



Annual Report 2019



TRUSTEES

Chairperson

Harry Mikaere

Vice Chairperson

Lucy Steel

Executive Committee Members

Liane Ngamane

Susan King

David Taipari

Glen Tupuhi

Enrolled Population

7644

Mō tātou o Hauraki





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KŌRERO O TE TIAMANA

Takoto ai te marino, horahia i waho rā.

Hei paki haerenga mō te waka e hoea nei e tātou.

*Kei aku pītau whakareia o te waka, e rāhiri ana
ngā tai kārangaranga o Tīkapakapa i a tātou kia
kawē ai i ōna rongo ki runga anō o Hauraki.*

*Whiriwhiria ngā kaha tūātinitini, ngā kaha
tūāmanomano ki te kaupapa o Te Korowai
Hauora o Hauraki e rangitāmiro nei i a tātou.*

Tihei Mauri ora.

As we come to the end of another year it is good to reflect on some of the highlights for 2019.

This year we celebrate our 25th year as an organisation and we have done that throughout the year with small celebrations to recognise our very humble beginnings and remember all of those who have been on this journey from the beginning.

Our Board welcomed Sue King this year post our elections in 2018 and it is always positive to know that people are willing to come and support our kaupapa.

This year our Board reviewed the Strategic Plan for Te Korowai Hauora o Hauraki and we are pleased to present this to you on page 13 of this report. We have maintained our key focus areas which are our tamariki, whānau, kaumātua, chronic disease and mental health.

The new Strategic Plan brings a stronger focus on technology and systems, which will have an increasing impact on health care delivery into the future. It also continues to focus on workforce development and reducing inequalities.

We have reviewed our previous outcomes from the 2019 strategic report and noted that, whilst there were many successes, we still have to concentrate our energies on improving chronic disease management and mental wellness for our whānau.

To this end we have tasked our senior management team to continue developing focussed initiatives that are innovative and that will have outcomes that are measurable, so that we may see improvements.

In 2020 we will undertake a review of our asset base to ensure that we create a strategy around growth and development for our organisation. The data project that we have worked on throughout 2019 will give us some strong directions on how we should proceed in terms of where we need to develop and grow our services.

Our organisation continues to be a positive workplace for our over 250 employees. This growth of workforce is one of the indicators that we are doing well as an organisation.

The Hauraki PHO has seen some challenges throughout 2019 and our appointed Board members to the PHO did fantastic work helping to navigate toward the final outcome. We welcomed Michelle Murray as the new CEO to Hauraki PHO and it is pleasing to see that our Kaupapa Māori providers continue to support our PHO.

To my fellow Board members, I thank you for your ongoing dedication and support of our organisation.

To our kaimahi who ensure our services reach all parts of Hauraki down through the southern corridor to reach Tokoroa, e mihi ana ki a koutou katoa.

Kia puta ki te whaiao, ki te ao mārama.

Harry Mikaere

Chairperson



MANUKURA HAUORA KŌRERO

E kore te pūmahara e rehu ki te pō, ki ō tātau whakatiketike kua tītapu atu ki Te Rauohā, ki Rangīātea rā ia i roto i te tau nei. Haere rā koutou i te ara kūiti i whakatauria ai te ara o Rangī. Waiho mai ōu koutou uri i raro i te maru o tō koutou korowai. Kāti, he pō ka ngaro noa ki tua, he ao ka hua mai ki waho, tēnā tātau katoa. Kei ngā kōwhāo rau o Marutūāhu, kei aku nui, kei aku rangatira, kei runga aku ohaoha e tāwhiowhio atu ana ki a koutou, mō koutou i whakarangatira i tā tātau kaupapa i tēnei tau. Mai kore ake tā koutou ū ki te whakakitenga o Te Korowai Hauora o Hauraki me ōna kōiriiritanga katoa, kua kore rawa ō tātau whāinga e tutuki noa. Nā konā ka aukaha te rere o taku mihi ki ngā kāhui katoa kua tautoko mai i Te Korowai Hauora o Hauraki e kī ana te kōrero, “nāu te rourou, nāku te rourou, ka ora ai te iwi.”

