

Nadja, a German trained social worker, sees the impact of being active on a person's mental wellness. "I've seen people change through doing new things – it's an important part of recovery." She leads and organises activities like cooking, craft, music and community outings.

Sam, who gained his qualifications through WITT (Western Institute of Technology at Taranaki) focuses on the physical side of recovery: He attends gym sessions, runs team sports, group walks and other outdoor activities.

"It's creating an atmosphere where people are thinking and not dwelling on things; becoming motivated. Sometimes it helps settle their medication as well, and then sharing stories with others – they know that someone cares," says Sam.

The Friday Social Club sees participants sharing lunch as well as games of pool, darts, cards, music. Numbers are growing, helped by Pathways, another not-for-profit organisation. "They support people to attend, introduce them to others and offering transport – it means we're working together," says Sam.

The structure of the programmes is also key. Established routines help motivate people and provide a valuable lead-in to employment and more independent living.

The tangata whai ora range from those who have had little social contact to others who have been well for years. It's a great mix of people, who together are building a community of care.



▲ Kaimahi: Our staff



Our staff have the flexibility to operate in homes, marae, workplaces and other locations where need is identified. We employ 265 people, with a main office in the Maru Wehi complex, Maratahu St, New Plymouth and other offices in Hawera and Waitara. Many services are mobile. Our rangatahi services for youth are based in Devon St West in central New Plymouth.

Staff bring a range of skills and experience across different professions, disciplines and support areas. This includes nurses, doctors, health promoters, youth and social workers, mental health clinicians, residential and recovery support staff, consumer and peer support advocates, physical health coordinators, rongoā Māori practitioners, home based support workers and kaiāwhina. Many kaimahi have strong links with their communities and support whānau through those connections.

We have a number of back office departments in the areas of Human Resources, Quality, Business Support and Financial Services, Information and Communications Technology and Business Development. These staff make a valuable contribution, ensuring that we have a sound structure with the resources to build a stronger organisation.

We support staff in their professional capacity and are focused on developing cultural knowledge and competency. This applies to all staff, regardless of where in the organisation they work. Te Mauri O Tui Ora are the six core principles that support and guide our organisation. They are: Wairuatanga, Tino Rangatiratanga, Whanaungatanga, Kotahitanga, Tikanga O Taranaki and Manaakitanga. An ongoing series of cultural workshops and training sessions were held over the past year to enhance staff knowledge and confidence. Work continues in this area.

We aim to be the 'Employer of Choice' and to grow our leadership capability so we can retain a committed workforce and

Walking, talking, resourcing

Giving hope, encouraging people to focus on strengths and advocating on their behalf – these are some of the 'jobs' of the Consumer Advocates at Tui Ora.

Bronwen Phillip and Nicola Gilmour work from the New Plymouth office of Tui Ora; in Hawera Mihi Kahu carries out the same role.

All have lived experience of mental health and work as peer supporters for clients, who struggle with a range of mental illnesses.

"Some days you will try and walk beside each individual and look at what they are hoping to gain and promote a life worth living to them," says Bronwen.

Agrees Nicola: "It's about helping them find resources so they can get ahead, they can educate themselves about their diagnosis and understand what's possible."

Building rapport is important as is understanding the aspects that make a person 'tick'. Some people find strength and therapy in outings, others in creative pursuits like a writers or craft group. The three-strong team can help a person enroll in a course, organise a group activity, attend another health appointment with them and advocate alongside them at governmental agencies.

One of the over-arching benefits of peer support is hope: Seeing others deal with it helps them understand there is a future, say the advocates.

Budding chef has Anne to thank

Adam Holdin's first contact with Taranaki Youth Service's Anne Russell sticks in his mind. She visited his home - within 20 minutes a plan for the next few years of his life was drawn up.

It was welcome guidance and information for a young man struggling to find his niche in the world of education and training.

Now he's studying to be a chef at WITT (Western Institute of Technology at Taranaki) having first completed a 35-week course through private training provider Trade & Commerce, which is based in central New Plymouth.

"I think Anne really shines at her job. She asked lots of questions, like was I interested in food." The fact she wasn't a parent or teacher helped him consider options in a different light, and her support was ongoing.

