Annual Report
For the year ending 31 June 2016
MIHI

Kei nga mana, nga reo,
nga nohanga tangata
o nga Hau e wha
Huri te rohe, huri te motu
Ka mihi kia koutou

Ko te hunga kua okioki
na koutou i whakarite mai
Ko te hunga kua paheke
atu i runga i enei marae o tatou
Na matou i whakatau,
me kii na tatou katoa
No reira, koutou kua wehe atu,
noho mai i roto i te ao wairua
Ko tatou nga whakarerenga iho a ratou
Tena tatou katoa

Ka huri kau kia koutou e te whanau
E manaaki nei, e tautoko nei,
i tenei waka hauora a Poutiri
Te ohaaki a nga kai arahi,
okia pikiia nga piki, kia tomohia nga taumata
Kia taea ai nga wawata,
e koingongo nei
I roto i nga whakaaro
hei whakataanga ngakau

Tihei Mauri Ora
About Us

Poutiri Trust was established in 1997. Poutiri Trust exists so that whanau, hapu and the iwi of the four waka – Te Arawa, Matatua, Takitimu and Tainui – achieve whanau ora. We have chosen Te Pae Mahutonga* to describe what whanau ora looks like for us. This includes Mauriora (access to the Maori world), Waiora (environmental protection), Toiora (healthy lifestyles), Te Oranga (participation in society), Nga Manukura (leadership) and Te Mana Whakahaere (autonomy).

*K.M. Durie, (1999), Te Pae Mahutonga: A model for Maori Health Promotion

FOR US WHANAU WELLBEING IS THE FOUNDATION OF MAORI HEALTH

Ko whanau ora te putake o te hauora Maori is our vision. For us whanau wellbeing is the foundation of Maori health. Our mission is miria te hinengaro, we seek to build a strong, sustainable whare o Poutiri to deliver sustainable health services through our Provider Network.
Chairman’s Report

Tenei te mihi maioha ki a koutou katoa nga whanau o Poutiri

I would like to start our annual report with a recognition to you as the Provider Network for your continued support while Poutiri Trust has gone through various changes over the past nine months. I would also like to acknowledge the hard working operational teams not only here at Poutiri but on the ground in the communities that we serve. Our mahi is about providing Hauora services to our communities and with the combined effort of our operational teams and our Provider network we continue to serve our communities.

As Poutiri has gone through changes we would like to address those changes and discuss how we have addressed some of the challenges we have faced this year.

**Governance Changes**

One of the obvious changes is the change in the Board. In August of this year our Chairman George Skudder along with Faithe Hanrahan, Sylvia Willison, Rereamanu Wihapi, and Sue Matthews stood down from Poutiri Board services. Before the previous Board members retired they voted to change the Trust deed to have a minimum of three Trustees and a maximum of five. They also appointed myself as the Chairman and appointed Anna Rolleston as our third Board member alongside Erana Skudder.

Before we move on I would like to mihi to each of the trustees for their dedicated services. Their experience, knowledge and wisdom is evident in the mahi that they have achieved. I would also like to acknowledge them for having confidence in our new Board to continue to move this mahi forward and to follow the moemoea of Poutiri Trust.

As a new Board we have had a chance to come around and see almost all of our providers kanohi ki te kanohi and to explain the changes at Poutiri. To visit the Provider Network whom we serve, and to answer any questions directly, is the right thing to do. We have had open and honest conversations and have also felt overwhelming support from the network for this mahi.

**Operational Changes**

As most of you will know our previous GM moved on and we have appointed Jade Tapsell as our new Interim GM. Jade comes with a wealth of knowledge and experience within Poutiri as the previous contract manager. During a time of change Jade’s experience has been pivotal to the continued operations of Poutiri and our kaupapa to provide Hauora to our communities.

During the year Poutiri has had to make some tough decisions. One was to restructure Poutiri’s operational team. Through our strategic review, our external
audit, and our HealthShare audit it was highlighted that Poutiri was facing financial difficulties. In short our expenses, which were relatively fixed, had out-weighed our income. The Trust made the difficult decision to restructure our operations so we could continue to provide our core services. Through our restructure we went from full time employment roles to part time contracts.

I would like to mihi to our previous employees. This was not an easy process on both sides and our full time employees were supportive under the circumstances.

**HealthShare Audit/External financial audit**

There were a range of issues raised from our HealthShare audit and external financial statement audit last year. These issues were raised with the DHB and we have worked with the DHB throughout the last six months to address these issues and mitigate them moving forward. Several of our contracts that were reviewed in June of this year were not automatically rolled over and we have had to address several issues before the DHB was comfortable about rolling the contracts. This is a significant risk to our Provider Network and this has been our main focus. Without going into the details of the findings our main kaupapa with the HealthShare audit findings is to increase the confidence of the DHB in Poutiri Trust by showing that we can do the basics and we can do them well.