This year has been another very productive and inspiring year for Te Korowai Hauora o Hauraki.

We have started the year with the review of our Strategic Plan and we are very pleased to provide you with a copy of this in our Annual Report. We have set a new set of strategic goals and will endeavour to work hard to accomplish these.

We have continued to progress a number of projects that we hope, over the fullness of time, will bring significant benefits for our whānau here in Hauraki. These projects have included our Wellness Hub and co-location project, Hapu Wānanga, Data Management project, Communications project, Mahi a Atua implementation, and our Whare Oranga project. All of these, and our business as usual, have ensured our teams are kept very busy and our organisation ever ready for the change ahead.

The Wellness Hub is an extension of our co-location project which will see the establishment of primary care services in the form of a Wellness Hub at the Thames Hospital base. The intent of this project is to improve access for our people to primary care services whilst also joining our services up with others to improve such things as diagnostics and ease of referral. This aims to ensure a whānau ora approach to all care required by our whānau.

In an effort to prepare for this move we have co-created a model of care that will be whānau ora centred and we are currently modeling this in our own whare by having team members from across the organisation co-locating in one building with acute care (walk-in) services being offered every day, all day. We hope that this will ensure we are ready for the change when it occurs and that we have a better sense of how this will occur.

The Hapū Wānanga have been delivered in collaboration with the Waikato District Health Board and have been a catalyst for our most recent innovation application which looks to provide wānanga for our whānau who are expecting pēpi, to help ensure they have the right skill sets to be the best parents they can be.

Our Data Project is now completed and has highlighted the very difficult position we face in terms of managing the many databases we deal with to deliver on the various contracts we have. Added to this is the need to get data with ease from our

systems in order to inform the next phase of our business. The project has enabled us to better plan for the future and to further explore the opportunities on our horizon.

Our Communications project has resulted in our virtual communication base being well established and being utilised across all parts of our business.

We have also begun our training project under the Mahi a Atua framework, which will see this model become one of our key methods of delivery, particularly in terms of our mental health services.

Finally, our Whare Oranga project has now seen the completion of just over 25 housing repairs designed to improve the overall wellness of our whānau homes by providing everything from insulation, roofing repairs and replacements, bathroom refits, removal of black mould, and replacement of guttering and drainage. This project has been contracted by Te Puni Kōkiri and provides for up to \$20,000 per house for repairs, with the aim of improving not only the whare, but the overall wellness of the whānau. The project also includes a number of educational opportunities for whānau to empower and create more awareness around their own wellness.

So, as you can see, it has been a busy time and I offer a huge mihi to our kaimahi who truly are exceptional every single day. They apply the values of our organisation to every situation they encounter and I am so humbled to be a part of this organisation because of them. To my senior management team, who not only provide great leadership but also truly care about the kind of services we provide for our people and work tirelessly to provide this, I pay a special mihi to you all. Our team is small but nimble and always open to ensuring that whānau are at the centre of all that we do. To our Board members, who have shown such strength and leadership for us all, he tauira mō tātou, you have provided strong strategic direction and support for our entire organisation.

Finally to all of our whānau who support and participate in our services every day, to our kaumātua who exemplify and remind us of all that we must do to support our people, and to the wider community of Hauraki - e mihi atu ana kia koutou katoa.

Riana Manuel

Manukura Hauora



OHU ORANGA O TE TANGATA

Ohu Oranga o te Tangata has had a Healthy Whānau focus for 2019, using a Te Whare Tapa Whā approach, incorporating Whānau, Wairua, Hinengaro and Tinana.

Whānau

Our Whānau Ora team facilitated a new programme for whānau in 2019. The 4-week 'Moehau' programme included workshops on Tikanga Māori (pōwhiri, whanaungatanga and pepeha); Maara Kai; Connecting with the Services; and concluded with Moemoea – Dreams, Aspirations and Goals.