Staff at Taranaki Youth Service support young people to make better choices through a range

of initiatives such as budgeting, parenting, employment and life skills programmes.

They also help the young person to understand what they need to succeed at school or work based training, link them with other education or training providers and put together individual action plans.

Adam hadn't considered hospitality before Anne's suggestion, but looking back says he appreciated the chance to study with a provider where one-on-one tutorial support was possible and students shared similar learning styles and interests. "It's more concentrated learning, more specialised work. You don't learn anything you're not going to use."

He graduated midway through 2015 with NCEA level 1 and 2 as well as national certificates in hospitality, employment and food safety. His interest in learning has been sparked and he has a message for others in the same boat: "People don't have an accurate portrayal of Youth Service and of what it can offer. It's not just for those kids who have been kicked out of school."

For her part Anne says she's heartened by Adam's progress. "He's much more motivated than when I first met him."



▲ Ngā ratonga: Our services

Tui Ora is a kaupapa Māori health and social services organisation that blends experience and flexibility in the health sector. We provide over 35 health and social services for all age groups.

Most are free services and many are mobile and responsive, designed to support whānau ways of doing things. We are working on new holistic models of care that put whānau at the centre of services. We aim to streamline services so they are integrated and collaborative. That means staff within our organisation working together across teams, wherever possible.

There are different ways to access services including being referred by Taranaki District Health Board, GP's and through other agencies such as the Ministry of Social Development. People can also refer themselves to programmes such as our smoking cessation group-based courses. In some cases there is limited criteria for those accessing services; in other cases anybody from any ethnic group, of any age, is eligible.

Services are grouped into the following areas. Within each of these, staff work collaboratively according to individual and whānau needs:

- **Primary health including GP clinic (Tui Ora Family Health)**
- **Child, youth health and social services**
- **Mental health and addictions**
- **Public health and community support**
- **Homebased Support services**
- **Other – Rongoā Māori Services**



Primary health

We deliver primary care services from our Maru Wehi Hauora complex in Maratahu St, New Plymouth. Many people access services through our GP clinic, Tui Ora Family Health, which employs doctors, nurses and administration support. In addition, registered nurses work in the community in the areas of cancer support and advocacy, the management of long-term conditions, and asthma.

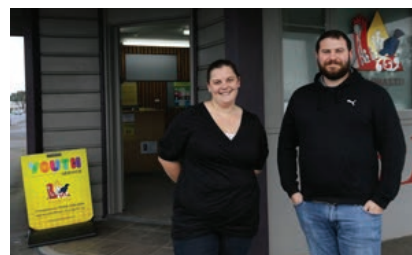
Within these services kaiāwhina support patients, ensuring they can navigate through health and social services. For example, a person referred for diabetes help may need support starting with good exercise and eating regimes as well as getting their home insulated.



Child, youth health and social services

We provide many services relevant to children and their whānau. These include Well Child/Tamariki Ora services and outreach immunisation, vision hearing and B4 School checks. There is also specialist mental health support in the perinatal and early childhood area, ensuring that a holistic approach can be taken in working with families.

Tui Ora provides a range of services for youth. Through its Taranaki Youth Service



Taranaki Youth Service – Hawera office

contract with the Ministry of Social Development it helps those aged between 16 and 18 who are Not in Education, Employment or Training (NEET), or are receiving a Youth Payment (YP) or Young Parent Payment (YPP). Its staff support young people to make better choices by putting together individual action plans, linking them with education or training providers, and running initiatives around budgeting, parenting and training.

Rangatahi services also provide alternative education for youth aged between 13 and 15 as well as offering kaiāwhina and kaumatua support. Its staff include youth workers, mental health clinicians, and teaching assistants.

A social sector trial in South Taranaki, called SWEET (South Working to Enable and Empower Teens) is part of a nationwide initiative with strong Governmental backing. Staff work alongside five agencies – police, justice, health, education and social development – to support greater integration and better ways of working in response to the needs of young person. The trial's four outcomes for 12-18 year olds are to improve engagement in education, training and employment while also reducing alcohol- and drug-related harm, truancy and offending..



