

Korowaitia te puna waiora, hei oraŋa motuhake mō te iwi
To empower whānau into their future



TE ORANGANUI



Annual Report
2014-2015



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TE ORANGANUI



Teenaa koutou katoa e ngaa iwi o Te Oranganui Iwi Health Authority, e ngaa mana, e ngaa reo, e ngaa karangatangamaha mai i te Kaahui Maunga ki Tangaroa, ki te wahapu Te Kaihau a Kupe, huri ana ki te marakiraki ki Ngaa Rauru Kiitahi, huri noa ki te matongatonga ki Ngaati Apa ara taatou e ngana te whakatutukii te koke koorero "Korowaitia te puna waiora, hei oranga motuhake mo te iwi"; tenei te mihi teenaa koutou, teenaa taatou. Ko ngaa aitua kua pania taatou ki te pouritanga ara ano raatou kua wheturangitia, e kore e warewaretia, e tipare tatou ki te rau kawakawa he tohu ki te iwi kua ngaro, kei te tihi o te whakaaro te kite ai te tira ka haere ki te iwi kei te po, koutou te hunga wairua haere oti atu ai.

It is with great pleasure that I present this Annual Report for the 2014-2015 year. This annual report is my second as Chair of the Board. I would like to acknowledge the Board who have been working on the strategic direction into the next 10 years of development. Over the past year we welcomed Mary Bennett to the Board as Ngaa Rauru representative.

The Board has focused this year on their governance function and have completed the initial phase of the strategic plan. The Board have also completed a review of the objectives of the organisation to align the Trust Deed with Whaanau Ora. We are continuing to engage in discussion with our Iwi on the organisations strategic direction and value the input from iwi, hapuu and whaanau.

The 2014-2015 the strategic goal was to strengthen the way the organisation operates and we achieved this by moving services to the Tupoho Community Complex. The amalgamation of Family Start and Whaanau Ora services has seen a systems approach to putting whaanau at the centre of everything we do. In closing I would like to thank our Chief Executive Nancy Tuaine and all of the valued staff of Te Oranganui for their commitment to our whaanau and the work they do to every day to achieve the vision of the organisation.

Hayden Potaka
Pouherenga



This year was focused on cementing our one people one place kaupapa. This has meant revising the way that we refer to ourselves and as much as possible referring to our services as Te Oranganui. The separate service identities that have been developed over the years has made it difficult for our people to connect that the different services were actually delivered by the same organisation.

In order to help with this services are now described as Te Oranganui Medical Centre and Te Oranganui Mental Health and Addictions etc. You may still hear reference to our other identities particularly in Te Reo but our approach moving forward is to be seen as one place for all people.

Our work this year has been on building our whānau ora approach across the organisation. The whānau ora outcome goals are key features on the walls of our offices so that our total workforce focuses on working with whānau to achieve the outcomes. An amalgamation of Family Start into the Whānau and Community Service has enabled all kaimahi working across these services to be whānau centred even if the contract does not require it. This is difficult and transition to be effective in this will take some time but the journey is well underway.

This was also a year that we made a difficult decision to withdraw a service when we closed the Doctors Surgery in Ohakune. A reducing population, difficulties attracting a permanent GP and growing financial costs meant that the practice was too difficult to maintain. A series of meetings were held with Dr Corbett of Raetihi and we are so grateful that he and his team offered to work on a solution by expanding their service. I want to take the time to acknowledge the staff who worked in our Ohakune practice as their dedication to the whānau of that region was amazing.

The week following the 20th of June 2015 sent us all into overdrive as Te Oranganui picked up the responsibility of administering Putea Aroha a fund that Whanganui, Ngā Rauru and Ngāti Apa established to help with the flood. I along with others became heavily involved in our communities response attending the daily briefings at the Whanganui District Council and then working on strategies to ensure members of our community were supported as best as possible. This effort saw us participate at

the HUB on the ground floor of MSD alongside Te Puni Kokiri, WINZ, Housing New Zealand and IRD. Te Oranganui also entered a temporary arrangement with the District Council for four of their pensioner flats in Talbot Street to house Kaumatua who had been affected by the floods. Over 85 families were supported with help from Putea Aroha. Currently there are two enhanced taskforce green teams working to clean up our Marae that were affected by the floods. These teams were negotiated for by the Iwi and have been administered by Te Oranganui. I am particularly proud of our effort during this time it was a true expression of our roles as Tangata Tiaki.