Tamariki and Rangatahi

The Project Energize and Iwi Health Promotion teams have been working hard in our schools, promoting healthy eating and activity, educating students, whānau, teachers and the community. The Health Promotion team have targeted the overall wellness of our rangatahi with our Wahine Toa, Tane Toa, Phusion and Ka Tu Ka Ora programmes. These programmes focus on resilience, positive relationships, hauora and physical activity. The two teams have linked together for traditional Māori game competitions during the year.

Rongoā

This year we said goodbye to Matua Jim Kingi who retired in March, having worked with Te Korowai Hauora o Hauraki for over 10 years as our Traditional Healer.

Mirimiri practitioner Val Yeates has begun delivering Rongoā workshops in addition to providing mirimiri for our kaumātua.

We also welcomed Jo Shelford to the Rongoā team. Jo's whakapapa is to Hauraki with strong family connections throughout Hauraki on her father's side; her great grandparents Piropiro Grace and Rangitara Hutchinson farmed in Turua.

Kaumātua

Our Kaumātua have had another busy year around the motu running cook offs, exercise classes, excursions to Kaumātua Idol and Kaumātua Olympics, and visits to Driving Creek Railway and Hobbiton. A group of 15 of our Kaumātua have been training hard all year to represent Hauraki at Iron Māori Kaumātua 2019. The group, who have called themselves 'The Iron Nuttas' have been working with a personal trainer every Friday - in the gym, pools and community.



Embracing Technology

1. To Improve Efficiencies

The Home-Based Support Services business unit has grown substantially over the past three years in both client numbers and the associated increase in number of service hours delivered.

This continued growth, although welcome, presents a challenge for the Service Coordination team to manage an increasing workload while ensuring the high quality of service delivery we have come to expect is maintained.

The introduction of Pay Equity, Guaranteed Hours of work, Support Worker training requirements and other changes to employment legislation have brought additional levels of complexity to the rostering of Support Workers.

Every fortnight, the team processes in excess of 1200 Support Worker timesheets! We have well and truly outgrown our time-consuming paper-based timesheet system. As we deliver services across Hauraki and South Waikato, often to small geographically remote communities, we require an efficient robust software system with mobile capability, as traditional postal services decline.

It is time to look at how we can harness ongoing advances in information technology in the health and disability sector, to create efficiencies.

We are investigating software solutions that will provide the support and functionality required for our growing service. These include the following;

- Client and Staff Management System
- Advanced Scheduling and Rostering Tool
- Financial Management
- Accurate Contract Reporting
- Data Analysis
- A Mobile Solution for Time & Attendance

2. To Improve Communication and Strengthen Relationships

Communication and relationships are key to the success of our service, so improving the way in which we can communicate, particularly with our remote workforce of Support Workers, is vital.

It is by no means a coincidence that a well-trained, engaged, interested workforce that feels valued also feels empowered to deliver the very best care to our clients.

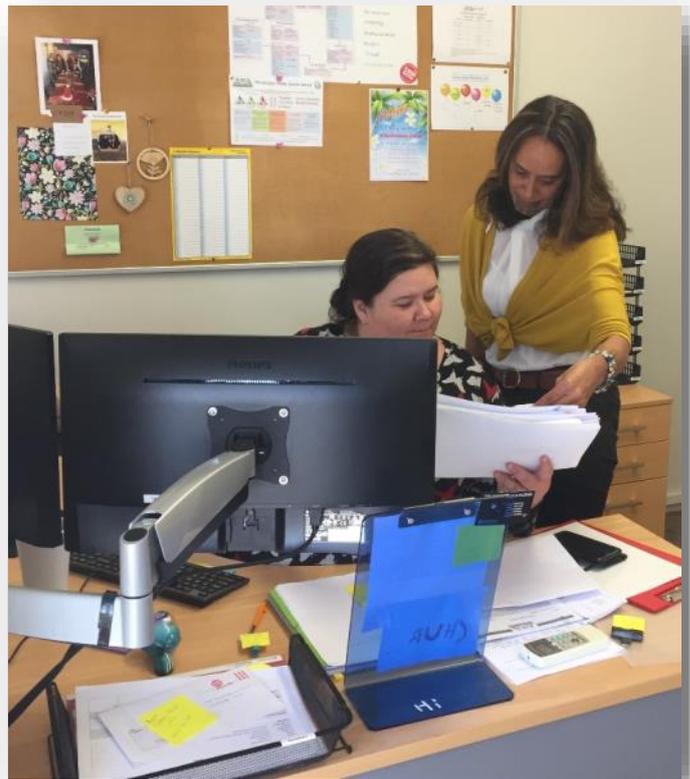
We are currently investigating processes which will enable