Home based support services

Tui Ora provides home based, education and support services for the elderly, disabled people, children, those discharged from hospital and ACC clients. Our Home Based services support people of all ages to remain independent in their own homes, offering personal care, meal preparation, help with shopping, appointments and activities in the community.

Our Elder Protection service offers free and confidential support to those over the age of 65, where there are concerns about health and safety. It also advocates for individuals and whānau, provides education and raises public awareness among community groups, resthomes and other health providers.

The Disability Support service advocates and acts on behalf of disabled people and whānau.



Mental health and addictions

Tui Ora provides a significant range of mental health and addiction services for all age groups. We work closely with the Taranaki District Health Board and other community agencies to ensure that people accessing services have the right support, in the right place when it is needed. We provide early intervention as well as clinical specialist services,

residential recovery support, needs assessment coordination and other services. These include vocational support, which helps transition people back into employment, training or voluntary work; a consumer advocacy and peer support service, coordinated physical activity and living skills programmes; and cultural support

Our mental health and addictions services are provided flexibly and aim to work alongside each person and their whānau to develop useful plans to support the recovery journey.



Public health and community support

Our public health team focuses on empowering people and communities to take control of their health and wellbeing. Programmes focused on nutrition and physical activity, injury prevention, smoking cessation, minimising gambling harm, breastfeeding and māmā pepe health are delivered across the community.

Our smoking cessation coaches work throughout the community and group-based quit smoking programmes delivered on and off site are well-attended. The Māmā Pepe Hauora team works with Early Childhood Education centres and this year began a new community lactation service, Tiaki Ukaipo, to protect and nurture breastfeeding throughout the region. The Koroua and Kuia Elderly Intervention service runs a range of activities and cultural programmes to improve participants' health and wellbeing.



Rongoā Māori Services

This year we began offering Māori healing or rongoā services which are informed by a body of knowledge recognised around the country. The services operate on a holistic model, understanding that many things impact on health and wellbeing. Two health practitioners offer haumiri (massage), honohono (energy healing) and rongoā rākau (herbal remedies). Looking ahead, Tui Ora hopes to offer other complementary services that will benefit whānau.

One site for youth wrap-around service

Increased collaboration between different parts of Tui Ora who help youth is evident at Rangatahi Services.

Youth workers now share a site with Infant Child Adolescent and Youth mental health clinicians as well as alternative education teaching assistants, a kaiāwhina and kaumātua. For team leader Simone Betsy it makes sense to bring together a one-stop shop of support for the region's youth. There is an office in New Plymouth's Devon St West as well as an office in Hawera. Staff are also flexible, supporting youth at schools, training providers and other locations.

Rangatahi Services holds the contract for Taranaki Youth Service which helps young people aged between 16 and 18 to access education, training or work-based learning. These young people are Not in Education Employment or Training (NEET) or are receiving a Work and Income Youth Payment (YP) or Young Parent Payment (YPP).

Many of their clients have fallen through the gaps in their schooling; for some it's a straightforward matter of steering them back on the right course by suggesting a training course as part of an individual plan. Others grapple with difficult home and life situations, which is why it makes sense to have staff on site who can talk to the emotional, behavioral or mental health issues impacting a young person.

Simone, who hails from the UK but has a Taranaki partner, inherited an experienced team at Rangatahi Services who are working hard to help young people achieve their goals and make the right choices.

"We want them to be their own agents of change. They are the future of New Zealand. If we can help them now and get them to a point where they realise and reach their potential, then as a community we have done well."

youth
.....SERVICE



▲ Kōrero o mua: Our history

Tui Ora was launched on 1 July 1998. Today our organisation provides a wide range of services for all age groups throughout Taranaki with a focus on Māori health services. Our philosophy of Let Unity Prevail continues to be a core tenet.

Where it began

Tui Ora was launched in July 1998 after consultation with representatives across Taranaki iwi. It 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 it was called a Māori Development Organisation with eight providers under its umbrella, and turnover \$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. The turnover for the year ended 30 June 2002 was \$4.4 million. Following a strategic review Tui Ora began to encourage collaboration between individual providers.