The organisation ended this year with a deficit of \$99k. This deficit was projected and arising out of certain contract pricing not changing for some time. However the organisation is holding a significant amount of revenue for services still to be incurred. The organisation has accounted for this work as liabilities so you will see a significant proportion in liabilities. I am comfortable that the organisation has a sound financial position with which to carry on its activities.

I look forward to the space of innovation which can only be achieved through financial liberation so I look forward to exploring other opportunities to do different with our Iwi. In closing I wish to recognise Sharlene Tapa-Mosen who finished her employment with Te Oranganui during this year. Sharlene was a committed contributor to the development of Te Oranganui and was a valued member of Management.

Nancy Tuaine
Chief Executive Officer



Weekly Vocation gym session at the Splash Centre.

Our service works hard to ensure our young people with disabilities are supported to live in their own home or go flatting with their friends. In this last year 24 individuals were assisted under Supported Independent Living. The aim of Supported Independent Living is to build on the vision contained in the New Zealand Disability Strategy of a fully inclusive society. A community that values the lives and continually enhances the full participation of people with an impairment. These young people are supported in a manner that promotes their independence and enhances their quality of life.

The home based support team has been busy this past year as the client base has grown by 30%. This work enables whānau to continue to live independently in an environment that is supportive to their lifestyle and disability, and promotes positive ageing for the older person. On average the organisation provides 3,600 hours of support per month utilising a workforce of approximately 50 kaimahi. Referrals into this service are growing steadily.

With the continued financial support from Te Pou and Tipu Ora a range of training opportunities have helped our staff achieve a number of tohu:

- 5 kaimahi gained their Business (First Line Management) level 4 certificate;
- 5 kaimahi gained their National Community Workers Certificate Level 3 through Career-force;
- 6 kaimahi gained their Level 4 Hauora Māori certification through Tipu Ora.

The Kaitakawaenga has continued the work to engage with Marae and Māori Community organisations to increase knowledge, understanding and access for whānau with disabilities. The Marae-based toolkit was presented to six Marae and hui held with eight community groups. The aim of this work is to support our Marae and organisations to build awareness, making services and facilities disability

friendly. Unfortunately more work is required to get action from our Iwi Māori communities to support whānau with disabilities as only a 30% response rate was achieved from all the Marae that were sent letters.

The Kaitakawaenga also works with the other kaimahi to put on the monthly Kaumatua Dinner. The dinner continues to be very popular. The Kaumatua find this a valuable time to catch up with their old friends, make new friends, have a meal together with entertainment, often a guest speaker visits to share what is available or happening in the community.

The vocation service had an exciting year with a busy programme supporting the service users to participate in their community, enjoy the company of their peers and learn new skills that enhance their quality of life.

Te Oranganui Iwi Health Authority now has a representative on the executive committee of Te Piringa. This organisation is a national collective of Māori providers who deliver disability services. In line with the government's policy intent to nationalize service provision through better, sooner more convenient. Te Piringa has positioned itself to be the Māori voice for providers and kaimahi concerns.

Melina Cropp
Disability Support Service Manager



Te Oranganui Medical Centre Reception.

In this last year the medical centre lost some of its key personnel as people moved on to other career opportunities, this included a change in Manager. Sharlene Tapa-Mosen had previously taken on the challenge of managing our primary and community medical teams. Sharlene left in December 2014 to take up a new position. It took some time to find a replacement but in March 2015 Ann Stellingwerf was welcomed.

The majority of this second part of this financial year has focused on change and rebuilding capacity and capability within the service to ensure our whānau continue to receive a quality service.

A large effort has also been placed on improving financial viability. The medical centres are classified as Low Cost Access services and have a specific funding model that ensures no one pay's over \$17.50. Delivering a low cost access service is not necessarily cost effective so a lot of effort has been placed on cost recovery where possible.