our Support Workers greater connectivity with Te Korowai Hauora o Hauraki resources. This will include our intranet Pokapū Korowai, All Staff email notifications, Home Assist – Ohu Kāinga pānui and our new Human Resources platform. Access to this platform allows on-line assessments, personal information updates and on-line learning opportunities. A great resource for all staff.

Quality and Compliance

In August this year our service was externally audited against standards NZS8158:2012 Home and Community Support Sector Standard, for recertification.

An on-site visit was completed over a two day period by two Auditors who during their visit spent time with most of our team and members of the management team. We were extremely pleased to pass audit and receive a glowing report from the Lead Auditor.



New Home for Home Assist

For the past four years the Home Assist-Ohu Kāinga team have occupied offices on the top floor above the Thames Whānau Health Centre. On Monday 21st October we moved across the carpark and service lane to our new location in Rooms 2 and 3 on the ground floor of the Motel Block. The team are really excited about our new office space on the ground floor and the improved accessibility for Clients and Support Workers.

OHU HAUORA

Our Thames Whānau Health Centre has been re-modelled to create a separate Treatment Room at the rear of the GP consultation rooms.

Having a separate Treatment Room gives nurses more space to work with clients on procedures that would normally take up time and space in GP consultation rooms, while at the same time freeing those rooms up for GP visits.

While procedures requiring more privacy, such as cervical smears, will still be held in the consultation rooms, IV antibiotics, ECGs, vaccinations, dressings, elective incisions and other “lumps and bumps” can now be done in the Treatment Room, comprising three

cubicles separated by curtains, similar to what is seen in an ED department.

The initiative comes 18 months ahead of moving our Clinical, Hinengaro Mental Health, Whānau Ora Nursing and Whānau Ora social services to Thames Hospital under a shared Model of Care plan with Thames Hospital and Waikato District Health Board.

Bringing these key services together in one wing in the hospital will provide a wrap-around service for our clients, ensuring that many of their needs can be met at the same time. This extends their care to more than simply general practice.



OHU HINENGARO

In preparation for the move in 2021, the Hinengaro Mental Health and Whānau Ora teams have moved from their previous locations in the historic Brian Boru building to rooms above the Thames clinic. This enables clients to have immediate access to extended care if required, with a clinic room having been converted into a counselling room.



Undertaking the reshuffle now means that staff will be more familiar with the workflow by the time they move into the hospital, providing an opportunity to test how they will work together and trialling different processes.

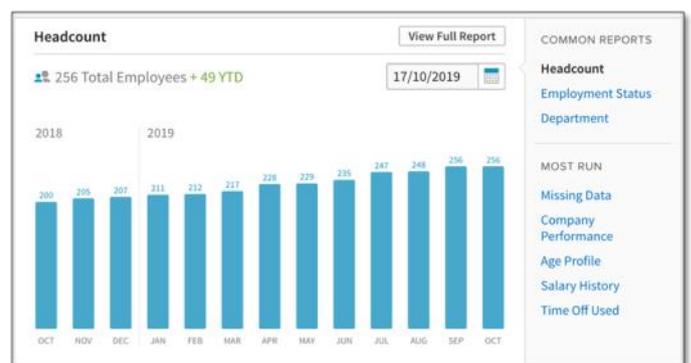
OHU TANGATA

This year has seen the implementation of a new, cloud-based HR system, ‘BambooHR’ for the organisation.

The new system automates many HR tasks, streamlines HR processes, and collects and organises the information gathered throughout the employee life cycle.