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 for Māori health called Te Kawau Mārō was signed. It was a significant milestone for Tui Ora and other signatories to the alliance. Tui Ora now operates under a flexible funding arrangement to best meet the needs of client and whānau. In essence the model of care is about more responsive health services; recognising that different factors impact on a person's health and wellbeing. We have adopted the principle of the Tui Ora whānau Model of Care to support services that put people at the centre – not the other way round. The intention is that services are better coordinated and that clients and their whānau have the information to empower them so they can access all available health and social services.

In 2013 a new ownership model was introduced. Te Tuituia is the shareholder of Tui Ora. Its trustees are appointed by Te Whare Punanga Kōrero, which is made up of health representatives of the eight iwi in Taranaki. A board oversees the governance of Tui Ora..

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

Re-centering services for tamariki and carers

Grappling with the question of how to translate talk into action was the task of a multi-disciplinary health provider group in 2015. It's subject? Putting vulnerable families and whānau at the centre of health and social services – not the other way round.

Over six months, representatives from Te Kawau Mārō Alliance met. Tui Ora, Ngāruahine Health Authority, Ngāti Ruanui and Taranaki District Health Board are members of the group. Together they worked on developing a new Model of Care with the overarching theme of All Children Will Have the Best Start In Life.

The theme focused efforts on tamariki from the perinatal stage to five years. Focus group sessions were held with young mothers and whānau, where a number of issues emerged.

Tui Ora community educators Sue Martin and Fay Mulligan ran the focus groups and say there was a strong desire by the mothers to increase literacy skills and continue with education, training and/or work. "Education is really huge because that's going to empower them. If they have better options they can make better decisions," says Sue.

Support for parenting was another factor, as was access to mental health services for those in the mild to moderate category. That is, recognition that early intervention might head off escalation into more serious unwellness. Many of these mums were also 'tech savvy'.

The feedback highlighted the need for a single person or point of contact who could empower them – someone to steer them through the health and social services system. There was also acknowledgement of the need for extended service hours and recognition that smaller or isolated communities had higher needs. "Building that relationship is really important and pays off in the long-run," says Fay. "They may not tell you the full story but if they trust you, you will get all the details."

Some achievable short-term goals were identified such as training and educating more staff across different teams in the areas of lift the lip assessments, immunisation, breastfeeding, and smoking cessation.

A Model of Care flow chart was drawn up. At a glance it showed changes to the intake and triage processes, meaning whānau who required extra support could be recognised and guided from the outset.

Many ideas stemmed from the team's work; now there is incentive to keep up the momentum and ensure ongoing collaboration to bolster the health and wellbeing of tamariki in Taranaki.



Our Vision

Enhancing whānau health and wellbeing

Our Mission

Designing and delivering nationally recognised
integrated whānau centred services

Our Strategy 2015 - 2018

Each whānau has the capability to reach its potential

- Strategies and Initiatives:
- › Design and implement whānau and family centric services
 - › Leadership for positive whānau and family outcomes

Professionally and culturally competent and engaged staff

- Strategies and Initiatives:
- › Build workforce resilience
 - › Grow leadership capability
 - › Position Tui Ora as the 'employer of choice'

Innovative, leading and sustainable business practices

- Strategies and Initiatives:
- › Build organisational resilience
 - › Develop knowledge management capability
 - › Contribute to regional economic development

Te Mauri : Core 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.

Manaakitanga

The nurturing of relationship's. 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.

Kotahitanga

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

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.