We have been doing everything we can to help build their confidence in us including the appointment of David Grey as our Board observer. We have appreciated David’s support, his understanding of kaupapa Maori and the vision of Poutiri. Although at this stage the DHB has not confirmed that our contracts will roll we are confident that with David’s support we have done everything that the DHB expects from us.

**Strategy moving forward**

Through our visits to the providers we have been asked many times what is the strategy for Poutiri moving forward. We are a little restricted in focusing on future strategies until our HealthShare audit findings are addressed.

Once we have addressed the findings we want to focus on our main kaupapa which is to provide Hauora to our communities. We will be keen in the new year to discuss the concept of Hauora with the Provider Network and determine other services we can focus on which align with Hauora in our communities.

**Conclusion**

Although there have been many changes this year we look forward to the new year and the current direction of Poutiri. Again we thank all of those who continue to support Poutiri and the kaupapa of providing Hauora to our communities.

Nga mihi
Mana Newton
Board Chair Poutiri Trust
Our Structure

The Poutiri Trust network extends throughout the Bay of Plenty, east, west and south, delivering locally led and designed services that are appropriate, accessible and affordable for whanau and the communities in which our providers operate.
Our People
Board of Trustees

Board Chair

Mana Newton
*Ngati Tahu/Ngati Whaoa, Ngati Whare, Te Roro-o-te-rangi*

Mana is a certified public accountant with Deloitte Rotorua. He is passionate about Maori business development and growth. His goal is to help Maori entities with strategic advice to achieve their social and cultural objectives for whanau, hapu and iwi through economic success.

Board Members

Erana Skudder
*Tapuika, Ngati Porou*

Erana has been involved with Poutiri Trust since 2007. She is passionate about health, sport and new initiatives that provide more opportunities for our communities. Erana was elected to the Poutiri Trust Board at the 2015 Annual Meeting. Erana enjoys working with like minded agencies and whanau to develop health policies that are responsive and transformative, founded on wellbeing and social justice.

Dr Anna Rolleston
*Ngati Ranginui, Ngai te Rangi*

Anna is a Senior Research Fellow at the University of Auckland, Principal Clinician/Director of The Cardiac Clinic, and a board member of the Bay of Plenty District Health Board. She specialises in health research (including Kaupapa Maori research); Maori health; community health; corporate health and wellbeing; clinical exercise physiology and stress management; public speaking.

KO WHANAU ORA
TE PUTAKE O TE
HAUORA MAORI
Our People

Employees

From left to right: Matiha McNeil, Carey Manuel, Erana Skudder, Brenda Smith, Jade Tapsell, Wiki Ngawaka, Ray Wihapi, Ira Argent.

Acting General Manager
Jade Tapsell
Tapuika, Ngati Whakaue, Ngati Pikiao

Performance Manager
Erana Skudder
Tapuika, Ngati Porou

Business & Service Development
Ray Wihapi
Tapuika, Waitaha, Tuhourangi

Pouwhenua Administrator
Ngawiki Ngawaka
Nga Puhi

Research & Service Development
Carey Manuel
Ngati Kahungunu ki te Wairoa, Ngati Porou

Nurse
Brenda Smith
Ngati Ranginui, Whakatohea

Information Technology Specialist
Matiha McNeil
Tapuika

Executive Assistant
Ira Argent
Tapuika, Ngati Whakaue, Ngati Pikiao
Poutiri Management Report

This year has been a very busy one for us. I was appointed Acting General Manager in May 2016 and it was a case of “hitting the ground running, and fast.”

**New structure, new team**

My initial focus was to establish the right operational structure and team so an extensive restructuring of the organisation took place between May and July this year. The restructure was designed to achieve greater cost efficiencies, improve capability and ensure Poutiri Trust could deliver excellent service across the network. The biggest challenge was finding the right people who could envisage how the future could look and help drive the organisation forward. The new team was in place by August 2016.

**Unite and motivate us as one team**

My next focus was to work with the team to establish our strategic platform and develop goals and processes to deliver success. We arrived at a vision that would unite and motivate us as one team to deliver positive outcomes for our organisation and key stakeholders. There is much to be done but the emphasis is on moving forward, building fit for purpose systems and improving the efficiency and operating capability of the organisation.

**Stakeholder relationships**

Maintaining stakeholder relationships, particularly with our funders, is critical. We have had challenging times with our funders, mainly as a result of the recent HealthShare audit for Poutiri and its Provider Network. In order to move forward it is important that we elevate our services to a new standard and status. So we are focussing on engaging in a more purposeful way with our Provider Network, developing new approaches to the way we provide our services. Poutiri has facilitated a number of Provider hui this year to keep our Provider Network informed and to identify issues common amongst many of our Providers. This has allowed us to focus on service design to better meet their needs.