Staff can access the system remotely to engage with their HR information, upload training and licensing documents and update personal information.

The system features an online performance management module which gives us an opportunity to live our values by providing feedback that will motivate and lift the performance of others.





Prime Minister Jacinda Ardern visited Te Korowai Hauora o Hauraki in July to meet with kaimahi and hear about the work being done to improve health and wellbeing in Hauraki.

She acknowledged that organisations like Te Korowai Hauora o Hauraki are at the core of New Zealand's wellbeing and always have been.

Prime Minister Ardern spoke of a new approach from Government to the provision of integrated mental health and primary care services, asking that organisations such as Te Korowai "tell us what primary mental health care for your community would look like and how best to offer that."



FINANCIAL REPORT 2019

Financial Performance

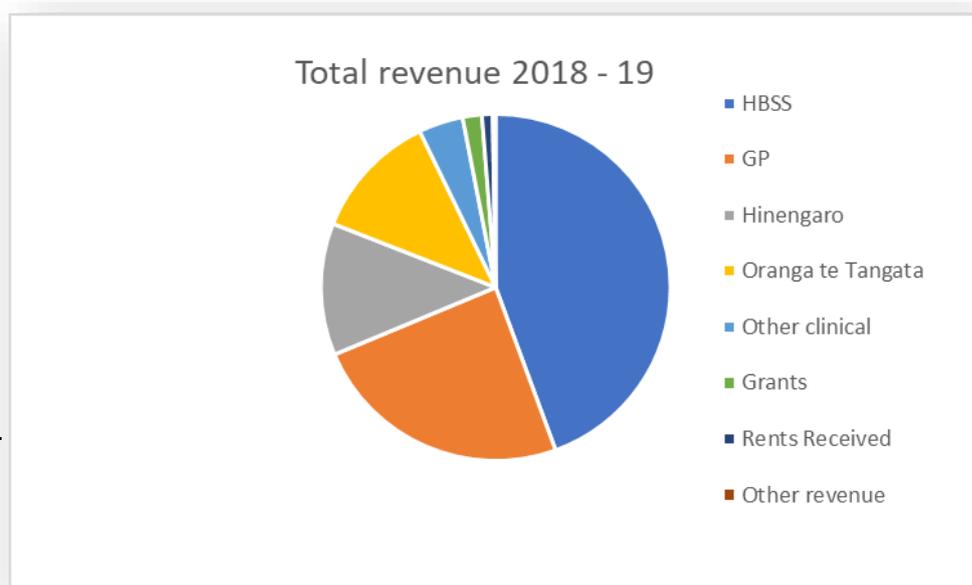
Te Korowai has a reported financial performance surplus of \$174 thousand for the year.

Revenue has increased by 11.4% to \$11.637 million over last year, a similar growth figure to the previous year (11.5%).

As with the previous year, the majority of growth was contributed by GP clinic revenues (41%) and Home Assist (45%).

Employee Benefits showed a \$1.138 million (13.6%) increase, with a full year of Pay Equity increase and relative increase in revenues.

	\$ '000	
HBSS	\$5,171	44%
GP	\$2,820	24%
Hinengaro	\$1,433	12%
Oranga te Tangata	\$1,380	12%
Other clinical	\$479	4%
Grants	\$207	2%
Rents Received	\$116	1%
Other revenue	\$31	0%
	<u>\$11,637</u>	<u>100%</u>