Tino Rangatiranga

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

Tikanga O Taranaki

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



Each whānau has the capability to reach its potential

► Design and implement whānau and family centric services

Focus area	Milestones	Timeframe
Implement models of care to support whānau needs, goals and aspirations	Implement model for Māmā Mātua Pēpe Tamariki services	March 2016
	Work with Te Kawau Mārō partners to develop and implement models of care for outcomes areas, as prioritised	June 2016
Redirect resources to support service opportunities and development	Undertake locality planning to identify areas of need	December 2015
	Through agreed process with Te Kawau Mārō partners, apply resources as appropriate	June 2016

► Leadership for positive whānau and family outcomes

Focus area	Milestones	Timeframe
Champion and support system-wide changes that model integrated approaches	Identify and engage wider stakeholders to support new models of service development and delivery	March 2016
	Wider stakeholder participation in delivery of models of care	June 2016

Professionally and culturally competent and engaged staff

► Build workforce resilience

Focus area	Milestones	Timeframe
Continue cultural competency programme	Ensure all staff are engaged and participate with Tui Ora cultural competency programme	March 2016
	Undertake staged assessment of staff for baseline cultural competencies	June 2016
Recruit and retain excellent committed workforce	Review recruitment and retention relevant to current economic climate	December 2015
	Consolidate professional development review process	December 2015
	Establish culture of ownership for activities relevant to role	March 2016

► Grow Leadership capability

Focus area	Milestones	Timeframe
Build Leadership capability	Revise and implement leadership development pathway	September 2015
	Establish succession plans across all leadership roles and sole practitioner areas	June 2016

► Position Tui Ora as the 'employer of choice'

Focus area	Milestones	Timeframe
Effectively compete for skilled staff in the wider market place	Profile organisation and services to enhance reputation in the community	June 2016
	Update remuneration strategy	September 2015
	Staged implementation of competitive salary packaging	June 2016



Innovative, Leading and sustainable business practices

► Build Organisational resilience

Focus area	Milestones	Timeframe
Increase Tui Ora recognition and profile as significant services provider	Establish focus group to support and oversee all marketing and promotional activities	July 15
	Update of Marketing Action Plan and commence delivery of prioritised actions	July 15
Continue organisational capability and capacity development programme	Delivery of Information Services Strategic Plan 2014-18 priorities including new infrastructure and tools for staff remote working	March 16
	Explore opportunities with external organisations to provide business support capacities	June 15
	Review and stage changes that better support staff for mobile and office based working	September 15
	Facilities planning to support new ways of working	December 15
	Embed Quality Assurance and Risk Management systems and processes	June 16
	Identify and implement system automations to deliver greater efficiencies	June 16
Expand partnerships to enable capability development and growth	Identify and establish regional and national value add arrangements	December 15

► Develop knowledge management capability

Focus area	Milestones	Timeframe
Establish integrated information system to support decision making and resource allocation	Embed and expand the data repository facility to support locality planning and better services responses	June 16
	Establish processes for information sharing with Te Kāwau Māro partners and Midlands Health Network	June 16

► Contribute to regional economic development

Focus area	Milestones	Timeframe
Establish regional economic development strategies and initiatives	Establish programme of work with key partners, identifying contribution opportunities	June 16

Holistic help empowers one woman

Before Kristen Scott met Tui Ora Family Health kaiāwhina Airingi Matuku life was getting her down.

Pain for the young diabetic was constant and intense and her mental health was suffering.

"I knew her GP was very, very worried about her because of the results that were coming back. She was hitting rock bottom," recalls Airingi who works alongside people, as an advocate, helping them navigate the health system.

A year on, Kristen's progress is notable for the lack of hospital admissions, the regularity with which she keeps appointments and her increasing involvement as a volunteer in community groups such as Riding for the Disabled.

Now this 22-year-old feels she's contributing rather than "wasting money and resources" thanks to a more holistic service.

Kristen was diagnosed a diabetic as an 11-year-old but says she didn't look after herself as a teenager. Several years ago regular pain started in her toes then moved up her body and gradually worsened.

Up to a year ago, hospital admissions were a regular occurrence. Every admittance involved retelling her story to a new group of health professionals.

She was registered with Tui Ora Family Health but failed to keep appointments so Airingi was called in to help. She began by transporting Kristen to appointments.

"Ringi is someone different to talk to. I would say that in the past three years the thing that has changed my life the most is her support." Not only does she provide transport, she also adds to medical information, explaining jargon in terms that Kristin can understand - why for example a certain blood test is urgent.

Ringi says the hard work hasn't been hers alone: "Kristen has come a long way. She has an inner fighting spirit and it's not all about her. There's a care for others and a willingness to help."





Let Unity Prevail