**New technologies**

We are excited about the potential new technologies have for us and our network. We have created an online Performance Monitoring System that, although in its infancy, has great potential to capture data, as well as report our stories and those of the people we serve. This will prove beneficial for us with strong efficiency gains made by eliminating tasks that previously involved a lot of double handling. The organisation will continue to invest in technology. This investment is a necessary transformation cost.
Relationships
During the year we also established relationships and collaborative approaches with organisations across the sector to identify and pursue more growth opportunities. We established relationships with the University of Waikato, Maketu Health and Social Services and Maana services. Recently we became a member of the National Urban Maori Authority.

Research
Earlier this year Poutiri undertook research work funded by the Ministry of Business, Innovation and Employment – He Pikinga Waiora. Its core purpose is to make health interventions work for Maori, with a view to reducing health inequalities and achieving health equity for Maori. Poutiri Trust is one of two Community Research projects funded through He Pikinga Waiora, the other being Te Kohao Hauora in Waikato.

To date, the research for Poutiri Trust has focused mainly on interviewing diabetic and pre-diabetic Maori patients who live rurally in the Bay of Plenty. As this stage of the research starts to wrap up, the research team is now focusing on the next stage, developing an innovation that addresses diabetes and pre-diabetes within Maori rural communities, and implementing it through Poutiri Trust and Te Kohao Hauora. The research team will also look to secure funding for implementation through HRC (Health Research Council) grants and other funding streams. The research team aims to develop an innovation proposal for funding purposes by February – March 2017, with an implementation goal of June 2017.

Pouwhenua Clinics
The Pouwhenua Clinics continue to provide long term condition management and podiatry services for those who fit the criteria. From July this year however, the contract specifications for this contract changed and we had to bid farewell to colleagues and patients in the Eastern Bay of Plenty regions, which was unfortunate. The areas of practice are now Manoeka, Te Puke, Pukehina, Paengaroa, Maketu, Pongakawa and Otamarakau as well as inland areas. The Specialist nurse will also be providing extensive case management, the aim is to aid people to take care of their own health needs in their communities, as well as helping to navigate community and hospital based resources. This does not mean that the nurse takes over care from General Practitioners but instead will work with respective GPs and aid in reducing exacerbations (acute episodes or unwell episodes) of chronic diseases and therefore, hospital admissions.
Looking ahead
Like many organisations in the health and not-for-profit sectors we continue to respond to changes in funding, planning and health delivery arrangements. The Board’s strong and capable governance, combined with the efforts of our management and staff, will contribute to a successful year ahead. Maintaining financial strength and operational performance in a state of diminishing funding is the greatest challenge. However we will continue to challenge ourselves to provide focused and relevant services.

We have no doubt that 2017 is going to be a challenging year. We look forward with renewed vigour and dedication to the challenges and opportunities that this work will bring. In particular, we are positive about the further health gains we can achieve together for the people living in the communities we serve.

My thanks to the staff for their hard work and commitment this past year and taking up the challenge of transforming our organisation for the future. Thanks also to our Providers for your continued support and commitment to providing services during this transition.

Jade Tapsell
Acting General Manager
Poutiri Trust

WE KNOW WE WILL ONLY SUCCEED IN ACHIEVING OUR GOALS IF WE MOVE TOGETHER AS ONE TEAM.
Whakatane Medical Practice

Whakatane Medical Practice is based in Whakatane and is affiliated to Eastern Bay Primary Health Alliance.

We recently farewelled the Practice Manager Karen Nuku who went to Auckland after two years service at the Practice. Dr Chris Morgan also left in August 2016 and replaced by Dr Julie Clark. Dr Julie Clark comes with a wealth of experience in family GP and is supported by two part time nurses and two administrators.

Whakatane Medical Practice continues to provide services in a very high needs area. With a high proportion of high needs patients, the practice continues to be challenged by factors impacting the sustainability. We continue to get pressure in the form of patient numbers decreasing and providing consistency of services.

Despite this, we need to ensure that we keep our eye firmly fixed on the future. We know that we cannot achieve our goals alone. We will ensure that collaboration is the key to finding solutions and achieving more prosperity.

To achieve collaboration we are looking at ways that Poutiri can support some of the administrative services required by WMP. This must be balanced with the needs of Poutiri.

We would like to thank the staff for their hard work, continued support and ongoing commitment.

Enrolled clients

The number of enrolled clients at July 2016 is 2200.
Trust Directory

**Poutiri Trust Office**
Commerce Lane  
PO Box 148  
Te Puke 3153

**Contact**
Telephone: 07 573 0092  
Email: reception@poutiri.com

**Nature of Business**
Health Contracts Management and Associated Activities

**Date of Establishment**
21 October, 1997

**Trustees**
Mana Newton – Chair  
Erana Skudder  
Dr Anna Rolleston

**Accountants**
Deloitte New Zealand  
Rotorua

**Auditor**
Iles Casey  
Rotorua

**Bankers**
ASB Bank  
Tauranga