The analysis of our operations saw a decision made to close the General Practice in Ohakune. Rising costs, the inability to attract a permanent Doctor and reducing population across the Waimarino District were the main reasons for the closure that happened on the 31st of March 2015. Te Oranganui is very grateful to ex-staff of Ohakune for their patience and understanding as it was a very hard time for them. The organisation is very grateful to Dr Corbett and the staff at the Raetihi GP practice for the work done to transition the majority of our clinic population over to their practice. Some of the staff were able to secure ongoing employment in the Raetihi practice.

The two remaining clinics continue to build on the outcomes of last year and with the hard work and dedication of staff have met the health targets for our whānau for cardiovascular risk, childhood immunisations, smoking cessation and breast

screening. This work has contributed to an overall regional achievement of targets and improvement in health outcomes. Despite a number of transfers in and out of the medical centre on a monthly basis patient numbers remain stable at 5043.

It is pleasing to report that the medical centre has once again reached Cornerstone Accreditation which ensures that the service delivery is meeting the identified standards of quality. A stable GP workforce providing cover for the clinics has meant optimal access to medical services for our whānau however recruitment and retention of medical staff remains an ongoing challenge in a very competitive employment market. Professional development for the nursing and administrative workforce continues with a priority focus on building capability.

The patient survey showed overwhelming satisfaction with the quality of service provided and identified some areas for improvement. The establishment of a Whānau Focus Group in the new year recognises the value of gathering and using patients' experiences to co-design health care services to improve quality and safety.

The future direction of the clinic will focus on reviewing and improving processes to ensure patient safety and the quality of care provided. An emphasis on improving the financial position of the medical centre and working with whānau to understand their long term conditions with support towards self-management. The availability of new technologies such as Manage My Health, E-prescribing and patient portals will see whānau able to access and participate in their healthcare to a new level.

Ann Stellingwerf
Primary and Community Medical Services Manager



Mental Health Awareness Week at Majestic Square.



2014-2015 was a year of new ways of doing things as well as consolidation of older ways.

It is estimated that over half the people seen in mental health and addiction services have both a substance use problem and a mental illness. With 208 referrals for the year we have to do things differently. The team have been moving towards a Coexisting Problem (CEP) Capable service where all the kaituhauora understand and are confident to work with both alcohol and other drugs and mental illness. The mental health team have done some introductory training into substance use and we are lucky to have the support for workforce development from the national organisations of Te Pou and Matua Raki.

The Alcohol, and other Drug (AoD) team continue to deliver the six week group programme with people from the rural areas coming to stay at our residential service, Te Whare Mahana. The house is a tool to support them to succeed on the changes they are making in the group.

Lead by a staff member at Ngā Tai O Te Awa the AoD team worked collaboratively with other AoD services to develop and implement a plan for our community for when synthetic cannabis became illegal. This cooperation was one of the reasons to set up the AoD Network which has met a number of times at Te Oranganui and includes invites to all AoD providers.

The Day Activity programme looked at and became more tangata whai ora focused with the participants working on their own programme and using more alternatives and opportunities in the community. Their physical space was also revamped to provide areas where tangata whai ora could pursue their own interests. The group were involved in the Funathon on Pakaitore Day and other physical pursuits as well

as one participant who performed at Te Papa with a community kapahaka group he belongs to. These activities were supported by the day and the house staff.

The service has three different contracts where working with rangatahi form the core focus for the service. To make the service more accessible and responsive to the needs of rangatahi the three kaituhauora now work as a team. This gives rangatahi the options of a gender and skill mix they may not have had under the old setup. It gives the kaituhauora a team to work within giving the service the potential to run its own groups in the future.

One of the areas the nurses and the mental health kaituhauora focused some of their time on was the physical health of tangata whai ora and the monitoring for metabolic syndrome. This work meant that 95% of all tangata whai ora were having an eye kept on this aspect of their health by a general practitioner and/or psychiatrist.

One highlight from the year was the team participation in equine therapy, looking at options outside the square for our tangata whai ora and taking the opportunity to experience it for ourselves. Our biggest highlights of course are the achievements of tangata whai ora and their whānau. As in last year's report I leave the final words to the people who use the service.