Balance Sheet

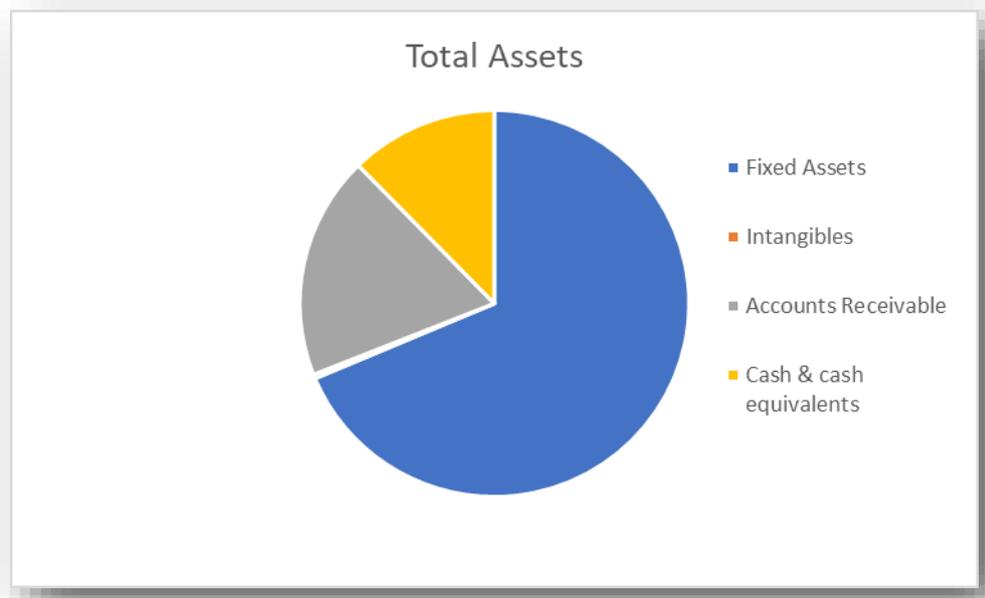
Total assets for Te Korowai stand at \$3.8 million, an improvement of \$116 thousand over June 2018.

Working capital improved from \$439 thousand deficit to \$361 thousand deficit.

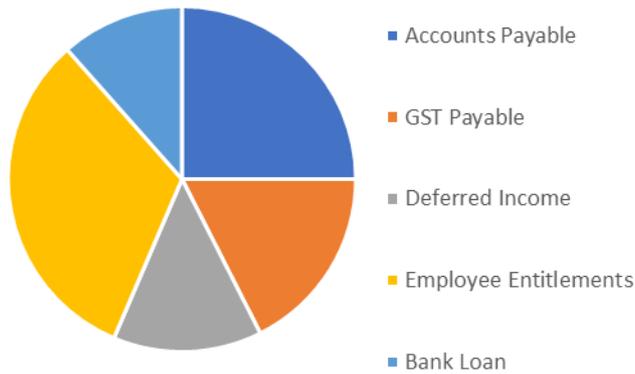
Property, plant and equipment, and intangible assets represent 69% of total assets, continuing to represent the capital investment needed to deliver services.

At the end of the financial year, Te Korowai Hauora o Hauraki held a total of \$470 thousand in cash (\$604k 2018). This reflected an increase of \$198 thousand in Trade and other receivables, due to an increase in outstanding billings to the Waikato District Health Board. We have seen significant delays in the Health Board signing contracts affecting the 2019-2020 year, but the vast majority of these have now been signed and billings done.

	\$ '000
Fixed Assets	2616
Intangibles	13
Accounts Receivable	711
Cash & cash equivalents	470
	<u>3810</u>



Total Liabilities \$ '000



	\$ '000
Accounts Payable	435
GST Payable	306
Deferred Income	241
Employee Entitlements	559
Bank Loan	200
	<u>1741</u>

Looking Ahead

Te Korowai Hauora o Hauraki continues to face challenges around wage pressure and ensuring we are provided with sufficient funding to attract and retain high calibre staff. We are planning for our co-location project and exploring operational and funding avenues to keep those implementation and ongoing costs at a minimum.

A number of new technology solutions are underway, including Fibre in Thames and a rebuild of our Cloud network system. The introduction of a new HR solution (BambooHR) and timesheeting and rostering system (Goldcare) will continue our progress to move away from reliance on paper-based manual processes. This will in turn enable us to become more connected with better recruitment processes, better communications to all staff, reduction in paperwork and more regular feedback on staff performance.

We continue to assess the suitability of our current buildings and leases for anticipated growth. We are introducing a building maintenance programme to ensure our premises are fit-for-purpose.



STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Te Korowai Hauora o Hauraki Inc
For the year ended 30 June 2019

	2019 \$'000	2018 \$'000
Revenue from exchange transactions		
Government and patient funding	11,398	10,114
Other income	214	173
Revenue from non-exchange transactions		
Grant Income	25	161
Total revenue	11,637	10,448
Depreciation expense	213	193
Amortisation expense	20	23
Employee benefits expense	9,507	8,369
Other expenses	1,710	1,556
Finance costs - net	13	28
Total operating expenses	11,463	10,169
Surplus/(deficit) for the year	174	279
Total other comprehensive revenue and expenses	0	0
Comprehensive revenue and expense	174	279

For and on behalf of the Executive Committee:

H Mikaere
Chairman

24 October 2019

L Ngamane
Trustee

24 October 2019

STATEMENT OF FINANCIAL POSITION

Te Korowai Hauora o Hauraki Inc As at 30 June 2019

	2019	2018
	\$'000	\$'000
ASSETS		
Current assets		
Cash and cash equivalents	470	604
Trade and other receivables	711	513
Total current assets	1,181	1,117
Non-current assets		
Property, plant and equipment	2,616	2,543
Intangibles	13	34
Total non-current assets	2,629	2,577
Total assets	3,810	3,694
LIABILITIES		
Current liabilities		
Trade and other payables	1,536	1,556
Bank overdraft	6	0
Total current liabilities	1,542	1,556
Borrowings	200	244
Total non-current liabilities	200	244
Total liabilities	1,742	1,800
Net assets	2,068	1,894
Net assets/equity		
Accumulated comprehensive revenue and expense	2,068	1,894
Total net assets/equity	2,068	1,894





ACKNOWLEDGEMENTS

Kaumātua Taumata

Ngā Roopu Kaumātua o Hauraki

Hauraki Māori Trust Board

Hauraki Primary Health Organisation

Waikato District Health Board

Ministry of Health

Ministry of Social Development

Te Ngira - Whānau Ora Collective

Ngā Whānau o Hauraki

Te Puni Kōkiri





Strategic Plan 2019-2021



Strategic Intent: Creating wellness opportunities, ensuring those who need it most receive it in a timely and coordinated fashion at point of care.

Our Values



Priority Groups

Tamariki **Chronic Diseases**
Kaumātua **Mental Wellness**
Whānau

Where are our services best placed and delivered?

Data analysis to determine growth areas.
 Data analysis to determine high need areas.
 Base services where there are collaboration opportunities.

What should we be doing to create wellness for our whānau?

Partnering up with all service providers and agencies to ensure there is a well coordinated approach to achieving wellness.
 Listening to the voices of our whānau who describe what they require to achieve wellness.
 Accessing funding to ensure we have the services in place to create wellness for our whānau.

How can we increase **community capacity** to improve wellness?

Work with the groups who are local to each of our communities to create wellness opportunities.
 Increase the capacity of whānau to create opportunities within their own communities that will address their needs.
 Provide services in those communities that will achieve wellness for whānau.

What is the **workforce** we require to achieve this?

We require Whānau Ora workforce to assess and provide plans for all whānau that will then set a plan for change.
 We require clinicians who are appropriate to care for our communities and invested in their wellness.
 We require a sustainable workforce that works hand in hand with all parts of our community to empower and achieve wellness for our whānau.

How do we empower our whānau using **technology**?

Virtual connectivity via smart phones for GP and nursing care.
 Self assessments using virtual technology to ensure our whānau are empowered to improve their own health.
 Technology partnerships with our marae to improve access to care.

Issues

Funding

Appropriate clinicians to achieve wellness for our people

Technology

Rural isolation

Geographical diversity

A focus on Māori models of care to ensure they make sense to the people we are targeting

Targeting services and funding to effect change

Mō tātou o Hauraki

www.korowai.co.nz

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Thames	210 Richmond Street
Paeroa	43 Belmont Road
Coromandel	225 Kapanga Road
Te Aroha	221 Whitaker Street
Whitianga	21 Coghill Street