"Staff are experienced and show great insight"

"It's nice to know I'm not alone in the path of my illnesses and addictions."

Sharon Crombie
Mental Health & Addictions Manager



*Waiho i te toi pito,
Kauā i te toi roa!
Forever be at my side!*

In order to strengthen the Whānau Ora approach within Te Oranganui, this year Family Start was amalgamated into the Whānau and Community service. Historically Family Start sat independently and the model of delivery mimicked the contract, however through the amalgamation this whole team now delivers whānau centred services.

Whilst the amalgamation process is ongoing in terms of embedding systems and processes the redesign has:

- Increased outcomes for whānau by providing the Whānau Ora approach
- Provided opportunities to incorporate health prevention and support into whānau previously supported for family start objectives
- Deliver whānau centred services focused on achieving the six whānau ora outcome goals for all whānau

As part of our commitment to the organisations principles of kotahitanga and mahitahi this service has implemented a 'mahitahi' process of engagement and triage across the organisation. Referrals received by Whānau and Community Services are triaged by representatives of our service disciplines to ensure best practice outcomes are maintained right from the start of the whānau journey.

The organisation has also been successful in securing new innovative funding including:

- **Healthy Families Whanganui Rangitikei Ruapehu** working in partnership with our community to improve people's health where they live, learn, work and play.

- **Moving the Māori Nation** supporting whānau to increase participation in sport, physical and cultural activities. This role will also be the driver for Iwi events the organisation is hoping to host that encourage whānau, hapū, iwi engagement and igniting whānau pride.
- **He Puna Whiriwhiria** is an employment initiative working with businesses and NGO's to provide six (6) month's work placement opportunities for ten (10) long term unemployed people. Te Oranganui is hoping that at least 50% of these entities may continue to employ these people after the sixth month period.
- In an effort to recognise that the median age of Māori in this rohe is 24 the service now has two (2) **Rangatahi specialists** providing support to rangatahi with a focus on mentoring and supporting our youth as they create their future pathways. Support may be in education, training or employment.

In this past year these services have supported over thirty (30) whānau members into study and over twenty (20) into employment.

The innovation of our new service design has allowed us to find our own solutions to the complexities of funding requirements and the delivery of a whānau centred approach. This is exciting as we extend our approach and maximise resourcing to support whānau to improve their lives.

Josephine Taiaroa
Whānau and Community Manager



Te Oranganui kaimahi participating in the Whanganui Harriers Marton to Whanganui Relay event in September 2014.

Kaimahi Wellbeing

In September 2014, Te Oranganui launched our Kaimahi wellness kaupapa “Te Oranganui in Training”.

The aim of the kaupapa is to support and encourage kaimahi to live healthy lifestyles. The organisation provides the incentive of programmes and merchandise for kaimahi who participate. It is 100% optional and so far we have had over 50 staff sign up.



Organisation Culture

Walking around the organisation you can feel that the workplace culture at Te Oranganui is a very positive one. You often see kaimahi working together well, laughing, and enjoying their mahi. Many of our staff are very passionate about supporting our local community and that is what drives them to come and work for a not-for-profit Iwi organisation such as Te Oranganui. During the year we supported several local and national events. These kaupapa not only assisted the organisation to strengthen whanaungatanga amongst the staff, but they also helped raise awareness and funds for very important local and national causes.

Some of these events include;

- **Loud Shirt Day 2014**
- **Relay for Life** – a 24 hour walking event that raised over \$100,000
- **Xmas Carolling** – bringing Christmas cheer to the patients of the Whanganui Hospice, Children’s Ward and many rest homes around Whanganui
- **Crazy Hat Day** – raising funds for the local Whanganui Cancer Society
- **Go by Bike Day** – raising awareness and participation in the healthy transport alternative of cycling
- **Round the Bridges Fun Run**
- **Pink Breakfast** – which raised money for the New Zealand Breast Cancer Society

Paihere Tangata Staffing

Organisational staffing remained steady throughout the year. There were 176 employed on either a permanent, fixed term or casual basis at the end of June 2015.

He Tangata Statement:	30th June 2015
Permanent staff	144
Fixed Term	22
Casual	10
Total staffing	176

He Tangata Statement:	2011-2012	2013-2014	2014-2015
Clinicians	17	17	17
Frontline	72	85	122
Administrators	24	21	15
Supervisors/Team Leaders	4	4	5
Management	8	8	7
Total permanent staffing	125	135	166

The makeup of the workforce has had a significant increase with a 43% increase in frontline staff from the previous year. This means 84% of our workforce has day to day contact with the whānau that the organisation serves.

The organisation has made some efficiencies in administration and management, the organisation is careful not to compromise quality through these efficiencies though.

Even with high staffing numbers the turnover of staff is also high with 60 employees leaving

either through the completion of fixed term agreements or seeking other opportunities. Staff are actively encouraged to think about their own personal development pathways consistent with our whānau ora approach that seeks to develop potential.

38% of people chose to leave for other opportunities many to roles of promotion or higher education.

Romaine Rahui
People and Communications Manager

“After several late nights, missed whānau events and many a cramming session; I was thrilled to this year graduate from the Open Polytechnic with a Bachelor of Business - Management major. My study journey has been a long one starting 10 years ago with my previous employer insisting I do some part-time study as part of my professional development plan. Along the way, I have completed a Diploma in Business, Diploma in Management, several Business Studies Certificates, got married, had three children and continued working full time. I was fortunate to have strong iwi support to assist with funding my studies and have had awesome whānau to help babysit, cook dinner and put up with my stressing out when assignments were due.

The business degree covered all aspects of business; business analysis, project management, information systems and technology, human resources, business ethics and more. These studies have been useful in my work at Te Oranganui providing me with a variety of tools I use everyday such as how to assess and develop systems, solve problems and write effectively. The time I have spent furthering my education has been well spent allowing me to develop my skills and continue to work and gain experience in the field. Now having graduated, my goal is to move into a management role that will utilise my qualification and build on my professional experience.”

*Renee Bradley
Quality Coordinator*



Te Oranganui had budgeted a deficit of \$78,000 – the actual for 2015 was a deficit of \$99,000. This result is -1.3% of income which is within the organisations variance of + or - 5%. Key issues for this result are two-fold:

- 1) the nature of the increasing number of contracts requiring zero balances, and
- 2) contracts that are continually under-funded

Both of these types of arrangements leave little/no fat to support organisation growth or development.

Figure 1 shows the organisations financial performance over the last seven years.

Te Oranganui Financial Results for the last seven years

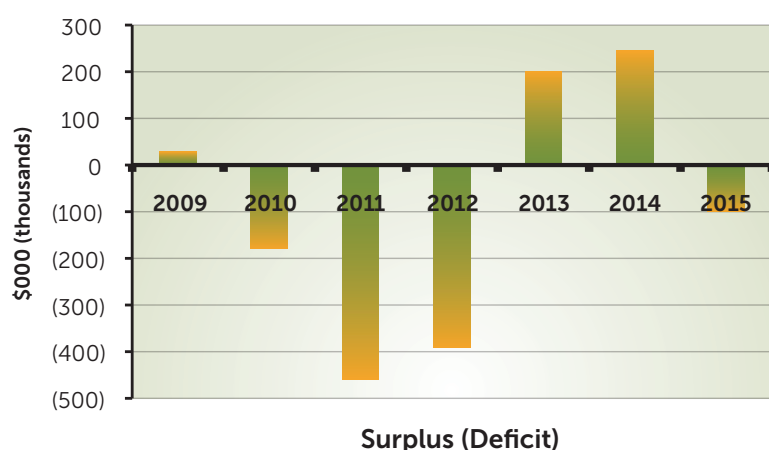


Figure 1

The negative result has decreased our Equity to \$650,766. The main contributor was an increase in liabilities (Figure 2) as a result of contract funding being moved to Funding in Advance because of timing of contracts and zero balance contracts amounting to \$593,000.

There was not much change in Fixed Assets since last year but there was a significant increase in cash. The organisation is still in a reasonably healthy position due to the surplus achieved in 2014.

Te Oranganui Balance Sheet Comparatives

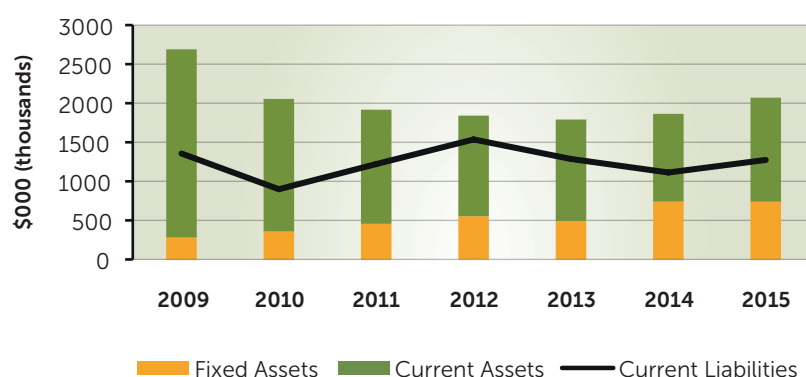


Figure 2

Goals for 2016 include setting up of Reserves, scoping software to meet the new reporting requirements stated by the Charities Commission and reducing patient debt at the medical centre.

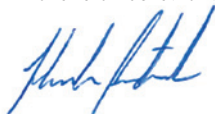
Kahui Hurinui
Finance and Resources Manager

Statement of Financial Position

As at 30 June 2015

	Notes	2015 \$	2014 \$
Current Assets			
Accounts Receivable		658,559	712,615
ASB Cheque Account		151,947	199,153
ASB Term Deposit		51,172	21,803
ASB Savings Account		437,349	182,959
Cash on Hand		853	429
Prepayments		31,797	6,588
Total Current Assets		1,331,677	1,123,547
Fixed Assets			
Property, Plant & Equipment	7	738,790	739,710
Total Fixed Assets		738,790	739,710
TOTAL ASSETS		2,070,467	1,863,257
Current Liabilities			
Accounts Payable		196,444	269,701
Funding in Advance		647,478	249,753
Provision for Holiday Pay		304,245	338,910
GST Payable		125,670	98,241
Total Current Liabilities		1,273,837	956,605
Term Liabilities			
Loan	9	145,864	156,000
Total Term Liabilities		145,864	156,000
TOTAL LIABILITIES		1,419,701	1,112,605
NET ASSETS		650,766	750,652
Equity			
Accumulated Funds Opening Balance		750,652	505,082
Net Surplus/(Deficit) From Operations		(99,886)	245,570
Accumulated Funds Closing Balance		650,766	750,652
TOTAL EQUITY		650,766	750,652

For and on behalf of the Board:



Chair Person



Chief Executive Officer

01.09.15

Dated

This Statement must be read in conjunction with the accompanying Financial Statement notes.

INDEPENDENT AUDITOR'S REPORT
To the Trustees of Te Oranganui Trust Incorporated

Report on the Financial Statements

We have audited the financial statements of Te Oranganui Trust Incorporated on pages 3 to 9, which comprise the statement of financial position as at 30 June 2015, the statement of financial performance for the year then ended, and a summary of significant accounting policies and other explanatory information.

This report is made solely to the Trustees, as a body, in accordance with the Trust Deed of Te Oranganui Trust Incorporated. Our audit has been undertaken so that we might state to the Trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Trustees Responsibility for the Financial Statements

The Trustees are responsible for the preparation and fair presentation of these financial statements in accordance with generally accepted accounting practice in New Zealand and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing (New Zealand). Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

Basis of Opinion

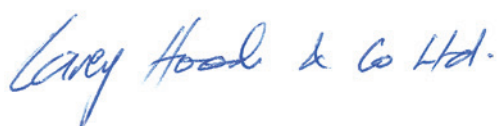
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Te Oranganui Trust Incorporated.

Opinion

In our opinion, the financial statements on pages 3 to 9, present fairly, in all material respects, the financial position of Te Oranganui Trust Incorporated as at 30 June 2015, and its financial performance for the year then ended in accordance with generally accepted accounting practice in New Zealand.



Carey Hood & Co Ltd
Chartered Accountants
Whanganui, New Zealand
7 September 2015





Accredited by:

